



Memorial Park Alliance

Delivering Certainty to Multiple Clients at Speed

Ulvi Salayev

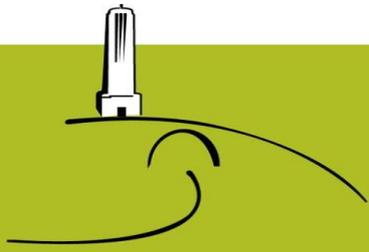
Duncan Kenderdine

20 May 2015



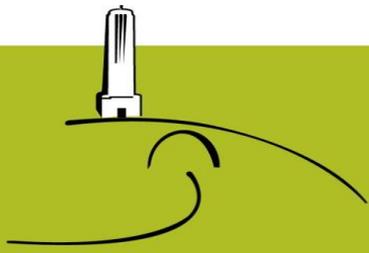
Memorial Park
Alliance





Outline

- The team
- How it all began – Wellington Inner City Improvements (WICI)
- Procurement Options
- The Challenge(s)
- Delivery – Governance / Management / Operations
- Outcomes
- Next steps (or leaps)

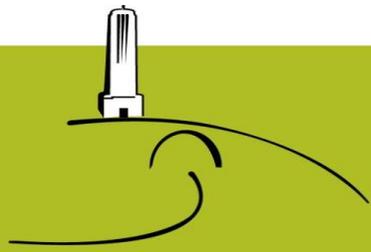


How it all began



Wellington Inner City Improvements – Basin Reserve Bridge and upgrade to inner City Bypass

Key issues – urban design, geotechnical challenges, keeping the network flowing

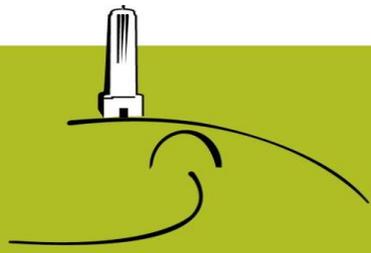


Procurement Decisions

Procurement Model Selection Matrix

MacKays to Peka Peka

				Model Rating (out of 5)																	
				Rating	Weighting	Comment	Traditional M&V	Traditional LS	Traditional Cost Plus	D&C	ECI (LS)	ECI (Prog)	Competitive Alliance	Project Alliance							
1	Scale	Est > \$100M	15%	Options estimate \$380-\$500M	1	2	1	5	1	1	5	5	0.15	0.3	0.15	0.75	0.15	0.15	0.75	0.75	
2	Complexity / Scope for innovation	Moderate	10%	Reasonably standard construction techniques with largely greenfield alignment. Some geotech. complexity expected.	3	2.5	3	3	3	3.5	3	3	0.3	0.25	0.3	0.3	0.3	0.35	0.3	0.3	
3	Programme constraint	Constrained	15%	Strong political driver to move the project as quickly as possible through the development phases.	2	1	2	3	4	5	4	4	0.3	0.15	0.3	0.45	0.6	0.75	0.6	0.6	
4	Market conditions	Moderate	5%	Strong buyers market now moderating, with a recovery in the sector expected as the physical works for this project approach commencement.	3	3	4	3	2.5	3	3	3	0.15	0.15	0.2	0.15	0.125	0.15	0.15	0.15	
5	Risk	Medium	10%	Construction related risks moderate, but high levels of risk around stakeholder issues, and the completion of statutory processes.	3	3.5	3.5	3	3	3	3	3	0.3	0.35	0.35	0.3	0.3	0.3	0.3	0.3	
6	Stakeholders	Many	10%	Numerous adjacent property owners, and differing objectives of local council.	2	2	2	2	4	4	5	5	0.2	0.2	0.2	0.2	0.4	0.4	0.5	0.5	
7	Client involvement, control, capability and availability	Moderate	5%		3	3	3	3	3	2.5	3	3	0.15	0.15	0.15	0.15	0.15	0.125	0.15	0.15	
8	Focus on non-cost success	Moderate	10%	Some environmental issues, with social consequences associated with division on community	3	3	3	3	3	3	3	3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	
9	Tangible demonstration of value for money	Moderate	10%		3	3	3	3	3	3	3	3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	
10	Flexibility to deal with change	Moderate	10%	Evolving project scope with much uncertainty around connectivity.	3	3	3	3	3	3	3	3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	
				100%	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	
OVERALL RATING TOTAL					2.45	2.45	2.55	3.20	2.93	3.13	3.65	3.65									
OVERALL RANK					7	7	6	3	5	4	1	1									

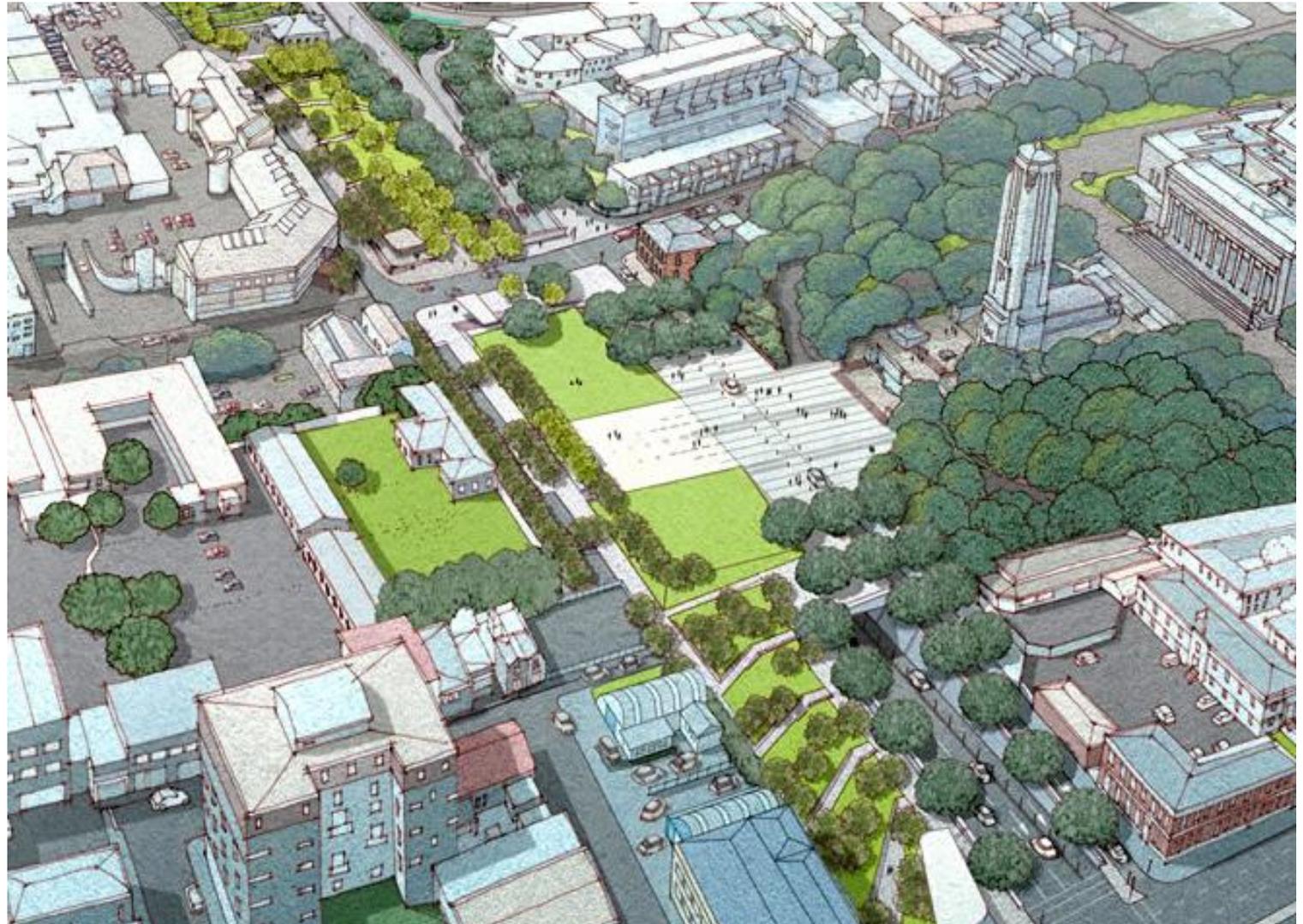


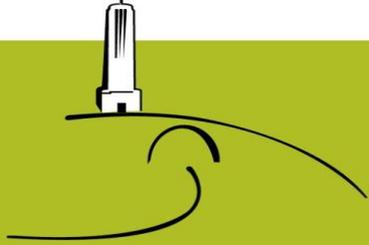
Life is never simple - the Challenge

Pukeahu :
National War
Memorial Park

Key decisions to
progress made in May
2012, with cross party
support for underpass
and legislation

Pure Alliance selection
June/July





Park Act

- Only way to ensure construction underway on time
- Broad consensus across the House
- Grants to NZTA and MCH all resource consents, designations and building consents.
- Facilitates amendments of statutory authorisations granted by this Act
- Allows independent certification of plans and documents required by conditions of the Act

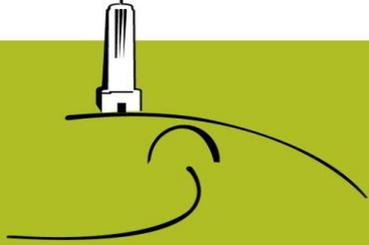


National War Memorial Park (Pukeahu) Empowering Act 2012

Public Act 2012 No 76
Date of assent 3 October 2012
Commencement see section 2

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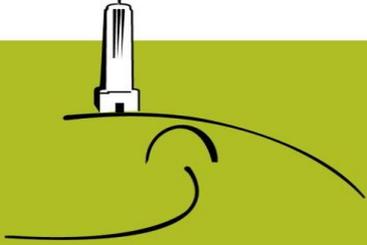


Challenges

- No option on delivery date – ANZAC Day 2015
- High expectations of Government, Australian Memorial integration
- Potential for big impacts on neighbours and stakeholders
- Little design development and significant unknowns – geotechnical status and services, alignment and traffic integration
- Pukeahu design altering to incorporate underpass and vice versa, traditional procurement plan challenging given time constraints

SH1 WELLINGTON INNER CITY IMPROVEMENTS



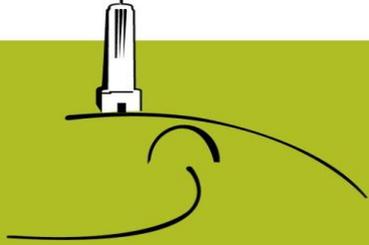


Structure

NZTA

PAB — 2 from NZTA, 1 from each of contracting parties
(NOPs)

Alliance Management Team senior reps from all participants



Structure

Vic St

Co Alliance

direct with NOPs
and NZTA seat on
CA Board

Underpass

Alliance

NZTA with NOPs

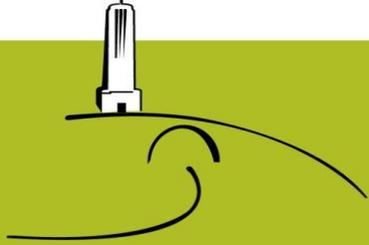
Park

Variation

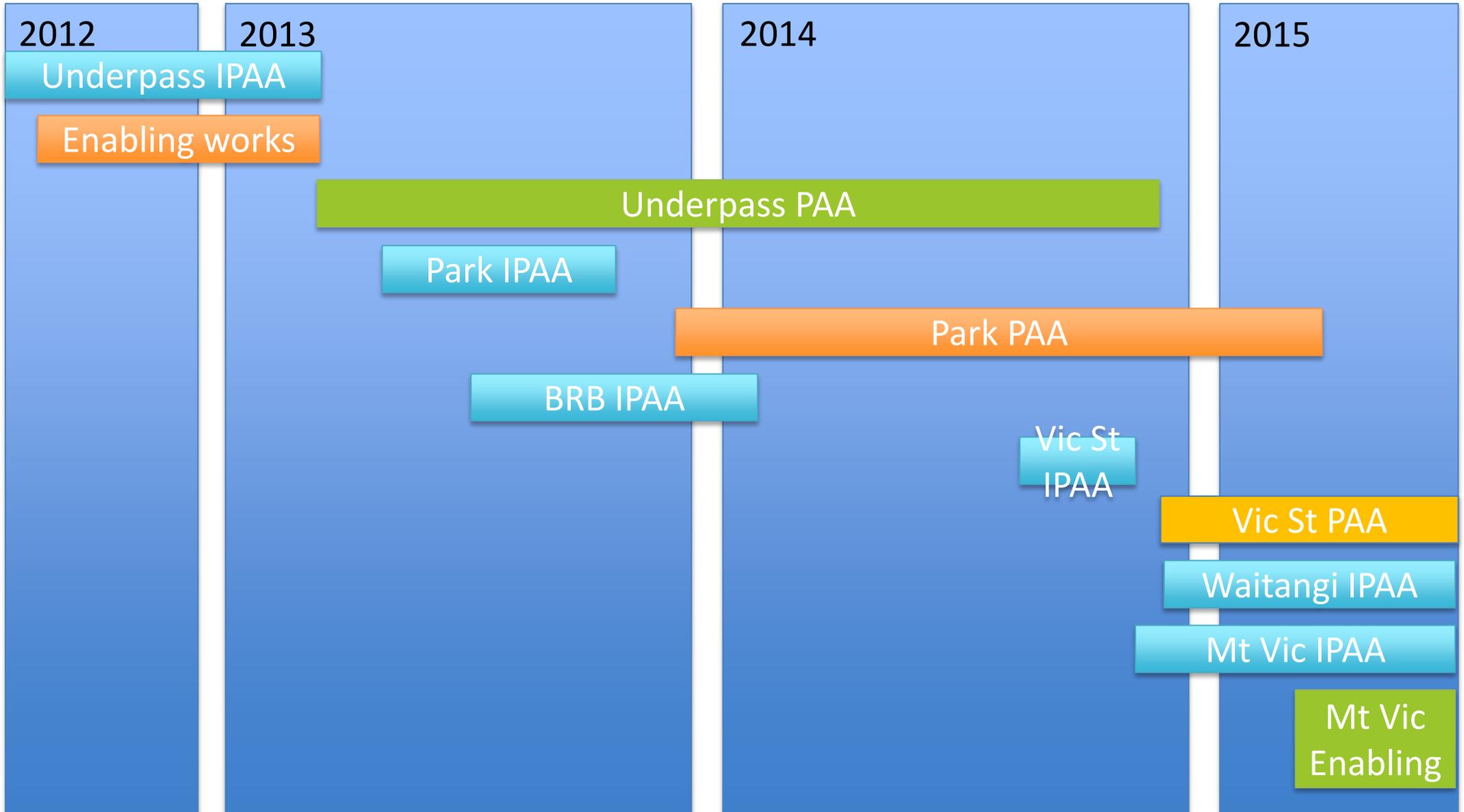
MOU between
MCH and NZTA,
managed via Park
Board

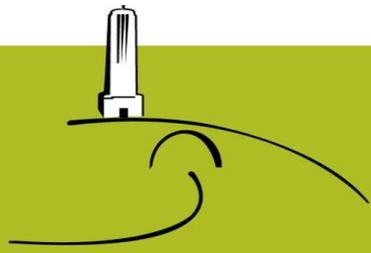
Alliance delivery

- agreed Target Cost Estimate, programme, output
- transparent financials, audited monthly
- Integrate H&S management, value engineering, reporting, communications



Delivery Sequence

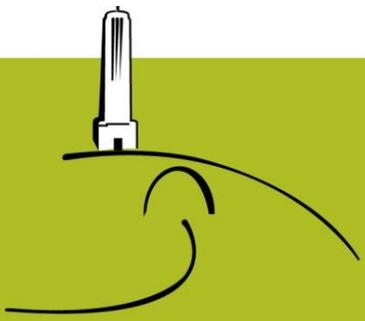




Outcomes – from this, to....

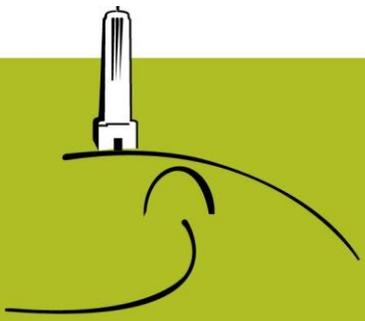


Anzac Day, 25 April 1932: 50,000 people stand in silence for the dedication of the Carillon on Mount Cook - the first of the National War Memorial buildings. Source: Alexander Turnbull Library; Ref: 1/1-020293-G; Photo: Sydney Charles Smith 1888-1972



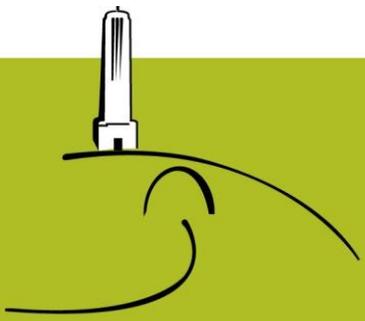
Prepare the site - Jan 2013



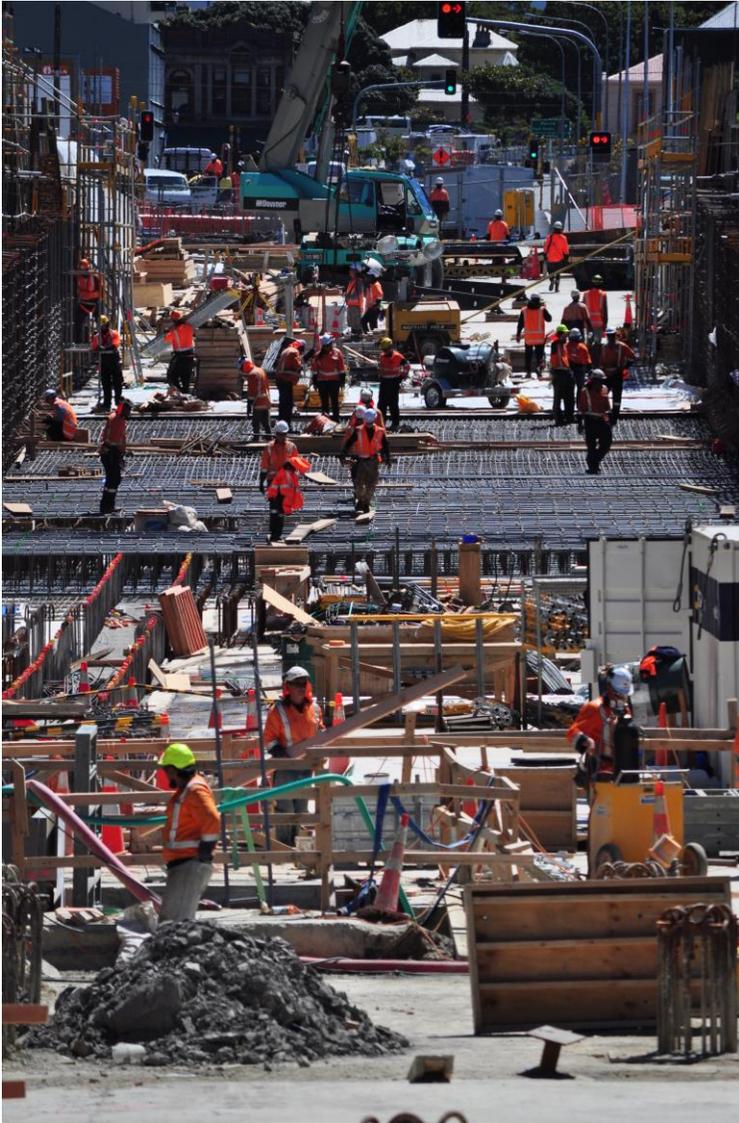


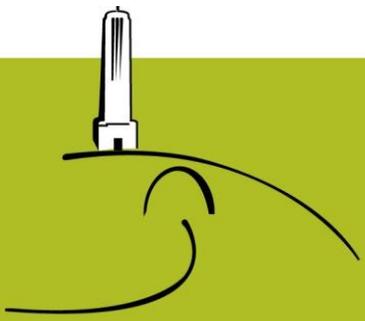
Digging the Trench





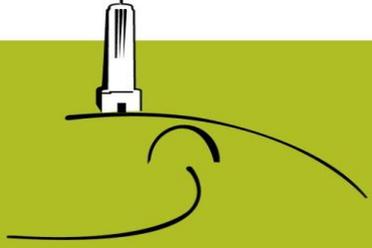
Build the Box





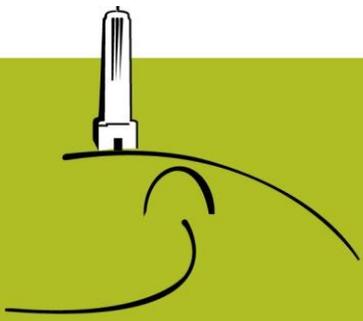
Build the Park





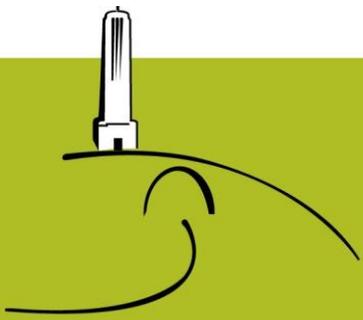
and finally to this...





Questions?





Quick Facts

Our team

40 designers

60+ construction crew

295,459 work hours

November 2013

Service pipes underground

6.5km of new pipes laid

900m water main, stormwater
and sewer

5.6km electricity and
telecommunications

Underpass trench

300m long, **18m** wide, up to
12m deep

35,000m³ of soil removed
= **2,700** truck and trailer loads

November 2013

Trench retaining walls

600m of retaining walls
up to **12m** high

558 ground anchors drilled
through the walls

16,000 bags of cement to bind
the ground anchors in place

Underpass

94 concrete piles,
10m - 30m deep

7,500m³ of concrete

2,598 tonnes of steel reinforcing

