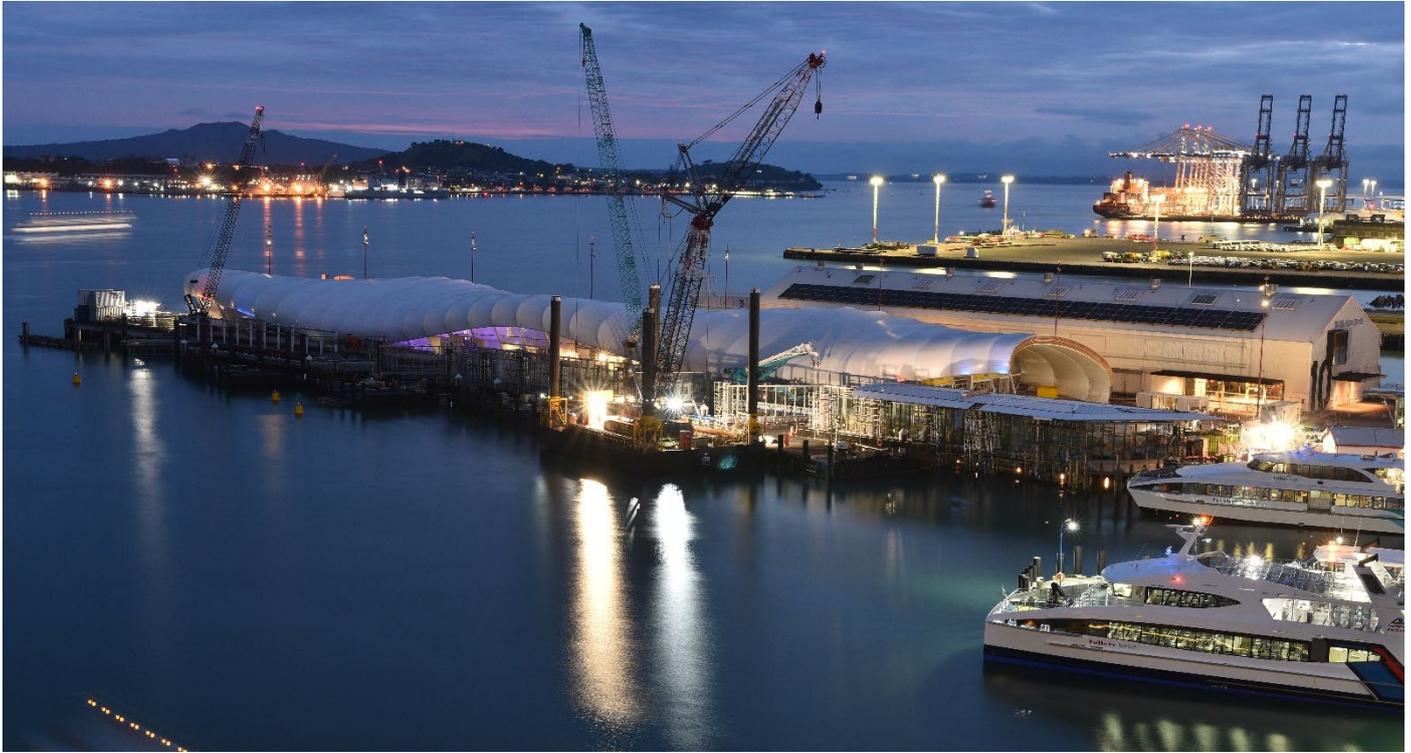


## Case Study 1: Downtown Infrastructure

### Development Programme: Auckland's multi-million-dollar downtown waterfront makeover



#### Highlights at a glance

- An innovative Development Response approach spanning the entire IAP2 engagement spectrum
- A transformation of downtown Auckland led by Auckland Council and delivered through Auckland Transport
- A robust stakeholder engagement process was key to mitigate regulatory risk, gain support from impacted parties, and enable the programme to meet ambitious timeframes
- Collaborative principles underpinned the strategic planning, establishment, procurement, consenting, design, and delivery phases of the programme and drove our Development Response approach
- A Development Response strategy was implemented during the planning phase as part of the engagement strategy
- Initiatives were identified through the strategic planning phase and through an Early Contractor Involvement (ECI) period and included in the Target Outturn Cost (TOC), e.g., site activations, video vignettes, and business support activities
- Financial incentives through KPIs for disruption mitigations and stakeholder management with measurable targets ensured a strong focus was applied by the delivery team during construction
- Three key outcomes reflecting the impact of engagement: 1) a successful consenting process, 2) balanced media attention, 3) zero complaints escalated above the Programme team
- Three key engagement takeaways: 1) if engagement isn't early, inclusive, or broad there may be reduced opportunities to develop meaningful future relationships, 2) if engagement isn't prioritised by the client and delivery team, with joint ownership of outcomes, then the development and implementation of effective outcomes may be compromised, 3) contractual clauses specifying

---

behaviour and actions (related to stakeholder engagement), as well as financial incentives built into the contract have driven transformational outcomes on-site.

---

**Key search words:** Local government, Development Response, CBD enhancement, complex stakeholder engagement

**IAP2 Australasia Case Study Series** aims to provide members with access to factual stories which demonstrate successes, challenges and insights from completed public participation projects. This free resource aims to increase practitioner knowledge, improve engagement practices and the experience of public participation.

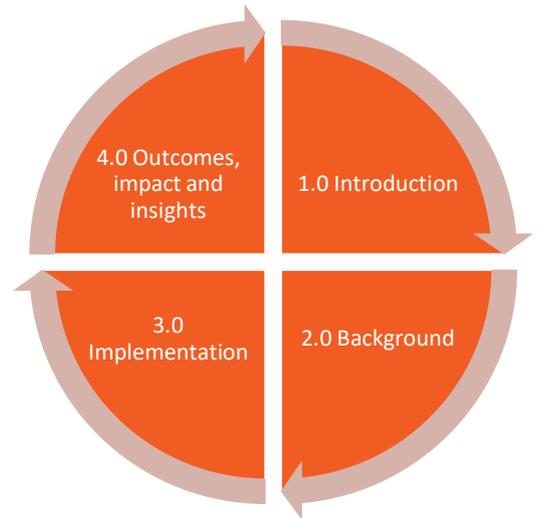
**To access and search the Case Study Library/Database (IAP2A Members:** head to the Member Resources Section)

**Want to know more about publishing a Case Study?** Email [info@iap2.org.au](mailto:info@iap2.org.au)

## 1.0 Introduction

**This case study presents findings relating to public participation in Auckland’s multi-million-dollar downtown waterfront redevelopment and upgrade.**

**Section 2.0** provides an overview of the project background and public participation context including how the engagement project was designed and planned. **Section 3.0** describes the implementation phase including how the engagement was managed from delivery through to analysis and reporting. **Section 4.0** presents a reflection of the engagement with a focus on evaluation outcomes, impact and insights as well as evidence against the IAP2 Core Values for the practice of public participation.



The cornerstone of New Zealand's largest concentrated urban transformation in history, Auckland’s Downtown Infrastructure and Development Programme has brought to life Auckland Council Group’s (ACG) vision of “a generous and welcoming destination along the water’s edge that is recognisably Tāmaki Makaurau”. The timeline was ambitious, with the 36th America's Cup and other international events in 2021 providing a catalyst for construction. In the short space of two years, ACG and programme partners have transformed Auckland's waterfront and lower downtown area.

The \$250M construction programme included a series of high-profile harbour-edge projects delivered via an accelerated construction programme. The Programme presented significant and unique challenges, including cross-organisational governance, complex construction, tight timeframes, and significant regulatory and stakeholder-related risk.

Up to a quarter of Aucklanders interact with downtown or the water's edge on a weekly basis and the area is home to high density commercial and office buildings, residential and visitor accommodation, retail, restaurants, and bars. It is also a key transport hub with thousands of commuters, cyclists, and tourists (including up to 15,000 cruise ship visitors pre-COVID) accessing the area daily.

Adjacent developments, including the City Rail Link project and Commercial Bay, were under construction at the same time, with circa \$1.5B of construction activity in approximately 12 hectares of space in the CBD. This complex environment required significant engagement to mitigate impacts to the Downtown community.

In mid-2018, a communications and engagement team were assembled to engage with a large number of stakeholders on design and construction issues. The team’s focus was addressing stakeholder concerns prior to consent lodgement and minimising construction impacts through early engagement and an innovative Development Response approach.

The Downtown Programme budgeted for and embedded a Development Response workstream into the delivery structure - a first for Council that has since been replicated on other complex infrastructure projects. This approach integrated the resource consent, stakeholder engagement, traffic management, and social and cultural outcomes workstreams, resulting in optimal stakeholder outcomes, while de-risking the consenting process and construction programme.

Development Response initiatives were identified through the strategic planning phase and through an Early Contractor Involvement (ECI) period and included in the Target Outturn Cost (TOC) to ensure adequate funding was allocated for engagement activities, such as site activations, video vignettes, and co-design of a City Centre Development Map, Downtown and Waterfront Events Calendar, and Downtown Business Guide.

Through a comprehensive Development Response approach, we made it easy for people to participate in decision-making processes, consistently demonstrating public participation values by implementing a

tailored approach spanning the entire IAP2 engagement spectrum. Rather than just engaging with the people who self-selected themselves as an interested party, we proactively sought and facilitated community and stakeholder involvement. This inclusive approach was enabled through a well-resourced, experienced, and empowered team. It also allowed us to co-design bespoke interventions at each interaction.

The success of our engagement strategy can be measured by the success of our consenting strategy, with no delays to the construction programme, as well as balanced media attention and zero complaints escalated above the Programme team during construction. Despite the impact of construction and COVID-19 travel restrictions on visitor numbers, retail spend in the Downtown area was up by 2.3%, compared to -5.3% in the rest of the CBD. Overall, our engagement process was vital to achieving Council's vision of an accessible waterfront that reflects Auckland's place in the world, while enabling events such as AC36 and business activity to continue.



**This project advances knowledge of embedding a Development Response strategy into complex infrastructure delivery.**

Public participation values are at the heart of our Development Response approach on the Downtown Programme. Our focus was on facilitating people's involvement in the Programme early, inviting collaborative decision-making, and advancing along the participation spectrum (inform to empower).

The Downtown Programme delivered outstanding use of "tried and tested" engagement tools, including prioritising face-to-face communication where possible, underpinned by an innovative Development Response strategy. This strategy was based on lessons learned from previous projects, including:

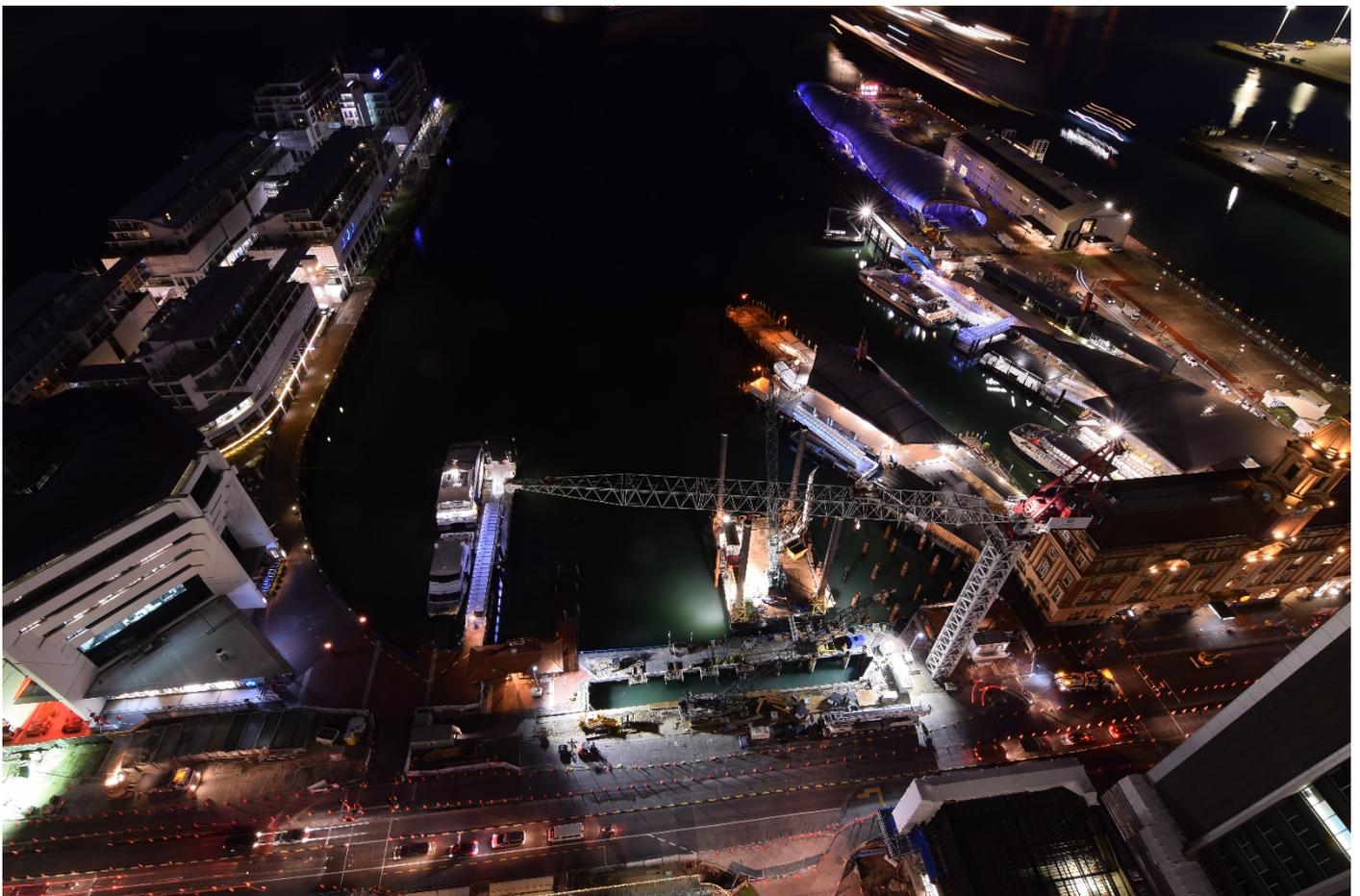
- The recognition that if engagement isn't early, inclusive, or broad there may be reduced opportunities to develop meaningful future relationships.
- If engagement isn't prioritised by the client and delivery team, with joint ownership of outcomes, then the development and implementation of effective outcomes may be compromised.

These principles were reflected in the Programme's contract terms and team structure. The Programme's Communications and Engagement team were able to contribute to successful Programme outcomes because it was set up for success. It was well-resourced and empowered, with direct access to, and as a core part of, the wider Programme team.

To make public participation a priority we implemented the following:

- A dedicated team from project initiation.
- Development Response, Communications and Stakeholder Management included and integrated into the team structure (with membership on the leadership team).
- Procurement of a specialist team with targeted skillsets from within the organisations and from external consultancy i.e. place making, monitoring and reporting; facilitation etc.
- Inclusion of contract clauses that support Development Response outcomes; include costs in variation pricing; and incentivising the contractor to take joint ownership of Development Response outcomes.
- Contract clauses specifying behaviour and actions, as well as financial incentives built into NZ3910 contract that have driven transformational outcomes on-site.

**Evidence:** Based on the success of this Programme, a Development Response Strategy and Plan has been drafted for the Queenstown Town Centre Street Upgrade Project. The Development Response framework was incorporated into the procurement process, setting the bar high for all tenderers.



## 2.0 Background

### Design Engagement

In mid-2018, a communications and engagement team were assembled to:

- Partner with the planning/consenting team to manage stakeholder engagement needed for successful resource consent applications, with a focus on minimising notified consents and addressing stakeholder concerns prior to consent lodgement.
- Lead stakeholder engagement with a significant number of downtown key stakeholders on design and construction-related issues, often intertwined with resource consent engagement.
- Deliver local and wider community communications and engagement to promote awareness and understanding of the Programme outcomes, along with what to expect throughout an accelerated, disruptive construction programme.
- Minimise construction impacts on the local community through early engagement and a Development Response approach.
- Enable interagency partnerships with Council Controlled Organisations, including the integration of Programme communications and engagement activities with wider city centre initiatives.

The team comprised a mix of Auckland Transport, Auckland Council staff and the Joint Venture Team, with specialist input from consultants for specific activities. The team was well-resourced and empowered, with direct access to, and were a core part of, the wider Programme team.

As the Programme transitioned into delivery, key stakeholder engagement remained well resourced, supported by the Joint Venture's Stakeholder Manager, Brandy Smith.

### **Public participation process – a Development Response approach**

“Development response is the coordinated planning and implementation of tools to mitigate the impacts of large-scale development and cumulative impact of construction activity on people.”

The Downtown Programme budgeted for and embedded a Development Response workstream into the delivery structure - a first for Auckland Council that has since been replicated on other complex infrastructure projects.

This workstream integrated with the resource consent, communications and engagement, and social and cultural outcomes teams to address Programme challenges, including de-risking the consenting process and programme, as well as mitigate critical adverse impacts of construction activity on businesses and stakeholders, and achieve optimal outcomes for the end users – the public.

This coordinated effort enabled each of the Programme partners to better understand the context of the community we were building in and the fine grain operational requirements of local businesses.

Key to this approach was working with business owners to minimise the impacts of construction, maintain clean streets and public spaces around the site, as well as clean and tidy work sites, and ensure that every interaction between team members and members of the public was positive and warm.

The Development Response approach on the Downtown Programme packaged together a range of tools tested in isolation on other Auckland Council projects, including Franklin Road and Karangahape Road

#### Development Response principles:

- We look after our neighbours
- We think outside the hoarding line
- We prioritise face-to-face communication
- We develop a sharing and innovation project culture (we can solve problems or at least negotiate)
- We challenge BAU processes at all scales
- We understand the context of the site and how we fit with surrounding projects and operational requirements
- The team is proud of how we've delivered the project (not just the final product).

Enhancements. Based on lessons learnt from these projects, the Development Response approach was implemented much earlier at the planning stage (pre-procurement) rather than during delivery (to optimise the value curve).

### **Legislative requirements to engage**

Public engagement information sessions and one-on-one meetings were held as part of our Downtown Programme consenting strategy – we had a very clear statutory process to follow.

A Community of Interest (COI) was identified, which included stakeholders located within, adjacent to, or surrounding the project area. Auckland Transport engaged the COI on the redevelopment of the Downtown Precinct prior to construction:

- The future direction for the precinct was discussed and the outcomes were reflective of the City Centre Masterplan, Waterfront Plan and the Downtown Framework.
- Public consultation on the future layout of Quay Street was undertaken in 2014, with 900 people providing feedback.
- The location of the new public space for downtown was agreed through the Auckland Development Committee.

The consolidation and bringing forward of budget to deliver the Downtown Programme was consulted on and agreed through the 2018-2028 Long Term Plan process, adopted by Auckland Council’s Governing Body on 28 June 2018.

### **Engagement at the “Collaborate” and “Empower” levels**

Community feedback shaped our design and construction approach – this practice is consistent with the partnership principles of the Treaty of Waitangi and public participation values. Our partnership approach with Mana Whenua (indigenous people of Aotearoa) was replicated in our Development Response approach. Both are based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

**Core Value 1 –Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process**

#### **Mana Whenua partnership outcomes**

There was a strong buy-in to the process from across the project team and this resulted in some great Māori cultural outcomes being delivered through the project, such as the environmental and cultural learning components associated with Te Wānanga (the Downtown Public Space). Cultural design elements included special etched pavers (flounder and koru patterns) designed by Mana Whenua. An intricately designed canopy referencing the traditional double hulled sea waka used in the Downtown Ferry Basin pontoon canopy structure. The ceiling panels were designed by artist Maaka Potini. They feature the Ra Matua, Ra Kei design which relates to the sails on the Waka Hourua (traditional Maori double hulled sea waka), Ra Matua (mainsail) and Ra kei (mizzen). The whole design acknowledges the many migrations to Aotearoa from the Pacific.

## The reasons for the use of the particular participation process

- **De-risking the obtaining of resource consents and project delivery:** There was a recognition by Council that a robust stakeholder engagement process was going to be key to enable the programme to deliver to ambitious timeframes – (refer Challenges below).
- **Large number of stakeholders in a high-profile area of the city:** We needed to reach out to and involve a diverse mix of people. Through a comprehensive Development Response approach, we made it easy for people to participate in decision-making processes.

### Core Value 5: providing information about the Programme to enable meaningful participation

#### Pop ups and information days

We took the information to where the people were rather than expecting them to come to us, targeting areas where people naturally congregate (e.g. office foyers, public spaces, etc.). The timing of pop ups meant that people could participate in the consent process.



#### Changing commuter behaviours

A key outcome of the Downtown Programme is changing the way Aucklanders and tourists interact with and travel around the city. It looks to help ameliorate the city's heavily congested roads, providing greater access to public transport. This impact combined with other developments such as the City Rail Link, will ultimately change the car-loving nature of Auckland commuters.

There was a recognition that we needed to engage people to understand their motivations and perceptions in order to achieve behavioural change. You can't understand people, without engaging with them.

#### The power of collaboration

Collaborative principles underpinned the strategic planning, establishment, procurement, consenting, and delivery phases of the programme, including our Development Response approach.

The programme required a broad group including engineers, planners, support staff, designers and engagement professionals to come together and work effectively as one. The many challenges and time constraints of such a high profile and transformational project meant it was especially important to have the right people in place at all levels committed to achieve such an ambitious engagement strategy.

#### Evidence: Strengthening of the Quay Street Seawall – Princes Wharf to Ferry Basin section

Jet Grouting was the chosen ground stabilisation solution on Princes Wharf to Ferry Basin section. Two solutions were studied for the Princes Wharf area: palisade wall (bored piles) and jet grouting. A technical and outcomes focused assessment and comparison of the two options was completed collaboratively between the Delivery Team, Design Team and Client. Jet grouting required specialist equipment, however, the technique had wider benefits from a stakeholder perspective, which made it the preferred option for use in this area. In particular, although it would take longer to complete, the jet grouting technique offered a lesser construction footprint and quieter operation, minimising disruption on businesses and traffic on Quay Street and Princes Wharf when compared to other construction techniques. This was especially important pre-covid during the cruise ship season.

## Plan engagement

The Development Response programme had a dedicated budget and was driven by a well-resourced, experienced, and empowered Communications and Engagement team, which allowed us to co-design bespoke interventions at each interaction from the consenting stage through construction.

Key features:

- The Development Response programme integrated with the resource consent, stakeholder management, traffic management and social and cultural workstreams
- Development Response initiatives were identified through the strategic planning phase and through an ECI period and included in the Target Outturn Cost TOC to ensure adequate funding was allocated for engagement activities
- Engagement was designed to mitigate significant and unique challenges, as detailed below.

## **Challenges**

Cross organisational governance:

- Between owner participants there were six separate projects, with varying funding sources – joint delivery had not been attempted at this scale before.
- Conflicting outcomes and differing drivers between the six projects needed to be managed and mitigated to deliver a cohesive design and outcome for the waterfront.
- The desire to deliver a geographically similar programme of works under a single contractual interface (as opposed to six separate projects)
- The need to optimise a mix of local and central government funding.

Timeframes:

- Tight timeframes (in particular, upfront consenting) with a fixed delivery end date driven strongly by the 36th America's Cup event and a need to get work underway quickly. These timeframes only slightly shifted post-COVID lockdowns.
- There was a desire to open up areas of the site to the public as soon as possible to minimise disruption.

Undefined scope:

- While the vision and outcomes were well understood, the scope was not fully defined or integrated across the six projects prior to the start of the programme.
- Owner participants wanted to retain ownership and control over design to ensure outcomes – requiring a high degree of collaboration between agencies, over 12 design and project management consultancies, and the contractor to achieve outcomes.
- Not all projects had confirmed funding and their inclusion in the delivery scope was uncertain.

Technical difficulty:

- Significant complexity in how the six projects interfaced and the sequencing of delivery.
- Adjacent developments such as City Rail Link (CRL) C1 and C2 and Commercial Bay were under construction at the same time (circa \$1.5B of investment in approx. 12 ha of space), requiring significant collaboration and joint planning to overcome logistical and programme issues.
- Minimal space with restricted access - small areas for construction activity, with four active construction sites within the same area, requiring comprehensive and holistic traffic management across all projects to minimise disruption.

Complex stakeholder environment:

- Downtown Auckland is a busy, built-up urban area within the City Centre. Land uses above the ground and adjacent to the project works include high density commercial and office buildings, residential and visitor accommodation, retail, restaurants and bars. The area is also a key transport hub with thousands of commuters, tourists, and cyclists accessing the downtown area and the waterfront daily.

- The waterfront is an area of significant value for Mana Whenua and there was a strong requirement to honour and embed a partnership approach to involve them in the programme.
- Construction fatigue amongst stakeholders was high with ongoing adjacent construction activity.
- Confluence of activity along the waterfront meant that many people were going to be impacted daily.
- Managing impact to sensitive businesses that had been hit hard by construction activity and COVID-19.

Planning/regulatory risk:

- Resource consent programme was highly optimistic and could have easily derailed project timeframes.
- Significant stakeholder related risk if not managed carefully – risk of appeals was high.

**How the public participation process responded to those challenges**

Mitigating planning/regulatory risk:

- Integration with the resource consent, stakeholder management, traffic management and social, and cultural outcomes workstreams resulted in optimal stakeholder outcomes through clear information, meaningful engagement on key issues, and a clear path for resolution, ultimately de-risking the consenting process and ensuring minimal delays to the programme.
- Adjacent developments were under construction at the same time, requiring significant collaboration and joint planning to overcome logistical and programme issues. The JV's Stakeholder Manager brought strong and established relationships from her earlier involvement in C1 (City Rail Link), providing continuity.
- Strong co-ordination of traffic management with other downtown city projects to avoid overlap and confusion.



*The nine elements of Development Response (Donze & Co) - all elements need to work together to enable city centres to thrive during construction*

Cross organisational governance:

- Collaborative NZS 3910 contract model – Auckland Transport and the Downtown JV worked together to agree an innovative delivery model with collaborative elements that resulted in greater shared commitments and alignment of outcomes, and provided the ability to fast-track works to meet deadlines associated with the 36th America's Cup event.
- This collaborative approach underpinned our stakeholder success, with a genuine contractor and client partnership throughout the whole process. The Development Response approach was identified early as a potential strategy prior to engagement of the contractor. It was the first time this approach has been used so early in a programme in New Zealand.

Complex stakeholder environment:

- Downtown is a highly pedestrianised area and the confluence of activity along the waterfront meant that large volumes of people were going to be impacted daily. The Development Response approach included strategic integration with other developments and businesses in the Downtown area, including via maintenance of a City Centre Development Map and creation of a Downtown and Waterfront Events Calendar.

**Evidence: Lower Albert Street Bus Interchange (LABI)**

LABI was part of a wider programme of work in Downtown Auckland being delivered by City Rail Link Ltd (CRL). The completion of LABI had significant implications for the opening of Commercial Bay by Precinct Properties Ltd (PPL) and was a key interface to the Downtown Programme. Due to contractual complexities between CRL and PPL, the Downtown team took on delivery responsibility and stakeholder engagement to ensure LABI was completed on time and achieved a functioning streetscape; both as a high-quality entrance to Commercial Bay and a busy public transport hub.

## 3.0 Implementation

### Manage engagement

- We proactively sought input and then delivered on it. The Stakeholder and Communications team have held regular meetings with Quay Street/Downtown property owners, Property Managers, residents and businesses since mid-2018.
- The Downtown Stakeholder Manager worked closely with the construction team to monitor construction progress, was involved in new site establishment planning and implementation and assisted in coordination of traffic management planning to help identify activities that may impact stakeholders, affected parties and/or the wider community.
- This involvement included helping the construction team understand activities that may cause particular concern to the community, such as noisy activities, access restrictions, disruption to pedestrian networks, effects on new signage and impacts to particular businesses etc.
- A direct line of contact is provided to the Stakeholder Manager for all queries or concerns.

There was a major focus on mitigating and managing impacts on stakeholders from the beginning. We formed close relationships with businesses, private development partners (Britomart Group, Cooper & Co, Good Group and Precinct Properties), operational partners (Fullers and Ports of Auckland) and stakeholder groups who represented the general public and local businesses such as Bike Auckland, Heart of the City and CCRG (City Centre Residents Group). Strong engagement enabled us to minimise disturbance to stakeholders.

#### **Evidence: Noisy concrete breaking outside the ferry building**

A business on the second floor informed the engagement team that they had an important pitch for their business and requested that we postpone any noisy works during the two-hour presentation, which we honoured.

Stakeholders informed the development of our construction programme and timing of key activities – e.g. we worked around operational and logistical challenges of businesses, including the pre-COVID cruise industry, which some days saw up to 15,000 people arrive at the waterfront. Through a responsive and collaborative approach with Ports of Auckland, we enabled the cruise industry to continue operation with minimal disruption by managing our construction activities around the cruise ship schedules and employing additional traffic support on the wharves to minimise cruise traffic delays.

#### **Core Value 4: Seeking out and facilitating the involvement of those potentially affected by construction**

##### **Proactive relationship building**

To understand how people want to be engaged, you need to engage first. We gave people the option of receiving weekly emailed updates, formal works notifications, one-on-one over coffee meetings, or formal presentations. Relationship forming was an integral role of the Stakeholder Manager and the Development Response Manager.

Our team prioritised face-to-face engagement, always fronting up and responding promptly to queries. To enable rapid resolution of issues, it required strong internal and external relationships, enabled through collaborative principles which underpinned the contract.

#### **Core Value 6: Providing participants with the information they need to participate in a meaningful way**

##### **Two-way communications**

- **One-on-one meetings** with Quay Street property owners, residents and businesses since mid-2018.
- **Pop-ups and displays**, with 2,000 brochures, multiple events and Programme ambassadors.

The support of communities and stakeholders was improved through proactive engagement and sustained through other activities such as:

**Development Response:** Site hoardings and signage – clear wayfinding and project boards for high awareness of programme and purpose; wharf hosts as programme ambassadors.

- **Business collaboration:** business signage and promotional scrimmed fence panels designed with businesses and produced Downtown Business Guide. The project employed a photographer to take photos of the local area to use for the businesses if they wished – these images were also gifted to them.
- **Events:** community voices championed and celebrated – we used events to give a taste of the future state of the space and collaborated with Mana Whenua where possible (e.g. Matariki festival with the Downtown community with dinner at the Cloud using The Maori Kitchen for catering).
- **Weekly project newsletter:** subscription grew to almost 1,000 subscribers and was distributed every Friday for over two years. Every week different impacted businesses and/or downtown events were promoted. Some businesses reached out directly with requests for their events to be featured.
- **Notification of works updates:** Timely communications of potentially disruptive activities emailed to all impacted stakeholders prior to them taking place (i.e. restrictions/night works).
- **Monthly video vignettes:** Tree Relocation, Seawall, Ferry Basin, Te Wānanga, Traffic Management, and 'The Why' (with over one million hits on our overarching vision video).

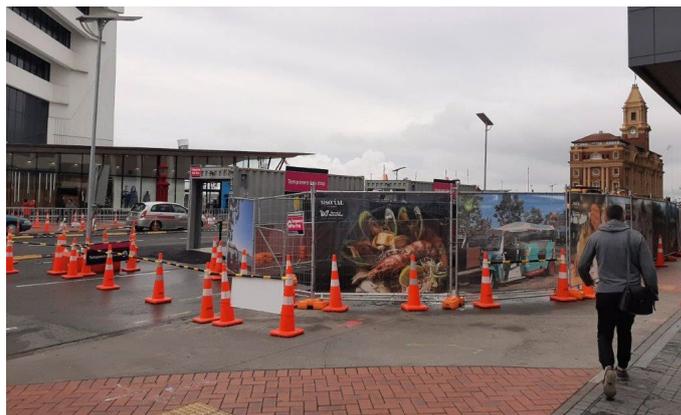
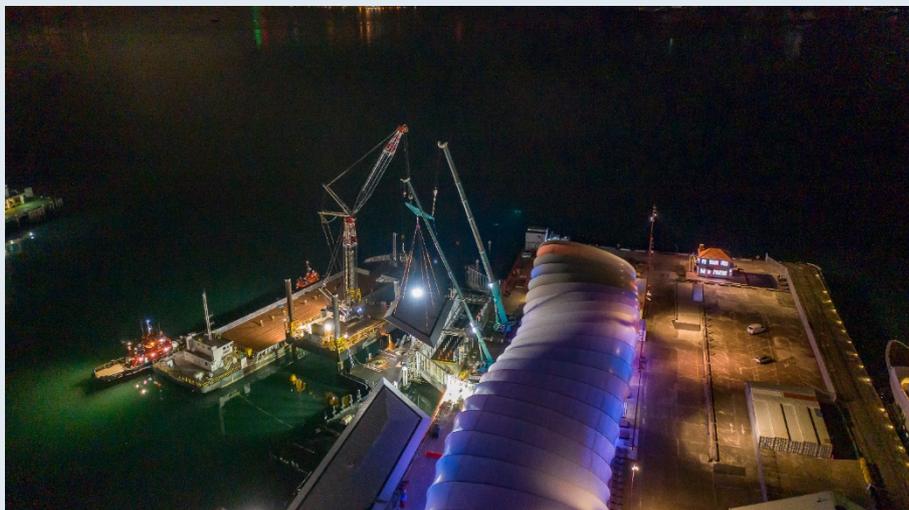


Figure 2: Business promotion along Quay St

## Core Value 2: Recognising and communicating the needs and interests of participants

### Events at the Cloud and Shed 10

We engaged with operators of The Cloud (Regional Facilities Auckland – now Auckland Live) for each event they held and maintained a shared timetable, which was incorporated into our programme (e.g. detail on whether each day was a pack in or pack out day and what construction impacts applied for those days). Those decisions were jointly made, agreed to and honoured.



## Core Value 7 – Encouraging feedback and resolving concerns as they arose

### Programme Ambassadors

The construction team met regularly with Auckland Transport operational staff to review Temporary Traffic Management (TTM) and any impacts on the CBD network. We carried out real-time monitoring of bus and vehicle traffic throughout the area, with data on congestion used to adjust and enhance TTM. We shared timetable and berth changes through a weekly newsletter circulated every Friday and organised and erected wayfinding signage. We had on average 20 Traffic Controllers (who were also Programme Ambassadors) on-site six days a week (skeletal crew Sundays) to safely guide the high volume of pedestrian traffic (commuters and large numbers of tourists) through the area. Pedestrian feedback was excellent, with minimal pedestrian safety issues. Additional professional ambassadors were also employed by the project during times of major change (i.e. bus stop and ferry berth changes or cruise ship season).



### Evidence of community satisfaction:

*“There were considerable challenges throughout the Downtown Works Project but Brandy and Catherine were our “go to” especially when things went wrong and we needed urgent responses and crisis management. During the very extensive and disruptive works that spanned over two years, we always found they were approachable, and most importantly listened to our many issues and concerns, empathetic to our needs and sought genuine solutions.*

*Brandy kept us up to date on a weekly basis via her newsletter and when required more detailed and personalised updates for specific issues. She was an absolute asset to this project and her Jonny-on-the-Spot approach and physical presence onsite when issues arose helped to keep things amicable between all parties under some very trying situations.*

*Knowing Brandy and Catherine were there and making themselves available in times of need made a massive difference for us and our Princes Wharf tenants these past years.”*

**Carolyn James, Property Manager, Princes Wharf**

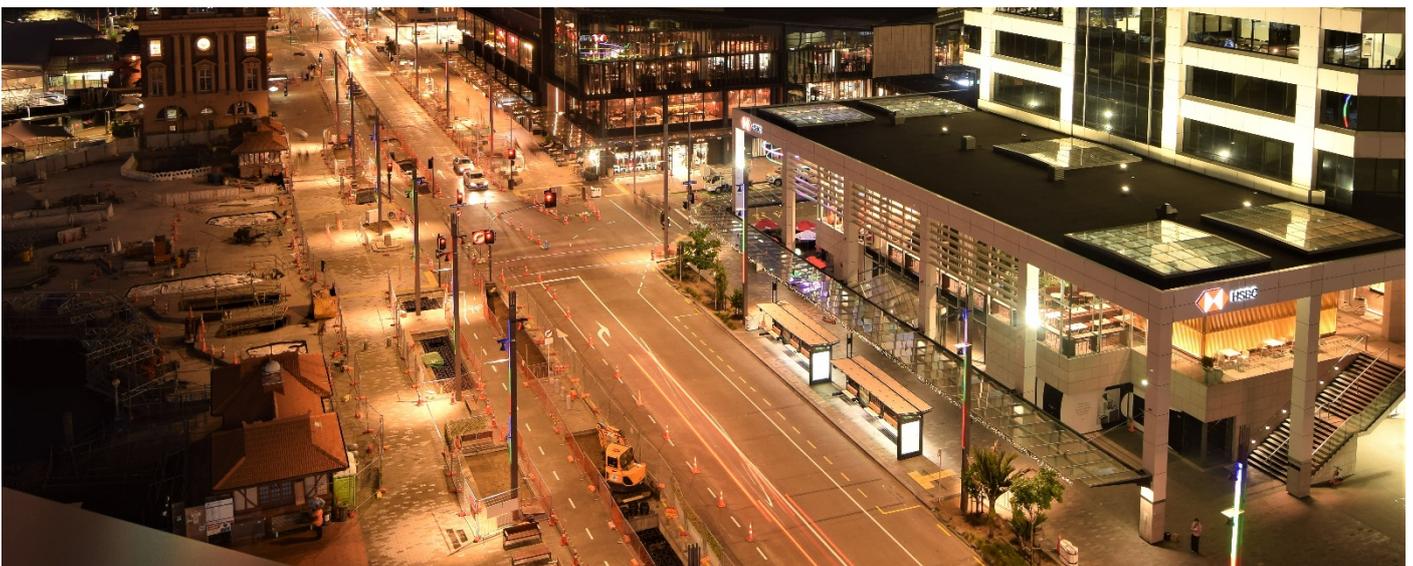


Figure 3: Quay St at night

**Evidence of community satisfaction:**

*“As a significant business that relies on both the transport and foot traffic infrastructure there was a range of trepidation prior to the construction project on the western end of Quay Street and it surrounds that commenced December 2018.*

*The project we all recognize has taken many months longer than expected. We also understand that despite the disruption, the works were unavoidable, the outcomes contribute long term strategic benefits to the business and the locale.*

*During the major works disruption was a daily routine. The engagement, consultation, communication and expressively the “can assist” attitude was unparalleled. It appeared that our key contact (Brandy) was virtually an employee of ours!!*

*The daily calls and updates, invaluable for the team here to plan and continue with business as normal. Assistance rendered dealing with third party contractors such as energy suppliers, council traffic planners, essential services were second to none. 24 /7 communication was a welcome distraction providing caution of an impending outages, noise or traffic disruption, the majority of which Brandy had no control over, however believed we should be advised. Traffic and access management was dealt with on a regular basis and I do not recall any instances of closures nor diversions lacking adequate notice. All of the general hands physically accomplishing the works were respectful and well managed.*

*I was thankful that a number of stakeholder events that were held at the hotel, this assisted in bringing the project inside, so to speak. The comments from our internal team were stirring due to the commitment we felt you and your team provided by hosting events with us. We received cooperation on resurfacing a space parallel with our neighbours that we are grateful for, and possibly outside your scope, but yet again you assisted without reservation. Thank you.*

*I sincerely feel that the level of cooperation and care was delivered in such a professional and genuine manner that it considerably lessened the impact of the works, no question.*

*Granting we will not miss the noise nor the disruption, we will miss the people.”*

**Nigel Edwards, General Manager, M Social**

## 4.0 Outcomes, impact and insights

### Reflection and evaluation of engagement

- Our average KRA monthly stakeholder score was 83%
- In a client engagement survey Auckland Council was asked how adequate and effective were stakeholder communication strategies initiated and maintained? “This a particular strength of the Downer NZ team, with Brandy Smith doing an outstanding job on a challenging programme.” This attribute scored 95/100.
- Based on the success of this Programme, a Development Response Strategy and Plan has been drafted for the Queenstown Town Centre Street Upgrades. The Development Response framework was incorporated into the procurement process, setting the bar high for all tenderers.

### **Three key engagement outcomes**

- The success of the Downtown Programme’s communications and engagement strategy can be measured by the success of its consent strategy. In 2018, the Programme faced significant stakeholder challenges to obtain consents needed to deliver a transformative Programme of works by end-2020, given a context of engaged, well-resourced local stakeholders facing more than two years construction disruption. COVID-19 impacts pushed timeline out to mid-2021.
- Based on the Development Response monitoring indicators below, we know that businesses in the Downtown area have not been significantly impacted during construction in terms of retail spend (one of the most effective indicators). Despite the impact of construction activity in the area and COVID travel restrictions on international visitor numbers, retail spend in the Downtown area was up by 2.3%, compared to -5.3% in the rest of the CBD.
- One of the best measures of satisfaction was the lack of complaints, with zero complaints escalated above the Programme team (i.e. no complaints to the Mayor or Council CE), and well-balanced media attention.

['Worth the wait': Downtown Auckland's construction near finished](#)

[Final canopy installed at Auckland's downtown Ferry Basin](#)

[Auckland's \\$73m seawall strengthening finished ahead of deadline, under budget](#)

### **Three key engagement takeaways**

- If engagement isn’t early, inclusive, or broad there may be reduced opportunities to develop meaningful future relationships.
- If engagement isn’t prioritised by the client and delivery team, with joint ownership for outcomes, then the development and implementation of effective outcomes may be compromised.
- Contractual clauses specifying behaviour and actions (related to stakeholder engagement), as well as financial incentives built into NZ3910 contract have driven transformational outcomes on-site.



Ferry nice canopy installed at wharf

**Inside**

**Auckland's secret \$8.5m art vault** AS

**Kyle Jamieson** Childhood friends looked on in sport

**Billionaire arrives** Delhi's richest man's NZ critical 'work' AS

**Lizzie Maxwell** 'I don't really want to go for my people' AS

# War of words over phonics

Experts clash on best way to teach reading as new tests set for schools

**Phonics** The New Zealand Education Review Office (ERO) has found that schools are using a mix of methods to teach reading, but phonics is the most common. The review found that schools are using a mix of methods, including phonics, sight words, and context clues. The review also found that schools are using a mix of methods to assess reading, including reading aloud, reading silently, and reading comprehension tests.

**Phonics** The New Zealand Education Review Office (ERO) has found that schools are using a mix of methods to teach reading, but phonics is the most common. The review found that schools are using a mix of methods, including phonics, sight words, and context clues. The review also found that schools are using a mix of methods to assess reading, including reading aloud, reading silently, and reading comprehension tests.

Final canopy lift article in the NZ Herald

## Core Value 3 – Promoting sustainable decisions by recognising and communicating the needs and interests of all participants

### Partnering with ferry operations

The Auckland Ferry Network is a core part of the city's rapid transit network. The hub of ferry operations is within the Ferry Basin which has been comprehensively redeveloped with six new steel pontoons and gangways. The seawall in the Ferry Basin has also been restored. It was essential that the commuter network and commercial ferry services were maintained throughout. The team established a ferry services operational steering group to ensure continuity of services through the 24-month works period. This group, under the collaborative contract framework, was able to ensure continuity of services through relocations, adjusted working times and customer consultation.

Construction challenges identified through the ECI and delivery phases were shared with the wider operational group, and in collaboration with ferry operators of both contracted and commercial ferry services, opportunities were identified and delivered which enabled the contractor to achieve milestones and overall budget cost savings. This involved AT working with ferry operators to amend service timetables

to provide increased worksite opportunities, the relocation of some ferry services to alternative berths to enable construction of critical activities to continue, and the redirection of passenger flows to ensure the delivery of streetscape and seawall works. The delivery team provided wayfinding, ambassador assistance and sharing of information through weekly newsletter communications.

While impact from the works is difficult to gauge due to COVID-19 impacts in 2020, patronage on ferries has returned post-lockdown much stronger than on other modes of public transport and quarterly customer satisfaction surveys / customer feedback has not shown a noticeable deterioration in customers' perception of the Auckland ferry service as a result of operations continuing to be delivered in a construction environment.

**Alignment with IAP2 Core Values for the practice of public participation**

Positive engagement outcomes were achieved by ensuring our engagement strategy remained grounded in the core belief that those affected by an outcome to a decision have the right to be involved in the decision-making process.

Overall, the engagement process enabled the Programme team to truly understand the community's concerns and reach collaborative outcomes. It built strong relationships, trust, and understanding, which ultimately enabled sustainable decision making and project outcomes by providing strong engagement from start to finish.

IAP2 Core Values	Example or evidence from this project
Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process	Refer Mana Whenua partnership outcomes
Public participation includes the promise that the public's contribution will influence the decision	Refer to events at the Cloud and Shed 10
Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers	Refer to partnering with ferry operations
Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision	Refer to proactive relationship building
Public participation seeks input from participants in designing how they participate	Refer to pop ups and information days
Public participation provides participants with the information they need to participate in a meaningful way	Refer to two-way communications
Public participation communicates to participants how their input affected the decision	Refer to Programme Ambassadors

## Acknowledgements and to find out more

We would like to thank Auckland Council group for agreeing to share this case study and insights to advance engagement practice. This case study was authored/co-authored by Catherine Edmeades and Brandy Smith and peer reviewed by Eric van Essen, Allyn Sims and Cathy Allan.

During the Project Catherine was the Development Response Manager for Auckland Transport and Brandy was the Stakeholder and Communications Manager for the Downtown JV. Both have significant experience in the construction sector and expertise in engagement and the use of Development Response (engagement method). Catherine and Brandy were engaged by IAP2 to support practitioners to share their engagement story as a case study.

For more information about this project see:

- <https://at.govt.nz/downtown>
- <https://www.youtube.com/watch?v=qxdAH9pFsew>

To connect with the authors:

- <https://www.linkedin.com/in/catherine-edmeades-817a3749/>
- Brandy.Smith@downer.co.nz

**To access and search the Case Study Library/Database (IAP2 Australasia members):** Head to the Members Resources section of IAP2 Australasia.

**Want to know more about publishing a Case Study?** [www.iap2.org.au/casestudy](http://www.iap2.org.au/casestudy)

©2020 IAP2 Australasia

