

# A city in transition

## Construction mitigation planning

March 2024

Absolutely Positively  
**Wellington City Council**

Me Heke Ki Pōneke





# Foreword

Over the coming decade and beyond, our city will experience an unprecedented level of development activity.

We are a growing city, with an additional 50-80,000 people expected to call Wellington home within the next 30 years. We are also a changing city. Our Spatial Plan directs how we will protect the things that make our city special, whilst ensuring we can adapt to climate change, reduce our reliance on cars, be more resilient, accessible and affordable, and at the same time remain vibrant, compact, and easy to move around by active and public transport.

What's in store to deliver this change includes the construction of around 30,000 new homes, earthquake strengthening and building projects of more than 600 multi storey buildings in the central city, major public projects including water infrastructure upgrades, sludge treatment facilities, new parks and community facilities

and the significant programme of works associated with improvements to our city streets.

The cumulative impact of all this construction work is a bit like a massive renovation project - one in which its inhabitants still need access to their city.

All of this work will bring considerable benefits - but construction work in the middle of a bustling city doesn't come without causing challenges for the people who live, work and run businesses in Te Whanganui-a-Tara.

Throughout this construction work we need to remain an attractive place for people to live, work and play in. This can only happen if we work together. This plan outlines how that will happen. It explains the fundamental principles we at Council and our partners will follow and we expect everyone involved in this development to follow.

We are committed to minimising business disruption and uncertainty, by ensuring that planned capital works are well-coordinated.

We will continue to review the effectiveness of these initiatives and constantly look for improvements.



*Barbara McKerron*

Barbara McKerron  
Chief Executive Officer



# Introduction

The scale of construction over the next decade and beyond is significant and will transform our city.

Planning and coordination of infrastructure construction work already happens through the city's regulatory functions (such as our Corridor Management, Road Controlling Authority, Building and Resource Consent functions). However, given the significant increase in scale of work, it is prudent to look at ways to improve existing processes and new ideas, and develop a specific plan for the next 10+ years.

This document does not override legal processes - it is a framework outlining principles, guidelines and tools required to be understood and actioned by all parties planning and delivering projects in the city, with specific focus on the central city.

Alignment to this plan will be a requirement for all capital construction projects across the city.





## Who this plan is for

This plan sets expectations for the planning and delivery of capital infrastructure projects across the city.

It provides guidance on how our staff, business, community, and all those involved in planning and delivery of projects will work together to achieve the best possible outcomes. It applies to project owners, all parties involved in planning, designing, consulting, tendering for construction or traffic management of major construction works, plus anyone who is likely to be impacted by construction work.



## Development Response Plan Principles

The plan is based on five key principles:

### 1. People first:

The needs of the people of Wellington to safely go about their daily lives is at the centre of all decisions. This includes managing safety risks and accessibility for people working in, living in, conducting business, and travelling past or through construction areas.

### 2. Our city has to continue to function:

Keeping people and goods moving by all modes and our transport network operating efficiently and effectively during construction.

Disruption is mitigated by ensuring a co-ordinated sequencing of construction works to minimise disruption and providing more environmentally and healthy means of travel choice.

Maintaining appropriate minimum levels of service for key routes across the city during construction, including Public Transport in accordance with communities' strategic priorities.

### 3. Early visibility and planning to be prepared:

The scale of capital construction works planned for Wellington City requires co-ordination to be successfully delivered.

Nearly all construction work will need access to the city's transport corridors (including footpaths). Regulating access to the city's transport corridors is the Council's statutory function. Council's Network Management staff (a regulatory arm of Council) need early visibility of proposed demands on the city from upcoming construction work - so we can plan and be prepared.

This information will be used to inform the granting of access rights to the road corridor. In a constrained, metropolitan environment it is critical that construction works are coordinated and access managed, otherwise the city would simply grind to a halt. Demand for space to work in the city is greater than supply, so early visibility will help us bring projects teams together to coordinate works.

Projects are required to contact the Corridor Manager a minimum of six months but preferably a year prior to any construction works starting (ideally before contracts are awarded and

construction methodology confirmed) and outline how they plan to give effect to these five principles, to minimise the impact of their work on the functioning of the city, its residents and businesses.

We will prioritise, sequence and coordinate work in a way that enables efficiencies and opportunities to be seized and disruption minimised. Details of the process we will follow to prioritise work is included on page 8. Contact details to reach Council's Corridor Manager Network Management team are included on page 14.

### 4. Build Back Better - better construction and better outcomes:

Disruption will be used as a catalyst for changing expectations and behaviours in support of Wellington's long-term vision.

We want projects to look for ways to reduce construction carbon emissions and align with government's new National Adaptation Plan 2022.

Projects can align with this principle through their contract arrangements, materials chosen, zero waste plans and practical plans for things like crew travel plans.

Additionally, construction activity will be used as a catalyst for transitioning

to longer-term outcomes such as increasing active travel modes and public travel choice.

### 5. Communication - affected parties' needs will be prioritised:

Projects are required to actively engage with affected parties in the planning of construction and during the delivery of projects across the city. We will require projects to demonstrate and provide communication plans through the Corridor Access Request (CAR) process.

A communication plan should identify who will or could be affected by a project's construction work, what the plan is (where possible) to mitigate or minimise the impact of this work and how projects are going to communicate both before and during construction with affected parties. A communications template for projects is included in Appendix A. This document must be included as part of the CAR for all major projects.

Where construction disruption cannot be mitigated, we expect all projects to communicate with affected parties so that people have information and time to make decisions to plan around disruption. Forewarned is forearmed.

# How will we support the city through these changes?

## Construction Mitigation Planning

At a strategic city-wide level, we established a new process for early identification and planning of major projects in early 2020. This was largely based on the learnings from the Christchurch rebuild. Our Network Activity Planning (NAP) process is used to identify, manage and sequence projects with the goal of mitigating impact and enabling construction. A range of planning and modelling tools are being used to balance safety, project efficiency, network efficiency and community and business needs.

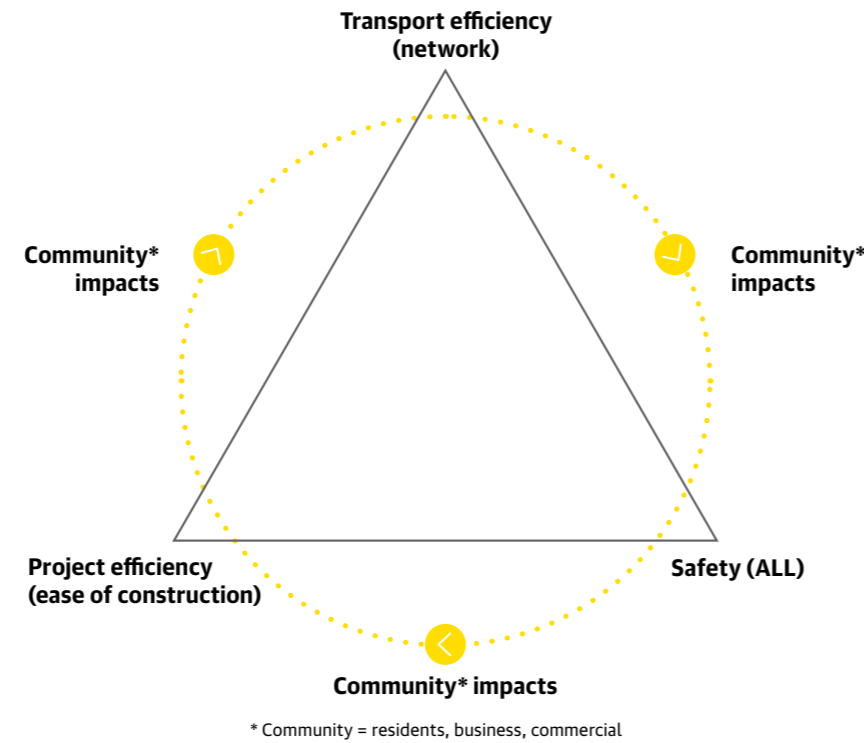
Armed with this information, our staff can bring together multiple project teams to identify ways to collaborate, 'dig once' and look for efficiencies (eg shared traffic management). Ultimately the focus is to future-proof the city's growth through identifying the best way to prioritise and sequence construction works.

In addition to Council-level planning, at a practical level, individual capital infrastructure projects (project and major works) are required to

demonstrate how they will give effect to the five overarching principles of the Development Response Plan. Projects which require access to the road corridor (this includes footpaths and parking), are required to have their own construction mitigation plan and communications plan to reduce the impact of their construction work on those in the immediate vicinity of their project. A template/guide is included in Appendix A.

### How will construction be prioritised

As city stewards, our role is to ensure the city continues to function while also enabling the vital city shaping works to proceed in a well-coordinated manner. Given the forecast significant increase of major projects that are being planned, it is very unlikely that all works can proceed on their individual optimal timelines, nor achieve the unhindered level of access to the network that they 'want'. The current business as usual processes are insufficient to cope with the scale of approvals expected over the coming months and years, or to deal with access requests in a well-coordinated and systematic manner.

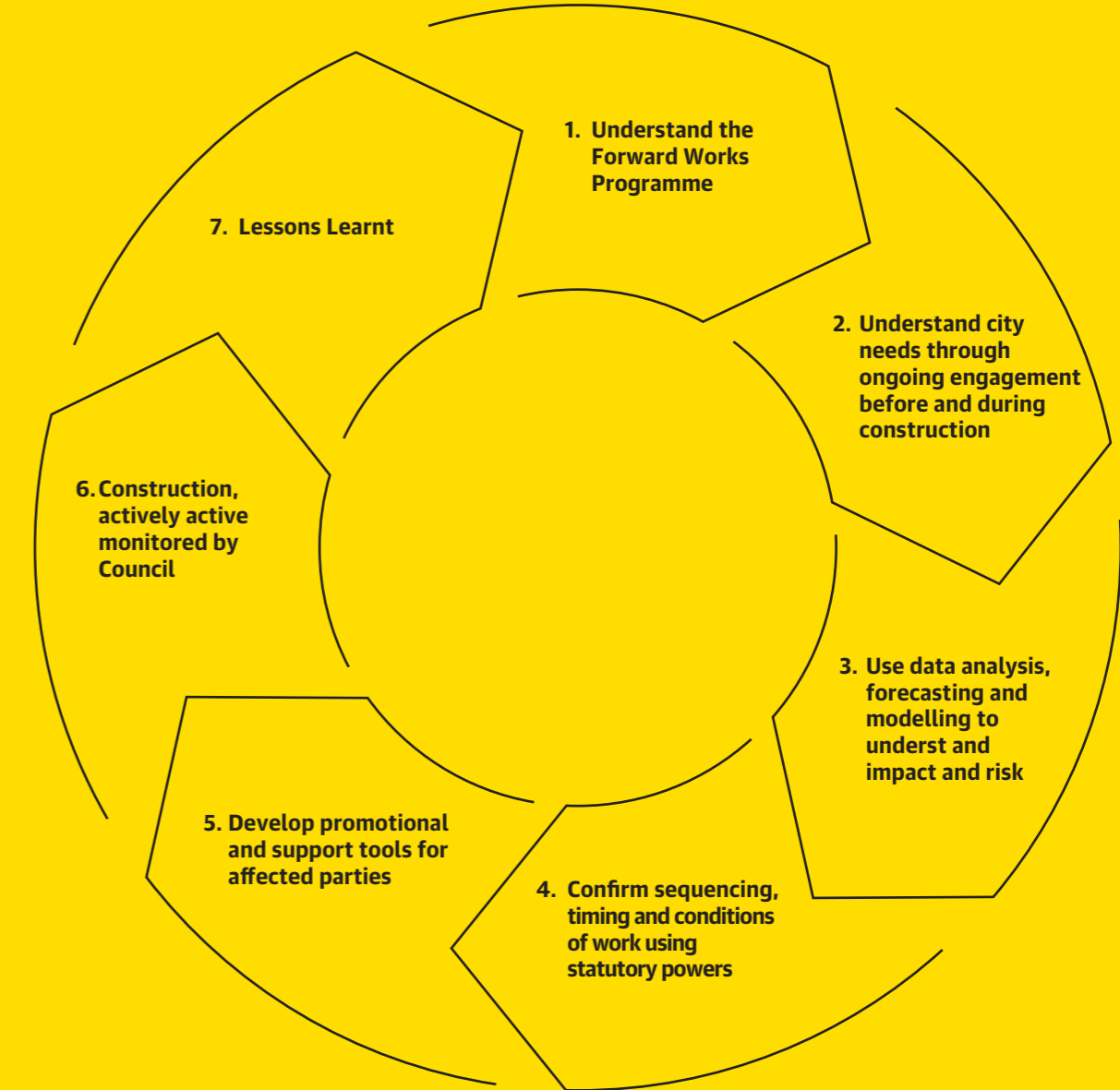


### Network activity planning model

The diagram above shows the key factors that are considered in the sequencing of projects, the scale of work that can happen at any one time and the level of access (space) projects will be permitted.

### Planning and delivery process

The diagram below shows the project planning and programming cycle at a network (city-wide) level which will be run by Council.





### Prioritisation framework

The following prioritisation process is designed to ensure construction works are sequenced in a way that ensures the city's overall community and economic wellbeing is supported. Works should be undertaken in the following priority order:

Priority order	Why?	How we'll manage the process
1. All underground utility planned works to be completed before vertical or at grade street works take place.	To minimise significant community/network disruption, and to protect new street assets, we should complete all underground utility planned works before starting on street-level works.	<ul style="list-style-type: none"> <li>Require all utilities to develop coordinated plans for asset development, renewal and new lateral connections in each corridor specified by the Council.</li> <li>Impose Standard Conditions for hours of work, noise, vibration, dust, notifications etc</li> <li>Impose 'no dig' restrictions for the maximum period.</li> </ul>
2. Adjacent works which have material impact on the transport network.	Property development can be a significant economic activity which enables flow on activity to occur. We should employ every reasonable effort to assist property development to occur which is aligned with the Spatial Plan and the District Plan.	<ul style="list-style-type: none"> <li>Require all related projects to develop coordinated plans (including cross corridor conflicts) for developments and renewals.</li> <li>Impose Special Conditions to ensure well-coordinated timing (advance or defer) eg minimum service levels provided for walking, cycling, public transport and servicing.</li> <li>Impose Standard Conditions for hours of work, noise, vibration, dust, notifications etc</li> </ul>
3. Street improvements and renewals (eg Bike Network, renewals programme, minor projects etc)	We as the asset owner and project partner is the developer. Works must be well-coordinated to minimise significant community/network disruption, and to protect new street assets.	<ul style="list-style-type: none"> <li>Require all related projects to develop coordinated plans (including cross corridor conflicts) for developments and renewals.</li> <li>Impose Special Conditions to ensure well-coordinated timing (advance or defer) eg minimum service levels provided for walking, cycling, public transport and servicing.</li> <li>Impose Standard Conditions for hours of work, noise, vibration, dust, notifications etc</li> </ul>

# Project Construction Mitigation and Communication Template

This template will help you plan for and mitigate the impacts of construction work on people who work, live and commute in area of the project. This form should be used to inform both a project's Corridor Access Request or Preliminary CAR and be completed as part of your accompanying Communications Plan.

### Engagement Approach for affected parties

#### Stage 1: Assessment

For each project or site, have you identified the impact this work will have on:

Group	Will they be impacted? (Yes / No)	How will they be impacted?
<b>Road users:</b> People in vehicles, cyclists, pedestrians, delivery vehicles		
<b>People in any buildings nearby:</b> Tenants, a workplace, businesses and their customers		
<b>Accessibility:</b> Wheelchair users, people who are hard of hearing, visually impaired, mobility impairment, or people who have particular access requirements.		
<b>Sensitive buildings:</b> Parliamentary building, University or education provider, community or healthcare facility		
<b>Public transport:</b> Metlink, bus stops being moved, train services, railway station and bus station obstructions		

#### Stage 2: Early engagement

It is important for affected parties to be aware of how the works could affect their day-to-day. Will affected parties from key and sensitive buildings or nearby tenants be affected by:

Potential disruption	Will they be impacted? (Yes / No)	How will they be impacted?
<b>Key sensitivities:</b> Noise, vibration, access to buildings, disruption of commute, modified accessibility		
<b>Hours of operation and annual programme:</b> Nighttime works, Parliamentary recess, school holidays, exams		
<b>Key contacts:</b> Vocal residents or business owners, Resident Associations, is there a preferred means of communication (email, phone, face-to-face, letters)		

Have you talked to the impacted parties?

Key parties	What did they say?	How can you mitigate this impact?
<b>People in key buildings:</b> Tenants, a workplace, businesses and their customers		
<b>Sensitive buildings:</b> Parliamentary offices, Education providers, healthcare providers, community facility		
<b>Transport:</b> Metlink (railway or bus stations) parking services		
<b>Community groups:</b> Residents Associations, community centres, libraries		

After your engagement with stakeholders, how have you adapted your methodologies?

### Stage 3: Development and process of engagement plan

Have you considered your key audiences and how you will be engaging with them?

Have you given stakeholders contact information for the key person they can talk to if any issues arise? Y/N

#### 1. Please list the key parties who you will be engaging with:

#### 2. What channels will you be using to communicate with your key audience and what is the purpose of each channel?

Channel	Purpose – what will you use this channel for?
Email / regular newsletter	
Letter drop	
Phone call	
Social media	
Webpage	
Community drop-in	
Other	

#### 3. What are the key messages for your project?

#### 4. How will the affected parties be able to give feedback? (Email address, phone number, survey etc)



### Stage 4 - Implementation

The minimum amount of time you should inform affected parties of work beginning is two weeks.

Please remember forewarned is forearmed.

#### 1. Pre-start

Channel	Yes / No
Have you e-met with any key and sensitive building representatives or tenants?	
Have you promoted the feedback or query process for this project?	
Have you given advance notice with any signage or warnings?	
Have your delivered letters or gone door knocking?	
Have you sent an email or newsletter?	
Have you posted on social media? or is this project necessary for a media release or story?	

#### 2. Start

Channel	Yes / No
Have you installed signage?	
Have you re-met with any key and sensitive building representatives or tenants?	
Have you reviewed any mitigations or feedback and amended your work?	
Have you promoted the feedback or query process for this project?	
Have you delivered ongoing letters or gone door knocking with any updates?	
Have you sent an email or newsletter?	
Have you posted on social media? or is this project necessary for a media release or story?	

#### 3. Completion of project

Have you reviewed and evaluated the engagement process?

Have you learnt any lessons from this process and implemented any changes into future projects?

Thank you for taking the time to fill out this form.

This form can be submitted along with the preliminary CAR or contact the Corridor Manager to discuss first.

#### More information

If you would like to understand what Wellington's Development Response Plan means for your project or development please contact the Corridor Manager at [customercompliance@wcc.govt.nz](mailto:customercompliance@wcc.govt.nz)

