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Construction

This is an exciting stage of the project, but it may disrupt the use of the site for some time. It is important to keep local people informed. This can be done through temporary signage explaining the project and the construction timescale, and regular meetings to keep the community informed.

The construction period is the stage most prone to delays in progress and increases in cost. This is the reason for contingency funds being built into the budget at an early stage. It is important for the project manager to control costs and keep records of money contributed to the project and money spent, in order to report back to funders.

Once work has begun on site, the Engineer to the Contract will supervise the contract. This will typically include:

- site visits to inspect the progress and quality
- checking and certifying the contractor's payments
- keeping track of construction costs and keeping the project sponsor informed
- agreeing with the Principal that works are satisfactorily completed

Project handover

When works are completed on site, the project manager should ask the contractor to prepare a handover manual (this should be an agreed part of their scope of works). This contains all the information vital for managing the site and its assets in the future. It should include all the as-built drawings, any warranties, information about suppliers, a site maintenance plan and instructions to any equipment built into the site.

Final completion

It can often take time to see whether works have been completed to a satisfactory standard because some faults don't appear immediately. Therefore, the relationship with the contractor

does not usually end when work is completed. Most contracts have a defects liability period of at least 12 months, during which time the contractor is responsible for making good any failures in construction and planting. The Engineer to the Contract is often employed to check the works at the end of the defects liability period.

It can be difficult to foresee how a site will work in operation once the site is handed over to the Principal. New sites can attract a lot of users which can cause wear and tear at this particularly vulnerable early stage. The contractor can't be held responsible for any damage of this nature, therefore the Principal will need to consider how the repair of any damage will be funded. This is important to ensure the site is kept in good condition and is respected by users. At the end of the defects liability period, the contractor's role is complete, unless a longer maintenance period is agreed. From this point, maintenance of the site is guided by a site maintenance plan. This should outline the performance expectations of furniture, planting and surface finishes that have been installed. If a management plan exists, this will continue to be the overall guiding document for the site.

Establish maintenance objectives

When a project is completed, a new chapter of continuous management, maintenance and improvement begins. The project team will, at the preparation and design stages, have already thought about caring for the space. A maintenance plan or statement helps to manage, maintain, develop and improve the space in the best way. The thinking that goes into the maintenance plan is as important as the product at the end of it. It should cover at least five years, if not 10 years or more.

Key questions to ask when preparing a maintenance plan:

- Where are we now? An introduction, wider policy context (eg. general parks policies or maintenance policies) and site description
- Where do we want to get to? A vision for the future of the park, assessment and analysis of the vision, as well as aims and objectives
- How will we get there? A work or action plan for achieving the vision and how this will be funded or resourced
- How will we know when we have arrived? A plan for monitoring and reviewing the action plan

If either a Conservation Plan or an up-to-date Reserve Management Plan exists, they can be a valuable tool in managing the day to day operations of the site.

The assets created by the project will need to be incorporated into Council's asset management plan. The asset management plan ensures the asset will be appropriately maintained and improved over its life.

Celebrate the project's success

Organise a grand opening when the project is completed. A celebratory event reinforces that the new space is for everyone to enjoy. Make sure landowner approval and any required licenses are in place to host the event. Invite everyone who has shown an interest or involvement in the

project, and target others through a press release, mail drops and online forums. Ensure that the governing body and mana whenua leaders are given the opportunity to make a speech. Have alternative plans in place for wet weather, and try to estimate likely numbers, so that the event can be scaled accordingly. Finally, make arrangements for the space to be cleaned up promptly afterwards.

In addition to the grand opening, a case study should be prepared and at least 10 professional photographs should be taken for incorporation into the Auckland Design Manual's parks section. The case study should discuss the success points of the project and the final outcome, and explain what makes it a successful place. The case study can also discuss the mistakes made during the project to help others avoid making those same mistakes in the future. Ideally, the case study should link the project to the major design objectives in the design manual, to demonstrate how it is delivering those high level aspirations on the ground. Once completed, the case study and photographs should be uploaded onto the Auckland Design Manual website so that others may learn from the project and apply those learnings in future projects.

Debrief

A debriefing meeting at the completion of the project allows the project participants to reflect on what worked and what didn't work so well during the project. These learnings can be used to help the project participants and others in the organisation to learn from the project. A project closure report can be prepared to document these learnings.