

Trips Database Bureau Strategic Plan 2013

Introduction

This strategic plan has been developed by the Trips Database Bureau (TDB) Board in order to provide a disciplined approach to the management of TDB over the next 10 years.

This Strategic Plan reviews the progress of the Trips Database Bureau since its founding in 2002 and briefly presents a summary of its strengths and weaknesses. It considers the emerging situation, the changing scene, the issues, the options and the future directions and actions of the Bureau as it enters its second 10 years.

It is an opportune time ten years on from its foundation to assess the future direction of TDB.

Background and History

Following the publication of the Transfund research report 'Trips and Parking Related to Land Use' Report 209, in 2001, there was wide support amongst the members of the IPENZ Transportation Group who agreed to continue with a cooperative arrangement for updating and expanding the trip and parking survey database on a national basis.

TDB has undertaken its activities on a cost effective basis for a relatively small pool of members. These are comprised of government, local government and consultancies who see benefit in its activities and products. There are also some affiliated tertiary education providers and overseas partner organisations.

In the event, work has progressed over the past 10 years much as originally envisaged but not at the speed anticipated in 2002. It has generally enjoyed loyal support from its original council and consultant members. The role of TDB has not expanded as much as might have been expected. The nature of the market and the institutions involved has also altered dramatically over the past ten years.

Obviously having a reliable national trips data base is a great benefit to all. Councils have responsibility for setting district plan standards and securing this information as both planning and road transport authorities. They pay for this information, be it collected as a cooperative national over-view undertaken by TDB, or as required in an ad hoc manner by individual Councils and their consultants from time to time.

TRIPS DATABASE BUREAU

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In respect of the areas of research which have been successfully undertaken by TDB the situation has also altered over time. The NZTA research philosophy has shifted to emphasise projects with shorter term objectives related to more immediate transport management issues that Government sees as being of more immediate value related to immediate and pressing needs. This shift away from longer term strategic research is to be regretted. Tracing changes in travel, trip making and modal split over time on a national and a local basis is an important benefit achieved from the Database and the activities of the Bureau.

TDB has received external support over the years in a number of mechanisms and forms. Without these external connections and support, TDB would not operate as effectively or be as widely recognized. This has included support from:

- Various member organisations through the provision of staff time and costs to participate as Board members.
- NZTA through its research fund in primary funding source for most of the TDB research projects.
- IPENZ Transport Group through oversight as a parent body and free advertising/promotional opportunities.
- AITPM through recognition as an interest group and free advertising/promotional opportunities.
- The TRICS consortium through contribution to research projects and provision of low cost licencing to its database
- Support services consultancies (Douglass Consulting Services, Abley Transport Consultants and MWH (NZ) Ltd) through provision of discount cost services for administrative and research activities.

The changing circumstances of the past 10 years raise the question of the best options for identifying the Bureau's future focus, objectives, membership growth, an action plan its future structure, and basis of operation.

Governance and Staff

TDB is governed by a Board of elected and nominated members, made up as follows (and outlined in the figure over page):

- Chairperson, who shall be a member of the IPENZ Transportation Group or AITPM;
- Not more than 6 elected members from New Zealand (not fewer than half shall be members of IPENZ Transportation Group or AITPM)
- Not more than 6 elected members from Australia (not fewer than half shall be members of IPENZ Transportation Group or AITPM)

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- A nominee from NZTA
- A nominee from Austroads
- A nominee from IPENZ Transportation Group National Committee
- A nominee from AITPM Council

Each elected Board member is elected for a three year term, but may stand for re-election at the conclusion of that term. Each nominee should be appointed annually by their nominating body.

The Board is responsible for managing the business and affairs of the TDB as a Society, including determining the priorities given to the objectives, acting as the Society, appointing committees to undertake specific activities and responsibilities, employ administration support and researchers, and appoint an auditor.

Membership of TDB is offered to public and private organisations and individuals. Whilst members of TDB do not need to be members of IPENZ or its Transportation Group or of AITPM, all members shall have a demonstrated technical interest in the pursuit of transport field surveys, investigations, planning and design embracing a knowledge of one or more transport planning related fields. Membership can be granted to organisations and individuals resident in New Zealand, Australia and other countries.

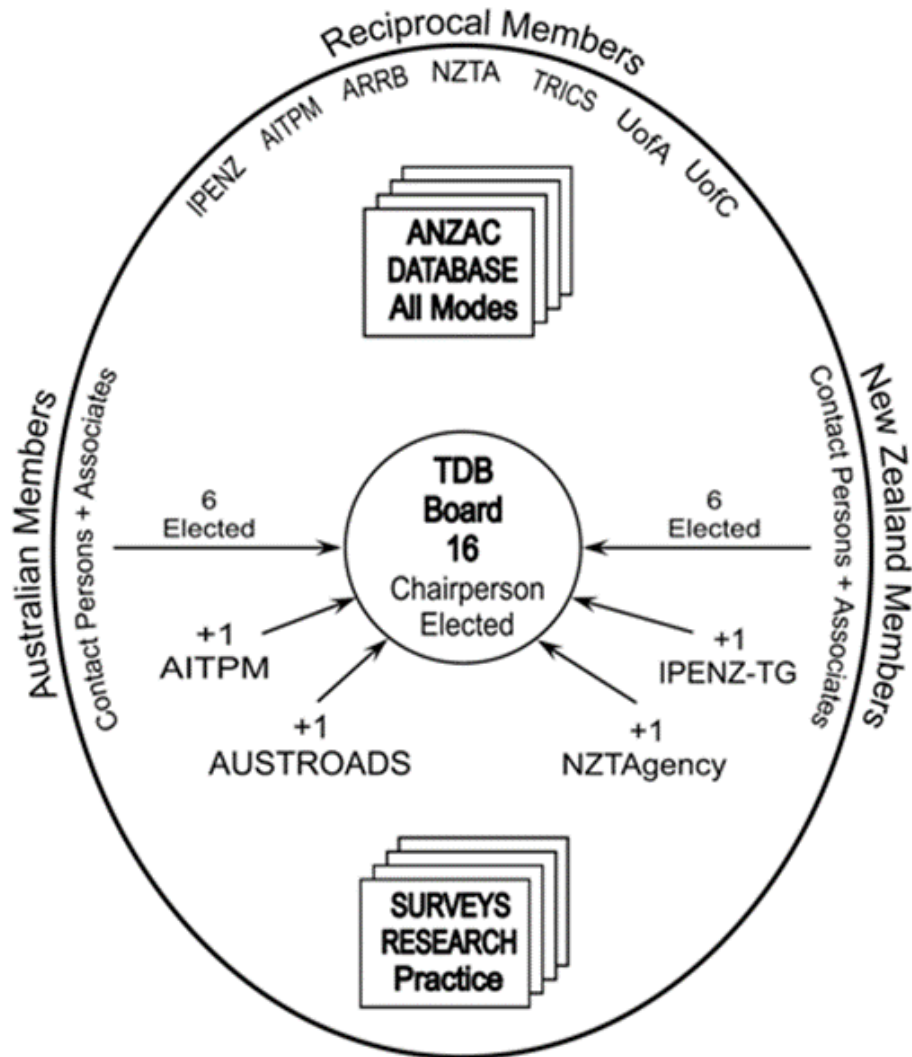
There are a range of membership classes to which varying subscription levels apply. All members received the same benefits, and the different membership subscriptions relate both to ability to pay and to the potential level of use of TDB services. The following table provides details.

Category	Category description	NZ Fees (+GST) NZ\$	Australian Fees Aus\$
A1	National/State Government Transport agency	\$5,440	\$4,800
B0	Council or Council Controlled Entities over 500,000 population	\$5,440	\$4,800
B1	Council over 100,000 population	\$2,720	\$2,400
B2	Council 20,000 - 100,000 population	\$1,380	\$1,200
B3	Council under 20,000 population	\$710	\$600
C1	Consultancy – over 3 offices	\$2,720	\$2,400
C2	Consultancy 2-3 offices	\$1,380	\$1,200
C3	Consultancy – single office operation	\$710	\$600
C4	Consultancy – sole trader	\$380	\$350
D1	Private Person	\$380	\$350
D2	Professional grouping/interest groups	\$380	\$350

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Trips Database Bureau is a cooperative of New Zealand and Australian engineers and planners. The Bureau surveys and researches trips, parking and travel patterns to assist with transportation assessments.



STRUCTURE & FUNCTIONS

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Organisational Assessment

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis conducted on TDB’s current operation and situation has provided a range of key issues that need consideration during the formulation of the way forward. The SWOT table is attached as appendix 1. The analysis is key to assessing issues which are helpful or harmful to achieving TDB’s objectives, and those which are internal (and more readily controllable) or external (and need recognising as the current and emergent environment in which TDB operates) – this is summarized in the following figure.



Membership issues.

Current members of TDB have generally shown strong loyalty, although this should not be taken for granted. The New Zealand market is probably near saturation in terms of membership. Although there are apparent gaps, for example few members from rural Councils, these areas have very limited potential due to sourcing their needs through other channels (who are often already members). There are on the other hand, some opportunities for membership growth in Australia as the potential market is much larger and relatively few members exist there to date. This opportunity is tempered somewhat by the activities of the New South Wales agency, Roads and Maritime Services (NSWRMS - part of the re-structured RTA),

NSWRMS has periodically been involved in similar activity to TDB and many years ago

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produced the Guide to Traffic Generating Activities. After a lull of many years of inactivity, RMS is now again active in NSW collecting traffic generation and parking data and analysis and disseminating it at no cost. This is a challenge but also could present an opportunity for TDB. It needs to be factored into the future endeavours of TDB and generally a closer relationship to RMS would be valuable to integrate activities, programmes and services.

There are also challenges ahead arising from potential amalgamation of local government members (as happened already in Auckland), and fiscal constraints on consultancies. The membership is dispersed across New Zealand and even more so across Australia. Whilst in the current electronic era, most activities can be suitably undertaken using technological solutions, there are times when this present difficulties such as effectively delivering workshops or running the AGM.

A small number of membership related rules/practices exist that need addressing, such as one full membership fee for each country that a multi-national company operates; and the opportunity for a member to join intermittently for one year to gain the database and withdraw for several years before a further engagement to gather a database update.

Value Proposition

To maintain membership and fees levels, TDB needs to be viewed as adding value to members. Periodically a member when questioning itself over continued membership reflects on what value TDM membership provides. Whilst some answers are provided in various TDB materials, it is something which probably varies according to the member's situation. Past or current activities have generally been in the following areas: the Database, Research and seminars/workshops

TDB was founded around its database and information around trip generation associated with land use activities. These have value in assessing the effects of activities, on road networks and determining parking requirements. There have been challenges in refreshing the data base which has some risks around its on-going currency. Attempts to elicit data from members or local government have not been particularly successful which may be around reasons of commercial sensitivity or simply that the level of data capture is relatively low. Initiatives are required to ensure that the databases refreshed.

TDB have in the past raised its profile and added value through procuring contestable research funding from NZTA. The traditional avenue for this has diminished as NZTA research funding is both reduced and more targeted. There may still be opportunities worth exploring in seeking research funding that is aligned with TDB's activities.

TDB has had reasonable attendance at seminars and workshops. These have tended to be

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focused around the outcomes of research or entry/intermediate level material around analysing trips and parking. Latterly workshops have been provided free or heavily subsidised to members. These activities should continue but need to be targeted to what members and potential attendees view as being of value as well as being informed by new TDB content.

There would appear to be use in TDB canvassing members and stakeholders as to what would add value for them. This then can be reflected in its activities and products which in turn should lead to sustained and growing membership. To survive TDB needs to add value and be seen to add value to its members. In particular there is a need to question the on-going relevance of the data base and how this can be refreshed over time.

Other aspects of the value TDB can add are the reputable research it undertakes and provides to members as well as the related free, independent expert advice, technical notes and think pieces which can be supplied.

Database issues

When TDB started, there was a gap around data to support decision making on trip generation and parking. TDB's focus has been on quantitative consistent data. There was also some international precedent for this in TRICS. However it is a good time to assess whether this in itself adds sufficient value to existing and potential members.

The database provides a good basic level of information with around 1000 survey records. However, there are very few new surveys offered by members and most new data added to the database is arriving through University research project work or some Board members and support staff providing limited information from their own organisations information bases. Consequently, the data is aging and may not be expanding on areas of contemporary importance. Securing and improving the supply of data for future updating and expansion of the database is a fundamental issue for TDB to resolve as times have changed since its inception.

Similarly, the database is primarily based on vehicle trips and thus is still valid for "unrestrained assessment of demand" which is predominantly based on motor vehicle travel. However there is developing in the marketplace a far greater policy front end emphasis on mode share targets and the proportion of travel demand that is taken up by passenger transport, active modes (pedestrian and cycle), travel demand measures.

These require their own quantitative data as well as data around the various factors that contribute to their uptake. The current TDB database still has value for activities that are predominately unrestrained vehicle based demand. However it risks becoming irrelevant where wider travel demand and mode share considerations come into play.

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Feedback from members has recently indicated that they want high quality, extensive and reliable data that includes context information, non-vehicle mode data and person-based data. It has also been suggested that full Integrated Transport Assessments (ITA) or traffic assessments exemplars be added to the database as well as other related documents and types of data, such as the NZIV Pedestrian Surveys.

Notwithstanding the above challenge, the current platform for the database needs to move to a more contemporary arrangement, away from the current simple spread sheet basis. The new website has been set up to provide a web-based, genuine database platform for the database, and both better member access and control of the database. It would also enable a wider array of data, and data quality to be incorporated.

Relationships and recognition

TDB operates both as an Incorporated Society and as a technical interest group of the IPENZ Transport Group. It also has key relationships with NZTA and AITPM as supporting entities, and should have better formal links with Austroads. There has been an on-going and developing relationship with TRICS that can provide much useful information and guidance on operations. In many ways, TRICS (which operates on a completely different paradigm to TDB) could be considered to be some 20 years ahead in development. All the above relationships are very positive and place TDB in a sound position in the industry.

There has been passing and intermittent links with ITE, which are currently very limited. ITE could potentially provide a significant opportunity for information and profile through a closer relationship, although it could be held that this would be better managed through IPENZ TG/AITPM.

TDB's outputs are of value to modellers and potentially other professional fraternities. It is probably worth exploring whether there are any other affiliations, such as NZ MUGS (a sibling IPENZ TG interest group focusing on modelling) that may add value to TDB in terms of increasing membership or in populating, developing and using its data. This needs to be viewed in terms of the needs and objectives of these groups and the overall scope of TDB's activities.

Recently TRICS gained notable recognition as a preferred and recognized source of data from Transport for London. This is a significant development, and provides a substantial value in its membership value and place in the sector. It would be a significant step if TDB could gain that recognition from some key entities in the Australasian sector (e.g. key government agencies, courts, etc.).

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Financial and commercial environment

In the past ten years the strategy has been to use the members' annual fees income, between \$60-80,000 p.a. to cover TDB administration and maintenance of the Database. Relatively little funding has been set aside for a widened programme of surveys. NZTA grants for research has enabled, through cooperative arrangements, a joint consultant service to undertake significant research projects which in a single year has on occasion risen to about \$100,000 per annum, but opportunities in this area have all but disappeared.

Low on-going subscription fees with few increases over the past 4 years have helped contain member concerns, but not in all cases. A challenge is to keep membership fees at a level where members don't withdraw in the face of cost pressures and yet the financial model from that static membership numbers and revenue needs to be such that sufficient resource can be enabled to provide an optimal service/operation. Current budgets only fund a basic level of administrative, research and survey activity, and certainly there is much more that TDB could do with a greater financial platform.

Our current funding pattern only pays for a c.10% FTE paid administration and relies upon voluntary support otherwise. It is unlikely that the membership would hang in if the present annual fees were significantly increased. Given that the principle of a relatively uniform but structured annual fee is retained to cover base administrative services, it is obvious that to expand on the objectives set out above additional funding must also be secured from other sources. Opportunities such as sponsorships for specific services, TDB materials or events, or part-subsidised/partnership-based activities may need exploring further.

TRICS/UK has been through these same dilemmas in the past and we can learn a lot from their independence and success. Survival might require TDB to follow the TRICS model of contracted services and funding in excess of \$1 million a year to undertake a programme of surveys to expand the database and disseminate the results of surveys and results.

TDB is also providing data into a sector where there are commercial entities that make a living through surveying, providing and interpreting that data for clients. Whilst this data often appears in highly summarized forms in the public arena, it is difficult to secure the base data from public bodies (who would need to ask for it) or the provider as it is considered commercially sensitive or the property of a third party who is not at all interested in TDB or its objectives. This environment results in very little data being offered to TDB, even from its own members and a somewhat guarded engagement with TDB. Indeed some members take the opposite stance of simply using membership to

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mine the database as a cheap source of new data for their own in-house databases yet do not offer anything back. However it is also probably true that many consultants and members tend to extrapolate from current data rather than conduct new surveys. In addition it is not uncommon for surveys to be limited to periods of peak traffic when the impacts of additional trips may be at its greatest.

Regardless of the reasons it is apparent that the underpinning assumption that the data base will be continually refreshed through the voluntary provision of new data cannot be entirely relied upon going forward.

Guiding Principles and Statements

The Challenge to find The Way Forward

The future of TDB hangs in the balance and the way forward will certainly mean change.

Some Members have been reluctant to acknowledge the wider benefits of TDB and have been known to question whether the benefits are sufficient to warrant on-going membership. Councils frequently say ‘We leave this to our consultants’ but that is a weak excuse. To gather more resources there will have to be more funding and a wider programme of activities so the membership is persuaded to be taken on a journey and taken into this next level of professional and business activity.

Clearly a range of new directions, initiatives and structures are needed through this strategic plan to manage TDM through its next 10 years. Key to this is that the necessity and feasibility of new directions initiatives and structures must be endorsed and embraced by the Board and members who then must be persuaded to act and assist with the new arrangements and the fee structures that might emerge.

The TDB cannot continue as an honorary hobby cooperative. It must move to being a robust player in the sector. Its information, standards and importance must match national and international standards.

While it is desirable to keep NZTA research going this is unlikely to be of the scale previously enjoyed. So there is a need to explore changes in direction which take advantage of the TDB cooperative arrangements.

In the past we were able to achieve this coalescence by a process of board and member interest and keen researcher’s participating in the NZTA research projects and its workshop programmes. Board members were frequently willing to be facilitators at workshops etc. In addition there were a core of enthusiastic (largely public sector)

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transportation engineers, town planners, economists, geographers and lawyers, who were willing participants believing that 'traffic in a city and in the rural areas' had to be measured and clearly understood.

At the research and technical level we have reached the stage where volunteered effort is only volunteered if it is preceded by funded activities which are reasonably profitable to the participants. The age of reliance on voluntary and hobby efforts alone seems to have past. To just keep the services of TDB running and be in a 'take off ' mode for new services and projects probably requires a total input equivalent to about 40-60% of a 'person year' or say \$70-100,000.

For the Bureau to survive it has reached the point where it must expand its role and its programmes onto a new platform. To reduce its present basic programme and the Bureau's competence will simply be a recipe for starvation and disbandment.

The TDB must move to the next threshold and the time has arguably arrived where it will need to consider a greater professional input, perhaps based on the UK/TRICS management model.

If that is a direction TDB wishes to develop then it would need to start by considering its contracts support resourcing, potentially by expanding, streamlining and re-defining the roles. An example and one solution might be to provide a three way split of roles, and provision of greater funding/time:-

- An Executive Officer/Administrator - who manages the bureau's administration and contracts, implements Board direction, oversees and collaborates with the two Directors and financial control of the Bureau;
- A Director of Technical Services – who oversees and ensures increased research to put the bureau on the map as a distinctive high quality information source of national and international trip generation and multi-modal information providing a service to both government and consultant sectors;
- A Director of Membership Services – who oversees all aspects of the Bureau's promotions, membership growth, membership services and running workshops and training activities.

These positions are not seen as full time job contracts but they should be filled by the best people. The position of Director – Technical Services must be a committed practitioner with a national respect who agrees with the institutional role of TDB as a charitable professional cooperative.

It is estimated initially from current experience and anticipated demands of such a model

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that the above roles would combine to require the equivalent of 5-6 days full time work per week. It is noted that the TRICS consortium operate on a resource level of 3 full time staff. It is to be acknowledged that this or other arrangements to take TDB forward considerably will require a considerably larger budget base that is currently the case, probably in the order of 3-4 times increase. This would be a considerable commitment to move towards, and is unlikely to be achievable in the immediate future

Vision¹

To be the pre-eminent Australasian resource for trip generation and parking rate related data, research and advice.

Mission Statement²

To be a recognised Australasian non-profit, non-partisan industry organisation that enables improved transport planning practice and quality of decision-making through better, up-to-date data, research, expert advice and developing best practice, through a co-operative, responsive, cost-effective and collaborative model.

Values

The following list of values and related discussion outline TDB's expectations of how it anticipates its Board, members and the organisation as a whole to behave or how it intends to operate.

- Collaborative: In all our activities, TDB will be co-operative and collective in its approach, freely sharing ideas and information for the good of the Society;
- Non-partisan: In all our activities, TDB will be objective and impartial with regard to membership, membership benefits and activities
- Efficient: In all our activities, TDB will endeavour to be as well-organised and effectual in use of its and members resources.
- Responsive: In all our activities, TDB will within its capacity be highly receptive and reactive to members and associated groups needs and requests
- Expert: In all our activities, TDB will seek to provide skilful, knowledgeable and proficient actions and responses
- Up-to-date: In all our activities, TDB will seek to remain aware of current events and provide on-going renewal of information and data
- Add value: In all our activities, TDB will attempt to provide services and activities which provide good value for money for its members
- Not-for-profit: In all our activities, TDB will recognise that it responsible for wise use of member's funds and is not driven by commercial needs to make a profit.

¹ What you want to become.

² What you want to achieve overall – the reason for existing/fundamental purpose, the hows
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Goals

It is proposed that TDB bases its activities, planning, management and development around the following set of 5 Goals and the associated Objectives and Actions. These have been created in response to the Organisational review and to seek to achieve Vision and Mission Statements.

G1: Maintain, renew and grow the TDB database

Context

Currently, TDB's key resource (its database) has not been updated and expanded as desired due to the lack of new survey data being provided for incorporation. The TDB model for securing this data has relied upon voluntarily provision of data by members as it came to hand. This model is clearly failing for a variety of reasons. More deliberate sourcing of new and targeted data is required. Similarly, the database was originally heavily focussed on vehicle trips and parking data. With current planning needs, this is far from all that is needed, and a wider variety of modes and responses to planning stimuli is required.

Approach

New approaches are required. To secure targeted data of use to members, there is first the need to understand what is needed by canvassing members and users of the data to identify their needs and requirements in assessing trips and travel demand, and from this assess whether the scope of its activities should be widened to include data on travel planning and TDM, data on factors that influence mode share (e.g. walking distances from PT stops). Once the needs are known, a range of pro-active initiatives are required to secure the data, which may include direct low cost commissioning of data capture - possibly in conjunction with universities, incentives for members to provide data or seeking regulatory authorities to require its provision in public sector assessment processes. To date, the data requirements for entry into the TDB database have been relatively demanding and technically correct; an option for adding less robust data sets for contextual considerations is worth exploring; or to become a repository for qualitative assessments such as transport assessments. Additionally, given the relatively new entry into Australia, further investigations of data that is available and how it is sourced is warranted. Exploration of the relationship with NSW RMS is warranted to assist both undertakings to operate for the best advantage of the transport sector at large.

Objectives:

O1.1: To remain aware of the data needs of TDB members

Action – A1.1.1: Annually canvass the needs and perceptions of the TDB membership regarding the database

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Who: Executive Officer /Chief Researcher When: Annually in March

Action – A1.1.2: Review periodicals and consent documents to identify key contemporary issues and data needs.

Who: Chief Researcher/Board members When: On-going, annual consideration mid-year

O1.2: To retain and maintain an up-to-date, renewing and expanding database for members that is widely recognised and accepted.

Action – A1.2.1: Produce an annual update of the database that is made available to all members

Who: Executive Officer/TDG When: Annually in November

Action – A1.2.2: Convert the database to a web-accessible database platform

Who: Chief Researcher/TDG When: March 2014

Action – A1.2.3: Widen the platform of the database to receive and output alternative and additional data forms (e.g. graphical formats, alternative statistics, modes, trip purposes, person-trip data, ITA's)

Who: Chief Researcher /TDG When: On-going

O1.3: To manage an on-going, cost-effective programme of surveys and data acquisition sufficient to update data older than 10 years and expand it

Action – A1.3.1: Promote the TDB survey funding budget allocation to Board members, to develop and conduct a programme of TDB commissioned surveys

Who: Executive Officer When: September 2013

Action – A1.3.2: Liaise with Universities to develop student projects with data collection components or related research useful to both parties

Who: Chief Researcher/Ian Clark/Executive Officer When: Annually in October

Action – A1.3.3: Develop agreements with NZTA and local Councils regarding provision of data supplied with consent applications/assessments

Who: Executive Officer/Board Members When: March 2014

Action – A1.3.4: Pursue research projects/programmes of external providers which have data collection components

Who: Chief Researcher/Board When: On-going

Action – A1.3.5: Lobby and promote to members the need to contribute data and surveys to develop the database, possibly including offering incentives

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Who: Executive Officer/Board

When: On-going

01.4: To continually keep members educated on the database use, limitations and updates.

Action – A1.4.1: Provide annually updated user guide with each release of the database

Who: Executive Officer/TDG

When: Annually in November

Action – A1.4.2: Include tips and advice in technical notes, workshops and newsletters

Who: Chief Researcher/TDG

When: On-going

Action – A1.4.3: Use website and newsletters to advise members of updates, changes or key issues

Who: Chief Researcher/TDG

When: On-going

01.5: To develop and maintain strong relationships with other entities interested in operating similar data sets.

Action – A1.5.1: Continue regular liaison and partnership with TRICS, including joint research projects and database development initiatives.

Who: Executive Officer/Chief Researcher

When: On-going

Action – A1.5.2: Strengthen links to RMS, and liaise over relationship between groups in light of new RMS database/research. Seek out similar links to other state roading authorities.

Who: Executive Officer/Peter Doupe/John Hart

When: March 2014

Action – A1.5.3: Seek to re-connect with relevant sections of ITE and establish reciprocal arrangements and liaison activities.

Who: Executive Officer/Board

When: On-going

Action – A1.5.4: Continue relationship and explore closer ties with NZMUGS

Who: Executive Officer/Board

When: On-going

G2: Provide Valued Services to Members

Context

TDB currently provides a range of other services to its members. These include a website, newsletters, technical notes, workshops/seminars, and a query service on the TRICS database. Some of these services are free and others have a cost element. In the same light as developments of the database, there may be value in canvassing members on what services they value that are currently provided or potentially could be. The

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provision of these services are a key element of the value proposition of TDB to attract and retain members.

Approach

In order to continue to provide value to members, it is proposed to continue to provide additional services beyond the basic provision of the database to members. Such services are a useful means to maintain a basic level of interaction with members. These services must be provided in a cost-effective way and operate within budgetary allowances. Similarly, these services will be provided in a way that demonstrates value of membership above non-members accessing any of them.

Objectives

O2.1: To maintain an up-to-date website

Action – A2.1.1: Review and update front page at least fortnightly with latest news, events, promotions and advice

Who: Executive Officer/Chief Researcher/Board/Webmaster When: Fortnightly

Action – A2.1.2: Upload latest research reports, technical notes and newsletters as soon as available.

Who: Executive Officer When: On-going

Action – A2.1.3: Undertake minimum quarterly updates of meetings and administration pages

Who: Executive Officer When: Quarterly

O2.2: To regularly deliver a range of information to all members

Action – A2.2.1: Produce and distribute at least 3 newsletters per year

Who: Executive Officer When: 3 per year minimum

Action – A2.2.2: Distribute technical notes to all members as they are produced

Who: Executive Officer When: On-going, 2 per year minimum

Action – A2.2.3: Develop alerts and advertise to members activities of common interest

Who: Executive Officer When: On-going

O2.3: To provide face-to-face meeting opportunities

Action – A2.3.1: Deliver a (series of) workshops each year, focussed on latest research, best practice and TDB updates

Who: Executive Officer/Chief Researcher/Board When: Associated with AGM or

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IPENZ Transport Conference

Action – A2.3.2: Run short TDB-related workshops/sessions/meetings at conferences
Who: Executive Officer/Chief Researcher/Board/Members When: IPENZ Transport Conference, AITPM Conference, NZ MUGS conference

Action – A2.3.3: Create a blog space/members comments area on the TDB website
Who: Executive Officer/webmaster When: December 2013

O2.4: To provide the Australasian portal to TRICS

Action – A2.4.1: Agree, secure and maintain exclusive Australasian TRICS licence with a selected number of sub-licences (held by Data Advisory Group members)

Who: Executive Officer When: On-going

Action – A2.4.2: Advertise and promote TRICS and the DAG query service to members and potential members

Who: Executive Officer When: On-going

Action – A2.4.3: Provide an agreed query service to TDB members through the Data Advisory Group of sub-licence holders

Who: DAG members When: As requested

G3: Undertake Research related to TDB Purpose

Context

Research projects have been a highly useful and valuable activity for TDB and its members. This has helped keep TDB's profile up in the industry and has provided the basis for several workshops. The NZTA Research Programme was the key programme and funding mechanism to enable this. With the change in focus of the NZTA Research Programme, this avenue is now not such a straightforward source of funding and finding topics which could be acceptable for its support is much more difficult.

Approach

With the traditional research mechanism for TDB closing down significantly, securing funding for research by other means is necessary. Funding through our own budgets would be difficult due to the impact on membership fees. There is a need to research the wider research funding sector to find alternative means of funding, and explore options for partnerships with aligned organisations, such as Universities. TRICS has also approached TDB regarding co-operating on their research programme, and such collaboration may be useful on a number of fronts including cost-shared research.

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Objective

O3.1: To identify and monitor research funds and programmes for opportunities

Action – A3.1.1: Investigate research funding opportunities with various state transport/roading authorities.

Who: Chief Researcher

When: October 2012

Action – A3.1.2: Create a monitoring programme for the identified research funds and programmes and provide regular reports to the Board of findings

Who: Chief Researcher

When: Quarterly

O3.2: To submit proposals on opportunities agreed by the Board

Action – A3.2.1: Review and filter available opportunities and recommends potential projects to the Board for approval

Who: Chief Researcher

When: On-going

Action – A3.2.2: Pre-position for potential projects approved by Board

Who: Chief Researcher

When: On-going

Action – A3.2.3: Prepare bids on approved opportunities for submission through the Board

Who: Chief Researcher

When: On-going

O3.3: To undertake research projects at nominally zero net cost to TDB, preferably using sub-contracted consultants or in partnership with external groups

Action – A3.3.1: Contact Roger Dunn and Alan Nicholson annually to collaborate with student research projects

Who: Ian Clark/Executive Officer/Chief Researcher

When: Annually in
September

Action – A3.3.2: Complete successfully acquired research projects per proposal with regular updates to the Board and act to minimise financial exposure of TDB

Who: Research teams

When: As successful

O3.4: To encourage and explore research opportunities with overseas partner organisations.

Action – A3.4.1: Consider or develop and undertake joint research projects with TRICS or other partner organisations to the mutual benefit of both, as agreed by the Board

Who: Executive Officer/Chief Researcher

When: On-going, at least one/year

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O3.5: To ensure promotion and marketing of research projects to TDB members when concluded.

Action – A3.5.1: All completed research projects to be posted to the website as soon as possible, included in the annual update distribution, noted in newsletters and promoted at the next workshop(s)/conferences with a TDB presence

Who: Executive Officer/Chief Researcher When: On-going

G4: Grow and Retain Membership

Context

For the first several years, there was a steady increase in membership of TDB. Over the past 2-3 years, this has tailed right off in New Zealand as the majority of potential and key agencies, Councils and consultancies had joined. New Zealand membership numbers stand at approximately 56. Whilst TDB has now established a sound beach head in Australia, the initial enthusiasm has not realized any significant new membership growth over the same recent years. Similarly, whilst initially there was hope that there would be a DAG member in each state capital, this has yet to occur. There are now about a dozen Australian members. It is also clear that the value proposition for Australian membership needs to be reviewed in light of the information provided through the New South Wales based data.

Approach

The approach proposed to Grow Membership is two pronged: firstly, retain existing members and secondly attract new members. In relation to these, existing members need to see new developments, material and initiatives from TDB; and to attract new members, TDB must have an excellent value, useful product to offer.

Therefore keys to the action plan to grow membership relate to the need for significant activity in other objective areas (e.g. developing the database, conducting/sharing research and best practice, and enabling sector networking). Once these basic building blocks are in place, more targeted actions to approach and retain members will be appropriate.

As membership in New Zealand is near its full potential, new members need to be actively sought overseas. Australia will remain a key focus but exploration of North America, South Africa and the United Kingdom may provide opportunities both at the agency and consultancy level. To pursue these opportunities, reciprocal relationships need to be explored with the overseas agencies. Discussions with overseas consultancies

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may be useful.

Objectives

O4.1: To retain current members through regular provision of valued services and professional interactions with TDB

Action – A4.1.1: Undertake annual survey of members regarding what they value and want from TDB

Who: Executive Officer

When: Annually in February

Action – A4.1.2: Organise member query spaces on TDB website service.

Who: Executive Officer

When: December 2013

Action – A4.1.3: Conduct regular communications (both stand-alone and with related material) regarding services available and updates.

Who: Executive Officer

When: On-going

Action – A4.1.4: Respond to members queries promptly and look for opportunities to add value/improve

Who: Executive Officer/Chief Researcher

When: On-going

Action – A4.1.5: Complete the TRICS technical note

Who: Ian Clark

When: November 2013

O4.2: To have a notable presence at selected conferences

Action – A4.2.1: Develop a programme of papers and presentation opportunities at the annual AITPM and IPENZ Transport Conferences

Who: Peter Doupe/Executive Officer

When: Each November

Action – A4.2.2: Seek a speaking/promotional slot at the 2012 conference in Sydney

Who: Ian Clark

When: August 2012

Action – A4.2.3: Operate a trade-stand booth at annual AITPM (offered free to TDB by Peter D) and IPENZ Transport Conferences

Who: Peter Doupe/Executive Officer

When: Each conference

Action – A4.2.4: Link in with (AITPM) State Technical Workshops, perhaps with one state targeted each year.

Who: Australian Board Members/Chief Researcher

When: Various

O4.3: To enable sponsorship and branding opportunities for members through TDB

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activities

Action – A4.3.1: Develop frameworks for sponsorships at TDB events, on communication material and sponsored surveys

Who: Executive Officer

When: March 2014

Action – A4.3.2: Promote opportunities and respond to approaches related to sponsorships (and other revenue sources) at TDB events, on communication material and sponsored surveys.

Who: Executive Officer

When: On-going

O4.4: To develop, maintain and implement a targeted membership growth action plan

Action – A4.4.1: Nominate NZ and Australian “Grow membership” champions to work in collaboration with the EO, to pick up on and continue work of Ian and Malcolm.

Who: Board

When: October 2013 and on-going

Action – A4.4.2: Malcolm Douglass to send all collected business cards of prospective members to Ian; Ian to collate a list and forward to Australian membership champion.

Who: Malcolm Douglass/Ian Clark

When: October 2013

Action – A4.4.3: Identify all potential and existing members into committed, fringe, associated and wavering categories, and create actions for each category.

Who: Membership champions

When: December 2013

O4.5: To promote TDB through various media and other communications/marketing channels to wider sector/audiences

Action – A4.5.1: Complete a series of promotional articles for AITPM magazine and Roundabout

Who: Peter Doupe/Ian Clark

When: twice yearly

Action – A4.5.2: Promote events through, and maintain a presence in, IPENZ, NZPI and AITPM publications and communications vehicles

Who: Executive Officer/Peter Doupe/Ian Clark

When: twice yearly

Action – A4.5.3: Pursue reciprocal relationships with overseas agencies and professional groups to mutual benefit of each.

Who: Executive Officer/Board

When: On-going

G5: Effective Society Operation

Context

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Trips Database Bureau is a cooperative of New Zealand and Australian engineers and planners. The Bureau surveys and researches trips, parking and travel patterns to assist with transportation assessments.

The TDB Society operation is run by contracted part-time services and voluntary activities of the Board and close associates. This model has served TDB moderately well in its early years. With changing circumstances and the maturing of the TDB operation along with intended expansion into Australia, it has become apparent that for TDB to continue developing to respond to a number of needs and implement a number of opportunities before it, and not move into a decline, the nature of its operation and therefore support structure needs revision and bolstering.

Approach

A general review of the TDB operation is required to test the options to meet the challenges ahead, in terms of membership numbers and potential, financial model, industry recognition, institutional relationships and support structures. This is no small or short term task. It may result in more collaborations or partnering with other entities, closer ties with others and a change to the operating paradigm. In the meantime, smooth and efficient support is still required along the lines that it is currently provided.

Objectives

O5.1: To operate efficiently under Society Rules and other obligations

Action – A5.1.1: The Board will meet at least 3 times per year and oversee all TDB activities, ensuring compliance with Society Rules

Who: Executive Officer/Board When: On-going

Action – A5.1.2: Comply with various requirements of sub-group status of IPENZ Transport Group and AITPM.

Who: Executive Officer/Board When: On-going

Action – A5.1.3: Financial management will endeavour to never operate in overdraft, and with net zero annual budgets

Who: Executive Officer/Board When: On-going

O5.2: To continue to efficiently secure basic administrative support services through small scale contracts with approved consultancies.

Action – A5.2.1: Operate annual hourly rate agreements with regular support suppliers

Who: Executive Officer When: Annually

Action – A5.2.2: Administrative, financial support and research services will not be sourced all from one organisation

Who: Board When: On-going

Action – A5.2.3: By annual appointment, contract an external independent auditor

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Who: Executive Officer/Board

When: On-going

O5.3: To provide an equitable and transparent member subscription system and service
Action – A5.3.1: Annually set subscription levels, based on a membership classification system.

Who: Board

When: Annually in June

Action – A5.3.2: Maintain up-to-date membership lists which will be loaded in the members-only website area

Who: Executive Officer

When: On-going

Action – A5.3.3: Send out membership subscription invoices to all members

Who: Executive Officer

When: Early each financial year

Action – A5.3.4: Resolve a membership fee arrangement for multi-national companies

Who: Executive Officer

When: October 2013

O5.4: To conduct a review of the TDB structure and organisation to identify and implement the most appropriate solution to meet the needs of members.

Action – A5.4.1: Complete review within one year of adoptions of Strategic Plan

Who: Executive Officer/Board

When: September 2013

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Appendix One: SWOT analysis of TDB, August 2012

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Seen as independent and non-partisan • Well recognized in NZ • Excellent relationships with supporting bodies (IPENZ TG, AITPM, TRICS, etc.) • Excellent relationships with other reciprocal members (Uni's) • Strong membership support (generally) • Good basic database • Good research base and reputation • Low membership subscription fee 	<ul style="list-style-type: none"> • Lack of new survey data/aging database • Lack of growth of database • Growing concern from members regarding value provided • Resource required to operate optimally (time/cost) • Dispersed membership (especially for gatherings such as workshops and AGM) • Membership model issues: multiple subscriptions for multi-national consultancies; members who join sporadically for short terms • Membership market in New Zealand effectively saturated for most likely sub-sectors
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Australian membership market • TRICS relationship can be better developed, including promotion of sole TRICS access portal • Assisting running the "RTA" database (surveys, database maintenance and promotion, etc.) • Move database to web-access • Diversify the database (trip types, modes, etc.) • Develop/promote the One World approach • Seek official recognition by key bodies (e.g. TRICS recognized by TfL) 	<ul style="list-style-type: none"> • Commercial sensitivity issues creating guarded engagement by members and lack of data supply • Lack of/difficult external research funds for projects • Global financial crisis: members questioning membership subscriptions and not doing own surveys • Potentially further council amalgamations (reducing membership numbers) • Some members approach to take all benefits but not return efforts/inputs to TDB (one-way street approach) • Development of alternative databases (e.g. New South Wales)

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