

**DUNEDIN** | kaunihera  
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**Ōtepoti**

# Project Brief

Tertiary Precinct Upgrade

## DOCUMENT CONTROL


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	Name	Role
Document Owner	Simon Collie	Project Manager
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### Document Approval

Name	Role	Signature, Date and Agreement
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## 1. DOCUMENT OVERVIEW

The Project Brief provides the foundation for initiating a project. The Project Brief expands on the Project Mandate and is used to capture key information generated in the pre-project phase, to ensure that the project has a commonly understood and well-defined start point.

The Project Brief, along with the Strategic Assessment, is a key input to the Gate 0 approval process. Once approved the Project Brief will later be refined and expanded as part of the Project Initiation Documentation (PID) during the Initiation phase. The PID comprises the:

- Project Management Plan
- Project Business Case (Single Stage or Indicative)
- Project Baseline.

Figure 1 summarises the logical link between the Project Mandate, Project Brief and Project Management Plan. Supporting documentation is included for completeness.

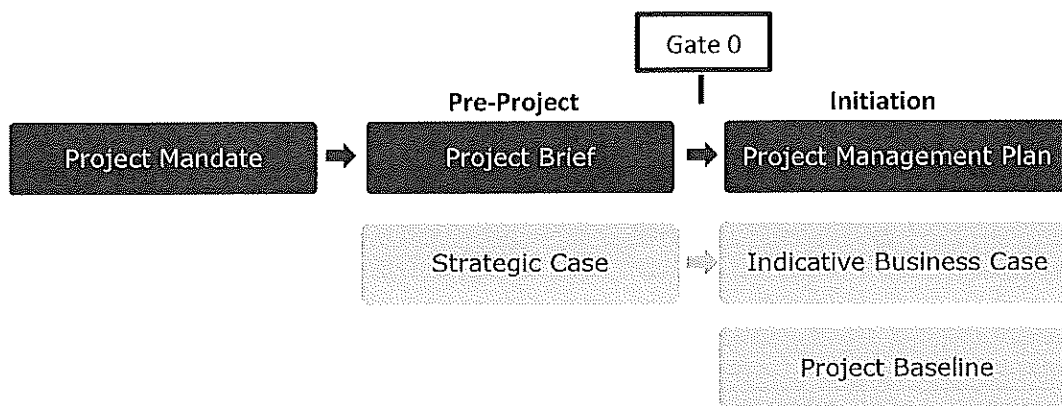


Figure 1: Project documentation by phase

## 2. DOCUMENT PURPOSE AND SCOPE

The Project Brief contains the following key information:

1. Project Definition: summarising what the project needs to achieve, including
  - a. Background
  - b. Objectives and desired outcomes
  - c. Scope and exclusions
  - d. Constraints and assumptions
  - e. Interfaces and dependencies
2. Project Output Description: summarising what outputs the project must deliver in order to gain acceptance
3. Project Approach: summarising the general approach to delivering the project, with emphasis on the next phase (Initiation)
4. Project Organisation: summarising how the project will be organised, including
  - a. Team structure
  - b. Roles and responsibilities.

### 3. PROJECT DEFINITION

#### 3.1. Background

The Tertiary Precinct is one of five key precincts in central Dunedin that were identified in the Dunedin City Centre Strategic Business Case as having major access, mobility and safety issues. The Programme Business Case explores these issues further and demonstrates the need for investment. The project is included within the Otago Southland Regional Land Transport Plan 2015-2021 (2018 update) as a priority one project and is also included in the DCC Integrated Transport Strategy 2013.

DCC, University and Polytechnic formed a Tertiary Sector Steering Group (also referred to as the Tertiary Precinct Steering Group) in 2005 and a Tertiary Precinct Planning Group (TPPG) in 2008 to provide a forum for partnership and governance for matters that affect the area.

The main output of this was the Tertiary Precinct Development Plan in September 2008. That plan was intended to guide future development of the Tertiary area and included analysis of issues that exist, potential future projects and proposed actions. It was intended to be viewed as a starting point for discussion rather than a comprehensive plan for the area. A number of the proposed actions (but not all) contained in that document have been incorporated into this project, specifically in regard to transportation, amenities, open spaces and infrastructure with a view to aligning with this plan. Key themes from the document that relate to this project include emphasis on removing carparking and cars in favour of softer forms of transport, improving connectivity and streetscape amenity, and development of Three Waters models and strategies for the area.

A Tertiary Streets Improvement Options report was commissioned by the Tertiary Sector Steering Group and finalised in January 2015. This report focused on development of street character and upgrade concepts for road corridors within the precinct. This report focused on streets that were considered within the zone of core campus activity and included; Dundas, Clyde, Forth, Harbour Terrace, St David, Union, Riego, Anzac and Albany Streets. This provided ideas for what can be achieved in the area and formed the foundation from which the current project was born. Included within that document are a number of recommendations for future works and identification of issues and opportunities.

The Precinct Steering and Planning Groups used the Tertiary Streets Improvement Options report to define the priorities for implementation (the priority streets) as:

- Union Street East – Clyde Street to Anzac Avenue
- Albany Street – Cumberland to Clyde Street
- Clyde Street – Albany to Union Street
- Harbour Terrace – Union to St David Street

As part of the Tertiary Streets Improvement Options report, cost estimates were provided in line with the concepts developed for each section to assist with budgeting. These were not all-encompassing budgets and were based on 2015 rates and relate to physical construction only. Key exclusions were the suggested Riego Street Bridge, fees and consents, traffic management and design. A summary of these cost estimates is included below:

Work Package	High Investment	Medium Investment	Low Investment
<b>Priority Streets</b>			
Union Street East – Clyde Street to Anzac Avenue	\$ 4,945,200	\$ 2,294,900	\$ 591,900
Albany Street – Cumberland to Clyde Street	\$ 2,694,600	\$ 1,390,000	\$ 430,600
Clyde Street – Albany to Union Street	\$ 1,482,200	\$ 885,600	\$ 268,500
Harbour Terrace – Union to St David Street (excluding ped bridge)	\$ 2,362,600	\$ 1,147,900	\$ 364,800
<b>Priority Streets Subtotal</b>	<b>\$ 11,484,600</b>	<b>\$ 5,718,400</b>	<b>\$ 1,655,800</b>
<b>Remaining Streets</b>			
Dundas Street - Cumberland to Harbour Terrace	\$ 5,088,900	\$ 2,676,800	\$ 761,000
Albany Street - Clyde to Anzac Avenue	\$ 2,173,500	\$ 1,099,900	\$ 353,500
St David Street - Clyde to Harbour Terrace	\$ 1,459,600	\$ 822,900	\$ 211,300
Union Street East - Leith to Clyde Street (not part of road corridor)	\$ 909,900	\$ 450,200	\$ 138,700
Clyde Street - Union to Dundas Street	\$ 3,143,800	\$ 1,695,900	\$ 492,000
Forth Street - Albany to Dundas Street	\$ 4,841,300	\$ 2,476,600	\$ 688,400
Riego Street - Albany to Union Street (excluding ped bridge)	\$ 784,700	\$ 483,700	\$ 160,500
Harbour Terrace – St David to Dundas Street	\$ 1,901,200	\$ 1,150,900	\$ 234,900
Anzac Avenue - Union to SH88	\$ 3,931,400	\$ 2,250,000	\$ 707,200
<b>Remaining Streets Subtotal</b>	<b>\$ 24,234,300</b>	<b>\$ 13,106,900</b>	<b>\$ 3,747,500</b>
<b>OVERALL TOTAL</b>	<b>\$ 35,718,900</b>	<b>\$ 18,825,300</b>	<b>\$ 5,403,300</b>

**Figure 2 - Preliminary Cost Estimates by street and investment level**

At that stage, the project was unfunded in the 2015/16 – 2024/25 LTP. At the Long Term Plan meeting in May 2015, Council requested that staff continue to work with the project partners to scope funding requirements and timing, and report back in time for development of the 2018/19 – 2027/28 LTP.

Council received updates via staff reports on 23 January 2017 and 11 December 2017.

The January 2017 report detailed that the aim of the project was to improve the safety and accessibility of the Tertiary Precinct, with emphasis on the streetscape and pedestrian/cycling environment. The report included objectives set by the TPSG that were identified during a team workshop. Council noted this report and requested the project continue to be investigated and a report provided giving options for funding and timing.

The December 2017 report provided three investment options for Council to consider including commentary on potential external funding sources such as NZTA. From this, Council selected the substantial investment option of \$20million for renewals and streetscape improvements across the Tertiary Precinct area for inclusion in the draft 10 year plan budget. Council requested both the substantial investment option and the moderate investment option be included in 10-year plan consultations.

In the 10-year plan hearings, the findings from consultations were reported and Council was requested to determine the level of funding in the final 10-year plan. Council approved the substantial investment option of \$20 million. In the LTP Council provided an undertaking that it will investigate how the Polytech, University and other landowners may contribute to the project commensurate with the amenity improvements to the area.

[REDACTED] Anecdotal advice from the Group Manager Transport at the time of these reports outlined that the substantial investment option was intended to include the high investment option of the priority streets, with remaining budget utilised to deliver gateway and other treatments throughout the tertiary zone to create a sense of place and physical manifestation of entering or leaving a different speed zone. This would be at varying investment levels to deliver all of the objectives of the project, and improve service levels across the precinct streets.

In addition to the streetscape and accessibility components of the project, Three Waters infrastructure along the work corridor is in need of renewal and funding has been included in the annual plan for

these works. The scope of Three Waters renewals will be formally included in this project at commencement however additional investigation is required to inform the scope of the Three Waters infrastructure to be included and determine the sufficiency of the funding. It is anticipated, based on the age of the networks in this area, that substantial renewals are required, however, detailed condition and capacity assessments have not been completed to date.

Council holds models of the existing wastewater and water network in the Tertiary area at various levels of detail and has no model of the stormwater network. The wastewater infrastructure has been developed to a phase 1 level model (trunk mains only) and will need to be expanded upon to adequately assess capacity. The water model is a detailed model that will allow capacity to be assessed with some investigation. A stormwater model will need to be created to assess capacity. A CCTV inspection of the gravity networks is planned to better understand the current condition. Several issues are known in this network such as frequent flooding/ponding of the Union Street / Harbour Terrace intersection and existing wastewater overflow structures which should be addressed as part of this project, in line with the DCC Three Waters Strategy. There is also a key driver to improve the quality of stormwater discharge and minimise impact on the environment.

The Three Waters renewals funding is in addition to the \$20 million allocated to the project in the LTP for the streetscape works.

Annual Plan 2019-2020 funding for the project is summarised below. It is likely that adjustment to the financial year allocations will be required once the schedule is developed to allow for professional services and investigation works to define the Three Waters scope.

	2019/20	2020/21	2021/22	2022/23	Total
	\$,000	\$,000	\$,000	\$,000	\$,000
Transport	750	8,000	8,000	3,250	20,000
Water Supply renewals			1,733	2,599	4,332
Wastewater renewals			1,281	1,923	3,204
Storm water renewals			1,481	2,221	3,702
<b>Total</b>	<b>750</b>	<b>8,000</b>	<b>12,495</b>	<b>9,993</b>	<b>31,238</b>

### 3.2. Objectives and desired outcomes

Over time, various sets of objectives have been defined for this project, initially from the TPSG, which were then amended and expanded during initial tender processes. The below objectives combine and consolidate the known objectives of the project to provide a clear and succinct list:

1. **Destination and use** - Establish the Tertiary Precinct as a destination by creating a vibrant, environmentally enhanced and unique streetscape with amenities to support and encourage travel behaviour change and enhance accessibility (i.e. cycling, public transport, prioritise pedestrians and other “soft” forms of transport) as well as providing opportunities for community use and interaction with the public space.
2. **Infrastructure** – Deliver future-proofed, sustainable and integrated Three Waters infrastructure that delivers on DCC’s Three Waters Strategy and level of services requirements, while also complying with the DCC Code of Subdivision and Development 2010 and other relevant industry guidelines. Additionally, upgrade works are to be aligned with

other utility providers such as power, telecommunications and streetlighting (via MPP) to maximise opportunities for consolidation and work impact.

3. **Culture** – Ensure our Treaty partners Kāi Tahu are appropriately involved in the project to assure cultural values and narratives are upheld within the streetscape. Provide opportunities for other local community engagement and influence within the streetscape to reflect the unique nature of the Tertiary Precinct and its users.
4. **Safety and Function** – Ensure that existing and potential transport, spatial and construction safety issues are addressed within the design and that the design is functional in line with industry best practise guidelines (e.g. AS/NZS standards, Austroads design guides, NZTA design guides and specifications, WorkSafe guidelines, New Zealand urban design protocol, Global Street design guide, DCC standards and other relevant industry guidelines and specifications).
5. **Integration** – Develop and strengthen Tertiary Precinct connections between Logan Park, University, Polytechnic, Forsyth Barr Stadium, the Harbour, Leith Stream and Central City.
6. **Strategic Alignment** – Ensure that the project is aligned with and identifies parallel and influencing projects and works with these to deliver the best overall outcome (e.g. Central City Plan, Dunedin Hospital, Logan Park Master Plan, Tertiary Precinct Development Plan, University and Polytechnic master plans)
7. **Cost** – Maximise value for money, with a focus on achieving the best outcome for the Tertiary Precinct while utilising and not exceeding the allocated budget.

### 3.2.1. Alignment with Strategy

The project aligns with the strategic objectives shown in Table 1 and contributes to the community outcomes shown in Table 2

Objective	Contribution	Comment
Social Wellbeing Strategy	Yes	The Tertiary Precinct Development Plan is specifically mentioned in this strategy document as aligning with this intent of this strategy. The project will create a vibrant Tertiary Precinct that celebrates its identity and include recognition of cultural values and narratives. Additionally, it will encourage safe, affordable and user-friendly transport options.
Economic Development Strategy	Yes	The Tertiary Precinct upgrade aligns with this strategy with streetscape and amenity upgrades helping create an attractive city to visit and live in and investing in infrastructure and to create a resilient foundation for the area.
Arts and Culture Strategy	Yes	The Tertiary Precinct upgrade aligns with this strategy with streetscape and amenity upgrades providing spaces to skite about and providing opportunity for creative street art and recognising cultural heritage, and providing better connections between the tertiary institutions
Three Waters Strategy	Yes	The Tertiary Precinct upgrade aligns with this strategy by providing upgrades that future proof Three Waters infrastructure in the area and opportunities to enhance the quality of discharges.



Objective	Contribution	Comment
Spatial Plan	Yes	The Tertiary Precinct is highlighted as part of the spatial plan. The project aligns with this strategy by providing streetscape upgrades to support a memorable and distinctive city, a vibrant and exciting city, and supporting accessibility and connections via encouraging softer alternative forms of transport.
Integrated Transport Strategy	Yes	The Dunedin Integrated Transport Strategy – 2013 included commentary on the Tertiary Streets Safety and Accessibility upgrade project as it would contribute to the vision and areas of focus ('safety' and 'travel choices') identified in the strategy. Noted in this document was that the Tertiary area included a high level of vulnerable road user activity and area specific transport challenges, and that some intersections in this area are considered high-risk sites that need attention. In addition, the tertiary institutions' desire to see greater priority given to pedestrians and cyclists around the campus area was noted, which is in line with the recommendations of the Tertiary Precinct Development Plan.
Parks and Recreation Strategy	Yes	The Tertiary Precinct upgrade aligns with this strategy by providing streetscape upgrades that encourage active forms of transport, open spaces for community interaction and opportunity for planting and natural amenity.

Table 1: Strategic objectives

Community Outcomes	Contribution	Comment
A thriving and diverse economy	Yes	The project will provide positive impacts on the economy through delivery of an enhanced streetscape
A connected community	Yes	Will create opportunities for social interaction in streets and better connections between tertiary facilities
A safe and healthy city	Yes	The project will encourage active modes of transport and create streets as places encouraging people to remain in open spaces and discourage anti-social behaviour
A distinctive built environment	Yes	The project will provide a distinctive built environment through delivery of an enhanced streetscape
A valued and protected natural Environment	Yes	Project provides opportunity to improve stormwater discharge quality and reduce sewer overflows
A sustainable and resilient city	Yes	The project will renew critical Three Waters infrastructure that has reached the end of its service life
A supportive community	No	Will not have a positive or negative effect on this outcome
A vibrant and creative city	Yes	The project will create a vibrant tertiary precinct with streetscape upgrades.
A city of learning	Yes	Project will have a positive effect on the tertiary sector environment and will provide more places for community engagement and interaction within the tertiary sector in support of this outcome.
An active city	Yes	Project will encourage active modes of transport

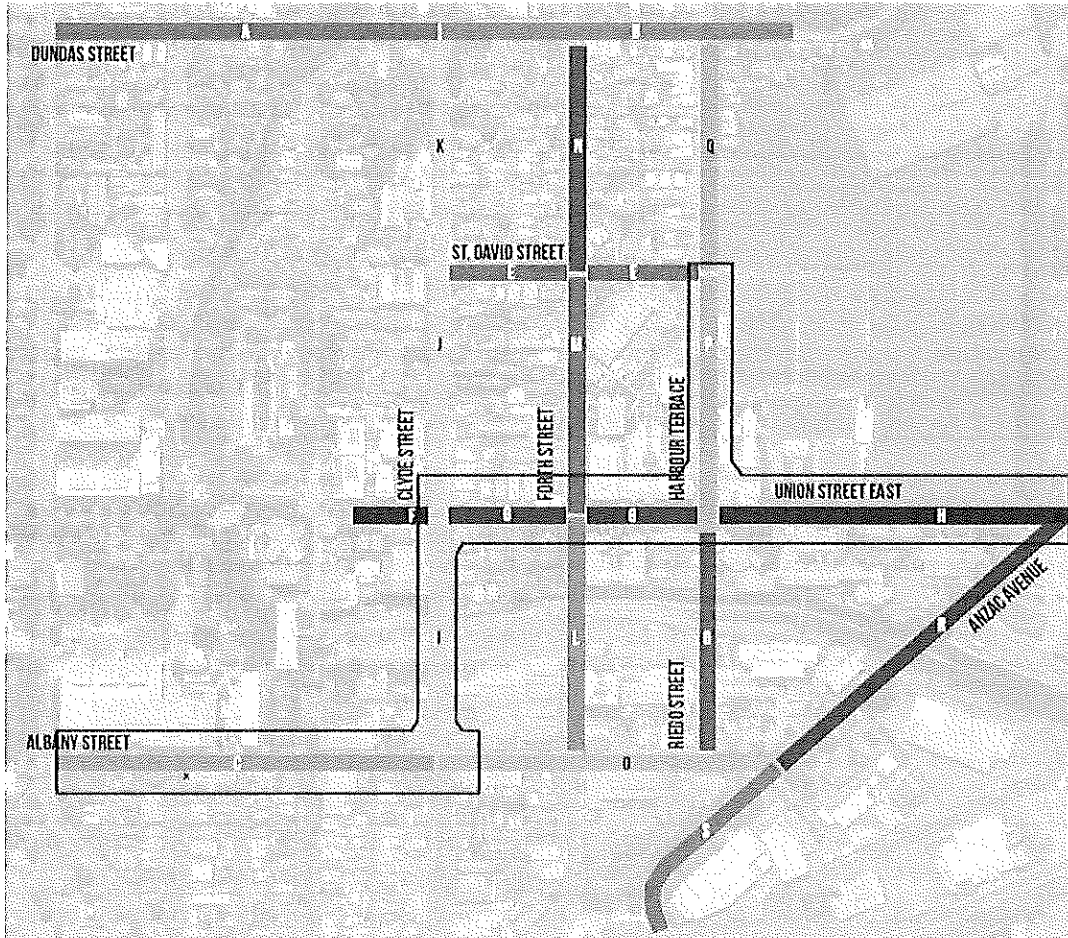
Table 2: Community outcomes

### 3.3. Scope and exclusions

This project is a streetscape, safety, accessibility and Three Waters upgrade of the Tertiary Precinct with a focus on the priority and core streets of the Precinct as outlined below.

#### 3.3.1. Inclusions:

- Geographic scope of the project is as shown in the image below. Shaded/coloured streets make up the core precinct activity streets, and the streets within the red box are identified as the priority streets.



#### Legend

Ref	Priority	Street
A	-	Dundas Street – Cumberland to Clyde Street
B	-	Dundas Street – Clyde Street to Harbour Terrace
C	Y	Albany Street – Cumberland to Clyde Street
D	-	Albany Street – Clyde Street to Anzac Avenue
E	-	St. David Street – Clyde to Harbour Terrace
F	-	Union Street East – Leith to Clyde Street
G	Y	Union Street East – Clyde to Harbour Terrace
H	Y	Union Street East – Clyde Street to Anzac Avenue

Ref	Priority	Street
I	Y	Clyde Street - Albany to Union
J		Clyde Street – Union to St. Davids
K		Clyde Street – St. David to Dundas
L		Forth Street - Albany to Union
M		Forth Street – Union to St. David
N		Forth Street – St. David to Dundas
O		Riego Street – Albany to Union
P	Y	Harbour Terrace - Union to St. David
Q		Harbour Terrace – St. Davids to Dundas
R		Anzac Avenue – Union to Albany
S		Anzac Avenue – Albany to SH88

- Business case development to guide final scope of project
- Securing of external funding through NZTA and exploring funding options with Polytech and University to supplement Council funding
- Transportation planning and safety engineering to alter the function of the core precinct streets in line with new proposed functions and improve connectivity to surrounding areas. As part of this it is necessary to identify potential additional projects relating to the connectivity to surrounding areas which may be incorporated into the scope to support the core streets upgrade and maximise external funding (e.g. parking changes, interface with other streets such as Frederick Street to the south and Dundas Street to the north)
- Liaising and partnering with the University and Polytechnic as key stakeholders to align upgrade plans with their master plans.
- Liaison and partnering with Iwi as key members of the client and delivery teams.
- Develop (including Council endorsement) a streets function master plan for the Tertiary Area (with reference to previous Chow Hill concept designs)
- Investigating, designing and implementing the Priority Streets listed below:
  - Union Street East – Clyde Street to Anzac Avenue
  - Clyde Street – Albany to Union Street
  - Harbour Terrace – Union to St David Street
- Investigating, designing and implementing (if required) a concept level design of Albany Street – Cumberland to Clyde Street based on current environment to tie into above priority streets. Construction of this section is dependent on wider transport projects looking at the one-way system as part of the hospital project. There is potential for inclusion of low investment option upgrades in the interim depending on timeframes and business case outcomes
- Investigating, designing and implementing the Tertiary Precinct core activity streets for inclusion in the project to reinforce and supporting the upgrades of the priority streets (i.e. low/medium investment options from Chow Hill report, gateway treatments, speed management, wayfinding and paths)
- Investigating, designing and implementing the upgrading and rationalisation of all Three Waters assets within the catchments of the Tertiary Precinct priority streets, including catchment assessment and forward planning
- Identifying all other utility services and service covers and rationalising these wherever possible (i.e. timing in with LED replacement and other utility upgrade projects)

- Working with ORC to enable improvement and consolidation of public transport routes.
- Reviewing speed limit for the Tertiary Precinct area
- Designing and implementing temporary trial sites, if required, as part of the design phase to test concept
- Consenting activities as required.

### **3.3.2. Exclusions:**

- Designing, implementing and managing associated projects such as traffic demand management, offset parking arrangements/projects, park and ride facilities, adjustments to the one-way network and crossing points connected to this, Logan Park master plan, Love your Leith project etc
- Working within campus or private property
- Fully implementing the recommended actions outlined in the Tertiary Precinct Development Plan
- Construction of the Albany Street portion of work until such time as impacts from the one-way study, hospital upgrade and Central city plan are known
- Investigating, designing and implementing upgrades to wider Tertiary Precinct Streets outside of the core activity streets outlined above. (with the exception of isolated projects needed to secure and expand NZTA funding and achieve the integration objective)
- Bridge construction over the Leith Stream at Riego Street (as identified in the Tertiary Streets Improvement Options Report 2015)
- Maintenance activities on Bridge Structures on the edges of the priority area
- Purchasing land.

## **3.4. Constraints and assumptions**

Limited investigations have been carried out to date. Large areas of uncertainty lie in the following items until further investigation can be carried out:

### **3.4.1. Constraints**

- Heritage requirements.
- Existing service locations and capacity (Three Waters and utilities).
- Ground conditions.
- Condition of the adjacent buildings.
- Archaeological requirements.
- Ground levels.
- Streetscape improvements require the reallocation of parking space to create the environment desired by this project. This is likely to be unpopular and may result in a strong reaction from the public that use these parking spaces. Council along with the Tertiary partners will need to commit to leading this change and be willing to work through likely criticism this will create, in order to deliver a project that meets the objectives and aligns with Council's strategies.
- It is notable that this project is not an all-encompassing solution for the Tertiary Precinct, particularly in regard to parking solutions. Reaction to and the success of this project will be somewhat dependent on external workstreams such as traffic demand management, ORC

public transport strategy, DCC parking strategy and Dunedin Hospital and one-way assessments.

#### **3.4.2. Assumptions**

- Limited information is available to confirm appropriateness of Three Waters renewals budgets.
- Streetscape budget has been based on the Chow Hill concepts and estimates from 2015; however, this does not align with a specific package of works from this report. Further work is required through business case and concept development phase to finalise budget and scope requirement.
- It is assumed that NZTA funding will be available for a portion of this project, and that there is likely investment from the Tertiary partners.

#### **3.5. Interfaces and dependencies**

- Next round of Long-Term Planning
- DCC Central City Plan Concept
- Hospital Development and one-way transport network review
- Traffic Demand Management project
- ORC regional transport plan
- University master plan
- Polytechnic master plan
- NZTA and other external funding
- Global Street design guide and Streets and spaces guide
- External service providers upgrade plans
- District heating energy scheme
- Three Waters integrated catchment modelling project

#### 4. PROJECT OUTPUT DESCRIPTION

This section describes what outputs the project must deliver in order to gain acceptance.

Heading	Content
<b>Title</b>	Tertiary Precinct Upgrade
<b>Purpose</b>	The purpose of the project is to improve the safety, accessibility and vibrancy of the Tertiary Precinct with a focus on the priority streets identified by the TPSG. As part of achieving this purpose it is required to co-ordinate infrastructure renewals to provide a resilient and future-proofed solution.
<b>Composition</b>	<p>The project will aim to deliver the following outputs:</p> <p>Essential:</p> <ul style="list-style-type: none"> <li>• Streetscape, safety and accessibility upgrade including full surface renewal from boundary to boundary on the Priority Streets: <ul style="list-style-type: none"> <li>○ Union Street East – Clyde Street to Anzac Avenue</li> <li>○ Clyde Street – Albany to Union Street</li> <li>○ Harbour Terrace – Union to St David Street</li> </ul> </li> <li>• Streetscape, safety and accessibility upgrade in the Tertiary Precinct core activity streets in addition to the priority streets above (Dundas, Clyde, Forth, Harbour Terrace, St David, Union, Riego, Anzac and Albany Streets)</li> <li>• Renewal and upgrade of Three Waters assets within the extent of the works described above</li> </ul> <p>Desirable:</p> <ul style="list-style-type: none"> <li>• Streetscape, safety and accessibility upgrade including full surface renewal from boundary to boundary of Albany Street – Cumberland to Clyde Street (subject to outcomes from associated projects confirming function and scope)</li> <li>• Improve quality of stormwater discharge</li> <li>• Consolidation of bus routes</li> <li>• Formal reduction of speed limit in Precinct Streets</li> <li>• Alignment and upgrade of third-party utilities (power/telecommunication)</li> </ul>
<b>Derivation</b>	<ul style="list-style-type: none"> <li>• Public and stakeholder engagement</li> <li>• Organisational partnerships with key stakeholders</li> <li>• Concept and master planning design</li> <li>• Preliminary design</li> <li>• Detailed design</li> <li>• Specification and costings</li> <li>• AS/NZS standards and industry best practise documentation</li> <li>• DCC Streets and Spaces Design Guide</li> <li>• Global Street Design Guide</li> <li>• DCC strategic documentation and annual / 10 year plans</li> </ul>

Heading	Content
	<ul style="list-style-type: none"> <li>• Project plans (brief, management plan)</li> <li>• Business case</li> <li>• Tertiary Precinct Development Plan (2008)</li> <li>• Tertiary Precinct Improvement Options Report (2015)</li> </ul>
<b>Specialist Skills Required</b>	<ul style="list-style-type: none"> <li>• Project management</li> <li>• Business case writing</li> <li>• Transportation and Three Waters planning</li> <li>• Procurement specialist</li> <li>• Design lead</li> <li>• Landscape architecture, urban design and master planning</li> <li>• Civil engineering design (roading and Three Waters)</li> <li>• Quantity surveying</li> <li>• Communications advisor</li> <li>• Statutory and environmental planning</li> <li>• Geotechnical engineer</li> <li>• Structural engineer</li> <li>• Engineer to Contract and contract management</li> <li>• Safety in Design facilitator</li> <li>• Construction contractor and trade specialists</li> </ul>
<b>User's quality expectations</b>	<ul style="list-style-type: none"> <li>• Investigations to provide suitable base for design and appropriate risk mitigation</li> <li>• Preliminary design outputs suitable for consultation and negotiation of pricing for detailed design stage.</li> <li>• Detailed design and specifications suitable for construction purposes and accurate cost estimation with appropriate agreed contingency in line with project risk</li> <li>• All design outputs to meet the aspirational and transformative goals of the project to provide a unique sense of place for the Tertiary Precinct to establish it as a genuine destination.</li> <li>• Constructed streetscape will be low maintenance and last 30+ years before requiring an upgrade</li> <li>• Underground services will have a 50yr+ service life before they require replacement (ideally 100yr)</li> </ul>
<b>Acceptance Criteria</b>	<p><b>Urban Design</b></p> <ol style="list-style-type: none"> <li>1. Create a vibrant and distinctive streetscape incorporating cultural influence and environmental enhancement</li> <li>2. Agreed design principles have been followed and achieved</li> <li>3. Improve public health and safety</li> <li>4. More social activity and opportunity for public gathering and use of the street space</li> </ol> <p><b>Transportation</b></p>

Heading	Content
	<p data-bbox="502 309 694 336"><u>Priority Streets:</u></p> <ul data-bbox="598 358 1361 1702" style="list-style-type: none"> <li data-bbox="598 358 1361 425">• The average speed meets the safe and appropriate speed evidenced by acceptable post construction road safety audit</li> <li data-bbox="598 436 1361 504">• Compared to 2019, significantly more space is allocated to pedestrian and micro-mobility movement</li> <li data-bbox="598 515 1361 582">• Compared to 2019, significantly less space is allocated to vehicles (on-street parking and carriageway width)</li> <li data-bbox="598 593 1361 705">• A level of service for public transport users is provided where bus stops have seating, shelter, lighting and ,real time information)</li> <li data-bbox="598 716 1361 862">• Bus stops, shops, The Hub, the Robertson Library and other key destinations are accessible on foot and by bike. This is measured by the availability of nearby crossing points and bike parking</li> <li data-bbox="598 873 1361 985">• Walking and cycling journeys around the priority streets are free of major delay (short waiting times at crossing points) and have few interruptions (by the need to cross the road)</li> <li data-bbox="598 996 1361 1064">• Footpaths, crossing points and bus stops are wheelchair accessible</li> <li data-bbox="598 1075 1361 1142">• Crossing points have appropriate tactile pavers to aid the sight impaired</li> <li data-bbox="598 1153 1361 1299">• bus stops are constructed to NZTA standard and to the satisfaction of ORC and DCC (appropriate standard compared other bus stops throughout Dunedin to a level appropriate as identified in Business Case)</li> <li data-bbox="598 1310 1361 1377">• maintenance of infrastructure is considered through safety in design workshops and appropriately actioned</li> <li data-bbox="598 1388 1361 1545">• There is a high level of service for cyclists achieved by having dedicated space on Albany Street (cycleway/lane/path, advanced stop boxes at signalised intersections, connection to the Strategic Cycle Network)</li> <li data-bbox="598 1556 1361 1624">• Street lighting meets appropriate NZ standard for lighting level</li> <li data-bbox="598 1635 1361 1702">• Streets are designed to account for turning movements of buses where required</li> </ul> <p data-bbox="502 1724 662 1751"><u>Core Streets:</u></p> <ul data-bbox="598 1774 1361 1968" style="list-style-type: none"> <li data-bbox="598 1774 1361 1841">• Compared to 2019, there is a reduction in vehicle speeds as appropriate for designed Street Function</li> <li data-bbox="598 1852 1361 1968">• maintenance of infrastructure is considered in design through safety in design workshops and appropriately actioned</li> </ul>



Heading	Content
	<p><b>Three Waters</b></p> <ol style="list-style-type: none"> <li>1. Network is functional and is designed and constructed to provide DCC's required level of service and capacity and is in line with best practise standards and Asset Management Plans</li> <li>2. Rationalisation / efficient use of infrastructure. Use the minimum amount of infrastructure required to meet levels of service</li> <li>3. Opportunities to implement sustainable practises to improve discharge quality have been explored and implemented where practical</li> <li>4. Provide as-built model of Three Waters network for incorporation into DCC systems / records</li> <li>5. Any remaining defects or special maintenance items are agreed with Three Waters Asset Manager prior to acceptance</li> </ol>
<b>Acceptance Method</b>	Project outputs will be reviewed and approved as set out in Project Management Plan
<b>Acceptance Responsibilities</b>	PCCG (Programme Change Control Group)

**Table 3: Project Output Description**

## 5. PROJECT APPROACH

This section describes the general approach to delivering the project, with emphasis on the next phase (Initiation).

The first steps in the next phase of the project will include development of the Point of Entry document for NZTA and the Project Management Plan including risk, schedule and other baseline definitions. From there the project will progress through business case and onto design and delivery.

The Three Waters, Transport and Urban Design components of the project are all currently at different maturity levels with further information and investigation required to inform project development. Professional services will be required to deliver this and other associated inputs, in order to progress the project through business case development and into design and construction. From meetings held with the Senior Users, it is understood there is limited internal resource to provide this resource in the function of Suppliers to the project team, with the exception of Urban Design (for concept development scope) and Procurement, therefore it is highly likely external resource will be required.

Some early procurement of external supporting resource is proposed to aid in the Initiation phase of the project. This is to assign a Quantity Surveyor to the project to assist with budgeting and cost management in line with DCC process. Additionally, there is an existing contract underway involving CCTV inspection of drainage networks, with no available internal resource to manage this contract. It is proposed a supplier be engaged to facilitate this contract in parallel with the Initiation phase.

For the project approach, a key consideration is the likely contract model utilised for design and delivery, and how that aligns with the business case process. It is understood that Council prefers the use of a Early Contractor Involvement (ECI) model for delivery of the project based on the findings of the Central City Plan project. An ECI approach provides opportunities for an iterative design process with contractor input, with the aim of maximising the project outputs to work within the available budget while generating innovation in design and taking consideration of constructability issues. This can allow the construction phase to commence early for enabling works while the surface level design works are finalised. This is well suited to streetscape work and given the establishment of consortiums who tendered for the CCP George St and the positive reaction received it is likely this project will follow this model. This will be investigated and confirmed through a procurement plan as part of the business case process.

The Tertiary Precinct project will require a current and viable business case to proceed and to provide a base set of criteria to measure project success. In addition, the project will seek NZTA contribution therefore a NZTA business case will be required on top of the full project business case. These business case processes can be run in parallel and the Business Case Writer will be consulted on the most efficient methodology to achieve the requirements of both DCC and NZTA. The full project business case will include items of scope which are covered under Council's Asset and Activity Management Plans, and it will be a key consideration of this process to draw from existing resources to ensure an efficient approach.

The first step in the funding application business case process with NZTA is to complete a Point of Entry document to engage in discussion regarding the project approach. As there is the opportunity to secure substantial funding through NZTA, it is seen as prudent to align the business case approach with their requirements to maintain a consistent methodology throughout business case development in terms of following a single stage or two stage business case.

The project can either follow a two-stage business case or single stage business case process. Either option would be appropriate with each having advantages and disadvantages. Note there is currently an existing Strategic and Programme Business Case as part of the Central City Plan, which will be referenced during the Gate 0 review.

A two-stage business case process would provide the best benefit in an ECI delivery model by enabling the delivery team to be brought into the project at the Detailed Business Case (DBC) phase. This creates buy-in from the designer and constructor and would likely provide efficiencies in the transition from business case through detailed design. The down-side is the potential transition between professional services providers mid-way through the business case process and a potentially longer business case process.

A single stage business case process would create efficiency in the business case process by reducing the number of times the business case needs to go through NZTA review, and also keeping the same team on board throughout the business case process, avoiding any potentially clunky transitions between professional services providers. A single stage business case would also provide the most efficient progression in terms of programme and as the project is not highly complex in terms of assessing options, this may be appropriate. Procurement of an ECI delivery team following a single stage business case will still provide the majority of benefits this model offers.

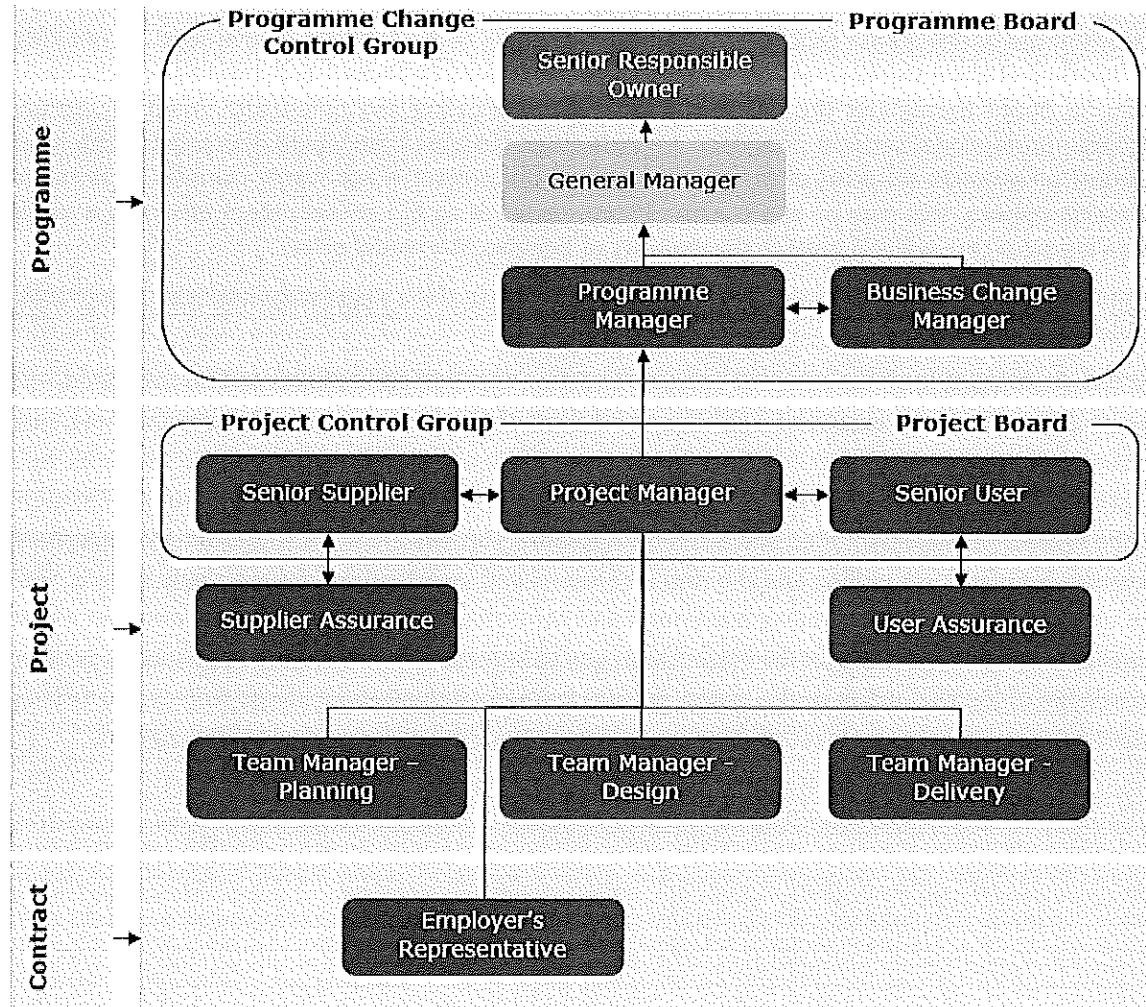
Based on the above, and the expectation that NZTA will also prefer a single stage business case process this is the preferred approach.

For the single stage business case, the projects Initiation and Definition phases will be combined, and the project will not be baselined until the conclusion of the business case. For the business case delivery, all associated professional services, except for urban design, are proposed to be let to a suitable consultant sourced through the DCC LTES panel. This will be completed before development of the Project Management Plan and Baseline Approval. This will allow for a co-ordinated approach between business case writing and the required inputs and investigations from a single source, with the urban design component being developed and controlled in-house but also as a member of the supplier team. This will allow for the Project Manager to harness the DCC Urban Design team's detailed knowledge of the DCC urban design vision, lessons learned on the George Street project and existing relationships with iwi to be leveraged by this project in developing and understanding options.

## 6. PROJECT ORGANISATION

The project will be delivered as part of the Major Project Programme. The governance arrangements that follow reflect this arrangement.

### 6.1. Project team structure



### 6.2. Roles and responsibilities

#### 6.2.1. Chief Executive (the "Senior Responsible Owner")

The Chief Executive (CE) is **accountable** for the Programme, ensuring that it meets its objectives and realises the expected benefits.

The Chief Executive's key responsibilities include:

- Creating and communicating the vision for the Programme
- Providing clear leadership and direction throughout the Programme lifecycle
- Ensuring that the Programme delivers its strategic outcomes and realises its benefits
- Establishing the programme governance arrangements and ensuring appropriate assurance is in place
- Maintaining the interface with key senior stakeholders; keeping them engaged and informed

- Monitoring the key strategic risks facing the Programme
- Maintaining alignment of the Programme with key strategic objectives from the 10YP and the strategic direction
- Commissioning assurance and audit reviews
- Ensuring the effectiveness and performance of the Programme organisation
- Delivering on the priorities set by the Council.

#### **6.2.2. Major Projects Programme Manager (the “Programme Manager”)**

The Major Projects Programme Manager is **responsible** for leading and managing the Programme from identification through to closure.

The Programme Manager’s key responsibilities include:

- Day-to-day management of the Programme
- Being the day-to-day agent on behalf of the Chief Executive; ensuring successful delivery of outcomes and realisation of benefits
- Planning and designing the Programme and proactively managing its overall progress, resolving issues and initiating corrective action where appropriate
- Developing and implementing the programme governance framework
- Effective co-ordination of the projects and their interdependencies
- Managing and resolving any risks and other issues that may arise
- Maintaining overall integrity and coherence of the Programme, and developing and maintaining the programme environment to support each individual within it
- Managing the budget, expenditure and costs against benefits as the Programme progresses
- Facilitating the appointment of individuals to the project delivery teams
- Ensuring that the delivery of outputs from the projects meet programme requirements in line with the programme business case and is delivered to the appropriate quality, time and budget
- Managing the performance of the Programme team
- Maximising the efficient allocation of resources and skills within the Programme
- Managing internal and external suppliers to the Programme
- Managing communications with stakeholders
- Initiating extra activities and other management interventions wherever gaps in the Programme are identified or issues arise
- Identify Business Change Managers in affected areas of the organisation; work with them to facilitate efficient asset handover
- Reporting progress of the Programme at regular intervals to the Chief Executive.

#### **6.2.3. Business Change Manager (the “BCM”)**

Whilst the Programme Manager is responsible for delivering the outputs and outcomes in satisfaction of the desired benefits and objectives, the Business Change Manager, as ultimate asset owner, is **responsible** for managing the operational assets and realising the resultant benefits.

As the Programme is delivering projects that will generate operational assets across different parts of the organisation, there will be one BCM for each area e.g., Transport, 3-Waters, Parks & Recreation.

The BCM’s key responsibilities include:

- Supporting the PMO to define the benefits
- Maintaining the focus on realising beneficial change
- Contributing to the development of the Benefits Management Strategy
- Identifying organisational change that is happening outside of the boundary of the Programme which may affect benefit realisation
- Preparing their respective business area for change
- Identifying opportunities and realising benefits that arise during the Programme (not originally profiled)
- Ensuring effective communication with all areas of the business they represent
- Implementing the mechanisms by which benefits can be realised and measured
- Reporting to the SRO on the operational readiness of new assets delivered by the Programme; achievement of outcomes and realisation of benefits (once the assets are in service)
- Advising the Programme Manager whether the work of the Programme and each project covers the necessary aspects required to deliver the outputs and outcomes necessary to deliver the desired benefits
- Ensuring that there is no double-counting of benefits for which they are responsible.

#### **6.2.4. Programme Management Office (the “PMO”)**

The Project Management Office (PMO) provides support and guidance to the projects, and internal assurance of the Programme.

The PMO’s key responsibilities include:

- **Reporting:** tracking measures, reporting progress against baseline plans
- **Information Management:** manage, secure and assure data and information assets.
- **Budget and Cost Management:** assisting the Programme Manager with budget control for the Programme, maintaining status reports on all projects in the Programme
- **Risk and Issues:** including analysing interfaces and critical dependencies between projects and recommending appropriate actions to the Programme Manager
- **Quality & Assurance:** establishing consistent practices and standards, adhering to the Programme governance arrangements. Carrying out health checks and advising on solutions during the lifetime of the Programme and individual projects. For example facilitating workshops involving project teams, stakeholders and members of the Programme team.
- **Baseline and Change Control:** registering changes for subsequent investigation and resolution, monitoring items identified as requiring action, prompting timely actions and reporting on whether required actions have been completed
- **Capability Building:** providing consultancy-style services to project delivery teams at initiation and throughout the lifecycle of the Programme, ensuring that a common approach is adopted and good practice is shared
- **Procurement:** Providing support to the project teams including advice on procurement strategies and forms of contract
- **Document Management:** holding master copies of all programme and project documentation, generating all necessary programme governance and assurance management documentation, maintaining, controlling and updating programme documentation.

### 6.2.5. *Project Manager*

The Project Manager is responsible for the project's success and is the key decision maker. The PCG is not a democracy controlled by votes. The Project Manager is the ultimate decision maker and is supported by the Senior User, Senior Supplier, User Assurance and Supplier Assurance roles.

The Project Manager's prime responsibility is to ensure that the project produces the required outputs within the specified tolerances of time, cost, quality, scope, risk and benefits. The Project Manager is also responsible for the project producing a result capable of achieving the benefits identified in the Business Case.

The Project Manager's key responsibilities include:

#### *Directing*

- Oversee the development of the Project Brief and the Strategic Business case, ensuring that the project is aligned with corporate strategies (and presenting the Strategic Business case to the Programme for approval where required)
- Oversee development of the Indicative and Detailed Business Cases
- Hold the Senior Supplier to account for the quality and integrity of the specialist approach and specialist outputs created for the project
- Hold the Senior User to account for realising the benefits defined in the Business Case, ensuring that benefits reviews take place to monitor the extent to which the Business Case benefits are on track to be delivered
- Transfer responsibility for post-project benefits reviews to the Programme.
- Monitor and control the progress of the project at a strategic level, in particular reviewing the Business case regularly
- Escalate issues and risks to the Programme if tolerances are exceeded
- Ensure that risks associated with the business case are identified, analysed and controlled
- Organise and Chair PCG reviews

#### *Managing*

- Prepare the following baseline artefacts, and agree them with the Programme
- Project Work Breakdown Structure
- Master Project Schedule
- Risk Register
- Budget Profile
- Maintain the following registers
- Risk & Issues register
- Liaise with the Programme to ensure that work is neither overlooked nor duplicated by interfacing projects
- Lead and motivate the project management team
- Ensure that behavioural expectations of project team members are established
- Manage the production of the required outputs, taking responsibility for overall progress and use of resources and initiating corrective action where necessary
- Manage the project's procedures (as defined by the Programme) – risk & issues, budget and cost, schedule, baseline, communications

- Authorise Work Packages
- Advise the Programme of any deviations from plan and seek approval for an update to the baseline plan if thresholds are breached

#### **6.2.6. Senior Supplier**

The Senior Supplier represents the interest of those designing, developing, facilitating, procuring and implementing the project's outputs. This role is accountable for the quality of the outputs delivered by the Supplier(s) and is responsible for the technical integrity of the project. If necessary, more than one person may be required to represent the suppliers.

The Senior Supplier's key responsibilities include:

- Assess and confirm the viability of the project approach
- Ensure that proposals for designing and developing the outputs are realistic
- Advise on the selection of design, development and acceptance methods
- Ensure that the Supplier resources required for the project are made available
- Make decisions on escalated issues, with particular focus on safeguarding the integrity of the complete solution
- Resolve Supplier requirements and priority conflicts
- Brief non-technical management on Supplier aspects of the project
- Ensure quality procedures are used correctly, so that outputs adhere to requirements
- Undertake Project Assurance from the supplier perspective (supplier assurance) and, where appropriate, delegate supplier Project Assurance activities.

#### **6.2.7. Senior User**

The Senior User is responsible for specifying the needs of those who will use the project's outputs, for user liaison with the project management team, and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.

The role represents the interest of those who will use the project's outputs (including operations and maintenance), those for whom the outputs will achieve an objective or those who will use the outputs to deliver benefits. This role may require more than one person to cover all the user interests.

The Senior User's key responsibilities include:

- Provide the customer's quality expectations and define acceptance criteria for the project
- Ensure that the desired outcomes of the project is specified
- Ensure that the project produces outputs that will deliver the desired outcomes, and meet user requirements
- Ensure that the expected benefits are realised
- Resolve user requirements and priority conflicts
- Ensure that any user resources required for the project (e.g., to undertake user quality inspections and output approval) are made available
- Make decisions on escalated issues, with particular focus on safeguarding the expected benefits
- Brief and advise user management on all matters concerning the project
- Maintain business performance stability during transition from the project to business as usual



- Provide the user view on follow-on action recommendations
- Undertake project assurance from the user's perspective (user assurance) and, where appropriate delegate user project assurance activities

#### **6.2.8. Supplier Assurance**

The Supplier Assurance role is focused on ensuring that key decisions affecting the Suppliers are well-informed.

The Supplier Assurance role's key responsibilities include:

- Review the Output descriptions
- Advise on the Quality Plan
- Advise on the selection of the development strategy, design and methods
- Ensure that any supplier and operating standards defined for the project are met and used to good effect
- Advise on potential changes and their impact on the correctness, completeness and integrity of outputs against their Output Description from a supplier perspective
- Assess whether quality control procedures are used correctly, so that outputs adhere to requirements.

#### **6.2.9. User Assurance**

The User Assurance role is focused on ensuring that key decisions affecting the User are well-informed. The User Assurance role's key responsibilities include:

- Advise on stakeholder engagement
- Advise on the Communications Plan
- Ensure that the specification of the user's needs is accurate, complete and unambiguous
- Assess whether the solution will meet the user's needs and is progressing towards that target
- Advise on the impact of potential changes from the user's point of view
- Ensure that the quality activities relating to outputs at all stages has appropriate user representation
- Ensure that quality control procedures are used correctly to ensure that outputs meet user requirements
- Ensure that user liaison is functioning effectively.

#### **6.2.10. Contract Manager / Employer's Representative**

The Contract Manager is be appointed by the Project Manager to administer the physical works contract(s). The Contract Manager role is the primary point of contact for the Contractor and the Principal for all matters relating to the delivery of the contract. A project may have multiple physical works contracts and so may also have multiple Contract Managers, each responsible for a specific contract. The Contract Manager is independent and impartial and ensures the parties to the contract discharge their responsibilities under the contract and makes fair and reasonable determination of any dispute between the parties. The Contract Manager cannot add or omit scope from the Contract without explicit approval from the Project Manager.

The Contract Manager's key responsibilities include:

- Fairly and impartially make the decisions entrusted to him/her under then Contract, independently of either contracting party

- Ensure that the contractual obligation of the parties to the contract have been discharged
- Resolves any contractual ambiguity and disputes brought to them
- Representative of the Principal (DCC) and providing instructions and/or directions to the Contractor on behalf of the Principal (DCC)
- Evaluates the value of work performed and certifies the contractor payments, interim and final (noting that some aspects can only be levied by the Principal)
- Certifies completion of the contract and any separable portions that comprise the contract scope)
- Monitors compliance with the contract schedule, and where appropriate may request assurances on how the agreed date for completion will be achieved
- Provides regular updates to the Project Manager on contract performance (time, cost and quality) through agreed monthly reporting processes
- Delivering the scope defined in the contract documents (Principals requirements and/or drawings and specifications as appropriate)

Providing advice to the Project Manager on contract performance to allow the Project Manager to fulfil their responsibilities to deliver the project within the time cost and quality constraints and deliver the project within the time, cost and quality constraints.

## ATTACHMENTS

- 1) Map of the overall Tertiary Medical Precinct (sourced from the Spatial Plan 2012)



