

DEVELOPMENT RESPONSE APPROACH: TE HĀ NOA – VICTORIA STREET v1 2022

AUCKLAND'S FUTURE IN PROGRESS



Purpose and strategic context

What is a development response approach and why is it important?

The adverse impacts of council-driven change on those most affected are considered by some as **unavoidable in pursuit of a greater public good**. In addition to the social and economic impacts, this can also result in anger, frustration, resentment, and low trust in council, especially among those who bear the **disproportionate burden of change**.

By taking a development response approach which **supports people through change**, we'll demonstrate that **we understand** the effects we're having on people and take **meaningful actions** which ease the burden on those impacted, so that communities embrace change or disruption because they understand why we do what we do, trust that the benefits will be worth it, and that we're working in ways that have their interests in mind.

What makes the most difference?

The iceberg diagram on the next page outlines the seven focus areas of development response, which address the pain points and opportunities which contribute most to a positive customer experience around disruptive activities.

The cumulative impacts of multiple, ongoing construction projects

The experience of construction disruption is based not just on the specific current activity in the neighbourhood – perceptions are also influenced by past experience and the nature of relationships to the council group. In midtown, many businesses and residents have already been experiencing disruption associated with construction of the City Rail Link Te Waihorotiu Station and are experiencing fatigue and financial stress. In addition to CRL and Te Hā Noa, construction will soon begin on Wellesley Street bus improvements and Watercare's wastewater upgrades, as well as associated utilities upgrades.

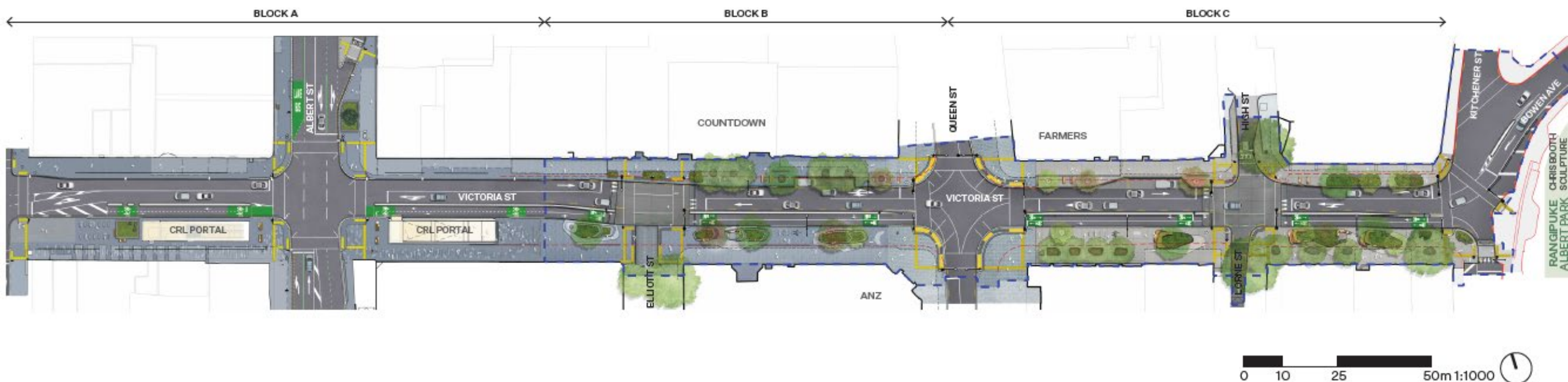
The Te Hā Noa development response approach is aligned to the wider Midtown Development Response Approach, which aims to deliver a proactive and consistent customer experience across the whole area and grow development response best practice.



What makes the most difference?



Te Hā Noa – project overview



Te Ha Noa is a streetscape upgrade of Victoria Street in Auckland’s city centre, a key part of preparing for the opening of Te Waihorotiu Station in 2026.

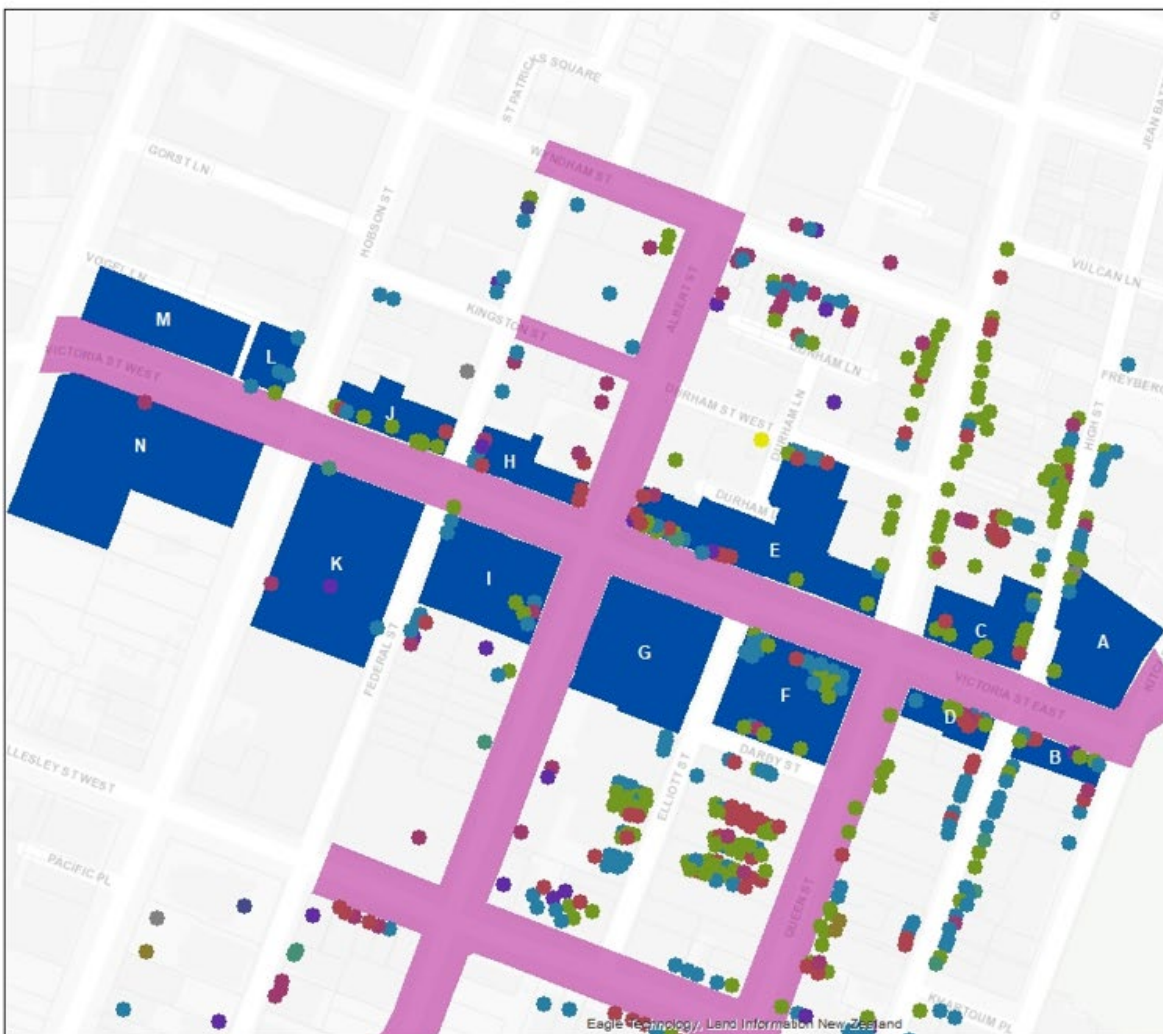
When this project is complete the benefits will include a more spacious, attractive on-street experience for people by providing wider footpaths, more shade, public art and seating, with Māori designs and cultural and environmental values woven throughout the streetscape; native planting and new street furniture will give city centre residents and visitors beautiful spaces to relax and soak up their surroundings; and a safer option for people on bikes with cycleways separated from vehicles and pedestrians.

Te Ha Noa will be delivered by John Fillmore Construction (JFC) on behalf of Auckland Council.

To reduce disruption, it will be delivered in three separable portions: 1 - Elliott Street to Queen Street, 2 - Queen Street to High Street, and 3 - Lorne/High Street to Kitchener Street. Separable portion 2 will be deferred until 2025 to enable Watercare to complete the wastewater upgrade works in that area before upgrading the streetscape above.



The impacted neighbourhood



To inform the development response approach for Te Hā Noa, Auckland Council commissioned a study of the neighbourhood by Aecom.

The key insights from the assessment are:

- There are approximately 350 businesses in midtown with almost $\frac{3}{4}$ retail or hospitality
- There are 6,400 residents living in midtown, with many apartment buildings along Victoria Street
- Victoria Street East is one of the busiest locations for vehicle and pedestrian traffic in midtown
- Elliott Street is the primary loading and servicing lane for the surrounding area
- Key impacts include noise, access/loading, site visitor experience, and business disruption, alongside cumulative disruption alongside the CRL multi-year construction programme

For more detail, refer to the Te Hā Noa Community Impact Assessment report.



Figure 5 Location of blocks with frontages on Victoria Street

Our commitments in midtown

We are committed to managing the construction effects for people living, working and travelling through midtown. Our promise is to:

Keep you informed

We know you need good information in order to plan for disruption. We'll keep updating you as more information becomes available.

From March 2023, we'll have a dedicated council representative on-street daily, checking in and sharing updates. They will be your key point of contact for all information and any issues.

Minimise disruption

We'll do what we can to minimise things like noise and dust through various tools and techniques, such as noise mats, cutting booths, and carefully choosing where things are positioned. Noisy works will mostly be during the day, to minimise disruption to nearby residents, and timed to be considerate of the needs of nearby businesses where possible.

Waste management and collection points will be maintained throughout.

Make sure you can still do what you do

We'll maintain access to your building and business throughout construction, and talk to your body corporate/property managers about managing impacts. We'll have good traffic management in place, including managing access to loading bays so they're available for those who need them.

Encourage people to keep coming to the area

Safe pedestrian access to buildings will be maintained at all times, so your customers or visitors can get to you. We'll need to re-route people from time to time but will use clear signage to help people get around. We'll use a mixture of fencing and hoardings to keep people safe, while providing light, visibility and promotion of businesses in the area.





TE HĀ NOA DEVELOPMENT RESPONSE APPROACH: Key actions and responsibilities

AUCKLAND'S FUTURE IN PROGRESS



1. Understanding impacts

Action	Detail/Purpose	Timings	Responsible
1.1 Undertake a community impact assessment	A comprehensive stakeholder mapping and impact assessment of the area local to Te Hā Noa construction site, to support project decision makers to make good decisions based on the needs of the local community.	As early as possible, refresh as appropriate	AC DR team
1.2 Undertake place audit	A place-based study of the Te Hā Noa area to support project decision makers, activations team and business support team to understand unique identity of place, potential issues and opportunities to support planning across all aspects of the project.	As early as possible, refresh as appropriate	AC DR team
1.3 Knowledge and relationship building	In person, face-to-face detailed survey of ground floor businesses. Initiates relationships and provides project team with up to date understanding of the operational needs of the local community, e.g. business opening hours, waste pick up needs, planned events or building upgrades.	Ideally no less than a month before construction start	AC DR team
1.4 Regular check-ins with impacted stakeholders	Project and programme on-street and stakeholder teams to have ongoing check-ins with impacted stakeholders to ensure mitigations are working, businesses are able to operate, residents are considered and incorporated into planning, feeding back to project teams potential or actual issues.	Ongoing	AC DR team



2. Programme coordination

Action	Detail/Purpose	Timings	Responsible
2.1 Embed construction disruption mitigation/ minimisation into procurement process	Procurement processes specifically consider immediate, overall and cumulative disruption and impact of proposed methodology, specifically: 1. How methodology will be designed to minimise disruption and impacts on the community 2. How the proposed methodology considers the specific needs and concerns of the midtown neighbourhood	Procurement phase	AC project manager, with support from DR team
2.2 Develop a site specific construction disruption mitigation plan (contractor management plan) as part of contractor requirements (also 3.2, 4.1)	Contractor to provide a detailed construction disruption mitigation plan, showing that they have understood the requirements of impacted neighbours and how their approach/methodology for the project responds to those considerations as much as possible.	Initial plan provided during procurement phase, and updated regularly	Construction contractor (JFC)
2.3 Project participation in wider midtown programme coordination	Collaborate and plan works in conjunction with adjacent construction project and utility works to maximise efficiencies and reduce rework and disruption.	Monthly at midtown coordination meetings and as required for interface issues	JFC, AC project manager
2.4 Hold project-specific development response meetings and prioritise customer experience matters at project meetings	Conduct weekly minuted project-specific development response meetings (on-site where possible) to review customer experience, with a focus on continual improvement. Prioritise stakeholder and development response matters at project meetings, taking a proactive approach to anticipating issues.	Weekly	JFC, AC



3. Site experience and street health

Action	Detail/Purpose	Timings	Responsible
3.1 Include Development Response Contractor Requirements document as part of the construction contract	The Development Response Contractor Requirements document clearly sets out minimum standards for a broad range of customer experience-focused standards, to ensure a consistent and positive experience across all projects.	Procurement phase	AC project manager
3.2 Project-specific Construction Disruption Mitigation Plan (contractor management plan)	Contractor to provide a detailed construction disruption mitigation plan, showing that they have understood the requirements of impacted neighbours and how their approach/methodology for the project responds to those considerations as much as possible.	Initial plan provided during procurement phase, and updated regularly	Construction contractor (JFC)
3.3 Adopt midtown wayfinding signage guidelines and templates	Ensure a consistent, proven approach to disruption mitigation across midtown. Support pedestrian/multimodal users to navigate easily and find their best route through construction areas.	Ongoing	Construction contractor (JFC)
3.4 Adopt universal access best practice guidelines for construction sites	These guidelines have been specifically developed for construction sites to identify minimum standards and best practice, to support safe and easy movement for people with access needs, low vision etc.	Ongoing	Construction contractor (JFC)
3.5 Daily site customer experience and street health checks	Daily checks to ensure contractor requirements, construction disruption management plan, wayfinding and UA standards are maintained in and around sites, additional street health checks and close outs (graffiti/damaged furniture/rubbish and waste).	Ongoing	AC DR team



3. Site experience and street health (continued)

Action	Detail/Purpose	Timings	Responsible
3.6 Continuous improvement checks and assessments	The continuous improvement site assessments/audits include monthly contract site audits to ensure Contractor Requirements, Construction Disruption Management Plan, wayfinding standards are maintained and recorded.	Monthly contract audits from mobilisation	AC project manager and DR team with JFC
	External subject matter experts will be appointed to conduct reviews of Crime Prevention through Environmental Design (CPTED) and universal access.	CPTED and universal access biannually or when major site layout change	AC DR team
3.7 Reduce potential for antisocial behaviour	Address antisocial behaviour concerns by using good CPTED approaches and partnering with others on safety initiatives e.g. expanding Heart of the City security patrols into midtown, expanding City Watch	Construction phase, and up to six months following completion as required	AC DR team



4. Effective city operations

Action	Detail/Purpose	Timings	Responsible
4.1 Project specific Construction Disruption Mitigation Plan (contractor management plan)	Contractor to provide a detailed construction disruption mitigation plan, showing that they have understood the requirements of impacted neighbours and how their approach/methodology for the project responds to those considerations as much as possible.	Initial plan provided during procurement phase, and updated regularly	Construction contractor (JFC)
4.2 Ensure businesses and residents can continue to operate effectively by developing and maintaining a strong understanding of operational requirements in the area (ref 1.3)	<p>With a strong understanding of business operations and requirements (ref 1.3, 1.4), undertake construction activities in ways which minimise disruption and support operations e.g. carefully considering times for noisiest work, maintaining access and sightlines, managing waste collection etc.</p> <p>Where operational changes arise from permanent changes associated with the new streetscape, support businesses to transition to new arrangements.</p>	Ongoing	<p>Construction contractor (JFC)</p> <p>AC DR team</p>
4.3 Take a user-focused approach to Temporary Traffic Management (TTM)	Considering both project-specific and cumulative impacts, implement temporary traffic management which maintains access, loading and servicing, a positive pedestrian/active modes customer experience, meets universal access guidelines and minimises clutter and unintended consequences of route detours.	Ongoing	Construction contractor (JFC)
4.4 Mapping and communicating loading zones	Support effective loading and servicing and pick up/drop off by mapping to ensure service levels are maintained, and communicate updates regularly to ensure people know how to operate effectively in construction zones.	Ongoing	Construction contractor (JFC) and AC DR team



4. Effective city operations (continued)

Action	Detail/Purpose	Timings	Responsible
4.5 Conduct daily site experience and street health checks with a focus on city operations (ref 3.5)	<p>Ensure a consistent and effective site customer experience by undertaking frequent checks to ensure contractor requirements, construction disruption management plan, wayfinding and UA standards are maintained in and around sites, additional street health checks and close outs (graffiti/damaged furniture/rubbish and waste).</p> <p>Collaborate with Auckland Transport, Community Facilities and other departments to ensure a timely response to any issues, including proactive action on systemic issues</p>	Ongoing	AC DR team
4.6 Collaborate with businesses/property owners to leverage construction periods to support improvements	Collaborate with neighbouring properties and businesses to enable maintenance or improvements during construction periods e.g. leveraging existing TTM to enable façade maintenance, supporting delivery of materials etc.	Pre and during construction period	Construction contractor (JFC) with support from AC DR team
4.7 Transition to business as usual	Work with asset owners and service providers to ensure a seamless transition and effective operation of the new space e.g. parking enforcement, street cleaning, maintenance, waste collection, lighting, permitting, safety patrols etc	At least six months prior to completion of each zone	AC project manager



5. Communications and engagement

For more detail, refer to the Te Hā Noa Communications & Engagement Plan and the Midtown Communications & Engagement Strategy

Action	Detail/Purpose	Timings	Responsible
5.1. On-street relationships team informal and formal check-ins	Build relationships, trust and confidence between the project team and neighbours through formal and informal communications on-street. Maintain strong knowledge of community needs and concerns to inform customer advocacy to project team.	Ongoing	AC DR team
5.2. Advocate for transparent and empathetic contractor stakeholder management and communications approach	Act as customer representative and advocate in all project decision-making forums, based on strong knowledge of customer impacts, needs and concerns (ref 1.3). Demonstrate empathy and understanding in all communications with impacted audiences.	Ongoing	AC DR team
5.3. Host project commencement community drop-in sessions	Hold open drop-in sessions to raise awareness of upcoming works, provide appropriate detail and clarification to neighbours about works and designs, and gather contact details to support relationship building/communications.	At least one month prior to construction start	AC DR team
5.4. Regular project communications e.g. visits/notifications/emails to impacted stakeholders	Keep impacted neighbours up to date with upcoming construction activities	At least one month prior to construction start, and ongoing as required	Construction contractor (JFC) and AC DR team



5. Communications and engagement

For more detail, refer to the Te Hā Noa Communications & Engagement Plan and the Midtown Communications & Engagement Strategy

Action	Detail/Purpose	Timings	Responsible
5.5. Regular communications about what to expect, in the context of wider work in midtown	Keep Impacted audiences up to date with progress and upcoming activity in the context of wider midtown activity through the Midtown Construction Newsletter	Ongoing	Construction contractor (JFC) provides updates to midtown comms team
5.6 Onsite messaging (scrim and signage)	Raise awareness of the project benefits and build anticipation of completed spaces through onsite messaging on scrim and signage.	Ongoing	Midtown comms team provides signage and scrim for construction contractor (JFC) to install and maintain
5.7 Promote the benefits of the project	Build understanding of the project, tolerance of disruption and anticipation of the completed space and associated benefits, through communications, marketing and publicity.	Ongoing	Midtown comms team



6. Support for businesses

For more detail, refer to the Midtown Business Support Approach document

Action	Detail/Purpose	Timings	Responsible
6.1 Support businesses to understand the potential impacts of Te Hā Noa	Through early business support programme engagement, on-street relationship building and pre-commencement community drop-ins. Provide enough, early and ongoing information on the scale and impact of potential disruption for business to allow them to make informed choices. Also provide realistic information about potential for businesses once new spaces are complete.	6-12 months prior to construction start	AC project manager and DR team
6.2 Small Business Support Package	A programme of financial and non-financial support for businesses to prepare for and be more resilient to construction disruption, and to help them prepare to make the most of opportunities created by the new space. Includes free business connector services, microgrants of up to \$3,000 per year for ground and first floor retail and hospitality businesses impacted by construction.	6-12 months prior to construction start, through to approx. 1 year post completion	Midtown DR team
6.3 On-street relationships team business specific check-ins and advocacy (ref 1.3)	Build genuine and empathetic relationships between the project and the local businesses, ensuring businesses are considered by project decision makers, anticipating challenges and identifying workable solutions or mitigations etc.	Ongoing	AC DR team
6.4 Impacted business promotion and wayfinding	Ensure businesses impacted by construction have ample business-specific wayfinding in place throughout the site and make changes as the site changes. Minimise blocking of sightlines to and from businesses, but where businesses are obscured use signage etc to support wayfinding and promotion.	Ongoing	AC DR team and midtown comms team



6. Support for businesses (continued)

Action	Detail/Purpose	Timings	Responsible
6.5 Outdoor dining licence payment pause	In conjunction with council's street trading team, pause all outdoor dining licence payments that are within the construction zone for the duration of the construction period, but allow outdoor dining to continue where safe and practical to do so.	Ongoing	AC DR team
6.6 Make the most of opportunities created by new spaces	<p>Support businesses to prepare for and make the most of new spaces.</p> <p>Develop site-specific outdoor dining and/or street trading space allocations as appropriate, if standard rules do not apply.</p> <p>Offer hospitality businesses 1-year free outdoor dining licences on completion of the construction, encouraging this activation of the space and reducing financial strain on impacted business.</p>	At least 12 months prior to completion of the space	AC DR team
6.7 Encourage people to keep coming to the area (ref 7.1)	Ensure sites are safe and welcoming, and leverage promotion, activation and placemaking opportunities to help maintain pedestrian traffic and give people encouragement to continue visiting despite construction disruption	During construction and approximately 12 months post-completion	AC DR team with AC activation and placemaking team, and midtown comms team



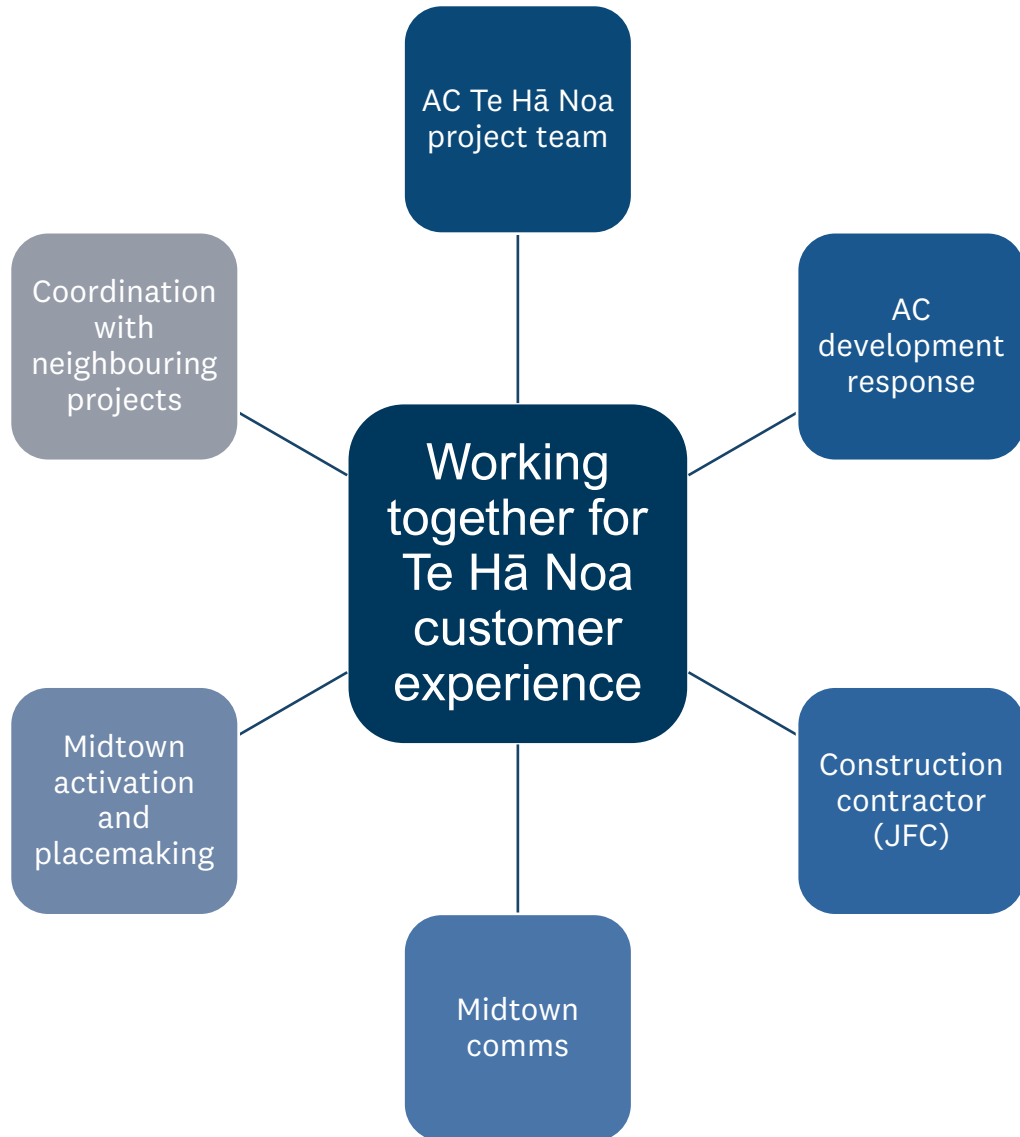
7. Community and placemaking

For more detail, refer to the Midtown Activation and Placemaking work programme

Action	Detail/Purpose	Timings	Responsible
7.1 Development of a midtown specific programme of events and activations (ref 6.7)	Support a safe, vibrant and welcoming environment by delivering a programme of events and activations which add interest and showcase what's special about midtown. Includes initiatives targeted to local residents, and to promote perceptions of safety.	During construction and approximately 12 months post-completion	Midtown activation and placemaking team with input from AC DR team
7.2 Responsive beatification projects	Respond to opportunities identified in the place audit (ref 1.2) to enhance the public realm experience around construction or to improve the appearance of adjacent spaces not undergoing construction e.g. murals, amenities, lighting; temporary or semi-permanent.	Pre, during and post construction	Midtown activation and placemaking team with input from AC DR team
7.3 Vacant stores programme	Improve perceptions of safety and vibrancy by working with property owners/managers to improve the appearance of vacant shop windows.	Pre, during and post construction	Midtown activation and placemaking team in partnership with Heart of the City
7.4 Residents and accommodation	Consider the specific needs of residents and accommodation providers and their guests by balancing support for businesses alongside the needs of people living nearby e.g. minimising overnight works. Identify opportunities to promote residents' sense of ownership and pride in the new space (ref 7.1).	During construction and approximately 12 months post-completion	AC DR team and midtown activation and placemaking team
7.5 Noise	Review council's levers to reduce disruption associated with construction noise and implement recommendations.	During construction	AC DR team



Collaboration for development response



Regular Te Hā Noa meetings and actions:

- Weekly development response on-site meetings
- Weekly Te Hā Noa project team meetings
- Daily/frequent site checks

Participation in wider collaboration:

- Midtown Communications & Customer Experience working group
- Midtown stakeholder communications coordination group
- Midtown disruption integration and programming group
- Project specific traffic management coordination meeting with AT's City Centre Network Operation.

Supporting tools and systems:

- Contractor Requirements document for consistent customer experience expectations
- Contractor's Construction Disruption Mitigation Plan
- Midtown universal access best practice
- Midtown wayfinding guidelines (under development)



Evaluation and monitoring

For more detail, refer to the Midtown evaluation framework

Our Commitments	What good looks like	Indicators	Measurement/ source	Frequency
People are informed and engaged <ul style="list-style-type: none"> Communications and Engagement 	<ul style="list-style-type: none"> People understand what we're doing and why People know where to find the information they want/need People know how to contact us People feel heard and that we have their interests in mind 	1. Public support for projects	CDM	Quarterly
		2. General project awareness	CDM	Quarterly
		3. AFIP recognition	CDM	Bi-annual
		4. ProgressAKL usage	Progress AKL analytics	As required
		5. People report feeling informed	Stakeholder survey	Quarterly
		6. People report feeling listened to and that decisions are made with them in mind	Stakeholder survey	Quarterly
		7. Customer satisfaction with comms and engagement	Stakeholder survey	Quarterly
		8. Notice periods for disruptive/ night/weekend work are inline with project stakeholder comms	Notifications	Ongoing

^[1] CDM Q8: strongly or slightly agree that they support the midtown regeneration project

^[2] CDM Q4: Which, if any, of the following projects were you aware of before today? Yes/No

^[3] Link Alliance have a survey question that says "how helpful do you find the following communications channels" Scale out of 5

^[4] Link Alliance have a survey question that says "There is sufficient information available about the project to ensure I am informed and educated to the extent that I expect" Yes/No/Comment

^[5] Suggest question such as "To what extent do you agree with the statement that I feel like I am listened to and that the project team is considerate of my needs"

^[6] Link Alliance have a survey question that says "How satisfied are you with the station's communications and engagement"

^[7] Be.lab 6 monthly accessibility audits



Evaluation and monitoring

For more detail, refer to the Midtown evaluation framework

Our Commitments	What good looks like	Indicators	Measurement/ source	Frequency
Construction disruption is minimised <ul style="list-style-type: none"> Site visitor experience 	<ul style="list-style-type: none"> People can get to where they need to go People can do what they need to do People have peaceful enjoyment of their spaces 	1. Universal Accessibility standards are maintained	Accessibility report	Bi-annual
		2. CPTED	CPTED audits	Bi-annual
		3. Road and footpath closures minimised	CCNO reporting	Quarterly
		4. Like for like Loading and servicing spaces maintained	Surveys, Assessments	Minimum standard at any time
		5. Property access is maintained	Assessments, Complaints	Minimum standard at any time
		6. Requests for service/issues	Community Facilities	Ongoing
		7. Disruption from noisy works	Complaints	Ongoing

Midtown is an attractive destination <ul style="list-style-type: none"> Activation and promotion Place audits Addressing antisocial behaviour Street trading 	<ul style="list-style-type: none"> People continue to visit the area People speak positively about midtown There are desirable features and activities that continue to attract people to the area 	1. Propensity to visit	CDM	Bi-annual
		2. Pedestrian traffic	Ped count cameras	Monthly
		3. Retail and hospitality spend	Marketview	As required
		4. Number of vacant stores (ground floor)	Place audit	Six-monthly
		5. Graffiti	Incidence & response times	Ongoing
		6. Crime/security/antisocial behaviour (crime stats)	Police victimisations	Ongoing
		7. Media coverage	Theme analysis	Monthly
		8. Uptake of promotions/ participation in activations	Event/campaign reporting	Per campaign/event



Evaluation and monitoring

For more detail, refer to the Midtown evaluation framework

Our Commitments	What good looks like	Indicators	Measurement/ source	Frequency
We deliver on our commitments <ul style="list-style-type: none"> Construction methodology Disruption mitigation Business support Community support 	<ul style="list-style-type: none"> Te Hā Noa delivers to the DR commitments made Businesses and residents feel supported Contractors meet their customer experience requirements 	1. Project milestones and timelines are met	Project reporting	Ongoing
		2. Nature of complaints, feedback etc	Customer interaction register	Ongoing
		3. Delivery in line with Contractor Requirements and Construction Disruption Mitigation Plan	Contract management	Ongoing

