



# Measuring Place Outcomes in Transport Delivery: Auckland Transport's Place Measurement Framework



# **Context and Rationale for Place Measurement**



# Why Measuring Place Outcomes Matters in Transport Projects

## Limitations of Traditional Metrics

Traditional transport measures like travel time and safety do not fully capture outcomes people value in daily life.

## Need for Place-Based Outcomes

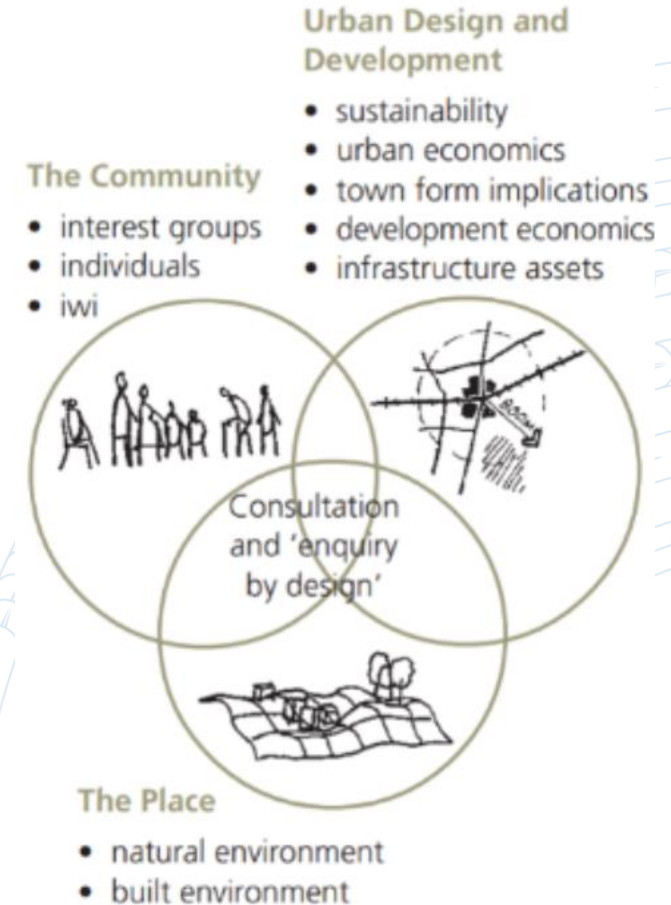
Transport infrastructure must support resilient, inclusive places contributing to social life and environmental quality.

## Challenges in Measuring Place Impact

Lack of consistent measurement causes reliance on qualitative judgments and limits organizational learning.

## Place Measurement Framework (PMF)

PMF offers clarity and consistency, complementing technical methods to track place outcomes throughout projects.



*Community-based and place-based design approach, MfE 2002*



# Early steps

**Produced AT Place Manual as a living document**

- Be source of truth
- Guide and underpin our approach to place & placemaking



Place Elements adapted for AT  
 Resource: Modified by AT Urban Design team from Project for Public Spaces <https://www.pps.org/article/grplacefeat>



# International Approaches and the Limits of Guidance-Based Frameworks

## Global Transport Frameworks

Transport authorities worldwide embed place considerations into planning using frameworks and KPI sets.

## Challenges of Guidance Frameworks

Most frameworks require specialist knowledge and significant effort, limiting practical daily use.

## Operational Gaps at Project Level

High-level principles are hard to translate into concrete design actions under tight timelines.

## PMF's Practical Approach

PMF focuses on simplicity, scalability, and usability to support consistent place measurement.



# **Conceptual Structure of the Place Measurement Framework**



# Problem Intelligence and Solutions Intelligence in Place-Led Delivery

## Problem Intelligence Overview

Problem intelligence identifies where issues occur and patterns in place quality using spatial data tools like the AT Place Map.

## Role of Solutions Intelligence

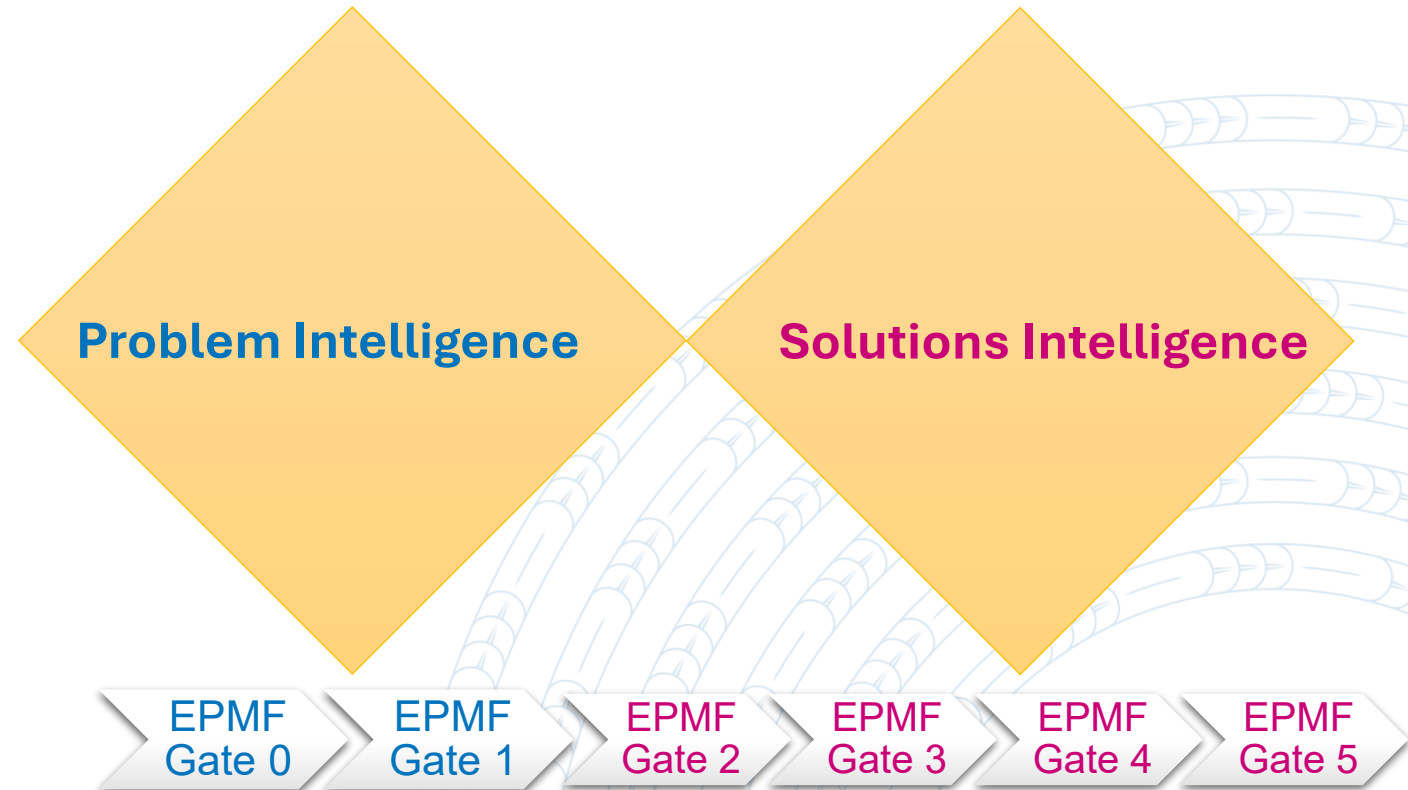
Solutions intelligence translates contextual insights into project-level assessments using the Place Measurement Framework to guide actions.

## Closed Feedback Loop

Strategic insights inform projects, and project outcomes feed back into organizational learning, embedding place-led thinking.

## Integration with Project Management

PMF aligns with Enterprise Project Management to influence project scope, design, and trade-offs effectively.



# Indicator Hierarchy, Scoring, and Actionability

## Indicator Hierarchy Structure

PMF organises indicators into domains and sub-domains for clear, observable place attributes.

## Scoring and Aggregation

Indicators are scored 0-100 and aggregated with weighted system for domain and overall scores.

## Actionability with Traffic-Light Bands

Traffic-light colors highlight strengths and areas needing attention, enhancing decision-making.

## Transparency and Traceability

Hierarchical system ensures traceability from low scores to specific indicators and metrics.



## Themes and metrics

Place theme: land uses and activities									
<p>This category evaluates how actively a place is used by observing the number of people present, the variety of activities occurring, available destinations, and how different areas are occupied. It helps identify whether spaces are lively, versatile, and well-used or underutilized and empty.</p>	Metric	Prompt questions	0	1	2	3	Existing site score	Notes/rationale (list down the key reasons you gave the score you did here )	
	1	<b>Number of people using the space</b>	<i>Are people using the space or is it empty of people?</i>	Zero people	1-5 people	6-10 people	10+ people		
	2	<b>Number of different activities observed</b>	<i>How many different types of activities are occurring - people walking, eating, playing, relaxing, reading?</i>	1 activity	2-5 activities	6-10 activities	10+ activities		
	3	<b>Different types of destinations</b>	<i>Are there choices of things to do - shop, café, office, park...?</i>	1 type of destination	2 types of destination	3-5 types of destination	5+ types of destination		
	4	<b>Amount of space used by people and activities</b>	<i>Which parts of the space are actively used, and which are not? (Driving not included) How much of the street (between property boundaries) is being used by people? Are there particular parts of the street sections being use more?</i>	0-25%	25-50%	50-75%	75-100%		

Place theme: access and circulation									
<p>This category assesses how safely and comfortably people can access a place using different transport modes. It assesses whether people can reach the site easily, safely, and with dignity regardless of how they travel or what their physical abilities are.</p>	Metric	Prompt questions	0	1	2	3	Existing site score	Notes/rationale (list down the key reasons you gave the score you did here )	
	5	<b>Number of transport mode options provided for</b>	<i>Can people use a variety of transportation options - walking, bus train, car, bicycle, etc. - to reach the site? Is there dedicated infrastructure or safe space for all modes in the space?</i>	One mode	2 modes	3 modes	3+ modes		
	6	<b>Footpath provision and quality</b>	<i>Do footpaths lead to and from adjacent areas? Do footpaths exist to every destination? Are footpaths wide enough? Is there a berm located between the road and the footpath?</i>	Footpaths are provided in some places, missing in others	Footpaths are provided but are minimal width, and surface quality is poor	Footpath provided are a minimum of 1.8m wide with adequate surface quality & connect to all places on the site.	Footpaths provided are wider than 2.0m, are of good quality smooth surface and provided everywhere on desire lines.		
	7		<i>Can people easily cross the street within the site?</i>						



# **Integration with Project and Enterprise Processes**



# Embedding PMF within the Enterprise Project Management Framework

## Integration into EPMF

PMF is embedded within Auckland Transport's existing project life cycle to ensure relevance and reduce extra burden.

## Early Stage Assessment

During EPMF Stages 1 to 3, PMF establishes baseline scores to identify gaps and risks before commitments.

## Continuous Monitoring and Reporting

PMF updates assessments at Stage 3 and Stage 5 to align design intent with delivered outcomes.

## Pragmatic Governance

Aligning PMF with existing gates supports timely discussions with proportionate evidence and minimal compliance burden.



# Reducing Barriers to Adoption for Transport Practitioners

## **User-Friendly Framework**

The PMF is designed to feel familiar and accessible to planners, engineers, and project managers, integrating with standard workflows.

## **Embedded Guidance and Clarity**

Guidance is embedded within the PMF using clear language and structured prompts, avoiding abstract theory for practical use.

## **Scalable and Flexible Application**

The framework adapts to projects of different sizes, supporting both small improvements and large capital projects efficiently.

## **Decision-Support Not Compliance**

PMF focuses on enabling better-informed decisions rather than generating extra compliance reports, reducing labor intensity.



# Testing, Calibration, and Future Direction



# Work in Progress: Testing, Calibration, and Learning

## **Iterative Development Process**

The framework is developed using a test-and-learn approach with pilot applications for real-world calibration.

## **Calibration and Adjustment**

Weights and thresholds are refined based on feedback and sensitivity checks to ensure credibility and practicality.

## **Transparency and Trust Building**

Open communication about development stages fosters trust and encourages constructive user feedback.

## **Continuous Improvement**

The evolving framework supports ongoing adaptation as organizational capability and data quality improve.



# Portfolio Dashboard and Organisational Insight

## Portfolio-Level Dashboard

A new dashboard will aggregate PMF results across projects for a consolidated performance view.

## Tracking Framework Utilisation

The dashboard records PMF utilisation, enabling targeted training and resource allocation.

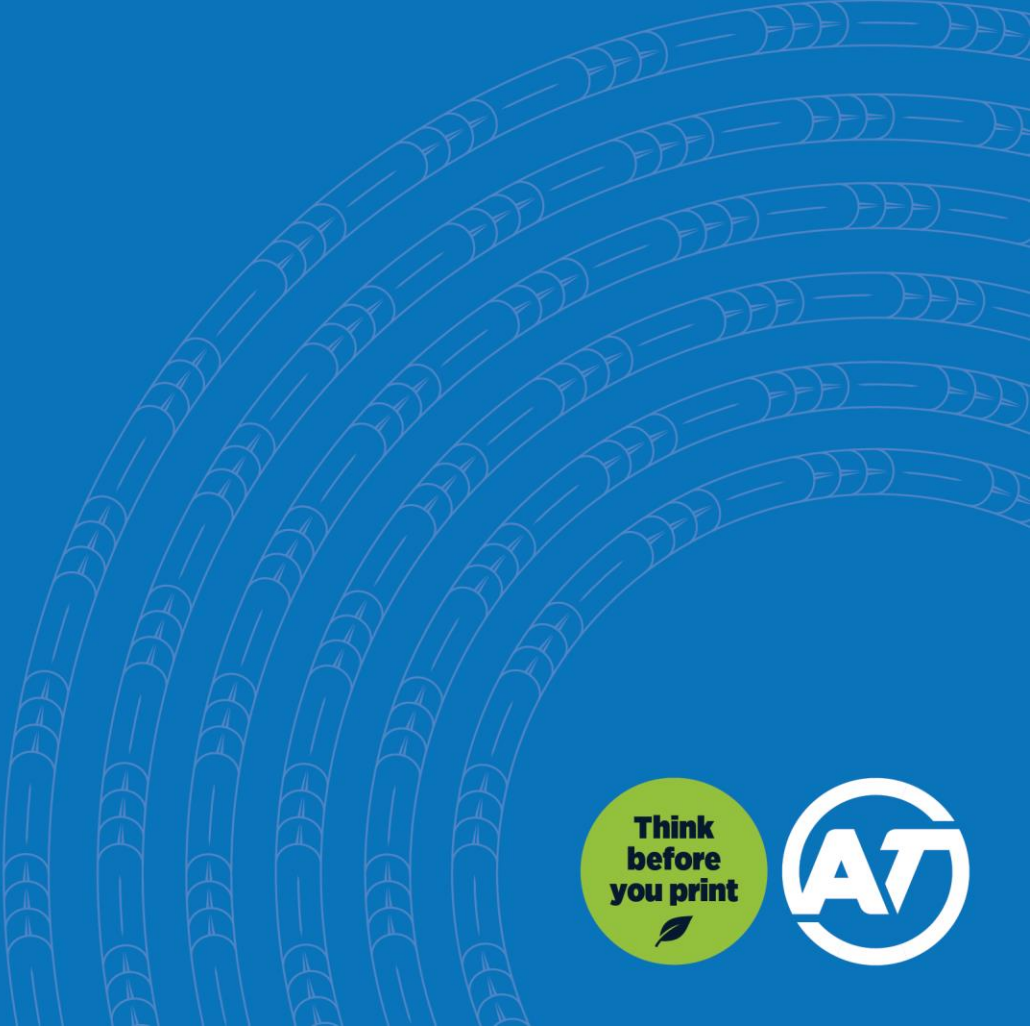
## Strategic Insights for Improvement

Dashboard insights guide standards, investment priorities, and policy alignment for transport projects.

## Continuous Feedback Loop

Portfolio insight strengthens feedback between





**Think  
before  
you print**

