Te puka ārahi i te hoahoa i ngā tohu a AT me te toro wāhi
AT signage and wayfinding design guide

A principle-led approach to wayfinding strategy for AT

Version 2.1—08/08/25

Ngā kupu takamua
Foreword

Kia ora koutou.
I warmly welcome you today.

I express genuine appreciation in you taking this step to help people move around our city with greater ease through better wayfinding.

But first, a quick story.

After delivering significant growth as head of customer experience at New York's MTA, Sarah Meyer was appointed to improve public transport in Washington DC. After several weeks in her new role, she identified that the first priority to deliver growth was to improve wayfinding.

Why? To achieve passenger growth, new and existing customers need to be able to travel confidently and easily at each step in their journey.

A well-designed wayfinding system delivers this.

The aim of this guide is to be simple and easy to navigate.

Whether you are a project manager, a graphic designer, or a senior executive, this document will help you.

It guides you on how to best develop wayfinding solutions to maximise the benefits for customers and projects.

You can find a relevant section easily, following a simple process to achieve the great outcome you're looking to deliver.

The solutions described have been developed through reviews of international best practice, customer testing during projects, developing bilingual wayfinding guidelines, following universal accessible design principles, and ongoing improvements in digital, audio, and physical wayfinding for customers. Ultimately, this wayfinding system is designed to work easily for people in Tāmaki Makaurau, Auckland.

We welcome your open and honest feedback on how we can further improve designs, guidance, and the usability of this guide. This first step begins with the updated public transport section. Further sections and improvements will continue to be developed in updates each year.

Ngā mihi,

Mark Lenaarts
Wayfinding Product Owner

Te toro wāhi i AT
Wayfinding at AT

Wayfinding is a process of supported navigation, achieved through the customer's interaction with signage, accompanying information, and the environment. Within Auckland Transport's (AT's) scope of responsibilities, wayfinding forms one of the primary interfaces between the organisation and its customers. Thus, it is an essential component of the customer's experience.

Purpose of this Transport Design Manual

This manual is designed to provide guidance on a best practice and brand compliant approach to signage and wayfinding strategy and installation for AT, associated organisations, companies, and projects.

The strategies and guidance contained in this manual ensure a consistent experience for AT's customers across the network by providing a benchmark standard for both internal and external service providers.

Context of this manual

Tāmaki Makaurau is experiencing a period of significant growth to its public transport network. Ongoing improvements to rail and bus networks, as well as upgrades to active mode infrastructure, have led to the necessity of producing comprehensive signage and wayfinding that adequately reflects the increased scale and level of complication that will be necessarily present in the network.

Additionally, this manual responds to Auckland Council's objective to improve the visibility of te reo Māori, enabling the language to be seen, heard, learnt, and spoken in the everyday lives of Aucklanders. This has been achieved through the development of a full bilingual sign system displaying both te reo Māori and English language content.

Together, these significant changes in how people experience the city have led to the requirement for reimagined signage and wayfinding standards that better address evolving customer needs.

The *Design Guide* and *Design Code*

This Transport Design Manual is made of is made of two parts: The *Design Guide* (this document) provides a principle-led approach to wayfinding strategy for AT. Additionally, it offers a strategic basis for designers and project managers to work from where requirements fall outside a standardised scope.

The accompanying *Design Code*, includes the detailed technical specifications required for the creation of many wayfinding signs, as well as rules on how they are allocated in the environment.

Modularity

This manual utilises a modular structure that allows for mode-specific technical documentation to be introduced over time. This version includes new strategies for cycle and interpretive signs as well as guidance on project delivery and customer information. Future iterations will include additional modes: walking, vehicles (car parks, ride-share, taxi), and signs for disruptions.

Who should use this manual

This manual is designed to be used by:

- Project managers:
  Both internal at AT, and external for major and minor capital projects, road maintenance, Auckland Council.
- Signage contractors:
  Manufacturers, printers, installers responsible for the installation and maintenance of assets for AT.
- General operational staff:
  Staff at stations and facilities to correctly respond to day-to-day and temporary signage needs.
- Design professionals:
  Graphic designers, wayfinding designers, and artworkers involved in the planning and design of wayfinding.
- Local boards and other Auckland Council led organisations.

These guidelines are not designed for use by private businesses, residents or associations of either. Any further uses of this manual must be approved by AT.

Te tīmata haere
Getting started

Covering both strategy and technical detail, this manual is made up of two parts: Enter the *Signage and wayfinding design guide* below to find out more about our approach to wayfinding strategy. For technical specifications for wayfinding signs, head over to the *Signage and wayfinding design code* in AT's Transport Design Manual here.

AT signage and wayfinding design guide

A principle-led approach to wayfinding strategy for AT

— This document

1. Introduction

The overarching principles and vision that underpin wayfinding outcomes for AT

2. Understanding our customers

Understanding and prioritising the needs of customers comes before anything else

3. Understanding the network

An introduction to the network, encompassing modes, services and connections

4. Wayfinding fundamentals

The underlying strategy that forms the backbone of wayfinding for our customers

5. Sign placement principles

Principles behind the allocation and physical installation of wayfinding components

6. Writing for wayfinding

Consistent and appropriate bilingual communication across customer journeys

7. Project delivery

Comprehensive guidance for delivering all wayfinding projects

AT signage and wayfinding design code

Detailed technical specifications for the creation of wayfinding signs for AT

—Opens in a new window

8. Visual elements

Extending from AT's brand, wayfinding specific visual elements for signs and products

9. Customer information

Service and network information designed to support customer journeys

10. Public transport

Mode-specific technical detail of sign families in a public transport environment

11. Cycling

Comprehensive guidance for the successful implementation of wayfinding for cycling

12. Walking

This chapter will be published at a later date.

13. Interpretive

A strategic toolkit for the design and allocation of signs offering insight and context to places

14. Temporary and disruptions

This chapter will be published at a later date.

15. Vehicles and parking

This chapter will be published at a later date.

Ngā ihirangi
Contents

E hou ana i te ritenga 2.1
New in version 2.1

This release of the design guide includes a new chapter covering guidelines for project delivery. Additionally, in the design code there are new chapters on customer information, cycle and interpretive signs.

Delivery Principles

This chapter provides comprehensive guidance for delivering all wayfinding projects for AT.

Customer Information

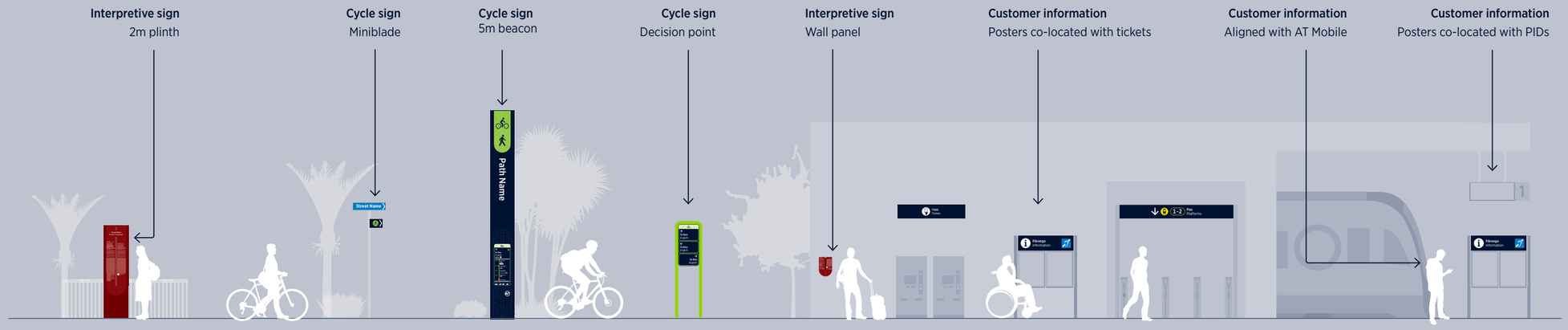
This chapter prioritises the diverse information needs of customers using the AT network—ensuring implemented wayfinding supports safe, accessible, and inclusive journeys for locals and visitors alike.

Cycle Sign Strategy

Developed through extensive testing and in-situ pilots, this chapter provides practical guidance for implementing cycle wayfinding. It outlines network hierarchy, strategic design for diverse users, and tailored route strategies to improve navigation, awareness, and user experience across the active mode network.

Interpretive Signs

This chapter provides a strategic toolkit for the design and allocation of signs that offer insight and context to places. Interpretive signs tell stories that connect people more closely to the locations they travel through.

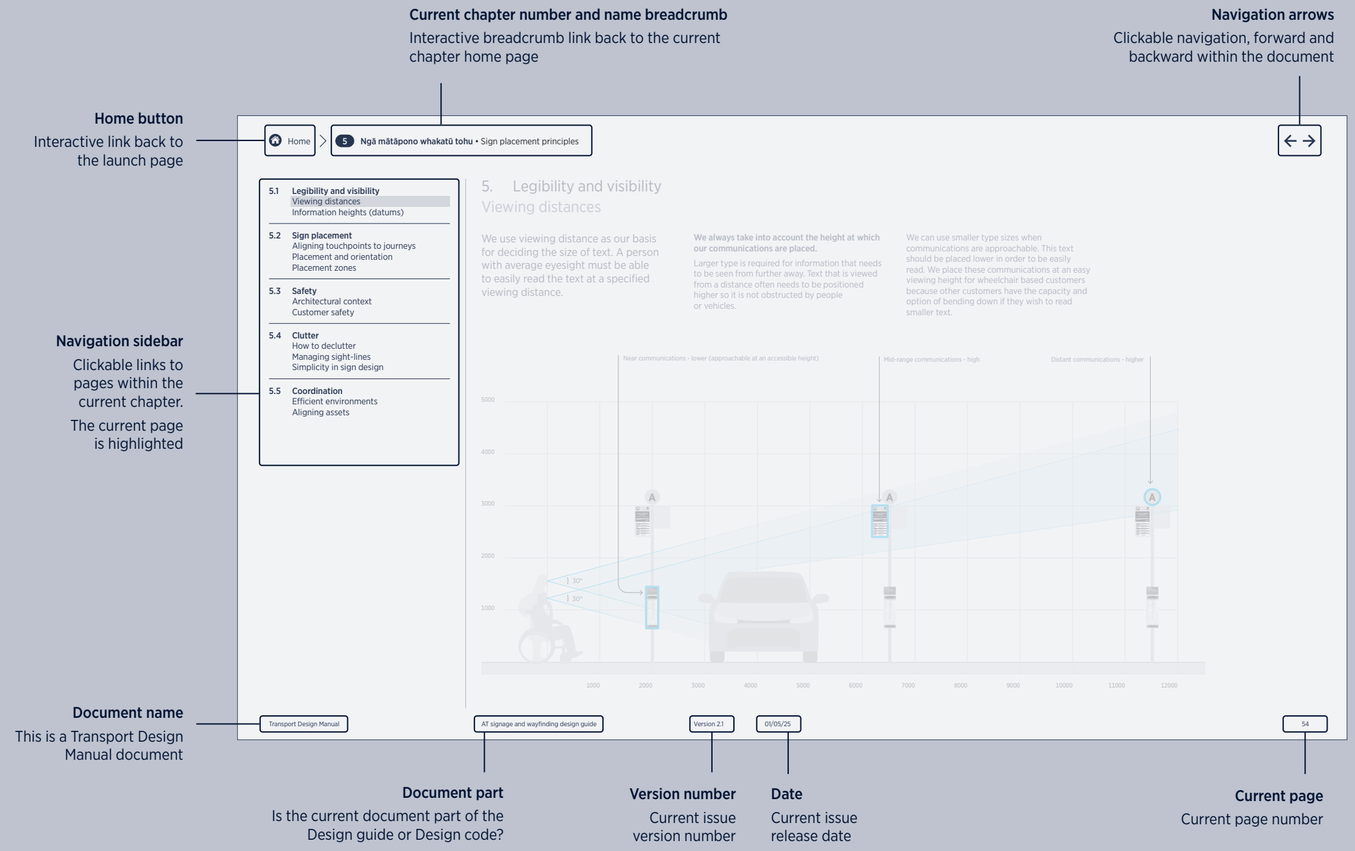


Ngā putanga ā mohoa
Version history

Version	Date	Part	Chapter or section(s) issued	Change description
Version 2.1	08/08/25	AT Signage and Wayfinding Design Guide	Delivery Principles	New chapter first release + overall document revision
		AT Signage and Wayfinding Design Code	Customer Information, Cycling and Interpretive signs	New chapters first release + revision of Public Transport chapter
Version 2.0	06/11/24	AT Signage and Wayfinding Design Guide	Introduction, Understanding our customers, Understanding our network, Wayfinding fundamentals, Sign placement principles, Writing for wayfinding	Revised strategy first release
		AT Signage and Wayfinding Design Code	Public Transport	Revised sign system including bilingual and accessible signs
Version 1.0	February 2019	AT Signage and Wayfinding Design Guide	Introduction	First release
Version 1.0	December 2018	AT Signage and Wayfinding Design Guide	Public Transport, Walking, Cycling modes, Mana whenua interpretive signage	First release

Te pōkai i tēnei tuhinga
Navigating this document

We've incorporated several interactive features to speed up navigation through this document. Active links on every page provide quick access to the launch, chapter, and section pages. Additionally, this document is bookmarked for search and navigation in Adobe Acrobat.



1

Te whakataki
Introduction

This chapter provides a comprehensive overview of the overarching principles that underpin the wayfinding outcomes for AT.

The principles found within this chapter are designed to actively engage readers with the broader objectives tailored for AT customers.

1.1 AT's purpose and values

Ka tiaki mātou i te hunga katoa ka eke waka i Tāmaki Makaurau

We tiaki all who use transport in Tāmaki Makaurau

Wayfinding forms one of the most recognisable first points of contact between AT and the public. It is a gateway to accessing the everyday infrastructure that people use to move around within Tāmaki Makaurau.

Our values reflect both how we work as an organisation, and how we engage with the public while we work.

Auahatanga: Better, bolder, together

- We dream big and have a sense of pride in all that we do, including everyone on our journey.
- We continuously strive for excellence to make a positive difference to the communities we serve.
- We trust our people, back each other, celebrate successes and learn from our experiences.
- We take personal responsibility for everything we do, challenge the norm and encourage creativity to be better.

Whanaungatanga: We connect

- We genuinely listen and engage with our communities, partners and each other.
- We invite open conversation and feedback seeking understanding to move forward together.
- We collaborate and freely share our knowledge to help others learn and grow.
- We are one team regardless of what we do or where we sit.

Tiakitanga: Safe with us

- We are free to be who we are, and diversity is our strength.
- We ensure people's safety when they use our network and services.
- We strive to protect people from harm and create a thriving and safe workplace.
- We create a healthy and sustainable environment for people to enjoy.

Manaakitanga: We care… Full stop

- We care for each other, our communities and partners.
- We do what we say we will do and we always have good intent.
- We build reciprocal relationships through shared experiences and belonging to a wider community.
- We stand up to be counted while respecting other's views.

Ngā mātāpono e ono mō te tohu me te toro wāhi
Six principles for signage and wayfinding

There are six wayfinding principles outlined in this chapter that provide focus and ensure we meet the commitments that AT has made towards its customers:

Customers first, Inclusivity, Connection, Accountability, Maintainability, Efficiency

1

Mātāmua ko te kirihoko
Customers first

Customer needs sit at the centre of what we do. Our intent is always to empower our customers to access the transport network in a way that responds best to their needs. Through our core values of Auahatanga and Whanaungatanga, we actively seek to make a positive difference to the communities we serve—this means listening to customer needs before we act, making decisions based on those needs, challenging established understandings where necessary, and regularly revisiting customer needs throughout the duration of projects.

Building trust

As a primary point of contact between the public and AT, wayfinding plays a significant role in building and maintaining trust. When we effectively address our customers' needs, we minimise inconvenience and delay. By maintaining a clear and uncluttered environment, we enhance our customers sense of wellbeing.

Defining and addressing customer needs

To best respond to the needs of our customers we first need to understand them. To this end, we have developed customer personas to better apply strategy to place. We regularly study and analyse customer journeys to understand customer touchpoints with the network. In addition to this, we survey, interview, and test early and regularly to ensure we are drawing the right conclusions and making correct assumptions.

2

Te kauawhi
Inclusivity

Channelling Tiakitanga and Manaakitanga, universal design principles sit at the heart of our approach to wayfinding. Through our carefully considered choice of location, technology, design, and product, we strive to provide an inclusive, welcoming experience. Our design response always considers safe and equitable access for all.

Universal design

We utilise a universal design approach to ensure that our wayfinding solutions account for the needs of the widest range of customers.

A universal design approach recognises the diverse needs of our customers, and that these needs are contingent and changeable depending on context. Those needs may arise through physical or cognitive ability, gender, identity, language, age, injury, or simply through having too many suitcases to carry.

We seek to enable independence and thus dignity by supporting pre-planned journeys and linking consistently with digital tools. We provide for labelled accessible pathways through built environments that allow people to find their own way, and we are ready to offer support when it is needed.

We reference international standards for pictograms and illustrations. To maximise comprehension for those who have limited understanding, we choose language that is clear, simple, and concise.

Safety is important in the wayfinding environment, we consider physical barriers to access, as well as environmental cues in order to ensure safety and wellbeing.

3

Te hono
Connection

We understand customer needs in context. Whanaungatanga, seeking to connect, is central to ensuring that our work responds correctly to context. Through consultation and collaboration with local stakeholders, we listen empathetically and respond to feedback. We are rigorous in our understanding of location and context, ensuring that we meet everyone's expectations.

Understanding context

We use a range of tools to ensure that we are responding correctly to a given project. We consult internally at AT to be certain that we are aligned as an organisation and that our response meets best-practice. We consult, survey and test with the public to ensure we understand and respond to needs. When considering the physical environment, we engage in research, audit, and analysis so that our response is appropriate, both in scale and scope.

A balanced wayfinding response

When working on wayfinding, we bridge two different perspectives: first, our scope of work; second, addressing customer needs. It is our aim that both are aligned.

It is important to understand how each current scope of work connects to both past and future work. In the built environment, signs and pathways always extend beyond our immediate scope. We aim to consistently ask ourselves: 'If a customer follows my directions, what connection is being made? Do I understand the complete journey?'

4

Te noho haepapa
Accountability

Wayfinding forms highly visible and enduring connections within the communities it serves. Understanding this, we strive for our work to be consistent, accurate, and evidenced. We hold ourselves accountable for the work we do, understanding the impact our design choices have on place.

Manaakitanga

What we add to an environment directly affects people's daily lives. We ensure that the quality of products we use provides for a welcoming environment that contributes to people's well-being. We create wayfinding that enhances community and place.

Consistency of work

We analyse existing and future strategy to ensure consistency between locations. We check our work thoroughly to ensure that locations and destinations are measured accurately.

Quality of outcome

We prototype or proof all work, either digitally where an existing design is used, or physically where new designs are being employed. We test for accuracy in colour and to pick up artwork or postscript errors.

We conduct thorough site reviews both before and after installation to ensure all parties are in alignment, that we are making the right decisions, and that we have provided both a physically and technically accurate response to customer needs.

We hold ourselves to account for the accuracy, quality, and appropriateness of our work.

5

Te tautiaki
Maintainability

Wayfinding assets may be visible in the environment for many years. Their condition directly contributes to a sense of safety and place for the communities we serve. The accuracy of sign and customer information content directly contributes to trust in the network. All wayfinding assets should be both maintainable and maintained. We make signs that are modular and scalable so they are easy to clean and update. We track assets for repair and replacement. Using standardised products and designs ensures value-for-money and the necessary provision of safe and positive experiences.

Decluttering

Over time there is a tendency for the environment to build up layers of signs that all compete for space. We improve and enhance what was there before us. We clean up wayfinding environments as part of every project. By surveying and auditing locations, we identify where signs can be removed; and we make sure that the signs we add do not contribute to any clutter.

Keeping track

It is important to maintain a record of what and where wayfinding assets are installed. We ensure assets are logged into the appropriate databases as they are installed, so that they can be easily tracked and maintained.

Products and components

We use standardised and modular components for ease of maintenance, replacement, and update. Where we design new products, we generate new standards and modules that can be reused in future.

We use quality long-lasting, sustainable, and fit for purpose products that enhance environments and have low ongoing additional maintenance requirements.

6

Te whāomo
Efficiency

We follow a rational approach to designing for our customers. This ensures that we provide a consistent, clear, and seamless experience for anyone using our network. We seek to enable intuitive and efficient transit through our places and on our services. Using progressive disclosure, we present the right information at the right time, and follow a less-is-more approach to free sight-lines from unnecessary clutter.

Predictable and intuitive

We work with, not against architecture to reinforce pathways that respond intuitively to the environment.

We anticipate the balance of just-enough information to support journey planning, while providing not so much as to overwhelm or clutter. To manage a crowded information space, we use clear content strategies to manage the amount and frequency of information we provide.

Sustainable production

We utilise reusable products based on standardised material specifications and ensure that consistency and quality is maintained. Our products are modular, updateable, and maintainable without unnecessary waste or expense. We take into consideration the cost of manufacture and maintenance over the life cycle of a product.

By working in an organised and productive way, we provide efficient experiences for our customers.

2

Te mōhio ki ā mātou kirihoko
Understanding our customers

This chapter prioritises the diverse needs of customers using the AT network—ensuring implemented wayfinding supports safe, accessible, and inclusive journeys for locals and visitors alike.

2.1 Our customers

AT supports the needs of a wide variety of customers. They could be paying to ride a bus, searching for a car park, walking their dog, or meeting friends for a movie—our customers each have unique needs.

Customers first

Central to our design philosophy is that our customers come first, and we aim, first and foremost, to make a positive difference in our community. As a provider of transport-oriented services, to achieve this, we need to understand who our customers are, discover their unique needs, and identify the best ways to meet them.

Our design approach

The purpose of this chapter is to outline the processes we use to better understand our customers and to frame our work around their needs.

Auckland Design Manual

This chapter builds on design guidance for Auckland established for the Auckland Design Manual: aucklanddesignmanual.co.nz.

Identifying customer needs when there is a clear scope of work:

We have developed a collection of wayfinding tools and methodologies to help identify and respond to our customer's navigational needs.

When we are developing wayfinding strategies based on existing conditions or working to known design standards, we use the following tools:

- **Customer personas**
  A persona is a fictional representation of a customer. Personas have a series of identity traits that help us define a response to customer needs.
- **Customer groups and types**
  Personas can be organised into broad demographic groups and sorted by types representing consistently held traits.
- **Journey maps**
  Personas, their groups, and types can be used to map out anticipated journey experiences in physical locations. These journey maps identify decision points and provide insight into wayfinding requirements at various stages along a journey.

Tools for responding to customer needs:

There are several tools that we use to guide how we respond to customer needs once they are established. These include:

- **A universally accessible journey**
  Our wayfinding strategy supports universal access and prioritises equitable access above other considerations in a given location.

  Accessibility information is thoughtfully integrated within the wider wayfinding strategy, allowing for a consistent and predictable series of signs within AT environments.
- **Crime Prevention Through Environmental Design (CPTED)**
  When used in a signage and wayfinding context, CPTED guidelines ensure safe and equitable access through the design and allocation of sign products.

Gathering insights from customers:

Where there is uncertainty surrounding customer needs, an expectation of significant change to the network, or where an opportunity for improvement has been identified, we can utilise a number of processes to help define the problems we have to solve and to identify their solutions.

Customer testing

There are different ways to approach testing depending on the context of the problem. We test to uncover the solutions that best suit customers and to justify change or improvements with certainty.

Customer testing can either be coordinated directly by AT, or by specialised third-party agencies. In both cases, it is important to understand the nature of the problem to solve, to know whether testing is required at all, or whether the problem has been addressed by previous testing.

AT's Customer Insights and Human Centred Design teams can provide advice and support on customer testing. It is important to reach out early in a project to help understand the nature and necessity of testing.

2.2 Identifying customer needs

Customer personas

A persona is a fictional representation of a customer. We use personas as a tool to organise our understanding of customer needs and to respond to those needs through design.

Personas as a stand-in for people

Personas represent the diversity of our target audience. We assign them behaviours, goals, and other traits to better anticipate wider customer needs. These traits may be situational—unpredictable things that happen on the day or in the moment—or long term things like their job or the suburb they live in. Traits can be assigned based on observations of actual customers or through assumptions made in lieu of observations.

The various traits assigned to personas help us empathise with our customers. Across a team or project, personas provide a consistent and shared understanding of customer needs.

Persona uses

We can use personas in different ways:

- We can use them to understand customer needs in context by mapping their journeys on our network.
- They can also be used as part of the customer insight gathering process (see *Gathering insights from customers* later in this chapter).

Diversity

By using a diversity of persona types, each with different needs and motivations, we can ensure that our design solutions meet our core principles of *inclusivity* and *efficiency*.

Personas may be either familiar or unfamiliar with a given scenario. However, personas who are usually familiar may be situationally unfamiliar due to changes in circumstance.

When to use personas

Early on, personas can help define a project scope. Later in a project, they can help ensure that a solution answers project scope requirements—from the customer's perspective. A group of personas can be used to check whether a single sign is appropriate or to map out a whole wayfinding strategy.

Personas at AT

During work for the redevelopment of Maungawhau Station, AT designed a collection of personas. These have been workshopped and tested and are suitable as a baseline for use when developing wayfinding strategy.

AT persona considerations

AT's personas represent three key customer groups:

- **New to public transport in Tāmaki Makaurau**
  Those who are completely new to using the public transport network, but who may have experienced other similar networks.
- **Frequent customers**
  Those who are travelling frequently, for work, school, or similar.
- **Infrequent customers**
  Those who are travelling infrequently, for leisure, entertainment, or work.

More personas

AT's existing personas represent a wide sample of individuals and circumstances. However, there may be requirement for additional traits or specific needs that are not present in existing personas. AT's personas are a starting point that can be iterated as needed.

AT has developed personas that are a useful place to start when developing wayfinding strategies. See AT's Customer Insights team for more information.

2.2 Identifying customer needs

Customer persona examples

Greater diversity in our personas allows us to anticipate a greater diversity of customer needs. This extends beyond individual characteristics into wider demographic groups and types. The level of detail applied can be fine tuned for the scale of a project requirement.

New to Public Transport

Juliana, 28
Tourist and non-English speaker

Needs
- Easy and cost-effective way to travel
- Assistance where needed
- Signage with universally understood icons
- Comprehensive information about the PT system

Mary, 45
Car to bus convert

Needs
- Understandable payment options
- Safe and easy routes
- Ability to plan ahead
- Frequent multi-modal connections

Natasha, 40
Work commuter

Needs
- Consistency, reliability, and accurate updates
- Clear directions to alternative connections when service is disrupted
- Safe and well-lit pathways

Frequent Customer

Valerie, 64
Vision-impaired

Needs
- Clear directions in and around PT stops
- Signage directing to audio instructions
- Ability to plan ahead
- Assistance where needed

Tom, 19
University student

Needs
- Clear signage to areas and pathways for travelling with bikes
- Directional signage to bike parking
- Seamless experience between travel modes

Infrequent Customer

Nick, 29
Wheelchair customer

Needs
- Directions to wheelchair access and pathways
- Accessible public amenities
- Assistance where needed

Tama, 35, and family
Interested in family activities and events

Needs
- Easy and cost-effective way to travel with family
- Clear directions in and around PT stops
- Ability to plan ahead
- Directions to child-friendly public facilities, e.g. toilets

2.2 Identifying customer needs

Persona groups and types

Individual personas can form part of wider groups. These can be used to address broad themes representing customers in general, while still retaining a persona's individual traits.

Persona groups

While it is impossible to design the perfect solution for every customer, we use persona groups to ensure that our designs anticipate the needs of the greatest number of customers.

Persona groups are collections of personas who share similar needs based on their association. These needs may be generated by shared experience of things, such as age, employment type, education, or language.

Movement between groups

Just as people move between life stages, persona groups provide a basis for assessing specific needs affecting large numbers of customers.

Personas may move between groups or leave them entirely. Groups can affect the status of the network. Morning-rush traffic is generated by the movement of workers and students—two useful persona groups. We can use these groups to plan ways to better aid navigation through environments at busy times.

Persona types

Similar to groups, persona types are based on experiences people may encounter as they move about. Persona types can apply to individual personas or be applied across persona groups.

Persona types provide the basis for efficiently addressing widely held or commonly felt needs. They consist of situational experiences, such as familiarity or frequency of travel.

A persona may be a familiar morning commuter to the City Centre, and later an unfamiliar visitor to a suburb. In response to changing needs, we usually design for unfamiliar or infrequent customers first.

Personas join and leave groups often through their actions or place in life, while types are usually applied to them based on circumstance.

Persona groups

Students who rely on the network for their main form of transport.

Regular commuters who use the network most days of the week.

Elderly who may use a walking stick or mobility aid.

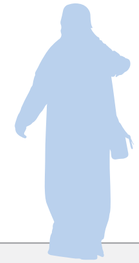
Visitors who are infrequent customers of the network, who speak English as a second language, or are non-English speakers.

Families or small groups who use the network occasionally for leisure activities.

Passengers with reduced mobility who may have a disability or impairment.

Persona types

Familiar customers navigate the network confidently and independently.



Unfamiliar customers are new to using the network and need additional support navigating it.

2.2 Identifying customer needs

Customer journey maps

While personas provide us with a useful tool to understand customer needs, journey maps use personas to help identify the best moments and locations to respond to those needs.

Door-to-door journeys

A customer's journey begins even before they consider travelling, with the awareness that travel options exist. It ends after their arrival at a destination. The points of interaction with AT that occur along this journey are called touchpoints.

Touchpoints can be mapped out using journey maps and are often the best places to respond to customer needs as they arise. This response might be help in planning, with a decision, or confirmation that a correct decision has already been made.

Typical touchpoints for a journey include planning tools, such as phone apps and websites, physical customer information, wayfinding signs, as well as the various architectural and geographic features that might be encountered. They might also include non-AT interactions on a journey, such as delays, local conditions, events, or private modes of travel.

Thinking outside scope

We consider the whole customer journey as a matter of principle. Additional to journeys taken within a current project scope, a journey map provides insight into customer needs beyond that scope.

It is important when we work on a wayfinding project that we consider where people travel before they enter our project scope, how they travel through our scope area, and where they intend to travel beyond our scope area.

The wayfinding assets we develop are part of a wider network. If the assets we create are not aligned with those outside our scope, it undermines trust in the network as a whole.

When we develop journey maps

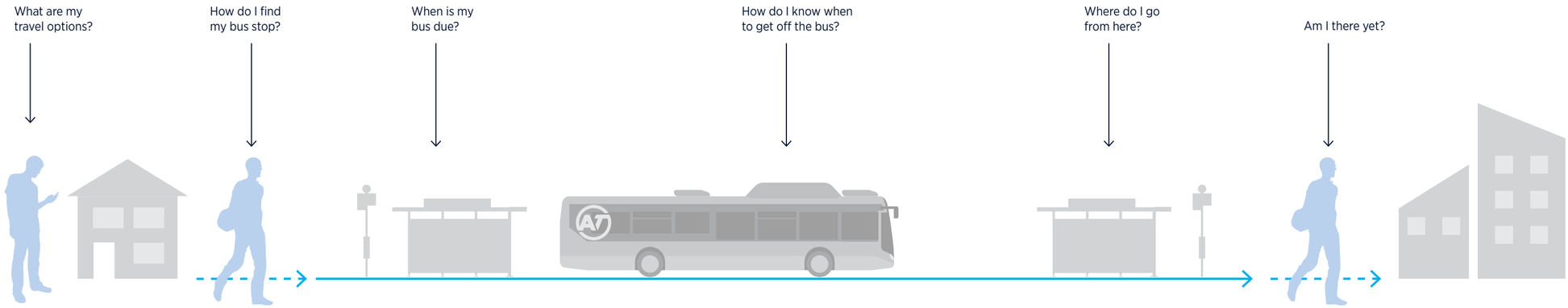
Journey maps are useful whenever a project involves multiple signs or connected spaces. The level of detail conveyed by a journey map should be balanced in relation to the scale of a project scope—from a high-level snapshot of needs to a highly detailed map of experiences.

Journey maps can be developed for individual personas or for persona groups and types. It is useful to develop a variety of journey maps for different personas, in order to account for our customers' diverse needs.

Journey maps and understanding a project scope

Journey map exercises are one of the quickest ways to develop an understanding of new sign requirements or to understand whether existing signs are accurate and fit-for-purpose. This makes them useful as project establishment workshop tools.

A journey map helps us understand a customer's needs, depending on where they are on their journey



2.2 Identifying customer needs

Summary of customer needs

We summarise insights gathered across several door-to-door customer journey maps by creating a table of customer needs. This table provides a reference for the full range of experiences that might be encountered on journeys through a project scope area. This table can be shared and evaluated-against as a project proceeds.

A summary of customer needs provides a reference document for designing and allocating wayfinding assets, customer information, and advertising within and beyond a project scope.

Where multiple stakeholders and opinions are involved, a summary of customer needs helps to refocus a conversation back to the customer journey.

This document can be shared within AT and with external stakeholders to ensure that everyone who has a stake in a project is aligned in their understanding of the expected customer journey.

A table of customer needs provides an instant snapshot of expected journeys through a precinct or area. It lists consolidated customer needs at each touchpoint encountered and anticipates the wayfinding responses that best address those needs.

Customer information and advertising

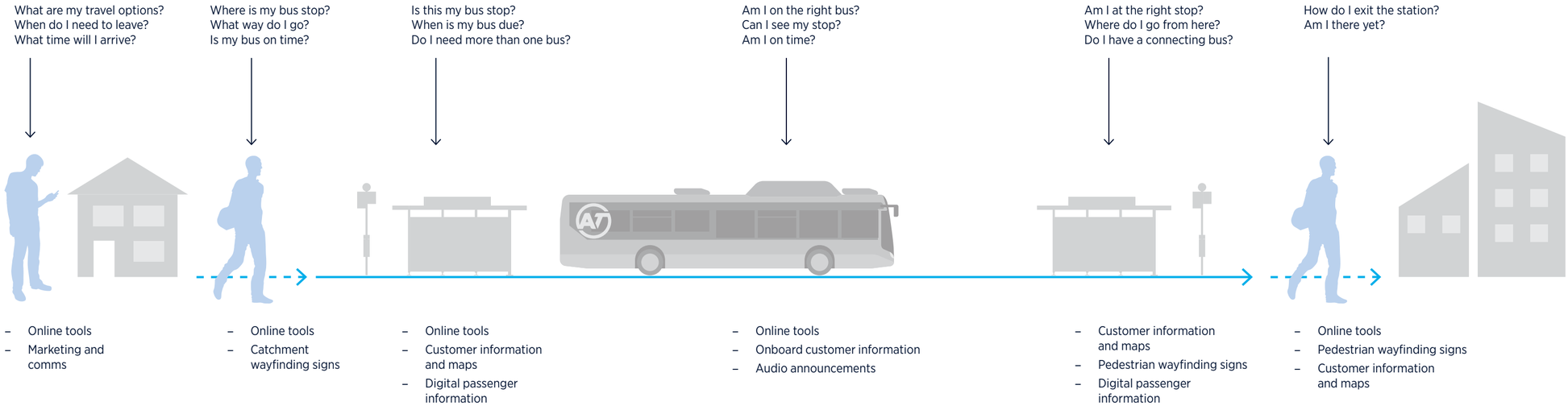
As well as wayfinding solutions, a table of customer needs can help identify the best locations on a customer journey for the placement of different types of customer information to support navigation and to identify the best locations for advertising.

For more information on information and advertising strategy, see *Chapter 8: Customer information*.

Creation of a table of customer needs

Tables of customer needs are useful whenever several customer journey maps have been created. They provide a consolidated and shareable single source-of-truth for a project as it progresses.

A summary of customer needs allows us to define the most appropriate responses



2.3 Responding to customer needs

Design for everyone

Our customers include people of all genders, ages, and abilities. We recognise that our customers have a wide variety of cultural backgrounds, customs, and languages that impact on their needs.

We build trust in our network by signing through safe spaces that are considerate of the different cultural and personal needs of our customers. By building trust with our customers, we are also empowering them to self-navigate our network.

Individual needs

AT's wayfinding strategies highlight access to important facilities that respond to the varying and different needs of customers. When designing wayfinding assets, it is important to consider these diverse needs.

This section provides the various tools we use to respond to diverse customer needs:

Universal design

This design approach recognises the diversity in our customers from the outset. We design for this by default and plan for it in our solutions where possible without the need for additional or specifically accessible products.

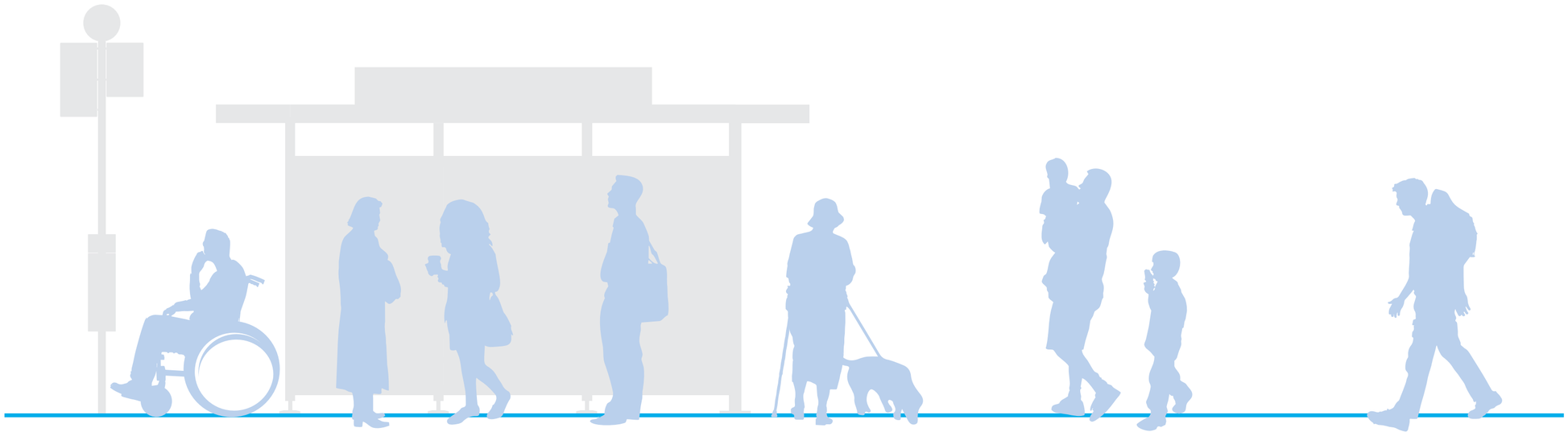
A universally accessible journey

We incorporate universal design principles within our strategy for universal access. We highlight seating for those who are unable to stand for long, provide directions towards toilets that support mobility aids, and offer advanced warning when the ground is uneven or stepped.

Only once universal access is catered for do we sign to journeys and facilities that do not support universal access (these are a secondary priority).

CPTED and safety

We use CPTED principles to guide us in creating safe environments with maintained and equitable access for all.



2.3 Responding to customer needs

Universal design

Universal design is embedded in our work through our core wayfinding principle of *inclusivity*. This principle is realised through the support of journey options that promote dignity through independence.

Auckland Council and AT support universal design principles. The Auckland Design Manual defines universal design as *"design for inclusivity and independence. A universal design approach recognises human diversity and designs for life scenarios, such as pregnancy, childhood, injury, disability and old age."*

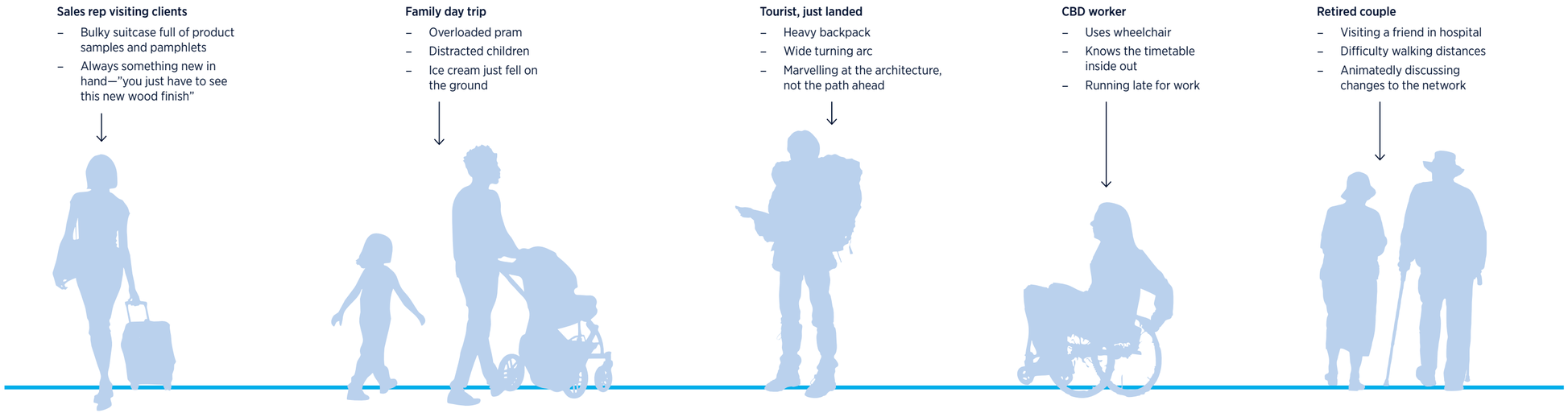
We design for diversity in our customers from the outset and by default. It is planned for in our solutions where possible without the need for additional or specifically accessible products.

AT's network has developed over time—the physical design of these environments might not always be in-line with current universal design expectations or best practice. Signage and wayfinding needs to work hard to help a variety of people navigate differing and changeable environments, and provide consistency where those environments lack it.

To do this, we consider universal design principles throughout the design process, including in the tools introduced previously in this chapter:

- **Personas**
  We create personas that are representative of a wide variety of customer backgrounds. Personas include a diversity of situational needs, such as pushing a pram or carrying heavy boxes, and persistent needs, such as mobility aids or neurodiversity.
- **Supporting decision making**
  We use journey maps to understand the types of decisions being made by customers and respond to them through wayfinding strategy, sign placement, and sign design. For further guidance on *wayfinding fundamentals* and *sign placement*, see the relevant chapters.
- **Visual design of signs**
  We utilise tested and contrast compliant visual designs that have clear hierarchy. We size text appropriately for the scenario. To broaden understanding, we use pictogram symbols. Further guidance on visual design can be found in *Chapter 7: Visual Elements*.
- **Writing**
  Universal design extends to the written words that appear on wayfinding assets and customer information. We use simple and straight-forward language with a clear information hierarchy. For additional guidance on writing inclusive sign content, see *Chapter 6: Writing for Signs*. For more on sign content hierarchy, see *Chapter 4: Wayfinding fundamentals*.

For additional guidance on universal design in a local Auckland context, see the Auckland Design Manual's universal design tool: universaldesigntool.co.nz.



2.3 Responding to customer needs

A universally accessible journey

When identifying the primary journey for our customers, we choose the most accessible route. This journey may not be the shortest, but it is the first route we address. We sign less-accessible pathways as secondary variations.

By making the universally accessible journey our first consideration, we anticipate the navigational needs of as many customers as possible. It is a planning methodology that helps maintain an access-first approach when designing for signage and wayfinding.

The universally accessible journey as a planning methodology helps us provide guidance for customers on pathways that can be navigated by mobility aiding devices, such as wheelchairs, walking frames, and white canes. Additionally, the same pathways also help people with prams, suitcases, and walked bikes to get around.

We use the methodology to highlight the presence of wide gates and doors, ramps, elevators, handrails, as well as audio and tactile features. We link these features together throughout the customer journey so they are part of a consistent and predictable experience across the network.

The unique needs of those who help others

It is important to consider the needs of those who support others. We sign to pathways and waiting areas that are suitable for both paid or unpaid carers who may be travelling with their care recipient—understanding their unique needs extends to offering sometimes taxing physical and mental assistance to others.

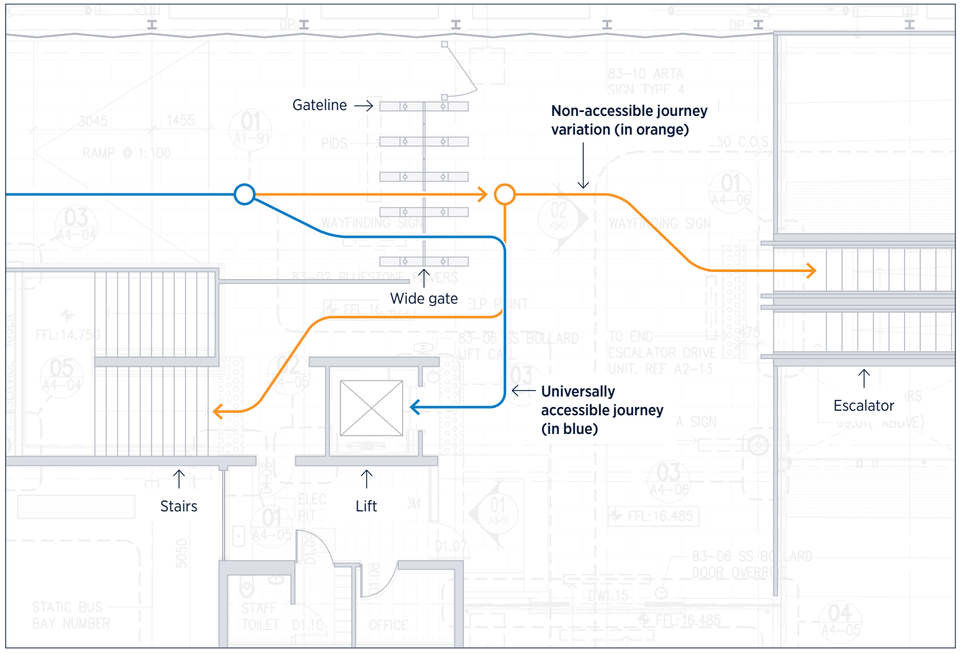
We provide for pathways that are suitable for assistance dogs, appreciating that they may need to be able to see for, sit beside, or be in physical contact with people while maintaining composure in distracting environments.

Universal access as a graphic system

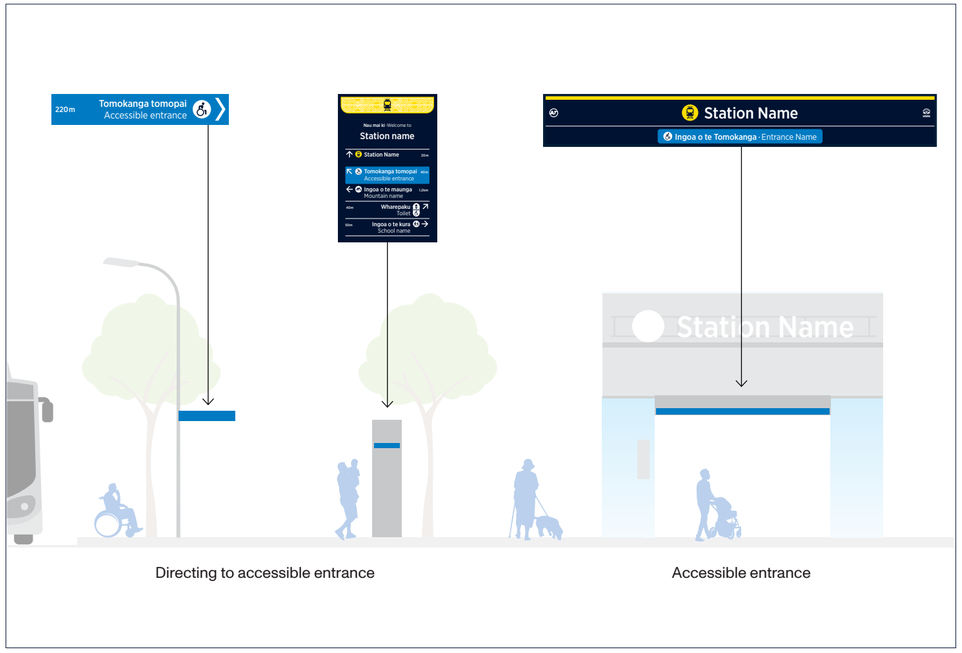
Signs used as part of this methodology are identified by the use of highly contrasting blue backgrounds, either supporting a specific technology, such as lift or toilet doors, or elevating a route as a component part of directional signs.

This sign system visibly supports step-free access, but in-line with AT's ambition to provide universal access for all, it may be used for any highly accessible route or location. For guidance on sign designs for universally accessible journeys in different contexts, see *Chapter 5: Sign placement* or the relevant mode chapter of *the Design Code*.

Universally accessible journey plotted on a station plan



Universally accessible journey graphic system on signs



2.3 Responding to customer needs

Crime Prevention Through Environmental Design (CPTED)

CPTED provides a series of guidelines for the design of public spaces. These guidelines provide for safe and equitable access for all through choices made in product and architectural design.

Relevant CPTED guidelines

Guidelines applicable to public spaces are outlined in the Auckland Design Guide. Pathways should always:

- **Be as wide as possible**
  Pathways should be as wide as possible to reduce crowding and therefore subsequent tension by people in the shared space.
- **Be straight**
  People feel safer with greater visibility of the pathway ahead. Design should increase visibility of the path ahead, especially where there are corners.
- **Have clear visibility through space**
  People feel safer when they can orient themselves within a space, and when it is free from barriers or hidden corners.
- **Be well-lit**
  Lighting can increase perception of safety, therefore it should only be used where paths are actually considered safe or are intended for use at night. Poorly planned lighting may also hamper safety by exaggerating dark or shaded areas.
- **Be designed for all hours of the day**
  Public places and facilities should be designed for access at all hours. Clear visibility and adequate lighting should be provided.
- **Clearly indicate entrances and exits of public buildings**
  Thresholds should be clearly identifiable, and access to non-public areas should be controlled.
- **Avoid cul-de-sacs**
  Places with single entry and exit points should be avoided as entrapment areas.

Additional Auckland-specific guidance on CPTED can be found in the Auckland Design Manual: aucklanddesignmanual.co.nz

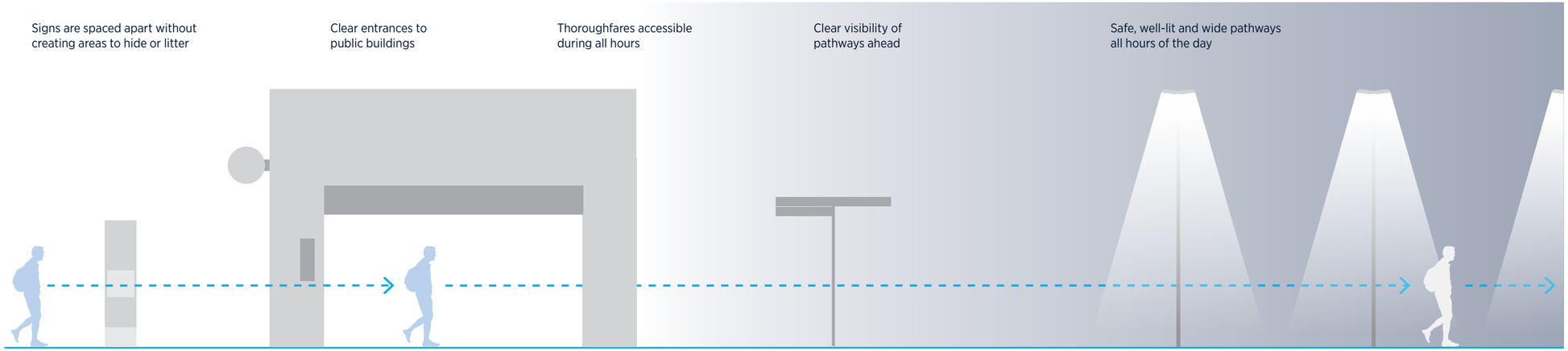
Interpreting CPTED guidelines for signage and wayfinding

It is important that signage and wayfinding strategies consider CPTED guidelines when responding to customer needs. We provide strategies that support people's choices in how they navigate. When identifying customer journeys, we should consider the following:

- **Pathways**
  The pathways we direct people towards should be appropriately lit, have multiple entry and exit points, and long viewing corridors.
- **Sign products**
  The products we choose to install should not create hidden spots, cul-de-sacs, or otherwise block visibility of approaches. Sign products should avoid creating places to hide or places that trap rubbish.
- **Security**
  Sign products must not physically block security cameras. They shouldn't create shaded or obscured spots within a camera's field of view.

Additionally, we can allocate written content on signs that provides information on safety and security to customers, both for the local environment and on expected behaviours.

For more detail on how CPTED principles can be applied to individual signs and locations, see *Chapter 5: Sign placement* or the relevant mode chapter of *the Design Code*.



2.4 Gathering insights from customers

Customer testing

It is important that we are always evidence-based in our approach, as we work in the public realm with public funds and are responsible for providing highly visible signage and wayfinding that is often widely commented on.

In-line with our wayfinding principles of *customers first* and *efficiency*, we engage with customers to ensure that we are identifying and addressing their needs in the most effective way.

When taking the time to gather insights from customers, we need to ensure that these insights are useful. We engage with customers for both quality of insight—to help refine designs and ensure they are fit for purpose—and quantity of insight—to identify patterns of customer behaviour. We can do this either before or after wayfinding assets have been designed and installed.

We can gather insights from customers in different ways, including through surveys, direct observation, and customer testing.

Customer testing

Customer testing for signage and wayfinding is justified when there is significant change anticipated on the network. This may be to implement new policy, to deliver newly designed products, or to provide data for a change in strategic direction.

Customer testing is not necessary on all projects

The choice of when and how to test is justified by the expected scale of change a project will bring. Whether to test is a decision that should be made during planning phases of a programme.

Plan when to use customer testing:

- **Early on to identify need**
  To discover whether an identified problem needs to be resolved at all, and if so, how best to understand it. Testing early on provides a baseline with which to later assess work progress.
- **During a programme of work**
  To ensure a design solution is fit-for-purpose. Iterate and test designs-in-progress to check assumptions against insight gathered from customers.
- **After a programme of work**
  To evidence improvements offered by completed work or to verify completed work has adequately responded to its brief.

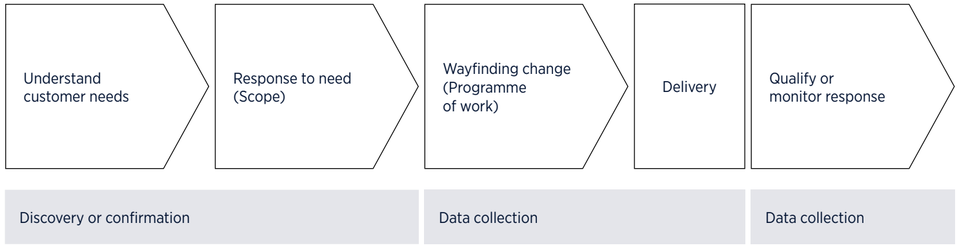
Actionable testing outcomes

It is important that customer testing provides useful data. We test to discover, clarify or resolve. While not all testing can provide clean insights, testing should always be done with an action as the expected outcome. Similarly, we don't shape testing programmes in a way that is likely to only provide confirmation of our need or the action we intended from the outset. We test as honest brokers: we always solve for the customer.

Interpreting results

We should avoid responding too literally to insights that are based on subjective opinion. For example, if customers are asked to choose between orange or blue options, we'll discover who likes orange or blue, but nothing about red. Likewise, if customers get lost in a busy environment it might be because a sign isn't bold enough, clear enough, bright enough, or that it is just in the wrong place entirely. If the object is to achieve salience, we need to ask questions that help identify how it should be achieved, and we need to interpret the answers carefully.

Customer insight can be gathered across project phases



Previous testing

It is important to be efficient with resources. Always check whether previous customer testing conducted by AT or other Auckland Council organisations can provide insight for new work.

Who conducts customer testing

Customer testing can be coordinated internally by AT, with specialist third-party agencies, or a combination of both. Coordinate and resource customer testing programmes early on in project planning.

AT's testing resources

Two teams at AT can advise on testing for signage and wayfinding, depending on the nature of the requirement:

- Customer Insights & Analytics
- Human Centred Design

The following page offers an overview of these teams and when best to engage with them.

2.4 Gathering insights from customers

AT's testing resources

Two teams at AT can advise on customer testing for signage and wayfinding, depending on the nature of the requirement: Customer Insights & Analytics (CI&A) and Human Centred Design (HCD).

Customer Insights & Analytics

The CI&A team provide insights on customers and their perceptions to help AT prioritise initiatives that improve experiences. They bring the voice of customers into strategic decision-making at AT. This team designs customer research to identify needs, pain points, and opportunities to track and improve customer experience.

The team blends the customer's voice with data, creating a picture of the impact of change to help guide future planning.

They can provide existing research and customer insights, validate assumptions around customer requirements, and conduct or lead bespoke qualitative and quantitative research as required.

The CI&A team can help project managers to define and track customer benefits, develop monitoring and evaluation frameworks, and deliver localised insights for projects. Budget should be set aside or reserved for this purpose. Check in early on a project timeline to develop an appropriate programme that might include components early or late in a project delivery.

Human Centred Design

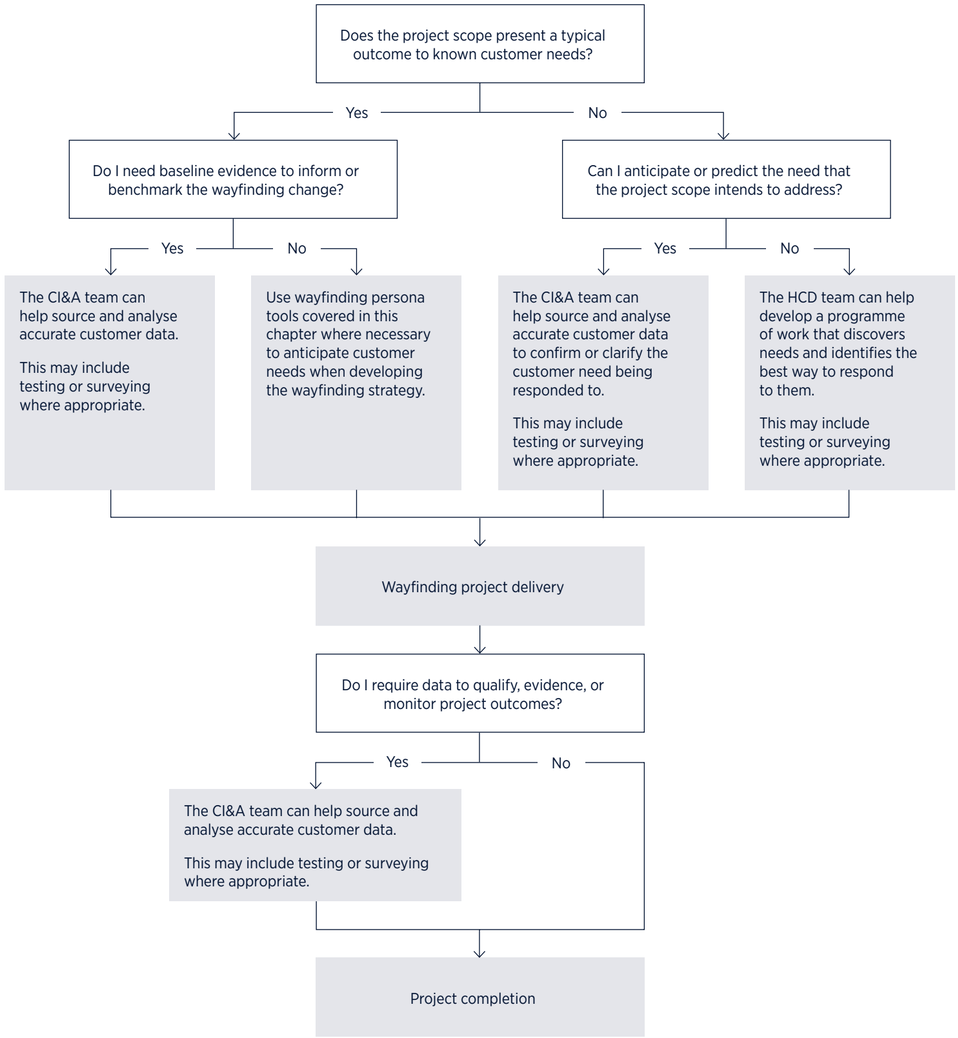
The purpose of the HCD team is to co-create great experiences that make a meaningful difference to Aucklanders by:

- Listening to the community: Bring understanding of their needs to AT's work.
- Bringing people together: Encouraging collaboration by welcoming people from diverse teams and backgrounds to work together.
- Facilitating processes that work: Using proven human-centred design methods for uncovering and solving difficult problems.
- Experimenting, refining and testing: Ensuring outcomes are improved by real customer feedback instead of assumptions.
- Telling stories that inspire action: Bringing the experience of individual people to life with dynamic content like photos and video supported by evidence, data, and the voice of the customer, allowing us to tell the most compelling stories.

The HCD team can help with problem definition, project direction, design development, and customer testing, as well as providing a behavioural science lens to project work as it proceeds.

In addition to this, the team can help untangle uncertainty around customer needs at project inception and work with teams through to project delivery. It is important that project managers anticipate engagement early in the development of programme timelines to allow for the most appropriate response to be crafted.

Should I engage AT's CI&A or HCD teams on my project?



2.4 Gathering insights from customers

Useful terminology

Types of testing

There are many different testing frameworks that can be used to gain greater understandings of customer needs. Two common frameworks we use are:

- **AB testing** uses comparison as the basis for generating data. Different design options are assigned to test participants to provide relative insight into how each behaves.
- **Usability testing** uses tasks or problems to quantify or gather insight into how participants (attempt to) solve the given scenario.

In both cases, different combinations of observation and direct questioning can be used to tease out greater understanding.

Other ways to gather insights

Additional to testing, insights can be gathered by direct interviews of customers, either through intercept in the public realm or via survey of a controlled group. Empathy interviews with customers can form an important source of evidence, either on their own or alongside Usability or AB testing.

It is important to use the right approach for a given scenario. This may be a combination of methodologies that provides a more rounded understanding of customer needs.

Useful data—quantitative vs qualitative

Depending on the methodology, customer testing produces data that is useful in different ways.

Testing for *quantitative data* involves collecting and interpreting numerical data points. Quantitative data can be used to quantify specific behaviours or to evidence changes in behaviour for groups of people.

Testing for *qualitative data* involves discovering why behaviours occur or why choices are made. Qualitative data can be used to verify or challenge assumptions in design direction.

Small scale qualitative testing programmes can provide valuable insight with low numbers of participants—insights may repeat unnecessarily with additional participants. Large scale quantitative testing might evidence a current shortcoming or successful change of design approach.

Both types of data can be collected through direct observations, interviews, and surveys. In all cases, the framing and types of questions being asked can have a direct bearing on the outcome.

Personas and journey maps

The customer personas outlined earlier in this chapter are useful tools for planning testing scenarios, particularly when considering the use of mock environments or artwork. They provide a stand-in for customers when designing an interactive programme and help ensure that insights gathered in testing provide useful, actionable outcomes.

Journey maps can be used to plan likely participant touchpoints along a task-based journey. For example, journey maps can be developed to anticipate where to place artwork, and what content is needed for that artwork, during customer testing in the same way they are used to place signs when allocating signage on the network.

It is important to note that personas are not useful in every scenario. In some cases, randomness may be useful, such as when observing the public or when conducting surveys. And in some cases, personas may lead an outcome towards unintended bias—using personas may shape the questions asked in ways that are unhelpful.

Before starting

For further advice on whether testing is appropriate, on how to obtain data that fits your need, and the best approach to use to gather data, consult with AT's CI&A or HCD teams early in a project.

3

Te mōhio ki tā mātou whatunga
Understanding our network

This chapter introduces the Auckland Transport network, encompassing all transport modes, services, and connections.

It outlines various transport environments and interconnected journeys, accompanied by guidance on network awareness, aiming to enhance customers' comprehension of the available transport network.

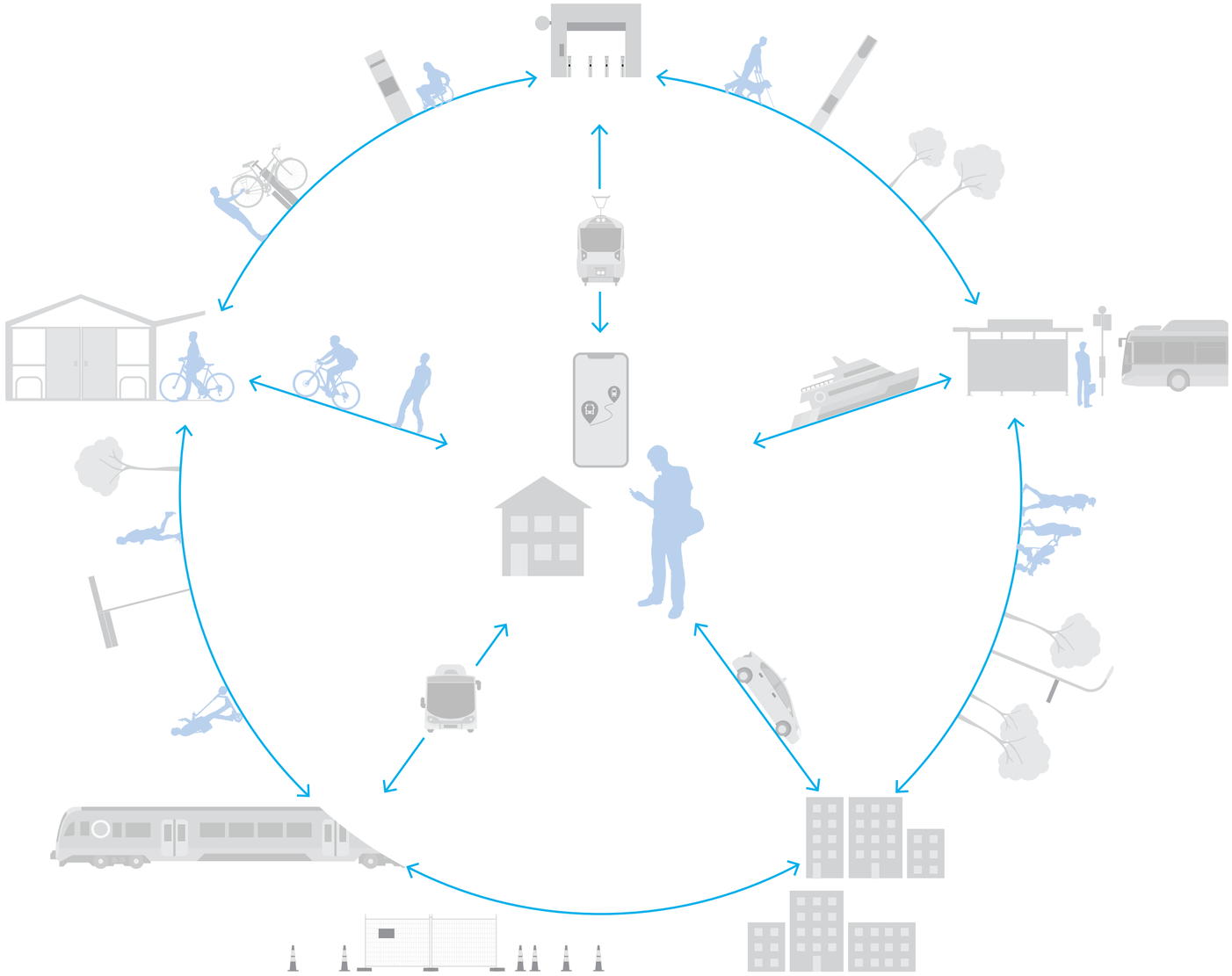
3.1 Network overview

AT's scope and network

Auckland Transport (AT) is responsible for mobility across the region. AT's network plays a pivotal role in facilitating daily commutes, leisure journeys, and vital connections for residents and visitors alike.

Within AT's scope are roads, public transport systems, cycling routes, and pedestrian pathways. This could be a rural road in Waiuku or a ferry terminal on the North Shore. The breadth of AT's scope is an advantage. As a transport agency, we can control how this mobility infrastructure is integrated, offering both residents and visitors joined-up transport choices.

Understanding the different facets of AT's network will help us think holistically about customer journeys. With that understanding, we can see where wayfinding and customer information can improve mobility for all of the city's residents and visitors.



3.1 Network overview

Public transport network design

Between 2016 and 2019, Auckland Transport implemented a redesign of the public transport network. Changes to the design of the network were made to improve frequency, connectivity, and simplicity.

The most significant changes were made to the bus network. Before the changes, Auckland had a direct service model with many infrequent and overlapping services. After the rollout, Auckland moved to a connected network. It became easier to transfer between bus and train services.

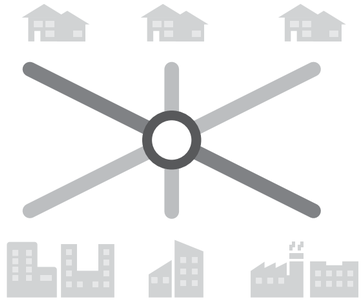
Overlapping routes were removed, and there was an increase in frequency for new routes. Our simplified network is easier for customers to understand. It also makes more efficient use of resources, because there is less duplication and fewer services travelling the same routes.

These gains in efficiency have been used to increase the frequency at which buses run, giving our passengers more journey options.

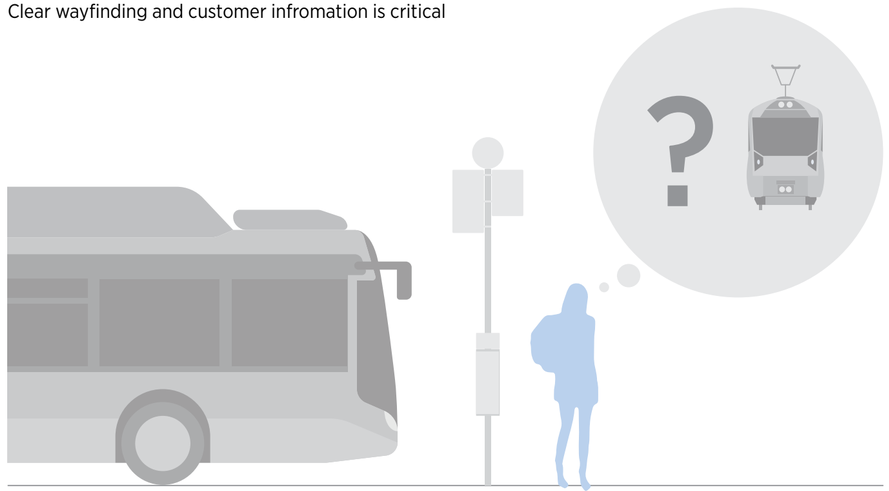
However, this model does mean that the necessity to change services is more likely. Approximately one out of five customers have a trip that includes a transfer. The requirement for clear wayfinding at interchange points is now critical for easy journeys.

Previous - Direct service model
Many infrequent and overlapping routes

Current - Connected network model
Fewer routes, More frequency



Our network requires easy connections
Clear wayfinding and customer infromation is critical

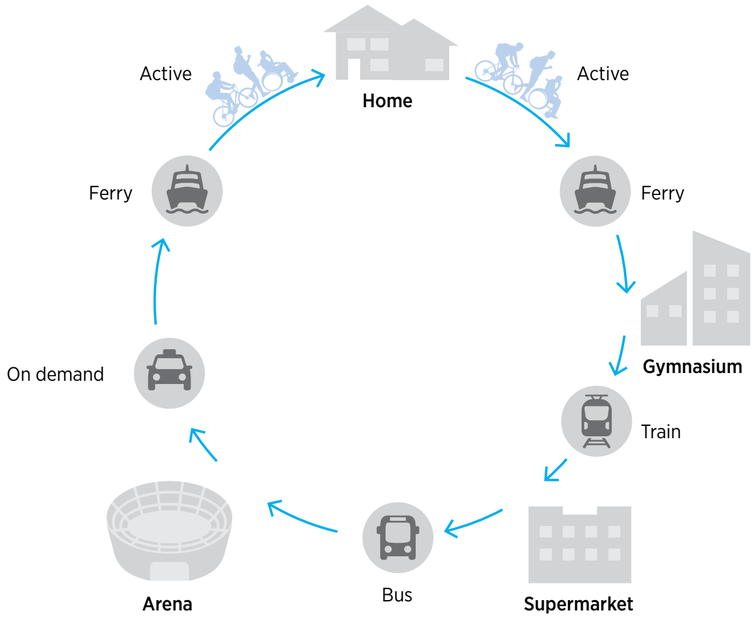


3.2 Connected journeys

Overview

We strive to improve mobility access for our residents and visitors. We consider how different mobility options can be linked together in a smooth and efficient way to enable easy, accessible, and connected journeys. The network has grown, enabling better access to amenities across the region, such as shops, parks, events, and healthcare.

To encourage diverse journey types, we need to understand where our network interfaces with different places and how we can link to them efficiently. A station near a stadium may require simplified wayfinding that works for large crowds. A suburban ferry terminal may require specific cycle parking and rideshare information. Once we consider how our customers are linking together mobility options, we can better place information supporting their connected journeys—be they more common local journeys or the occasional trip further afield.

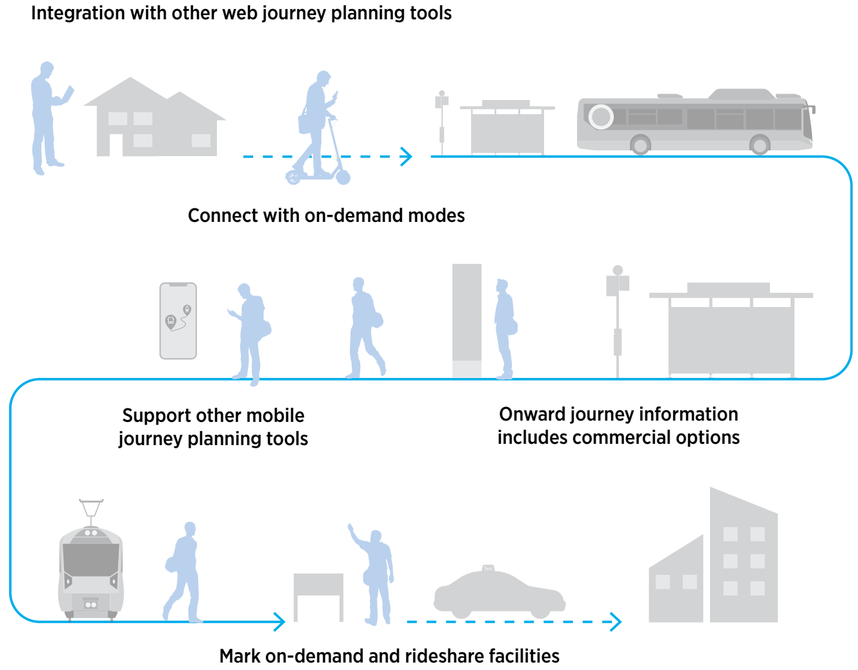


The importance of 'first and final leg'

The 'first and final leg' of our customers' journey represent the crucial bookends that can significantly influence the overall effectiveness and convenience of urban mobility. These initial and final stretches often determine whether individuals choose to use public modes or opt for a single private vehicle trip.

Effective wayfinding in service catchment areas—as well as either in-person, on-phone, or physical customer information solutions at key points such as bus stops, parking facilities, and pedestrian pathways—is vital for seamless 'first and final leg' connections.

Clear guidance and accessible information empowers travellers to navigate efficiently between sustainable transport modes and origin or destination points. This promotes convenient travel options for all, while caring for our environment.



3.2 Connected journeys

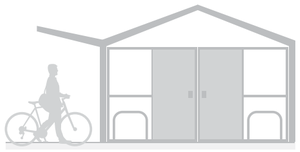
Wayfinding and customer information

We can encourage connected journeys by providing clear wayfinding through transport hubs, stops, and interchanges. We also mark relevant links to cycle paths and pedestrian routes. Customer information, like real-time screens, maps, and route diagrams, can empower our customers to make informed decisions—adapting their journeys as required.

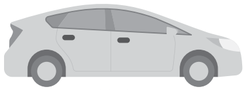
It is important to understand the whole connected journey and how wayfinding and customer information can support this. Within journeys, there are often segments that fall outside AT's sphere of influence. Listed here are some of those mobility choices we can integrate with to create seamless connected journeys:

- On-demand scooters and bicycles
- On-demand rideshare services (e.g. Uber)
- Third-party bicycle parking
- Community bike hubs
- Third-party journey planning apps

Bike fix



Bike hubs/parking



Rideshare

Apps

On demand

Concessions and the off-peak network

We support the cost-efficient use of our network. Our transport network is designed for all-day use. Increasing patronage during off-peak hours means we are efficiently deploying our resources. Wayfinding and customer information can support easy journeys for our concession holders. Promoting accessible and community concessions is a key part of making sure our network is inclusive.

Firstly, we think about accessibility and community concessions holders:

- Community Services
- Plus One Companion
- Total Mobility
- SuperGold

If we map customer journeys for our concession holders, we will understand what touchpoints they need and where they are best placed.

Senior/SuperGold Companion Accessible Community Connect

3.3 Building awareness

Increase visibility

Key access points on our network are not always immediately obvious to our residents and visitors. We clearly mark access points to increase the network's visibility. Each marker builds awareness. Our customers first steps towards taking a new journey begins with network awareness.

Testing shows us that customers build mental models to better understand the context of their journeys—sometimes using only what they have seen on TV or the Internet. By elevating our network entry points, we help create and link our customers mental models. All other wayfinding is easier if the initial context has been understood.

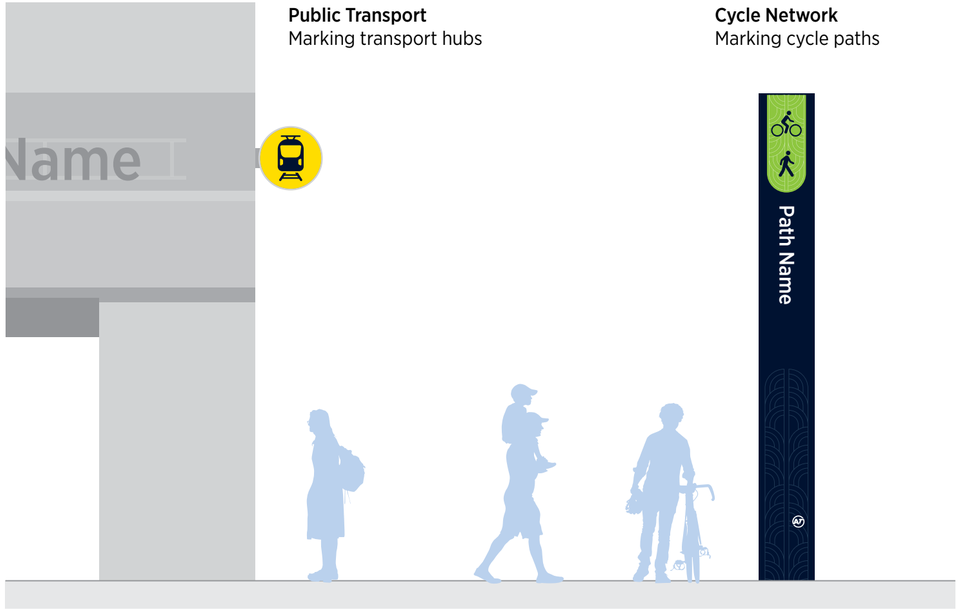
Network maps

We design clear and consistent network maps. This helps our customers visualise their transport options. The Rapid Transport Network map is more than a journey planning tool. It helps travellers comprehend the public transport network at a citywide scale. The cycle schematic works in a similar way for the cycle network.

We make sure these citywide maps build network awareness by ensuring they are simple and easily understood. More granular network information can be provided for smaller areas when customers require it.

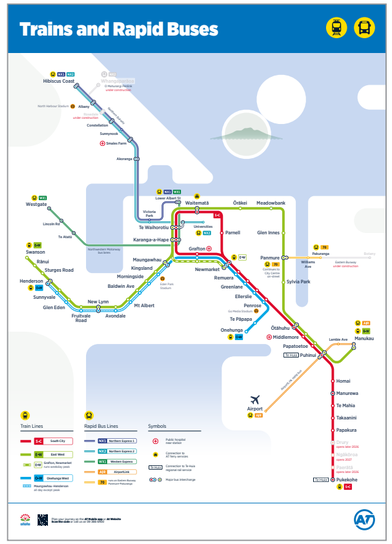
Visual maps do not suit all our customers, especially those who have low vision or difficulty with complex images. When we design maps, we ensure they align closely with tools that support accessibility, such as Google and Apple Maps and the AT Mobile app.

Public Transport
Marking transport hubs



Cycle Network
Marking cycle paths

Trains and rapid buses map
Simplicity builds network awareness



Frequent network map
Complex detail should be carefully deployed

This map is under development.

Please contact one of AT's Wayfinding Project Managers for more information.

3.3 Building awareness

Catchment signs

Catchment signs build network awareness. They are simple signs that direct customers towards network access points. These signs elevate network awareness by illustrating the scale and ease of access.

Catchment signs form an important first link for unfamiliar customers helping them transition from customers who are trying out the network for the first time into regular or repeat customers.

They are primarily attached to existing light poles within 800m of key public transport and active mode facilities. Light poles are numerous in the urban environment, so we can build network awareness in a cost-efficient way.

Public transport
Station catchment sign

Cycle network
Cycle path catchment sign

Network advertising

Auckland Transport has cost-efficient access to advertising real estate on its network. Bus stop advertising screens are a good example. They are positioned effectively for the purpose of marketing the network, as they capture an audience of car drivers. Advertising can be more effective when the content of the advertising relates to the mode—bus advertising on a bus stop.

Locating bus advertising near bus stops works well when we are addressing drivers. If our audience are bus passengers, we can advertise nearby parts of the network to encourage connected journeys.

We can also leverage points of interest, events, and landmark attractions to build network awareness. The positive places and experiences people travel to are more memorable. They are more likely to build a mental map of the network around positive memories of places.

Understanding our customers journeys can help us build an effective advertising strategy. Advertising guidance could specify assets and positions when new projects are commissioned. Getting these revenue-generating assets to work with wayfinding and customer information will make our network more efficient.

Network advertising
Linked to a customer journey

Network advertising
Linked to a customer benefit

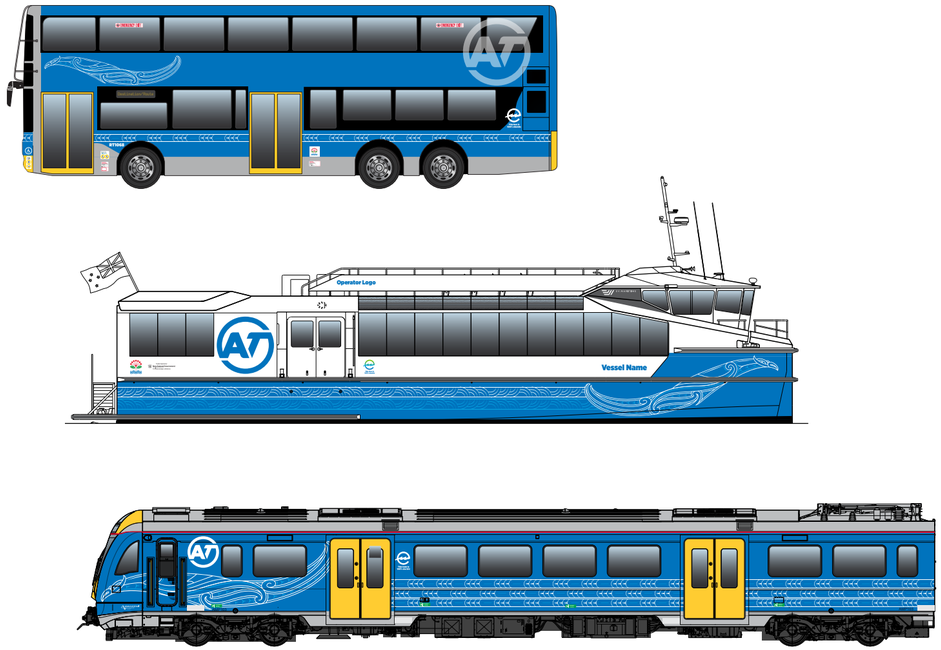
3.3 Building awareness

Vehicle livery

We are bold with our vehicle livery. The most visible part of our network is our fleet of vehicles. They give us an enormous canvas to promote our network. We wrap all new vehicles in a clear and consistent way. To efficiently deploy our vehicles, we make sure we limit how many graphic designs we have for each mode. This gives us the flexibility to move these assets to different routes when necessary.

Some vehicles supported by AT fall outside the requirement to use branded liveries. Third party taxi and rideshare services maintain their own brand identities, while providing AT with supported services.

For detailed guidance on vehicle livery, see AT's brand identity guidelines or contact creative@at.govt.nz



Communications

How we talk about our network through our channels also builds network awareness. We make sure we consistently name the different parts of our network in plain language.

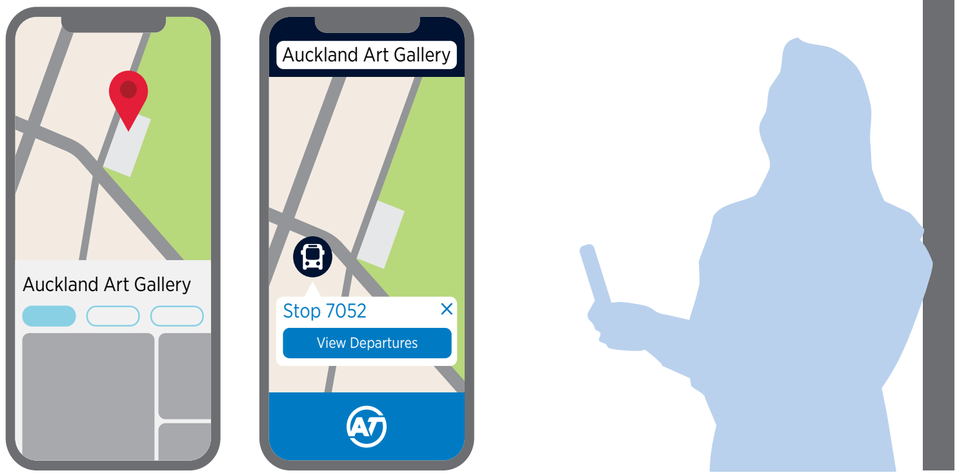
It has been shown in customer testing that 'interchange' is not a word that is widely understood. It is more effective to use words like 'transfer' or 'connection'. 'Frequent' is another word commonly used within AT. However, testing has shown that customers are unclear as to our meaning. Our communications are clearer if we use the phrases 'often' or 'every 15 minutes'.

Our customers commonly use third-party systems to plan journeys and navigate our network.

It may be necessary to align the terminology in our communications with the language used by these systems. In other cases, we may be able to coordinate with other systems so that they use our terminology.

We regularly undertake a quick sense check when we are communicating about our network:

- Check the glossary of terms in *Chapter 6: Writing for signs* to ensure you are using the correct network name.
- Check that your communications are clear by testing it with someone outside AT.
- Get it checked by the AT communications team.



4

Ngā pūnga toro wāhi
Wayfinding fundamentals

This chapter provides essential principles for effective navigation across the network. It equips customers with foundational knowledge so that they may create intuitive and customer-friendly wayfinding systems within a transport context.

4.1 Overview

Sign content

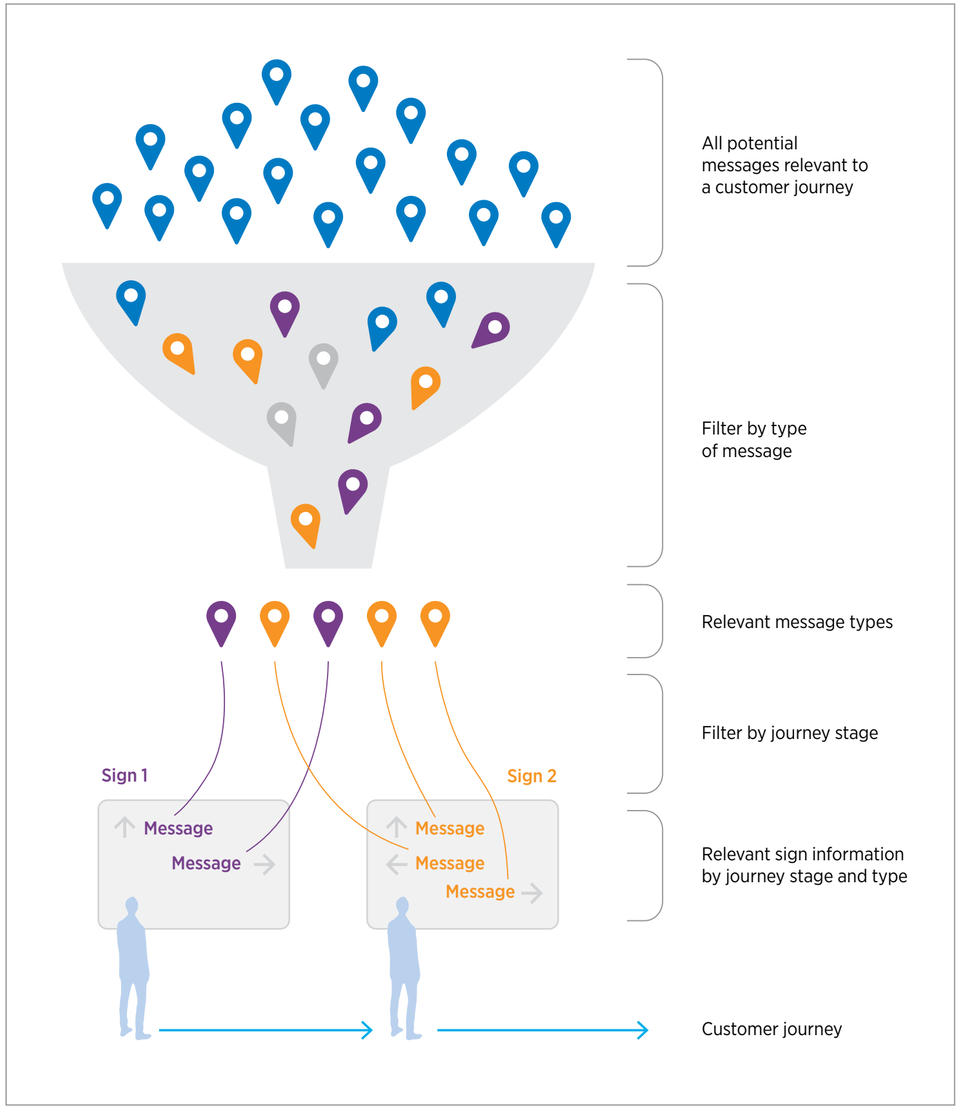
We use different tools to control the information that we put on signs. We do this to make sure we are giving our customers the right information at the right time.

This section outlines the different tools we use to limit sign content, which we combine efficiently for each project. Importantly, we work to avoid overwhelming customers. The tools we choose to use, depend on context and a customer's navigational needs.

Although our tool selection is dependent on the environment we are creating signs for, we always consider the whole customer journey. This means it is essential to understand areas that are outside the scope of a project and AT's authority. It is a standard requirement to compile messages from a wider area than the scope of the immediate project. This means we can effectively sign to adjacent areas, encouraging connected journeys.

This diagram illustrates the process of distilling messages to generate sign content that is:

- relevant to our customer journeys
- easy to comprehend for our customers
- suitable to the sign type.



4.1 Overview

Listing addresses

An address refers to a specific place or location indicated by a sign. The possibilities for addresses are virtually limitless, encompassing a wide array of places and points of interest. Our approach involves compiling a list of addresses that align with the customer journey maps we have developed for our environments. These addresses are selected based on their relevance to the intended audience and their importance in facilitating seamless navigation. By strategically curating this list, we ensure that our signage effectively promotes easy journeys.

Addresses vs messages

Messages are what goes on a sign. These may be different, for example, 'Wellesley Street' is an address. When we point towards it with an arrow, it becomes a destination. 'Way Out to Wellesley Street' is a message—a combination of an address and some supporting information. There are other types of messages on signs that do not require addresses. Examples of messages without address:

- No entry
- Please walk your bike
- Do not cross the busway

Addressing strategy and glossary

We use an addressing strategy to make sure our lists contain the addresses that our customers need to complete their journeys. This base list of useful addresses is manifested in a *glossary*.

Scale and scope

A glossary may be developed for a single corridor of signs or for an entire region. The physical scopes will be different, but they have connected relationships.

For a single corridor:

- **Relevant terminology:** Identify terms specific to that corridor, such as landmarks, street names, or local attractions.
- **Consistency:** Ensure that the glossary remains consistent throughout the corridor, avoiding discrepancies in terminology or definitions.
- **Customer comprehension:** Tailor definitions to suit the level of understanding of intended customers, which may vary based on factors like age or cultural background.
- **Accessibility:** Consider accessibility features such New Zealand Sign Language, language translation, or symbols supporting English as a second language.

Within an AT context:

- **Standardisation:** Establish standardised terminology and definitions across the region to promote uniformity and ease of navigation.
- **Integration with existing resources:** Coordinate the glossary with other regional guides or resources to provide cohesive information for residents and visitors alike.
- **Scalability:** Design the glossary to accommodate future expansions or changes within the region, ensuring its longevity and relevance.
- **Technology:** Consider how addresses in the glossary integrate with new and emerging accessibility aids, such as AI and improved mobile phone apps.
- **Cultural sensitivity:** Recognise and incorporate cultural nuances and preferences into the glossary to foster inclusivity and respect for Auckland's diverse population.

4.2 Developing a glossary

Alignment

We expect customers to be able to switch between different sign systems within a single journey, often without noticing the difference. Some of those will be covered by AT's sign families, some under Auckland Council's scope, and others will be commercially owned.

Wayfinding projects often overlap geographic areas. In some cases, overlapping projects will account for extremely different customer journeys that fall in and out of their scope.

For example, someone may park in an inner city car park, walk through an attached shopping arcade, hire a bike, and cycle onwards. While the sign systems that aid these steps cater for different individual journeys, inconsistencies in addressing will cause confusion where the individual journeys traverse different areas.

Glossaries should align across projects in the same geographic area or location.

For example:

- A streetscape upgrade and a nearby bus station.
- A train platform upgrade and the adjoining station building.

Geographically separate projects may replicate customer journeys. For example, busway station experiences are similar between different stations. This enables quick understanding of the network for unfamiliar customers, but requires well-aligned glossaries.

Glossaries should align across projects that replicate similar customer journeys.

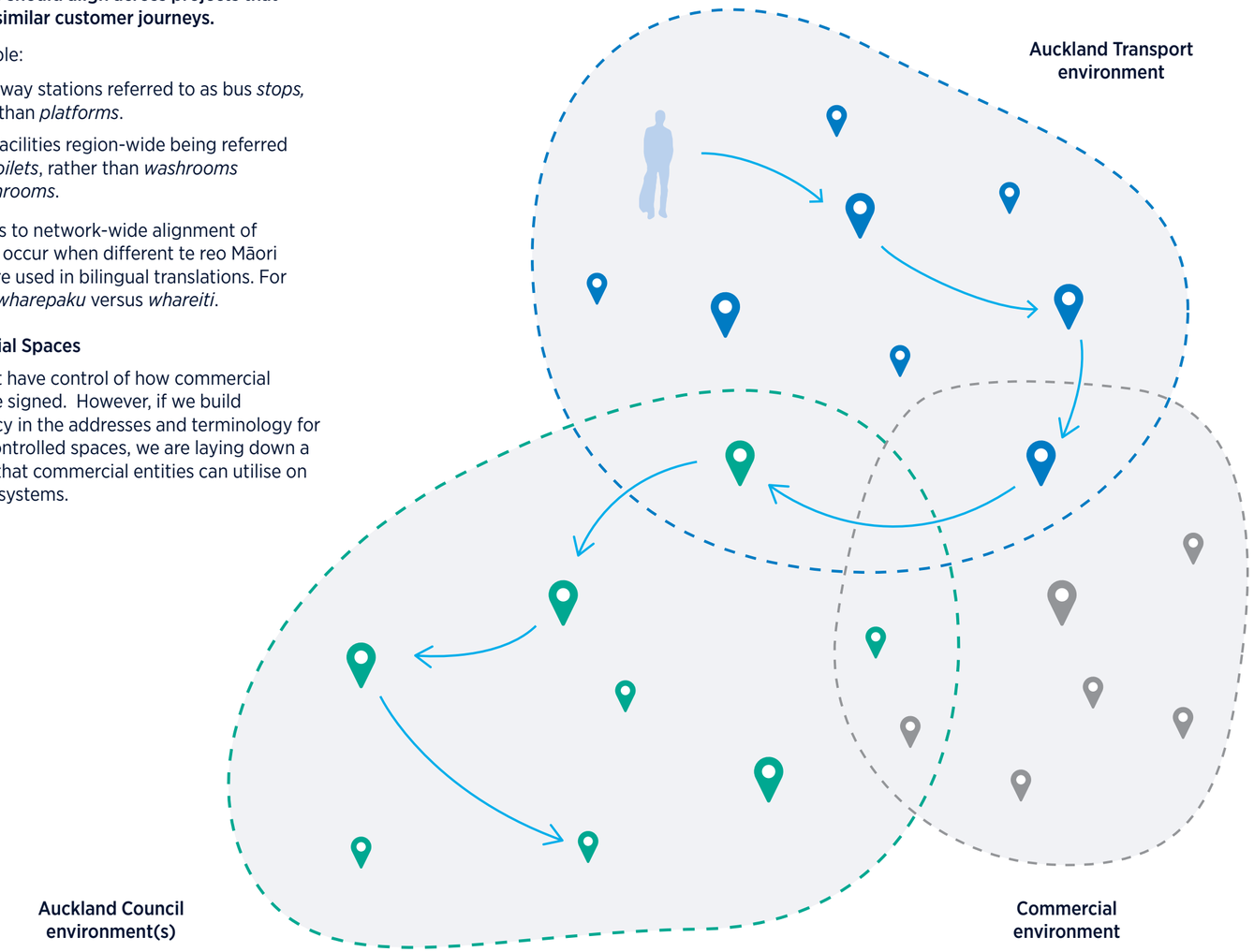
For example:

- All busway stations referred to as bus *stops,* rather than *platforms*.
- Toilet facilities region-wide being referred to as *toilets*, rather than *washrooms* or *bathrooms*.

Exceptions to network-wide alignment of glossaries occur when different te reo Māori dialects are used in bilingual translations. For example, *wharepaku* versus *whareiti*.

Commercial Spaces

We do not have control of how commercial spaces are signed. However, if we build consistency in the addresses and terminology for council-controlled spaces, we are laying down a template that commercial entities can utilise on their sign systems.



4.2 Developing a glossary

Hierarchy

A glossary is tiered, allowing for different hierarchies of sign content. The position of a type of address in a hierarchy depends on how important it is for customers on well-frequented journeys.

Some types of messages do not involve addresses, but are still considered in the hierarchy. When customer safety is involved, message types without specific addresses can be very important. 'Way out' and 'No access' are message types without specific addresses.

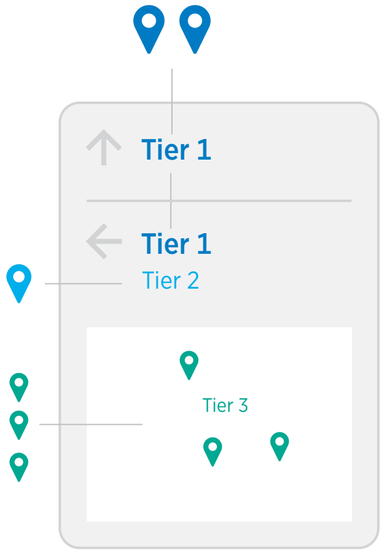
Hierarchy structure

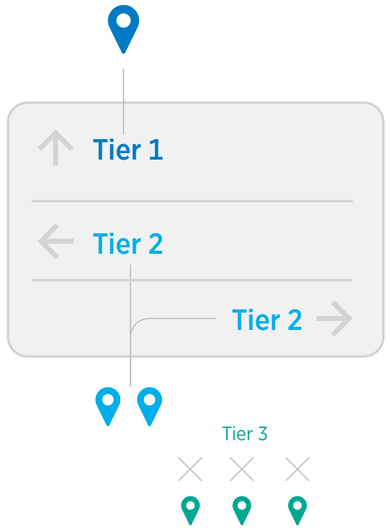
The structure of the hierarchy will be different dependent on mode. For example, *super-destinations*, *neighbourhood destinations*, and *facilities* are tiers used in cycle addressing strategy, while *primary*, *secondary*, and *operational messages* are used in public transport strategy.

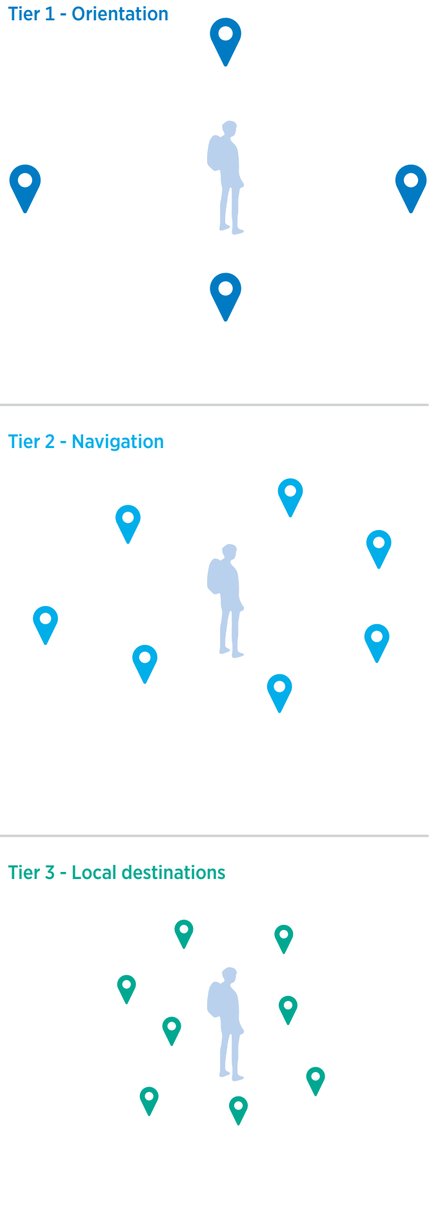
These hierarchies will be introduced in the relevant mode technical chapter of *the Design Code*.

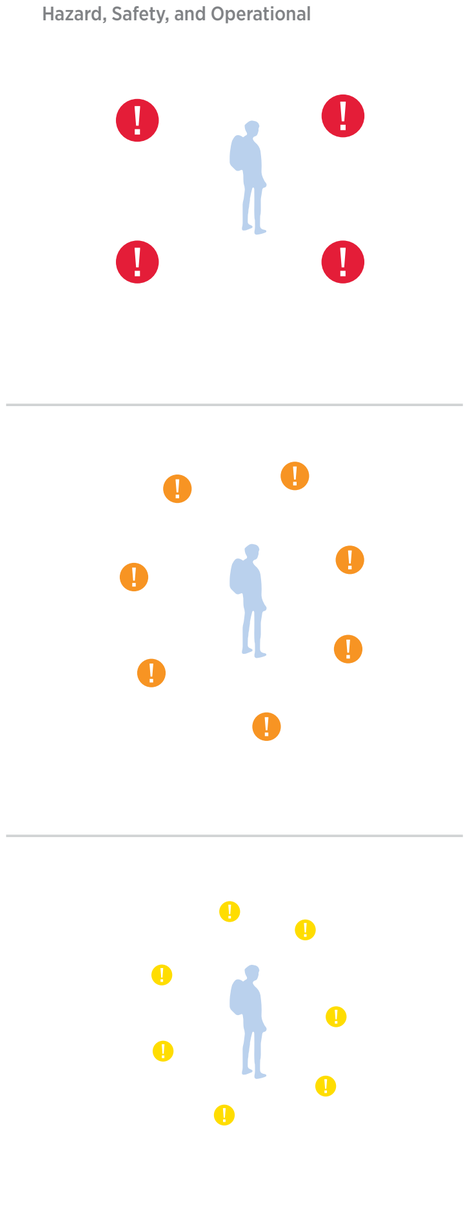
Appearance on signs

The hierarchy can be displayed either as different graphic styles on signage (e.g. primary messages in larger text) or in the strategy of determining sign content (e.g. secondary messages being omitted from some signs).









4.2 Developing a glossary

Mode

Different modes have different types of destinations. For instance, pedestrian signage directs to a much finer grain of destinations than highway signage. The types of information to be included and related hierarchies will be introduced in the relevant chapters.

Appropriate level of detail

A number of factors need to be taken into consideration when deciding the level of detail required for a journey. For example:

- Mode of travel
- The complexity of the environment
- Time available to read information
- Sign type.

Mode of travel

The way our customers move through the environment defines the level of detail we display on our signs. We think about the mode of travel first when we are planning a message strategy.

Complexity of environment

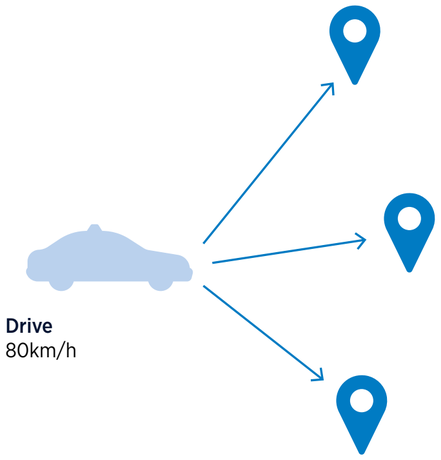
The complexity of the environment also contributes to building our message strategy and glossary. For instance, a stricter hierarchy will be required for the City Centre when the density of addresses is high. In contrast, more address types can be included for a suburban area, where the density of addresses is much lower.

Time to read information

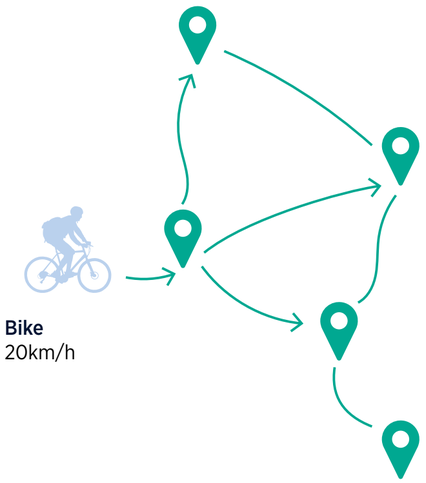
The time a viewer has to read information is dependent on their mode of travel. A car can move a lot faster than a pedestrian. However, there is variance in speed for each mode. A driver waiting at a car park barrier has longer to read information than when they are looking for a motorway off-ramp.

Sign type

When a viewer has limited time to read a sign, the messages will need to be larger. For example, when a cyclist approaches a fork in a path at the bottom of a hill, a large sign type will be needed, and space will be limited. Only top-tier destinations will fit. Where a customer has more time to read, messages can be smaller. For example, a cyclist has time to read a sign type with a map when they are standing under a bike shelter. In this scenario, a map can include very fine-grain destinations.



Drive
80km/h



Bike
20km/h

Wheelchair
3-10km/h

Walk
5km/h

4.2 Developing a glossary

Inclusivity

Through our core principle *Inclusivity*, we support a universally accessible journey as the default standard. This means that in some cases, addresses and messages that support universal access are prioritised over other addresses and message types in a hierarchy.

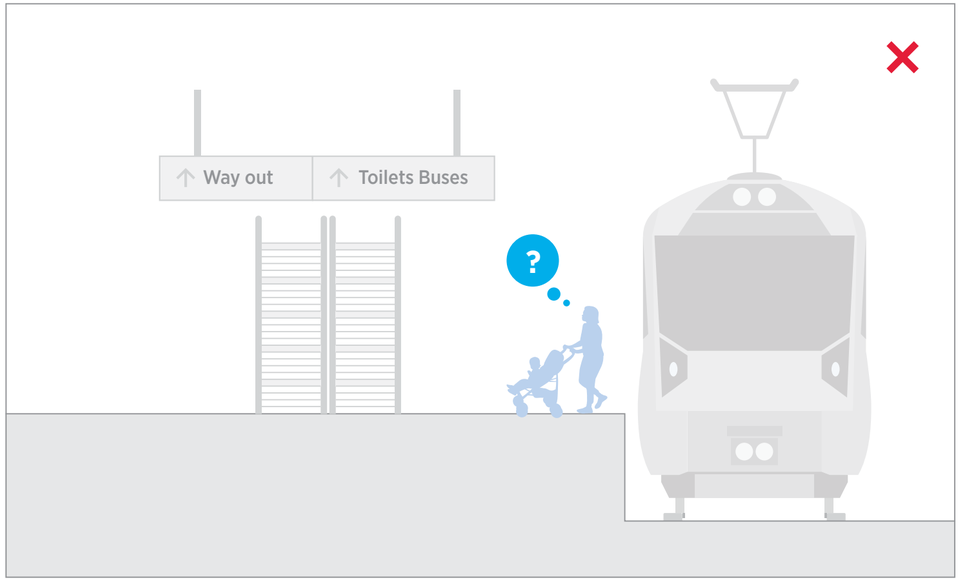
Universally accessible messages

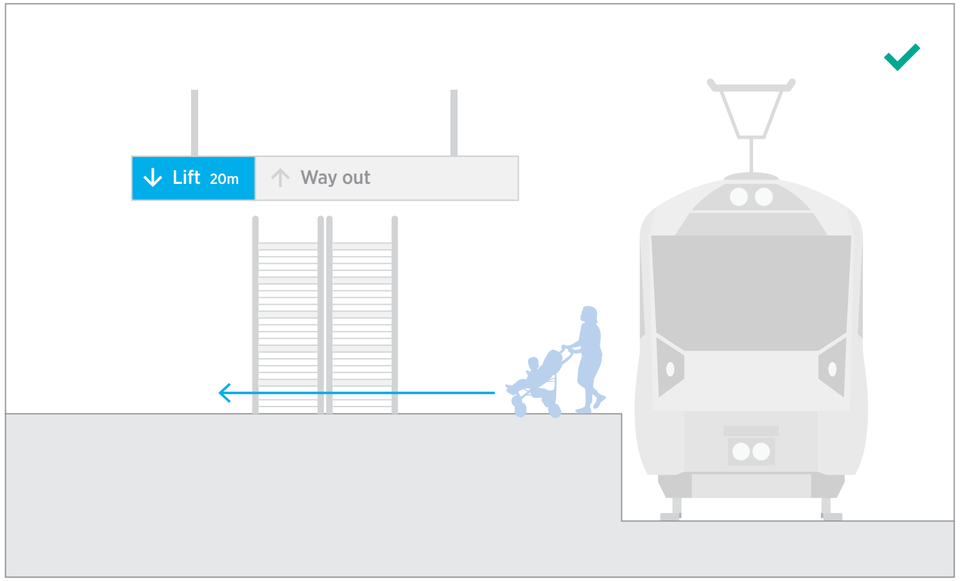
Keeping universally accessible messages at the top of the hierarchy means our resources and efforts are directed towards enhancing accessibility for all individuals, regardless of their background, abilities, or circumstances. This proactive stance towards universal access reflects our dedication to manaakitanga—fostering equality, dignity, and empowerment within our communities—inclusiveness.

Priority access messages

There are some common access messages that we prioritise in our hierarchies to support universal access:

- Lifts
- Ramps
- Wide gates
- Accessible boarding
- Emergency help points and buttons
- Priority seating.





4.2 Developing a glossary

Safety

Certain categories of safety messages are given precedence within our hierarchical structures. These categories often pertain to hazards within our surroundings or behaviours that pose a risk of harm to our customers.

Regulatory

These top-tier safety messages are defined by building, rail, road, and work safety regulations. For example, emergency exit messages must be included in our buildings. They are present on separate sign types. Guidelines for these messages are available in national standards manuals for the relevant environments.

Common reference documents include:

- New Zealand building code
- Rail safety regulatory operating model
- Traffic control devices manual
- National Rail System Standards.

Operational safety messages

There are operational safety messages that we prioritise in our environments. For example, 'Way out' signs are prioritised as a primary customer need. These important routes can be different to regulatory emergency exits, so we need to prioritise them in our hierarchies. For example, a lift up from a platform will be the universally accessible exit we mark for everyday use. In an emergency, all possible exits are marked. These can include stairs and exits that are only safe to open during an emergency. For this reason, 'Way out' signs are always visibly different to those marking emergency exits.

Behavioural safety messages

We also prioritise some behavioural safety messages. This is common when there is an area that could pose a physical danger to our customers. Some examples of behavioural messages we prioritise are:

- No access
- Mind the gap
- Do not cross the busway

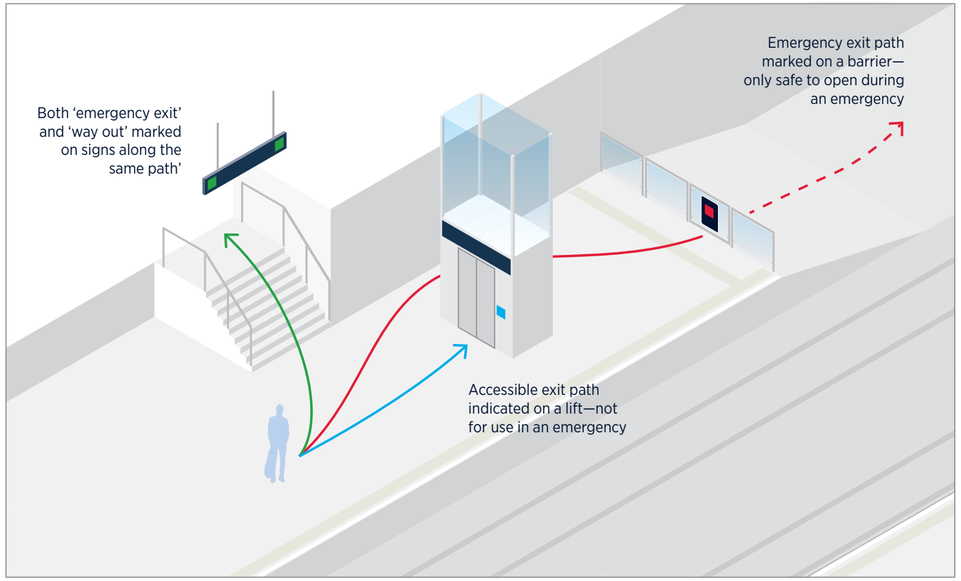
Equity of use

We include destinations that support the baseline needs of all customers: e.g. toilets, drinking water, religious or cultural practice, priority seating, food, entrances, non-emergency exits. Note that these destinations may be split across different hierarchies.

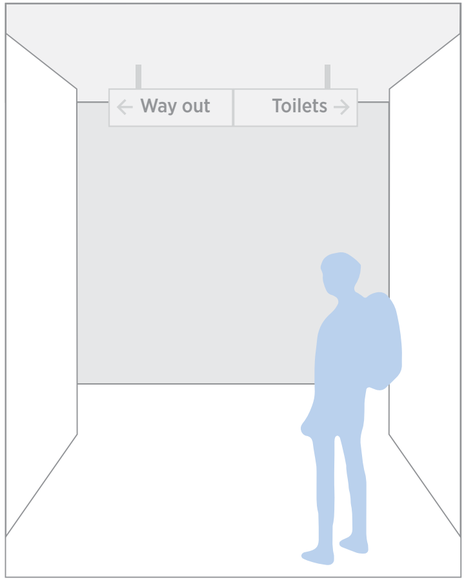
While we address these places on location identification signs and maps, toilets and exits are usually prioritised on directional signs. Other locations only appear if they require a significant diversion from the main path, such as at train boarding points.

These messages are accompanied by raised text and braille and are always given precedence at appropriate datums.

Exit messages required by regulation may direct to pathways that are not usually in use



Messages supporting equity of use may be included in a structured hierarchy



Tier 1:
Usually included on directional signs:

Toilets, Way out

Tier 2:
Rarely included on directional signs, but will appear on maps, location identification:

Drinking water, Baby change

Tier 3:
Never included on directional signs, but may appear on maps, location identification:

Religious/cultural practice, Food

4.3 Assigning sign content

Customer needs

Firstly, we look at the customer journey, then we collate the locations that support their needs within that journey.

Our hierarchy of messages will help us prioritise how we respond to customer needs. We then think about the sign types that hold the right messages to support that hierarchy.

Our first order of operations is to answer the customer need with a message from our glossary. We then select a sign type that best matches the messages we need to display. Sometimes there are multiple sign types available. The best sign to use is the one that most efficiently answers our customer's needs. Often these efficiencies are made when a single sign answers customer needs of several different journeys.

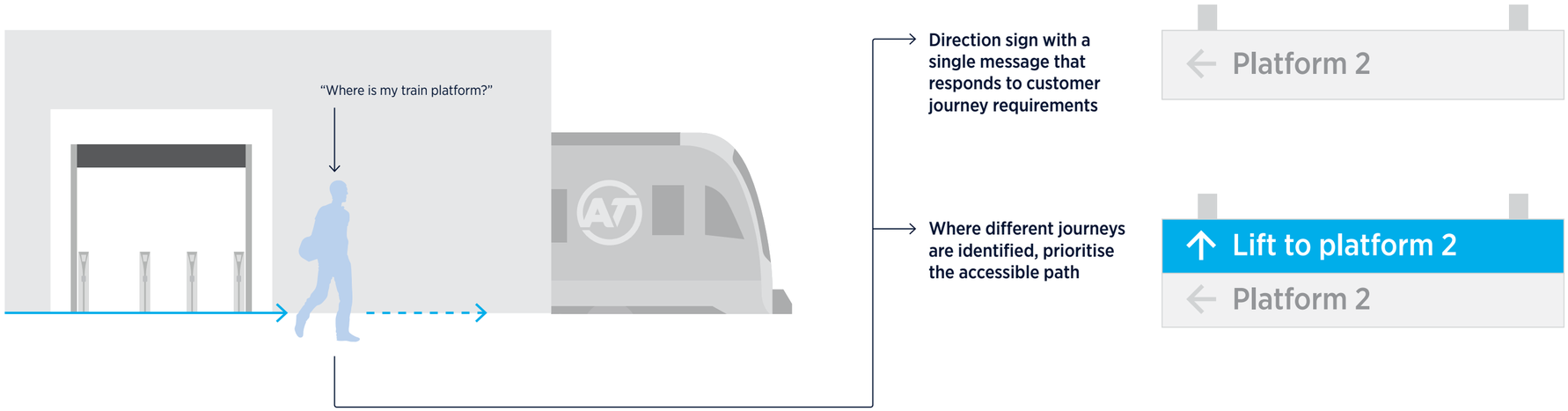
Selecting messages from the same level

If we have a number of messages that are at the same tier in our hierarchy, we always refer to the question the customer is asking in our customer journey map. Selecting the right message for a sign can is easier when we imagine being that customer and understanding what they may need at that point.

Multiple customer journeys

Often we are signing for a number of frequently travelled customer journeys. Where we are required to respond to competing journey needs, we prioritise the universally accessible journey.

Always ensure that signs respond to identified customer needs



4.3 Assigning sign content

Progressive disclosure

The right information at the right time

We cannot place every message in a glossary onto every sign. While physically impossible, it would also introduce far too much information for any customer to digest.

We split information across the customer journey, thus disclosing information in a logical progression—*progressive disclosure*. Messages are revealed only when relevant to a particular point in the journey, rather than all at once. For example, platform numbering is referred to only within a train station, not on the approaches, where platform choice is not yet relevant.

Modal considerations

Different modes have different requirements for progressive disclosure. Strategies may also change across sign type—for example, regulatory information is dependent on whether a sign is placed in a paid part of a train station. The requirements for different progressive disclosure strategies will be introduced in the relevant modal chapters.

Progressive disclosure within the message

An address can be used directly as a sign message, such as ‘Clark Street’. It can also form a part of a sign message, such as ‘Way out to Clark Street’.

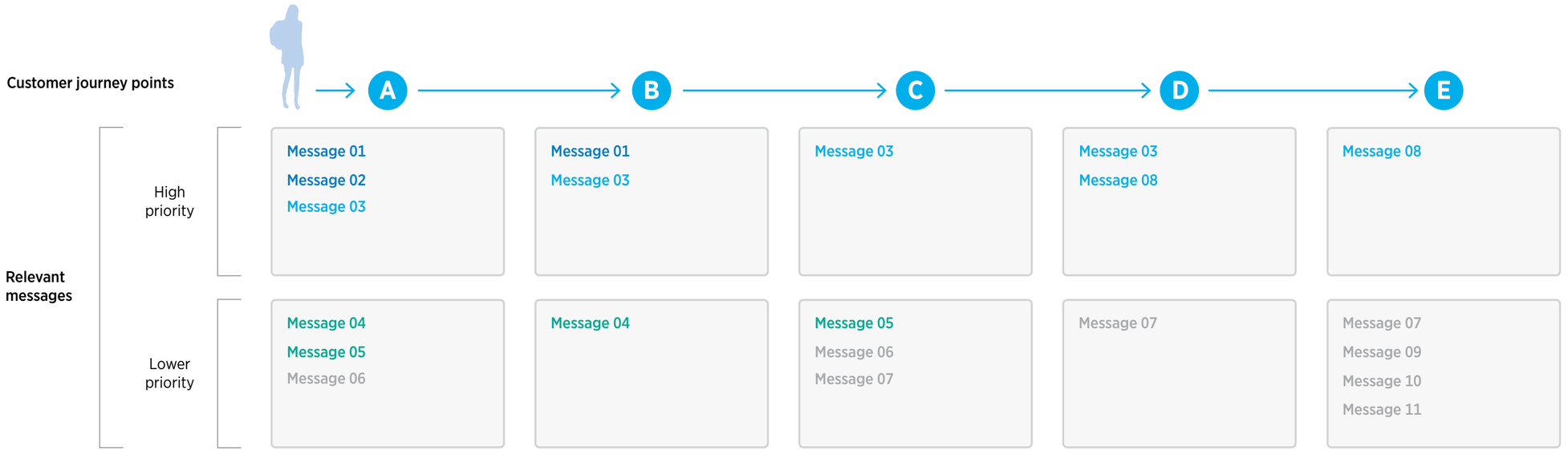
There are other instances when the message expands to include the whole address—this expansion is a form of progressive disclosure. For example: at the gateline of a station we can direct to ‘Buses’; near the station exits we expand to ‘Buses on Clark Street’; and at the station exit this evolves to ‘Buses on Clark Street’ with supporting customer information: ‘Service 18 towards City Centre’.

Practical consideration: Some messages will be left off signs

As alluded to earlier in this chapter, message hierarchies can manifest on signs through sign content selection. If space on a sign is limited, lower ranked information may be removed from the sign or given a lower priority graphic treatment, clearly communicating the information needed at particular journey points for customer decision-making. These strategies change across modes and will be introduced in the relevant modal chapters.

Accessible pathways

By aiming for high-tier information to be displayed along accessible journeys, we can design for inclusive access without needing to provide accessible pathway information separately.



4.3 Assigning sign content

Diagrammatic tools

There are a number of procedural or logic-based diagrammatic tools that can be developed to help define and apply content to signs.

Both schematic and geographic maps can be used to help define sign content using an agreed-upon glossary of messages.

Destinations within a tiered hierarchy —as illustrated in section 4.2—can be allocated on a map alongside potential or recommended pathways. Tiered destinations can then be counted-off from any point on the map to provide all the possible directional content that might be required for given directions. That content can then be rationalised using progressive disclosure principles, as illustrated on the previous page.

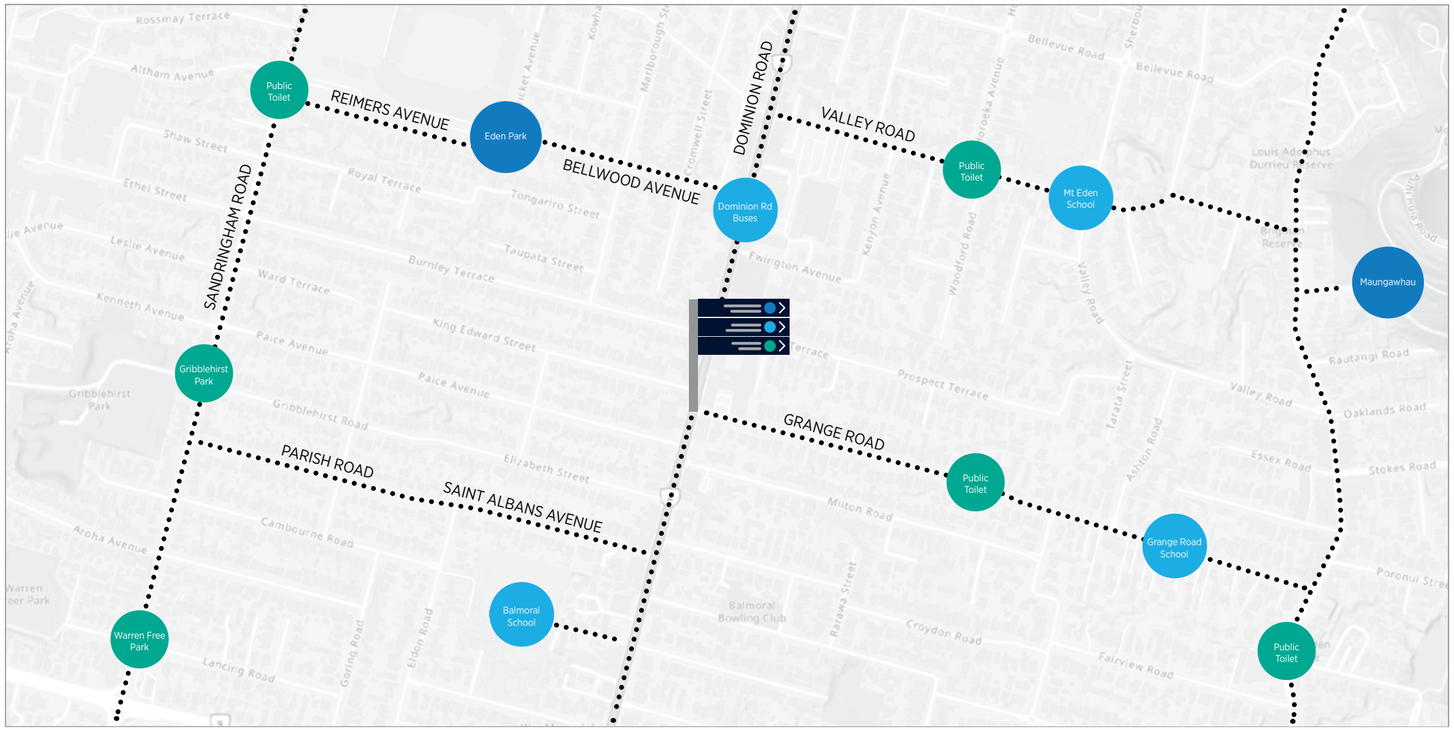
In the example below:

A sign pointing east from the corner of Dominion and Grange Roads might include Maungawhau, as a landmark to help orient a customer, Grange Road School, to offer a local navigation reference, and flag the nearest public toilet to the sign, on Grange Road.

Procedural diagrams offer assistance at multiple stages during a programme of work:

- They can be circulated to provide an agreed understanding of destinations and pathways.
- They provide a basis for proofing accurate progressive disclosure rules.
- They help explain addressing decisions to stakeholders and clients.

Map illustrating how tiered destinations can be applied to locations and used to procedurally generate sign content



Tier 1 destinations:
Destinations that help orient customers in the environment—E.g. major landmarks, large suburbs, significant infrastructure.

Tier 2 destinations:
Destinations that help navigation through the local area—E.g. transport facilities, local landmarks, retail precincts, schools.

Tier 3 destinations:
Important facilities and locations in the immediate local area—E.g. public toilets or other facilities.

Note: The relative tier and importance of individual destination types differs by mode and context. Examples provided here are illustrative only. See the relevant mode chapter for more detail on destination heirarchy.

Map is for illustrative purpose only and not accurate to location

4.4 Detailing addresses

Distances

Distance maps and matrices are catalogues of distance information for a wayfinding project.

A distance map records customer journey segments and their distances. They may be drawn for any sized area of interest: a network of regional roads, an exterior precinct, or an interior building plan.

A distance map contains:

- Nodes referring to points where journey segments split or where there is an address used in the wayfinding.
- Segments displaying customer movement pathways. Additional layers of information may be shown on the same distance map, such as accessible pathways, hills, gradients, or pathway surfaces. Depending on context, these may require a separate map.
- Numbers along segments record the segment length in metres. We aim to document distances as accurately as possible and then round numbers up later if needed.

To find the distance between any two nodes on the map, simply add the distances along the connecting segments.

Distance Matrices

The information from a distance map can be summarised into a distance matrix for reference without needing to recalculate intermediate segments.

A distance matrix contains:

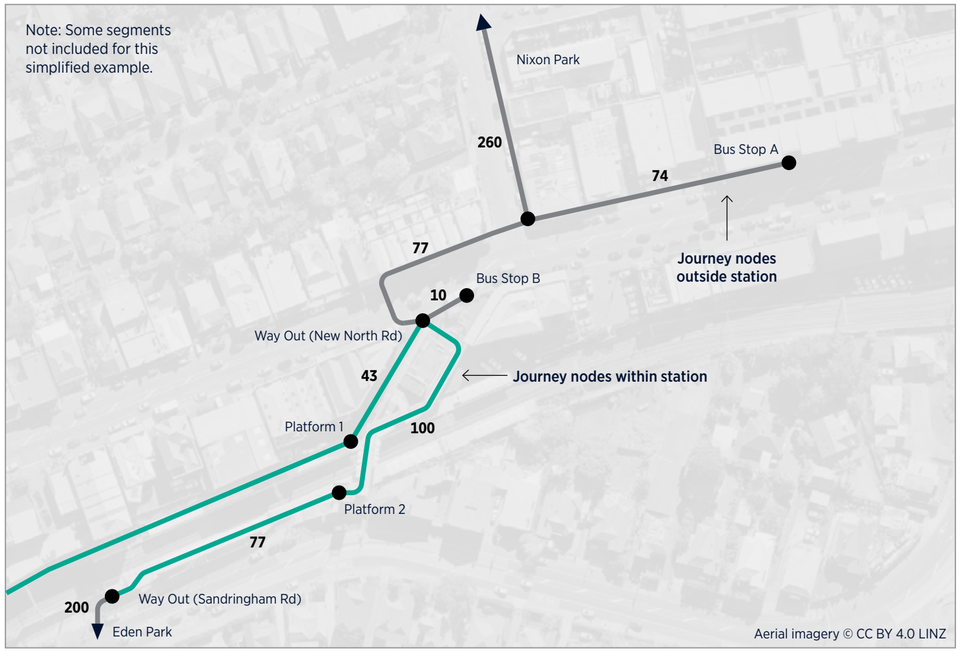
- Rows and columns listing addresses in the wayfinding glossary.
- Cells containing the end-to-end distance between addresses. There may be multiple potential routes between addresses, so ensure that the value is calculated from the route that will be signed.

If distances depend on direction of travel, both triangle halves of the table could be used. Otherwise, it is only necessary to populate one half.

Not every cell may need to be populated within a distance matrix, as some end-to-end journeys might never appear on signage.

Distance maps and matrices can be used to define both physical distance and travel time.

Example of a distance map showing distances between key nodes in a station precinct



Distance matrix, allowing quick cross-reference of distances between key nodes (as shown on map)

	Bus Stop A	Bus Stop B	Platform 1	Platform 2	Way Out (New North Rd)	Way Out (Sandringham Rd)	Nixon Park	Eden Park
Bus Stop A								
Bus Stop B	161							
Platform 1	194	53						
Platform 2	251	110	143					
Way Out (New North Rd)	151	10	43	100				
Way Out (Sandringham Rd)	328	187	220	77	177			
Nixon Park	334	347	380	437	337	514		
Eden Park	528	387	420	277	377	200	714	

4.4 Detailing addresses

Measurement considerations

A walk or ride around a major intersection or station precinct might have a variance of hundreds of metres depending on how the distances are measured. For a carer pushing a wheelchair or a tourist with two large suitcases, these differences could influence route choice or even make a pathway seem inaccessible.

When determining distances on wayfinding signs, several considerations come into play to ensure accuracy and usability. The level of accuracy on signs is dependent on customer needs. For example, signs for private vehicles may not require the same level of precision as signs for bicycles. A kilometre in a car may not be significant to the overall journey, but it could deter a cyclist from making the trip entirely.

Measuring distances and placing nodes

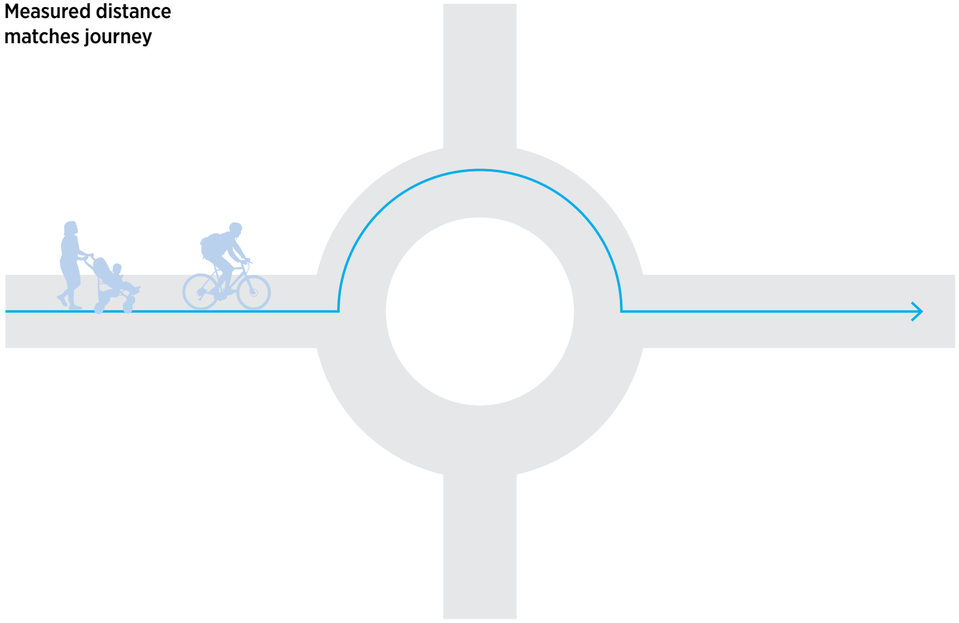
There is a trade-off between efficiency of wayfinding delivery and accuracy of distance information. When developing a distance map or matrix, consider the customer journey and distances involved.

All distances on signs will need a level of rounding to be useful. Greater distances require less accuracy—errors are likely to be rounded out—but smaller distances require more accuracy. In general, it is best to round measurements upwards so that a journey isn't under-estimated. Ensuring accuracy for smaller distances requires finer-grained nodes and segment definition—inaccuracies in measurements can compound over the length of journeys. For more information on rounding distances, see the relevant mode chapter of *the Design Code*.

Time vs distance

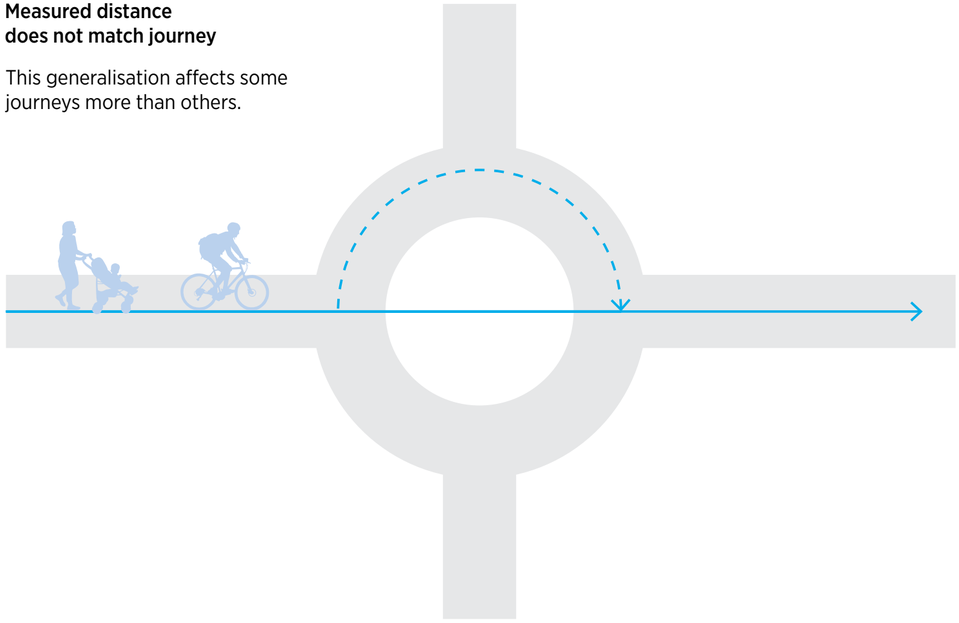
Signs are addressed using distance-to-destination as the more accessible and less subjective measure. Time as a measure for travel can be affected significantly by circumstances such as traffic-light timings or differences in accessibility. See relevant mode chapters for more on where time may an appropriate measure to destinations.

Measured distance matches journey



Measured distance does not match journey

This generalisation affects some journeys more than others.



4.4 Detailing addresses

Pictograms

Pictogram symbols serve as invaluable tools for enhancing comprehension of signs and customer information. Importantly, they transcend language barriers, which makes them a universally useful solution.

Symbols are intuitive visual representations that can help our customers with navigation and journey planning. We can lead with a symbol in high speed areas where customers have limited time to understand a message. In places where there is more time to read, we follow a message with several pictograms to convey rich detail in the features of an address.

We have built a library of easily interpreted symbols, thereby streamlining communication and reducing ambiguity. Whether guiding individuals through intricate transportation networks or navigating sprawling architectural complexes, the incorporation of pictograms ensures accessibility and inclusivity, fostering a customer-centric approach to spatial orientation and navigation.

International vs local

We design clear and simple pictograms, employing universal symbolism when appropriate. We also ensure that our pictograms reflect Auckland when there are local differences. For example, a topiary tree may not be the best representation of our regional parks' flora.

Standardising pictograms

We have designed a graphic standard and guidance for creating new pictograms—See *Chapter 7 Visual Elements*.

We arrange our pictograms in a consistent way so our customers can quickly scan them when they are under time pressure. Our graphic arrangement depends on the mode of travel, as it requires different treatment depending on the amount of time a customer has to read pictograms.

For pedestrian signs, pictograms work as bullet points and help separate messages. In copy, we use a single bullet point for an idea. On signs, we aim to lead with a single pictogram per message. We are careful not to overcomplicate our messages with pictograms. If there is an address in the message, we try to use a single pictogram to convey that address. A single pictogram can be very quick to digest, but clarity is lost when they are combined, and they are less effective for wayfinding. Often, the arrow and the pictogram are all a customer needs. When we do not have room for full messages, the arrow and symbol can be enough for the customer to continue on their journey. This approach is often used for signs that are confirmation points on their journey. These signs are often referred to as 'breadcrumbs'.

When customers have more time to understand a message, we can follow it with a group of symbols. This can help to provide more detail about the features of an address. There are several ways pictograms can be used, and their arrangement with a message can be specific to the mode. See relevant mode chapters in *the Design Code*.

Pictogram examples

Bus Train Ferry

Leading pictogram

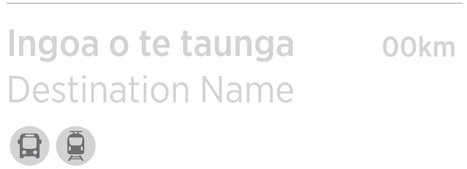
Supporting a quick decision with a single message

Leading pictograms

Bullets separating information for quick decisions

Following pictograms

Supporting information with rich details



5

Ngā mātāpono whakatū tohu
Sign placement principles

This chapter provides specific insights into the physical allocation and placement of signs within the transportation environment.

By addressing factors like legibility, accessibility, visibility, safety, and clutter management, this guidance empowers document customers to strategically position signs to maximize their impact and utility for end customers.

5.1 Legibility and visibility

Overview

We carefully consider how signs sit within the environment. It is important to understand how adjustments to position and orientation can improve a sign's visibility and legibility.

Where will a viewer see a sign from?

First, one must understand the predominant distance and angle from which a sign is viewed. Then we work through possibilities for improving its legibility and visibility.

Is there adequate background contrast?

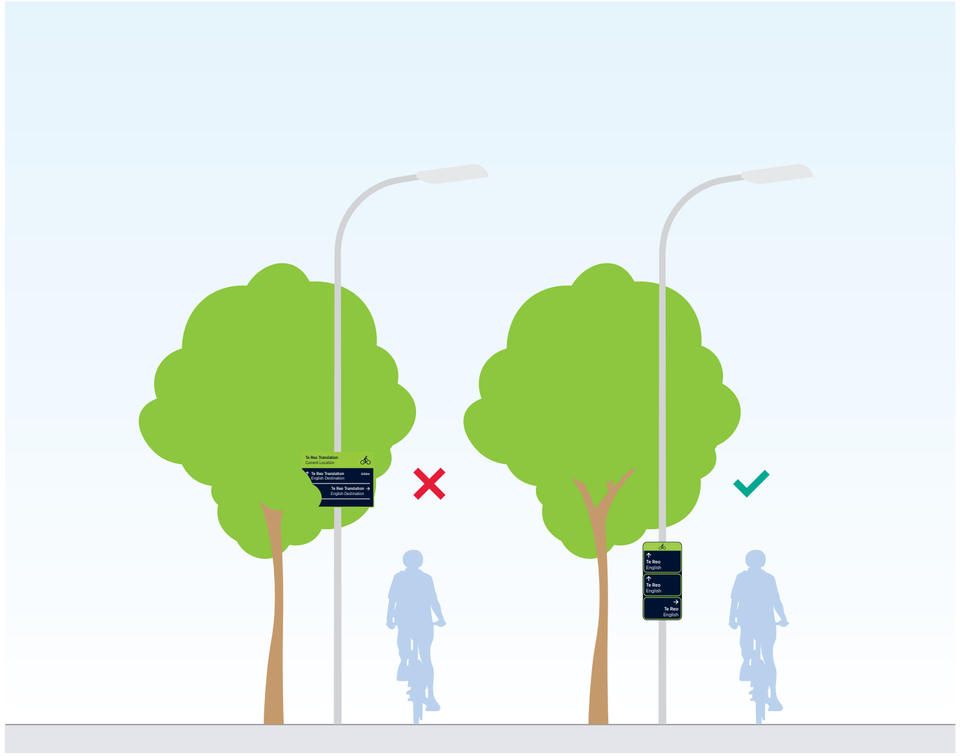
A sign's visibility be improved by:

- Adjusting the sign's position
- Adjusting the environment (with maintenance of vegetation or changing a wall colour)
- Adjusting a sign's background colour (if the sign type allows for this adjustment).

Is the sign legible when it needs to be?

A sign's legibility can be improved by:

- Positioning signs in illuminated areas
- Illuminating signs
- Positioning signs to avoid glare
- Positioning signs to avoid dark or shaded areas.



5.1 Legibility and visibility

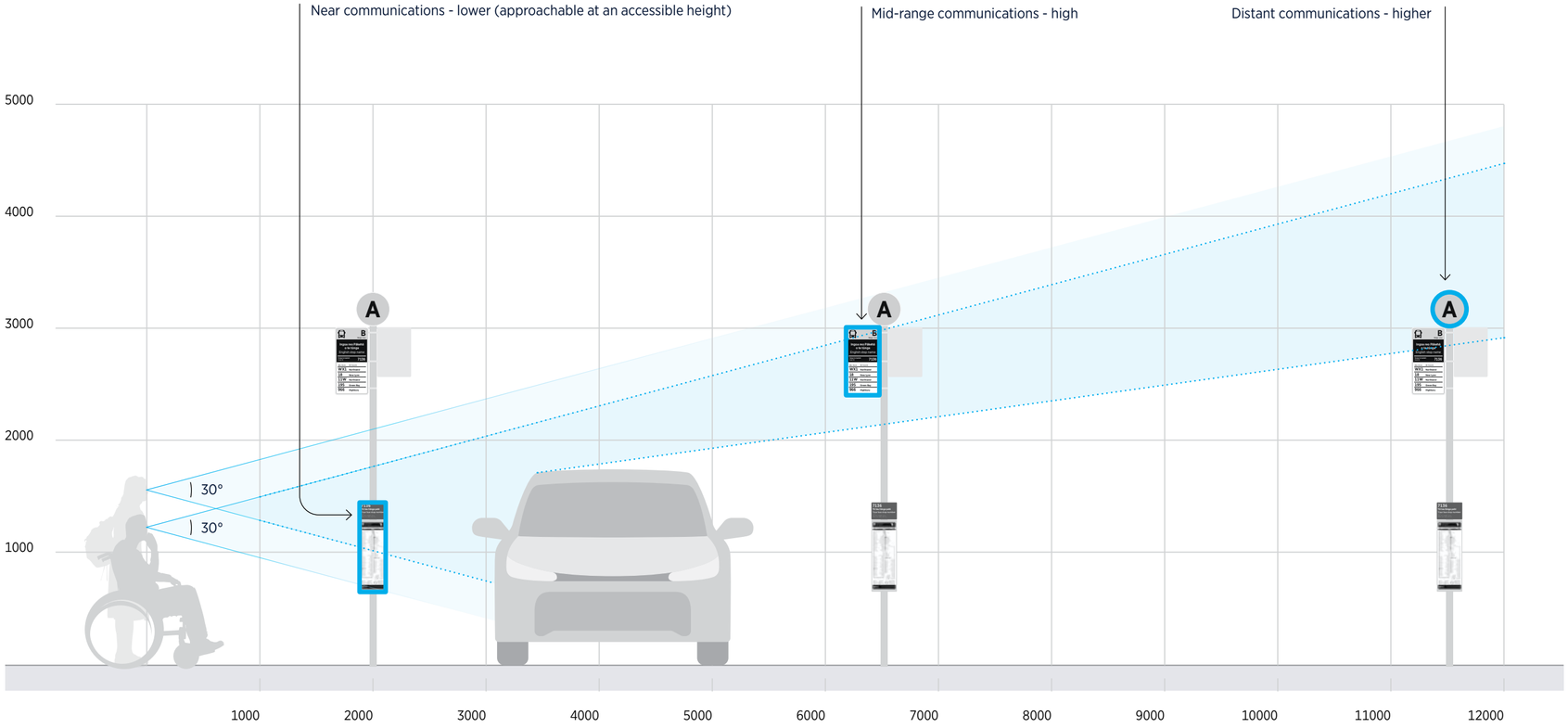
Viewing distances

We use viewing distance as our basis for deciding the size of text. A person with average eyesight must be able to easily read the text at a specified viewing distance.

We always take into account the height at which our communications are placed.

Larger type is required for information that needs to be seen from further away. Text that is viewed from a distance often needs to be positioned higher so it is not obstructed by people or vehicles.

We can use smaller type sizes when communications are approachable. This text should be placed lower in order to be easily read. We place these communications at an easy viewing height for wheelchair based customers because other customers have the capacity and option of bending down if they wish to read smaller text.



5.1 Legibility and visibility

Information heights (datums)

Here we explore various sign types encountered throughout a customer journey, emphasising the dynamic environmental factors that influence their effectiveness. Amidst bustling and busy urban settings, we need to place large signs high enough to avoid being obscured by vehicles like buses and trucks.

We place signs at consistent heights through our transport hubs. This enables our customers to learn, and therefore come to expect where the signs they need will be located. This reduces the task of 'finding signs' so our customers can concentrate on sign content—getting the directions they need to complete their journey.

We place universally accessible signs according to the Building Code and Blind Low Vision NZ guidance. Inclusion is one of our core principles, so it is important to place these signs correctly. Many customers cannot use visual cues to find signs.

1. The ideal height for identifying AT Transport facilities from a distance, when approaching from the surrounding precinct. Transport nodes within big box shopping areas may need to be higher to be visible.

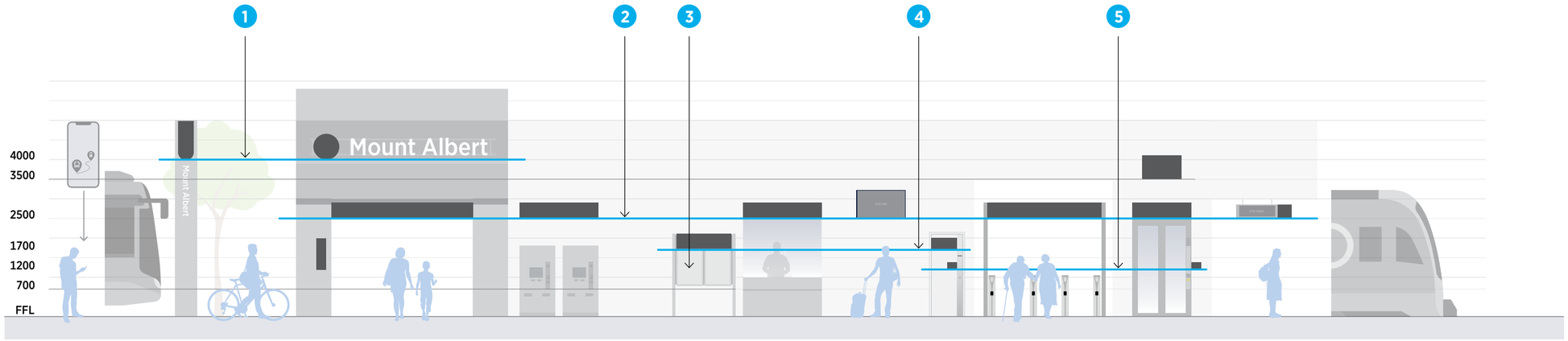
2. The ideal height for signs viewed from afar that are directly above entrances or within a transport hub.

3. We make sure that detailed information with smaller text is approachable. We ensure our customers can get near enough to read our information.

4. The ideal height for signs viewed from a medium distance within the precinct or transport hub.

5. This height is used consistently for accessible signs that use tactile text and braille. Please refer to *NZS-41212001* and *Accessible Signage Guidelines: Braille, Tactile and Clear Print Fifth Edition (2018).*

Where to position signs in an environment



5.2 Sign placement

Aligning touchpoints to journeys

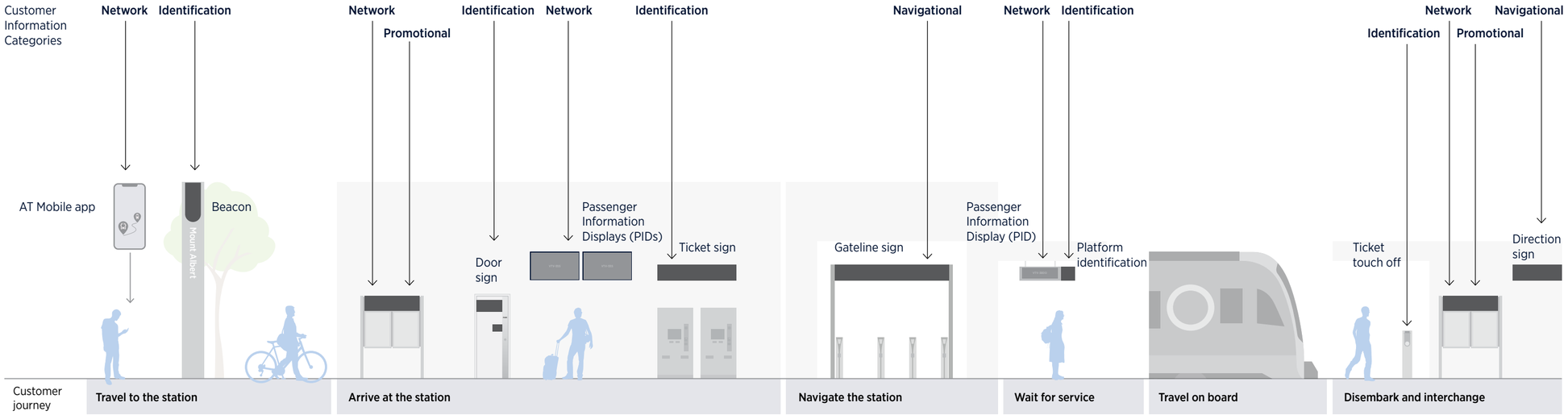
We place signs and information in-line with common customer journeys. First we think about customer needs along their journey. Then we place touchpoints where our customers require them. We group touchpoints in consistent zones. This helps customers anticipate where the information they need.

We use customer personas to understand customer journeys. Our customer personas are developed after we complete journeys with existing customers. We compile common needs and pain-points to build personas. Once we have developed these personas, we can draw customer journey maps for them. These maps show us where we should place touchpoints to enable easy journeys.

A customer journey always starts with network awareness, prior to the need to go somewhere.

In this train journey example, touchpoints are highlighted. We always place touchpoints to resolve a customer need, in the most efficient and inclusive way possible.

Train journey example



5.2 Sign placement

Placement and orientation > 1 of 3

Placing large signs in the precinct

Beacons are used to identify public transport hubs from afar, within their precinct. We optimise their position and orientation so both pedestrians and drivers can easily identify an approach path. The main function of the sign is marking an entrance to a transport hub.

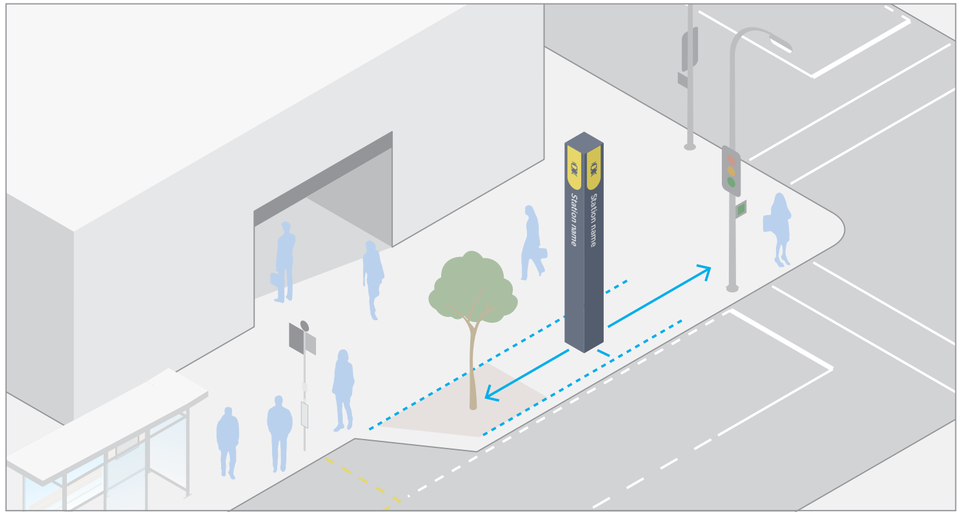
We make sure there are clear sight-lines from footpaths and roads. We avoid positions where vegetation could obstruct the sign and ensure they do not obscure traffic control devices for drivers or pedestrians. Where a beacon is used to hold customer information, it must be approachable and free from clutter.

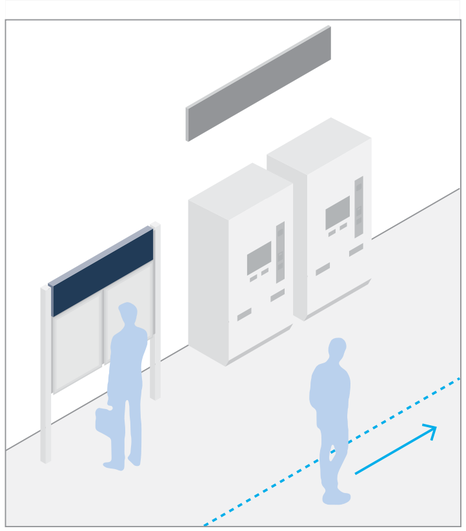
Co-locating signs near station entrances

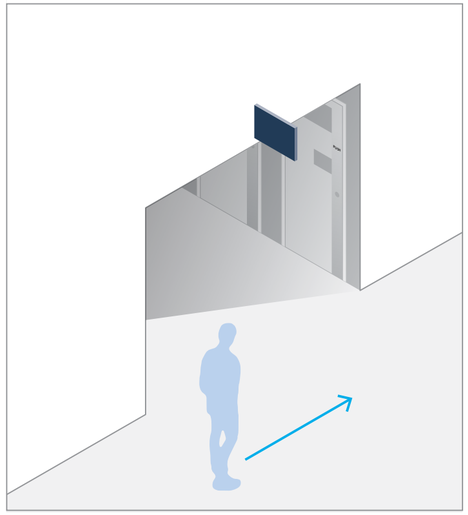
For passengers entering a train station, we place information cases on the left. This location should contain train network information. Ideally, they should be near ticketing assets so passengers can understand what fare is required for their journey.

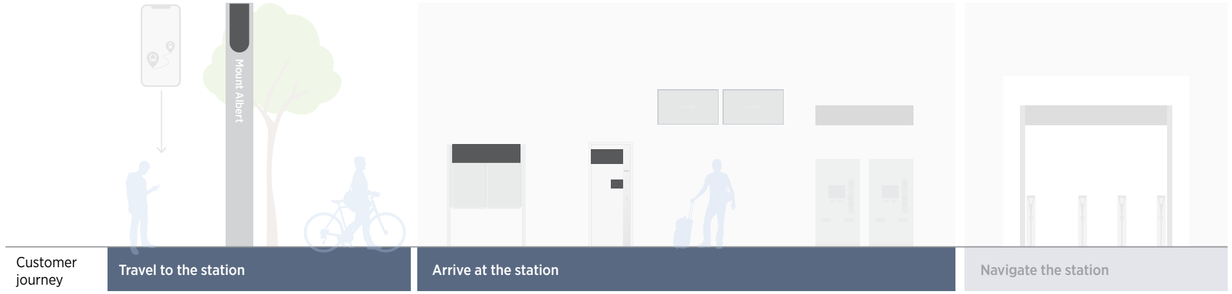
Marking hidden facilities

Toilet facilities often require signs that project perpendicular to the passenger pathways. This means the sign can be seen when the facilities are recessed or at the end of a corridor.









5.2 Sign placement

Placement and orientation > 2 of 3

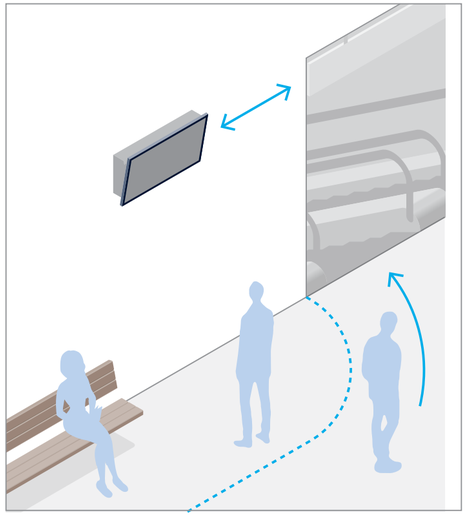
Detailed information and high flow areas

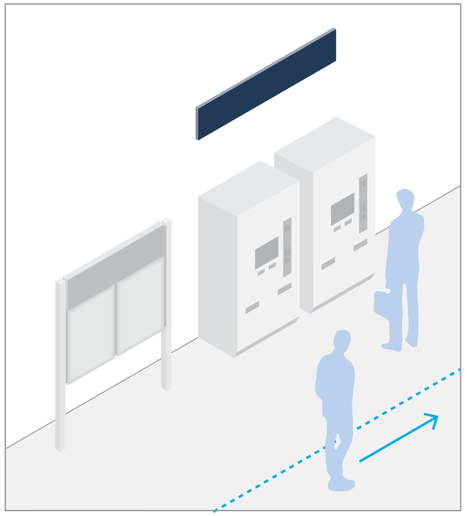
We orient Passenger Information Displays (PIDs) towards the pedestrian traffic flow. They should be placed near flow, in clear view. We provide a waiting space adjacent to the PIDs so customers can stop without blocking the flow.

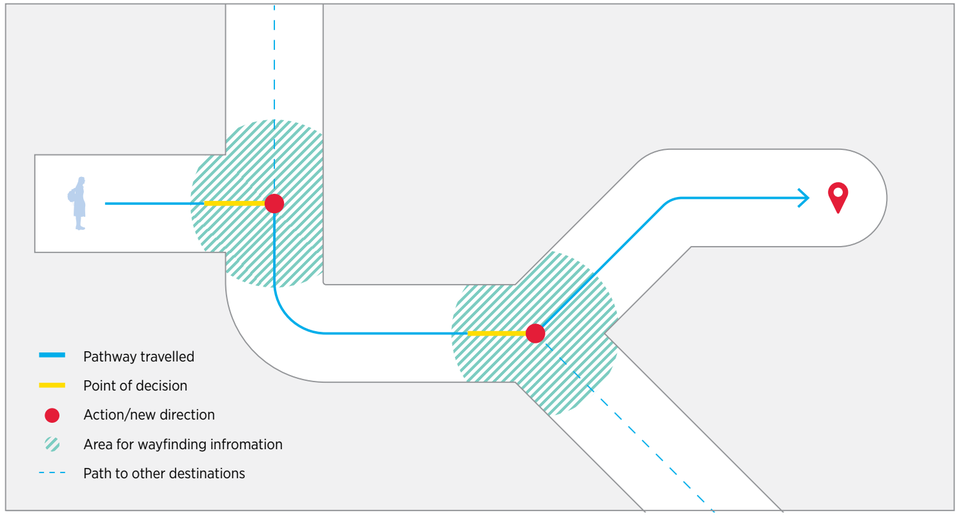
We locate ticketing assets and their signs near station entrances. They are placed near network information so customers can plan their journey and purchase the correct fare. Ticket identification signs should be placed directly above ticket machines in clear view.

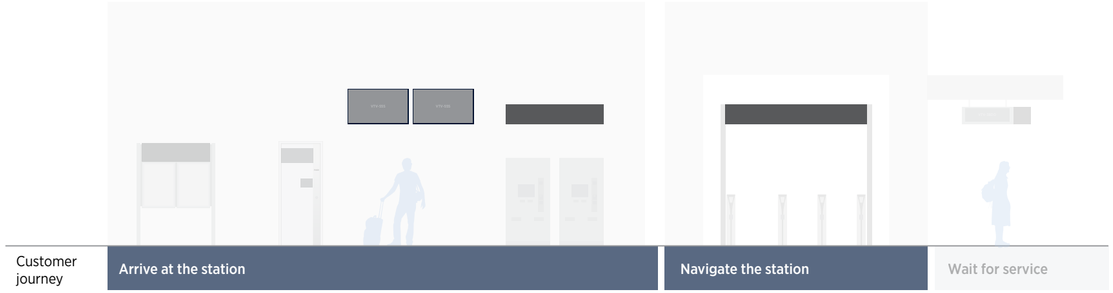
Decision points

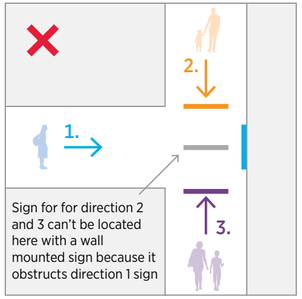
We place navigational signs near customer decision points. They should be oriented perpendicular to the pedestrian flow so they are not missed. Effectiveness and efficiency should always be considered when placing we position signs. These diagrams show the areas where navigational signs are effective and how to be more efficient with their placement and orientation. We should also be efficient with the sign content—see tools for limiting messaging in *Chapter 4. Wayfinding Fundamentals*.

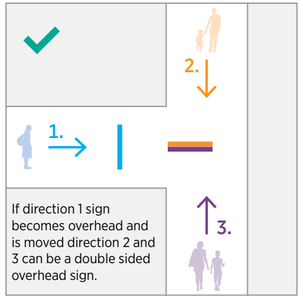












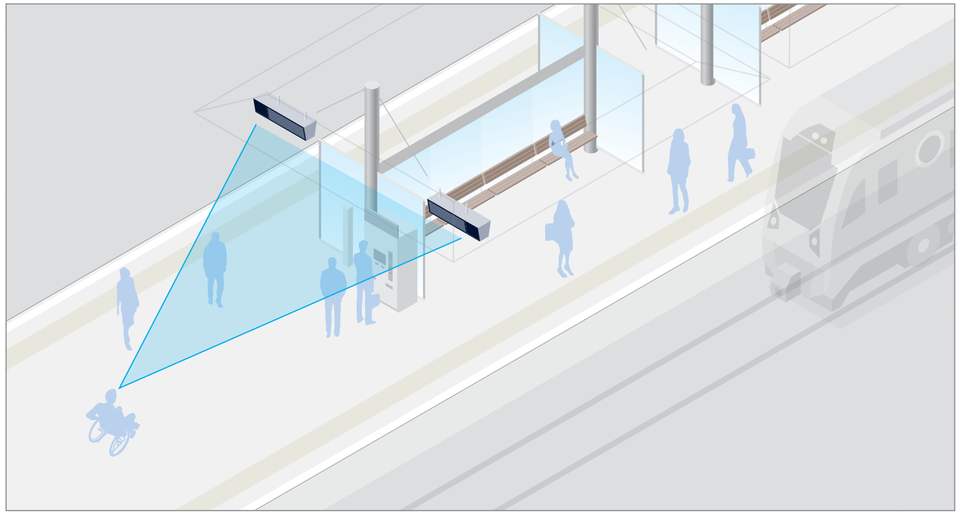
5.2 Sign placement

Placement and orientation > 3 of 3

Platform identification signs and PIDs

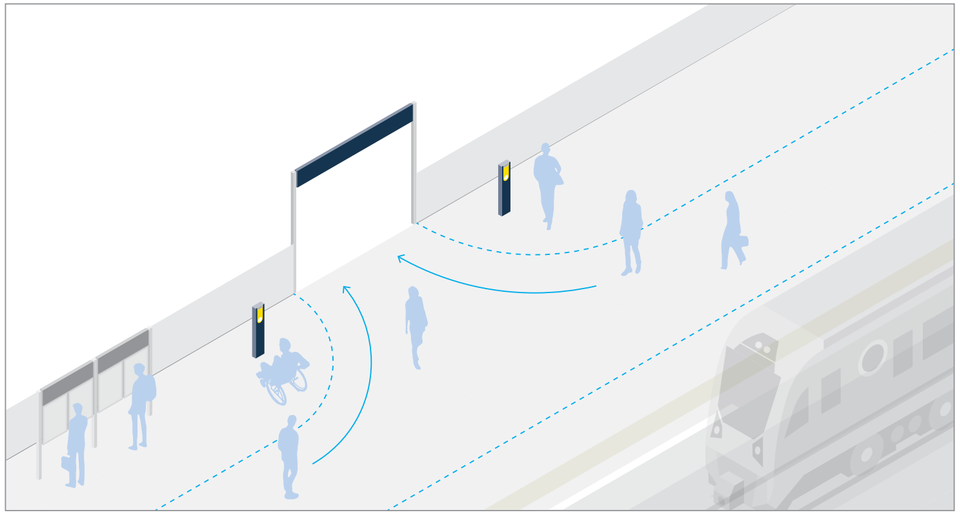
Signs that identify platforms or bus stops should be perpendicular to the path of passengers as they approach. These signs may need to be projected from a wall above the path. If they are co-located with PIDs, they should both be perpendicular to passengers as they walk towards the platform or stop. PIDs should be in clear view and not be obstructed by glass returns or other signs. Accessible audio service buttons should be placed directly adjacent to the PIDs at a touchable height. Audio buttons should be consistently placed so customers with visual impairment can anticipate where to find them.

We ensure PIDs do not obscure the line of sight of closed-circuit television (CCTV) cameras. See *Coordination* later in this chapter for guidance on avoiding these obstructions.



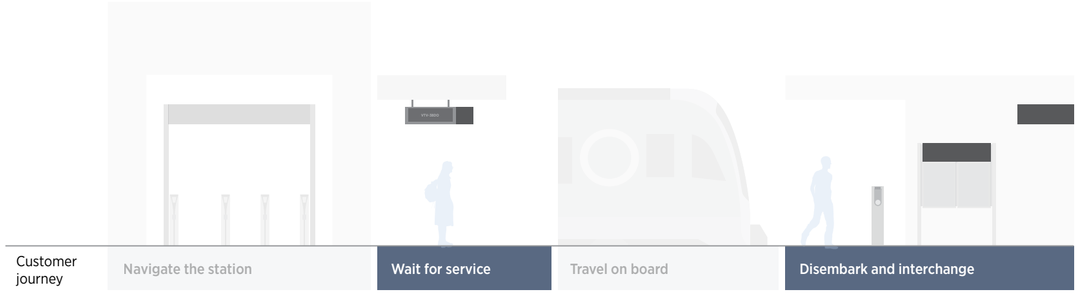
Tag on/off machines

Some of our smaller stations do not have gate-lines to control ticketing. We place freestanding tag on/off machines near entrances and exits and adjacent to the main pedestrian flows. Ensure free access on all sides to prevent bottlenecks or rubbish traps. When planning where to place these machines, it is important to consider the queue run-off and other uses of the space.



We place customer information relating to the train network on platforms. Information about other modes, we place near the mode they relate to and off platforms. For instance:

- Bus information is placed outside the station nearest the exit that serves the bus stop.
- Cycle information will be placed near cycle parking and connected cycle paths.



5.2 Sign placement

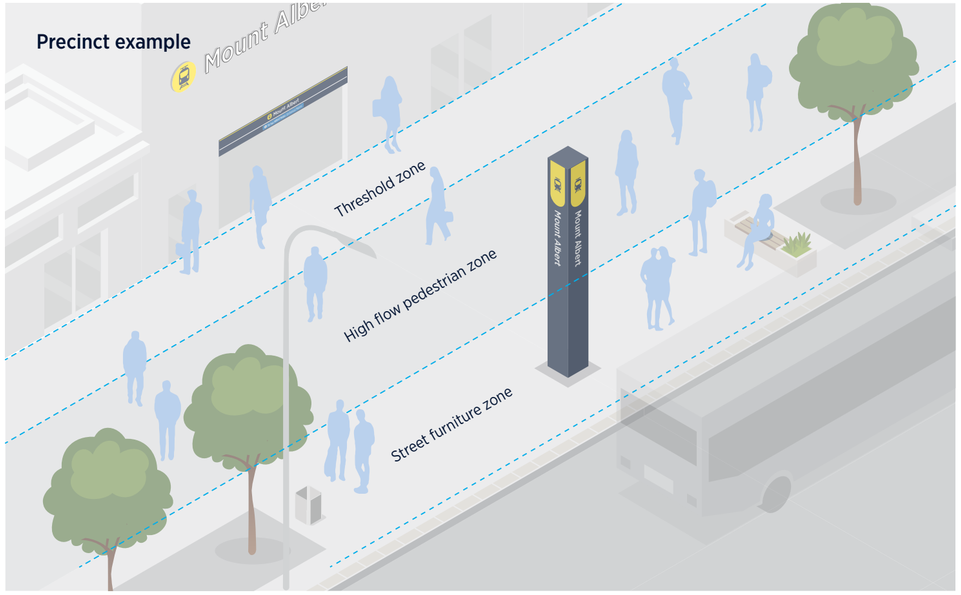
Placement zones

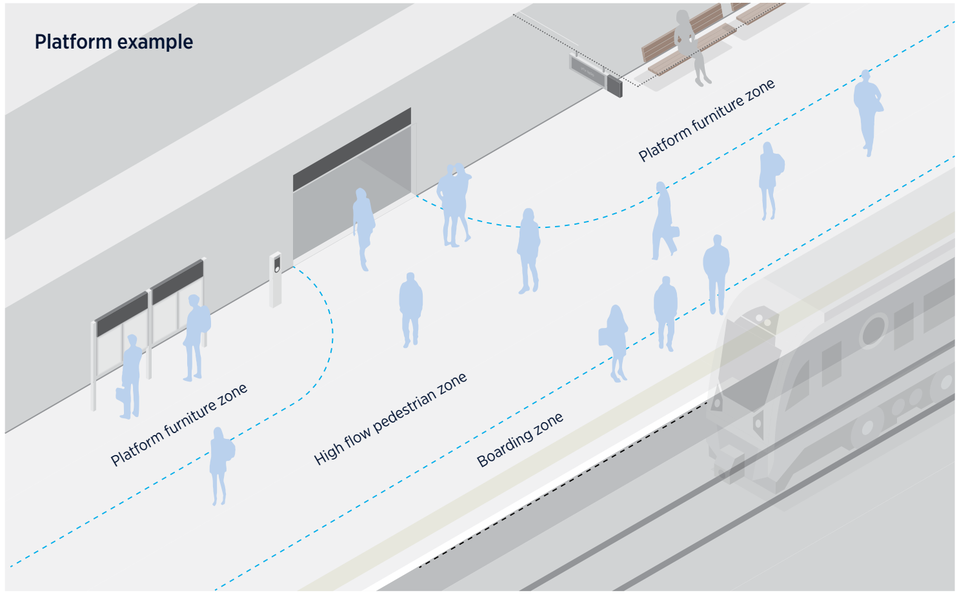
We use zones to define where signs are placed. Mapping zones with high pedestrian traffic flow helps us to provide information for our customers without obstructing their path.

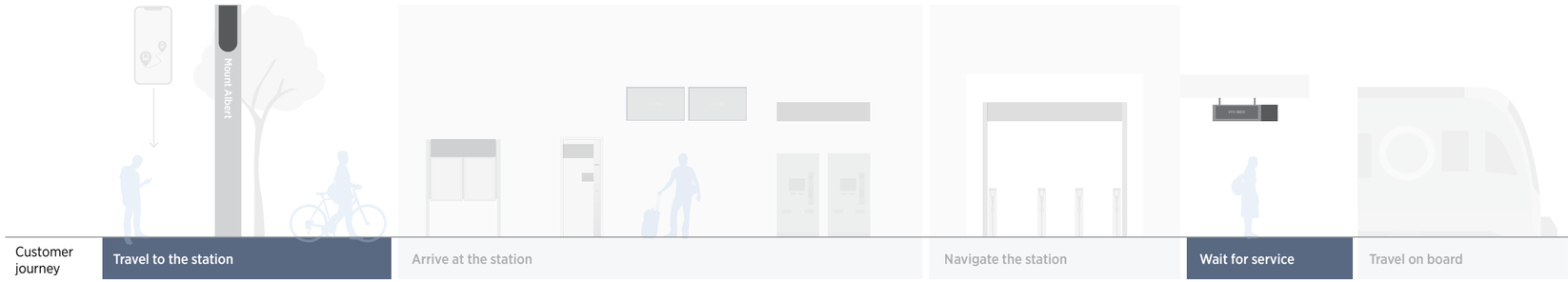
Once we identify fast pedestrian zones, we can locate slower, dwell spaces. We define sections in these slower zones for ticketing, waiting, and customer information. Detailed information that takes longer to comprehend, like network information, promotional collateral, and digital passenger information, is placed in these areas.

Larger freestanding assets, like ticket machines and help points, can be placed in slow zones so they do not hinder passenger flows.

There are a few slow zones where we avoid putting any freestanding signs or assets, due to safety considerations: for example, boarding zones for buses, trains, and ferries must be free of obstructions.







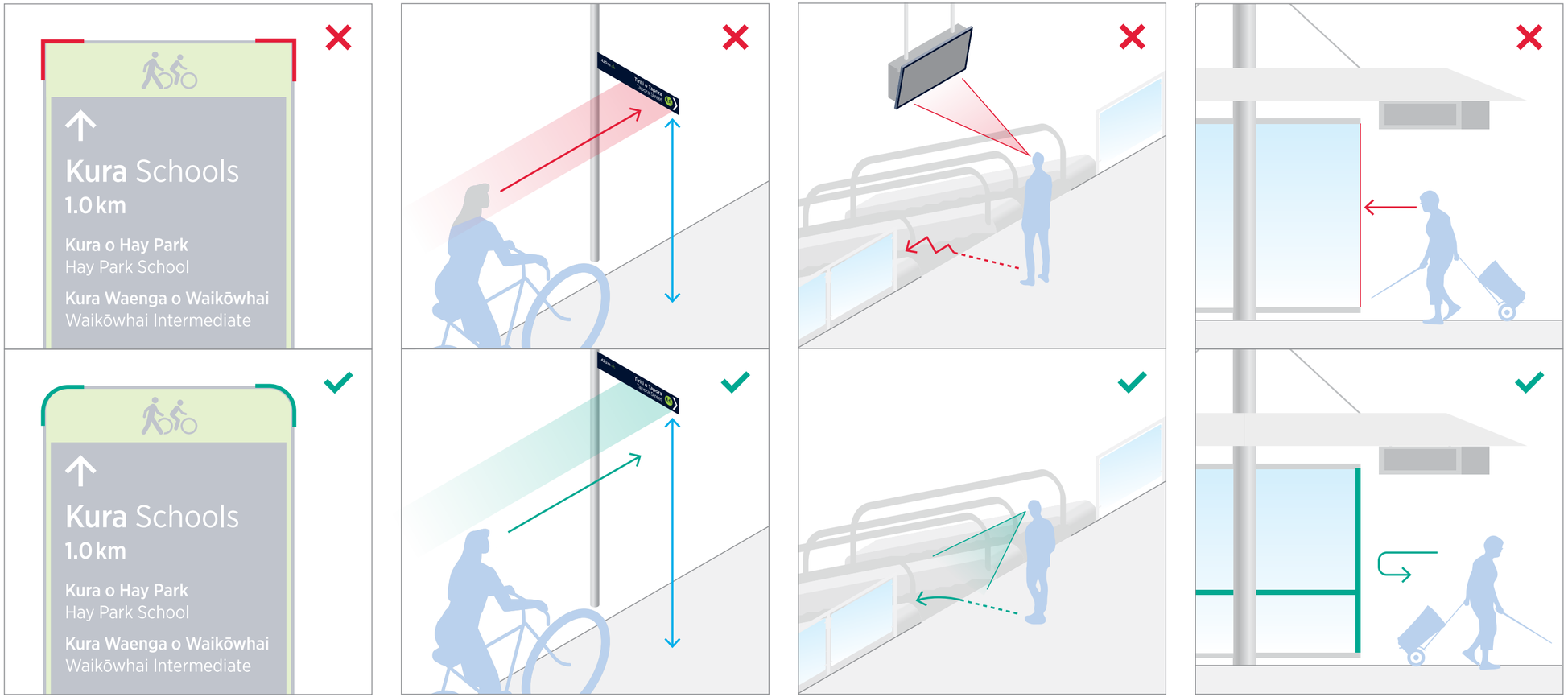
5.3 Safety

Architectural context

We consider the architecture of transport hubs and how they are designed to function. We use our signs to improve safety for customers, so we do not want our assets to be a hazard as well—unconsidered sign placement can create unintended safety issues.

Listed here are the most common safety issues resulting from dangerous products and unconsidered asset placement:

- Sharp corners on signs or their fixings can cause injury.
- Signs that are placed too low may project into the path of customers.
- Placing detailed information directly above stair or escalator access can create a dangerous distraction.
- Unmarked bare glass edges are a hazard for customers with a visual impairment.
- Entrapment or hiding places can be created by poorly oriented signs. See CPTED guidance in *Chapter 2. Understanding our Customers.*



5.3 Safety

Customer safety

Improperly positioned signs may inadvertently create entrapment or hiding spots. These concealed areas can pose security risks in public spaces. For detailed guidance on Crime Prevention Through Environmental Design (CPTED), refer to *Chapter 2: Understanding our customers*.

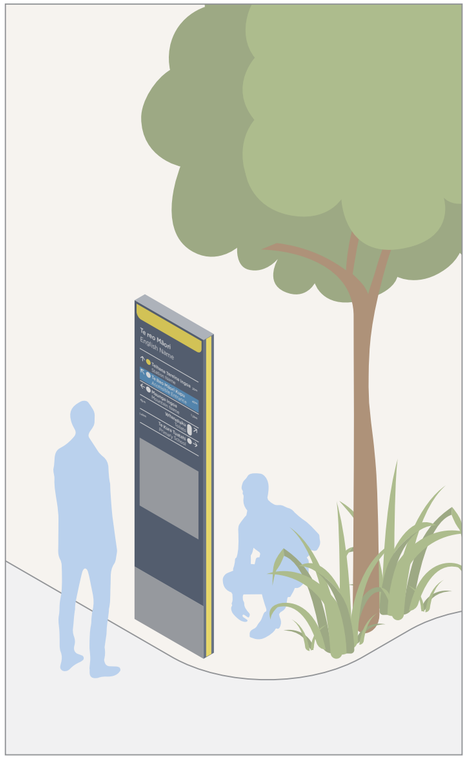
It is crucial to remove ambiguity over access to areas where there is danger to life. These zones must be clearly demarcated to prevent accidents and ensure public safety. By properly marking no-access areas, we minimise potential risk to the well-being of customers.

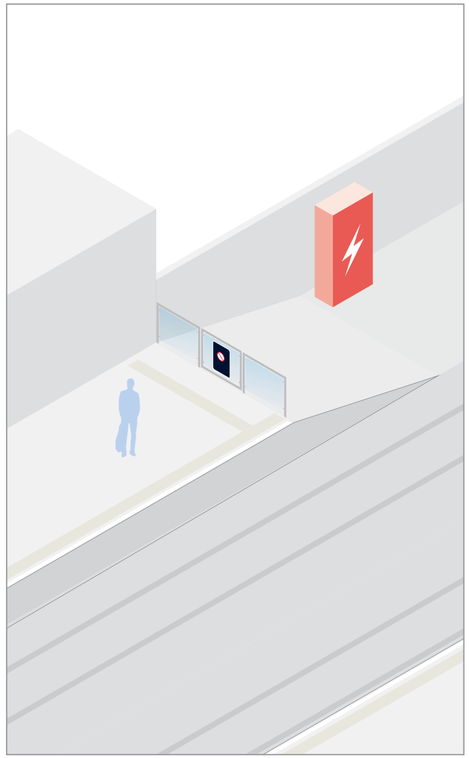
Inadvertently creating rubbish traps can occur when assets are positioned too closely together within a given space. This oversight can lead to cluttered areas where waste accumulates.

Rubbish traps reduce trust in our network by compromising the aesthetic appeal of the environment and hindering efficient maintenance. Additionally, they encourage pests to frequent facilities, which then require require additional resources to control.

Other common safety issues relating to signs and customer information:

- Unmarked dead ends and cul-de-sacs—use way out signs so customers can avoid them.
- Over signing—too many signs can distract customers from safely navigating the transport environment.
- Place signs in clear view—customers may risk their safety to see signs that are obstructed.





5.4 Clutter

How to declutter

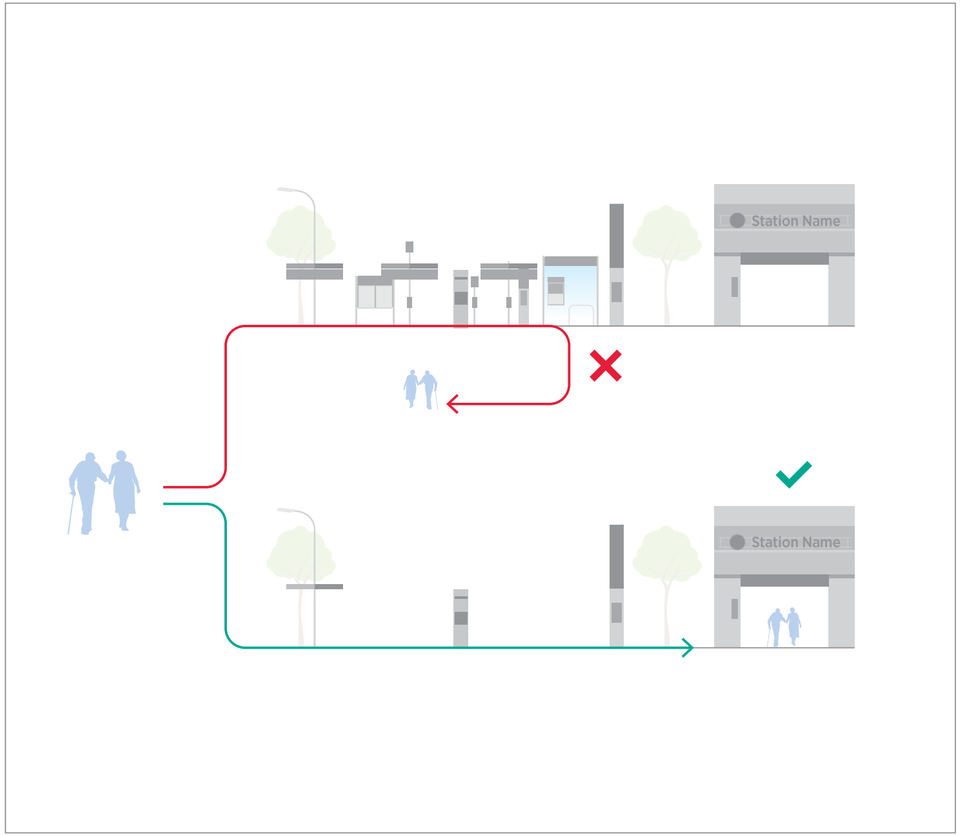
Busy urban transport environments are prone to clutter. Often, our assets are placed near commercial signs and advertising. Too many signs in an environment create visual noise for our customers; they then expend too much of their mental energy filtering out unnecessary information.

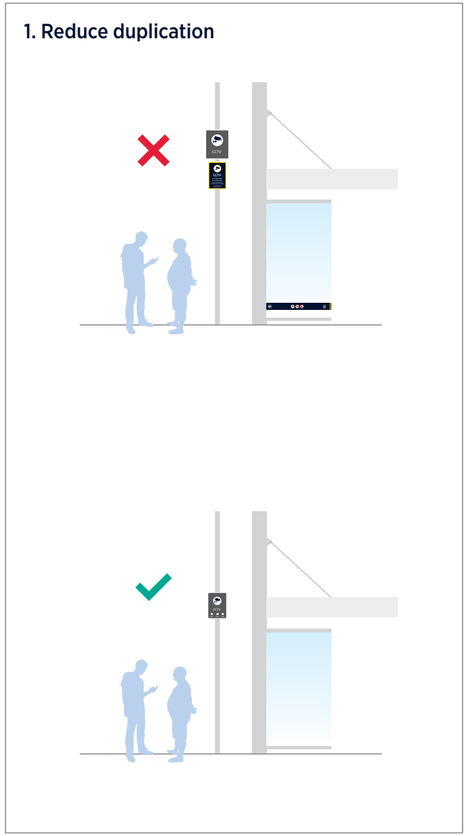
We efficiently manage the number of signs, as well as the signs' content, to clarify navigation choices for our customers. In this section, we outline some methods for decluttering our transport environment.

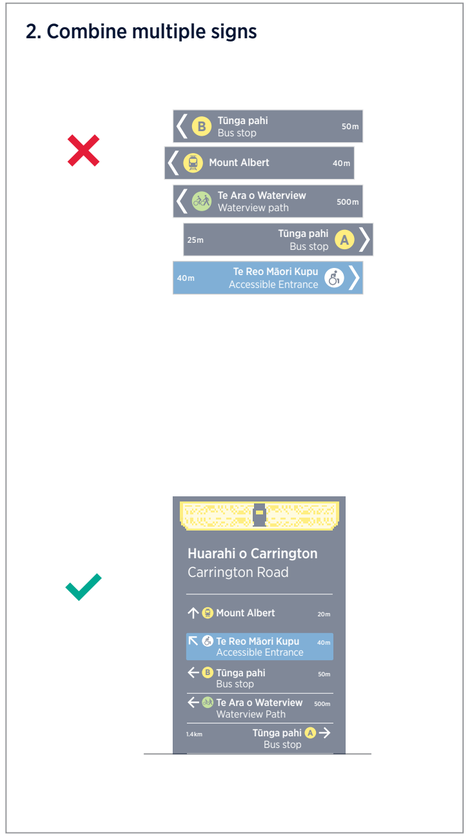
The diagrams below describe methods for reducing clutter in public places—thus supporting our principle of efficiency.

1. Reduce duplication
We combine signs with similar content. In some cases signs may have shared ownership. Auckland Transport and Auckland Council signs can be easily combined using group attribution.

2. Combine multiple signs
Sign types with single messages may be more efficiently conveyed by a sign type that can contain multiple messages.





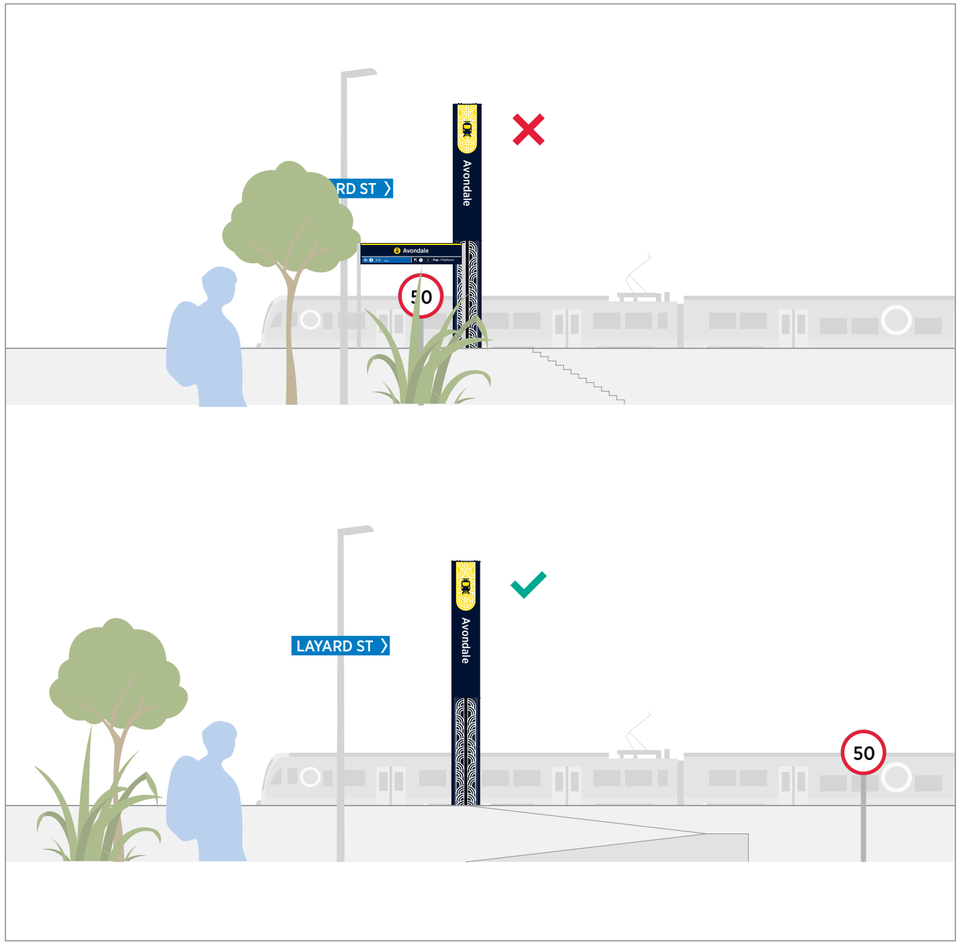


5.4 Clutter

Managing sight-lines

While we can improve the legibility of signs by coordinating their design, we should also consider the placement of our assets relative to other objects in the environment.

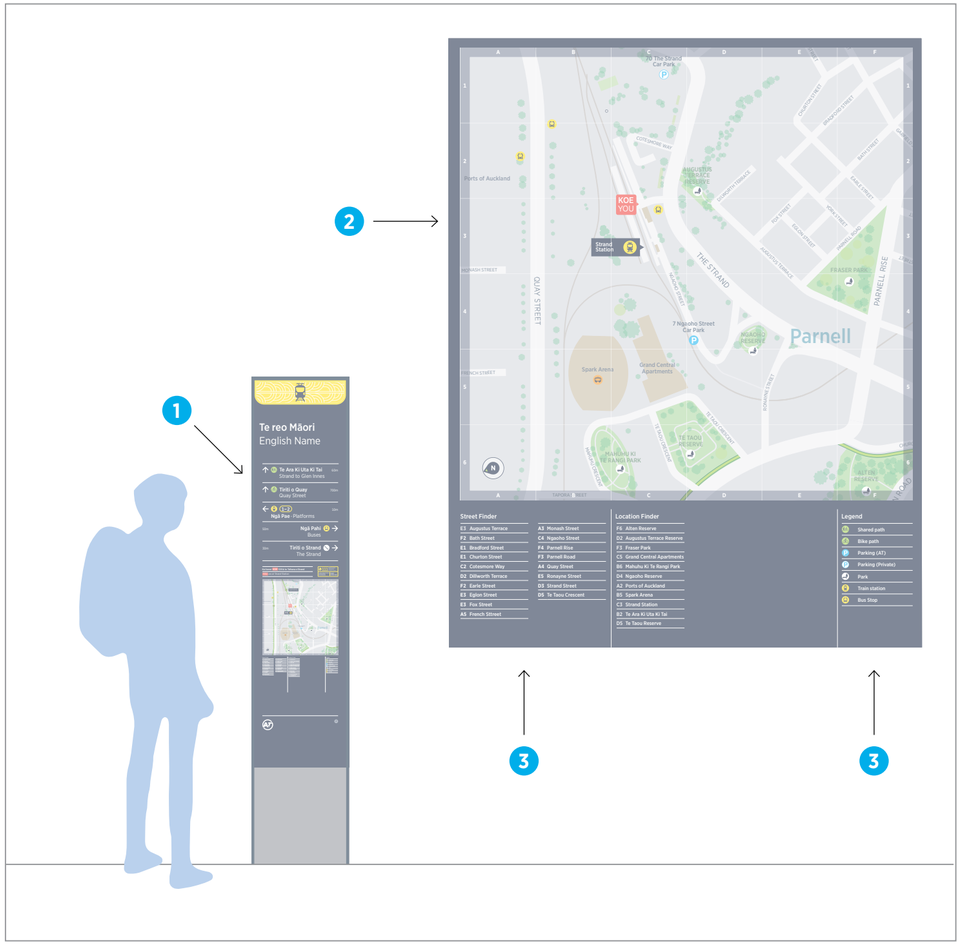
We work with other teams and organisations to coordinate our assets. During this coordination, we check the sight-lines our customers will use. In this way, we ensure our assets are not obscuring each other.



Simplicity in sign design

The decluttering of signs can extend to how we design the content that goes on them. This pedestrian plinth example shows how we can:

1. Rationalise directional content
2. Simplify map design to prioritise relevant content and remove less useful information
3. Reduce cross-referenced information on maps where items are self-explanatory



5.5 Coordination

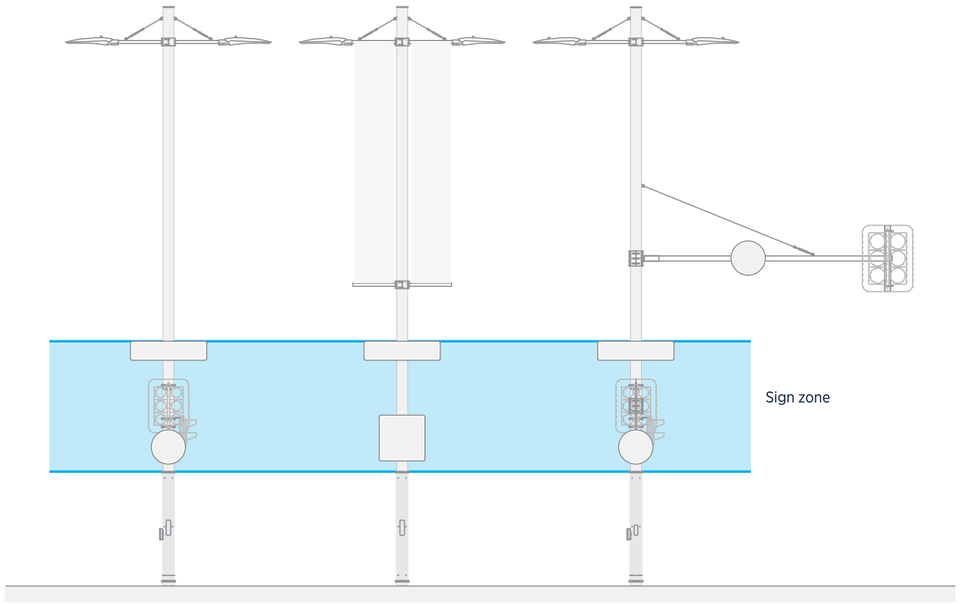
Efficient environments

We coordinate our wayfinding assets with other elements in the urban realm. It is important to understand where and how other items are placed in relation to our wayfinding assets. We make sure the items in our spaces are working together—for our customers.

In the road corridor we have multiple customers and organisations that are trying to provide an easy, safe environment for residents and visitors. To avoid clutter in these busy spaces, we coordinate and combine assets where we can. The mixed function pole (MFP) is an example of this kind of efficiency. Multiple organisations combine their assets on a single pole, which is more efficient than a pole for each one.

We always coordinate closely with other disciplines to avoid unintended outcomes. Thus, we make sure our wayfinding assets do not interfere with the function of other objects in public spaces. Listed here are some common disciplines we coordinate with:

- Architects
- Urban/Landscape designers
- Interior designers
- Lighting designers
- Intelligent transport system (ITS) designers
- Engineers (Transport/Civil/Structural/Electrical)
- Drainage
- Geotech

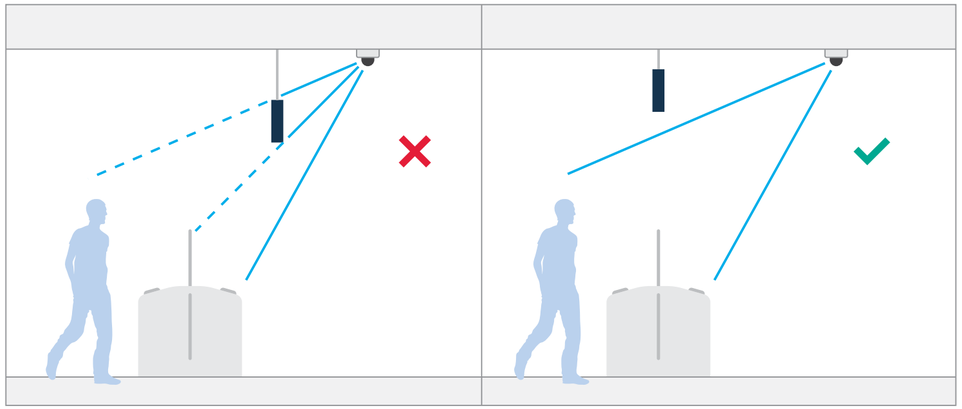


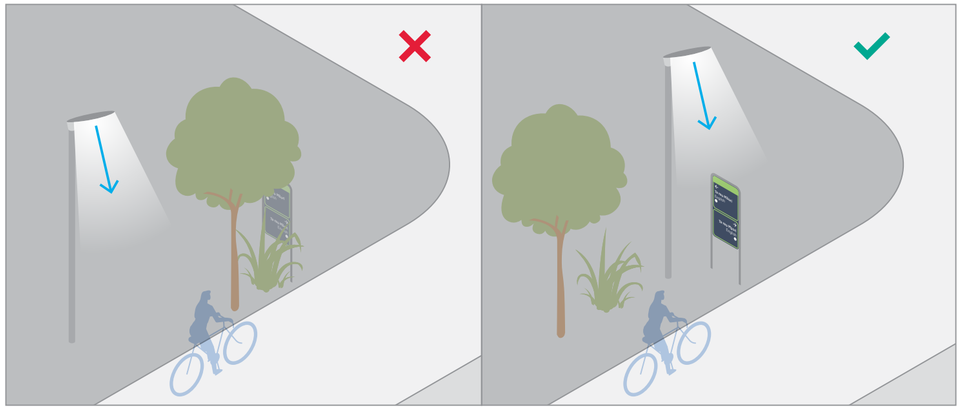
Aligning assets

CCTV, lighting, and planting

These assets often interface with wayfinding signs and customer information. They also play a role in CPTED outcomes in the spaces they share with signs. We align with CCTV, lighting, and planting to provide a safe environment for our customers.

These items often fall under wider Auckland Council responsibility. We often need to reach out to other council-controlled organisations to align our projects. This ensures our items work together, not against each other. Aligning wayfinding assets with other items will improve how our customers experience Auckland.





6

Te tuhi mō te toro wāhi
Writing for wayfinding

This chapter presents a consistent writing strategy for wayfinding in te reo Māori and English that aims to simplify information across the network.

Clarity in communication, achieved through consistent writing style, ensures that customers can easily understand and trust the information provided.

6.1 Writing for signs

When writing for signage and wayfinding, we are communicating with people who range in their level of familiarity with their surroundings. They are often in motion, sometimes under stress and frequently faced with uncertainty and change.

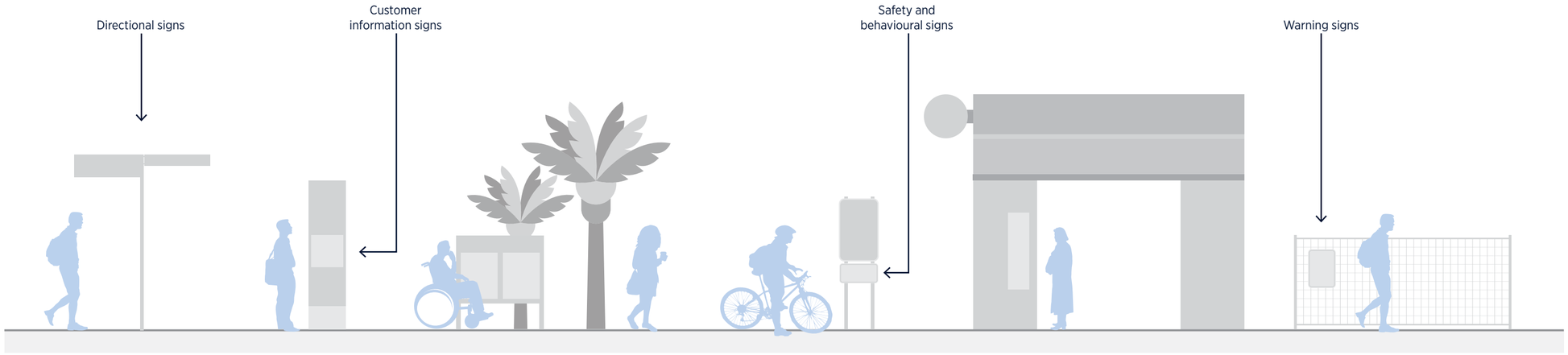
Several unique considerations arise when writing for signs in public spaces. Directional signs require brevity and clarity to convey information efficiently in busy and confusing environments. Regulatory warning signs need immediate compliance—sometimes at risk of health or life. Regardless of the sign type, writing must adhere to universal design principles that support dignity through independence.

To be able to write content for signs, it is important to understand the role signs play at different stages of a customer journey:

- **Directional signs** provide widely understandable directional information that accurately corresponds to a location. These signs employ limited grammar and simplified language to support quick decision-making in busy spaces.
- **Customer information signs** offer additional context or instructions. They convey a message in a relatable tone, using complete sentences and proper grammar.
- **Safety and behavioural signs** offer detailed guidance on interacting with an environment. They are written in simple language that reaches a wide audience.
- **Warning signs** are direct and concise, providing authoritative instructions on specific requirements.

We provide guidance on written content that efficiently responds to customer needs, and through this we build trust in the network.

This guidance is wayfinding specific and may not be appropriate for all contexts. Additional considerations not yet covered in this chapter include the role of audio assistance and New Zealand Sign Language (NZSL) in wayfinding. For advice on writing more broadly at AT, contact the Creative team: creative@AT.govt.nz



6.2 Bilingual sign strategy

Auckland Council (AC) recognises that te reo Māori, or the Māori language, is an official language of Aotearoa New Zealand alongside English and NZSL.

As a governing body, AC has responsibilities under the Treaty of Waitangi and its broader legal obligations to Māori. These responsibilities are local in nature and separate to those of the Crown.

AC has developed a framework for raising the profile of te reo Māori in daily life, ensuring that Māori language is seen, heard, learnt, and spoken.

Ngā mātāpono—principles

AC's Māori language policy is guided by the following principles:

- Māori language is a cultural treasure and is at the heart of Māori identity.
- Dialects reflect tribal identity.
- Because te reo Māori is an official language of Aotearoa, it shall receive equal status to the English language and NZSL.
- AC is committed to celebrating Māori identity—'Auckland's point of difference in the world'.

Auckland Transport's commitments

Auckland Transport (AT), as the council organisation responsible for maintaining transport infrastructure in Tāmaki Makaurau, has committed to realising these responsibilities by providing a fully bilingual sign strategy that incorporates te reo Māori on signs at all appropriate levels.

Applying these principles to signage and wayfinding

The most relevant aspects of the AC's language framework in relation to wayfinding are that as a written language, te reo Māori is seen on signage and wayfinding, and consequently can be learnt.

In most instances, this means signs produced by AT will have both English and Māori language content. Drawing on standards established by Te Puni Kokiri, the government advisory for Māori wellbeing and development, as well as international best practice for bilingual signs, there are a number of factors that apply to signs at AT:

- Both languages are to be treated with equality—this does not mean languages have the same visual treatment, rather, it means they are of equal importance and status.
- Te reo Māori always precedes English language on signs—either horizontally, or vertically, depending on the design of the sign.
- Where possible, sign content represents local identity—through specific use of names, words, spellings, and pronunciations.
- Signs that represent international standards, such as those for emergency exits and fire safety, are excluded from the bilingual requirement.
- Transliterations of English into Māori are not to be used, unless they are the accepted norm.
- Standards on tone of voice, consistency, and conciseness of language presented in this chapter, apply equally to both languages.

Approval of te reo Māori on signs

AT's Māori Policy and Engagement team hold the final right of approval for any Māori language content on signs; they are responsible for ensuring correct usage of language at all levels.

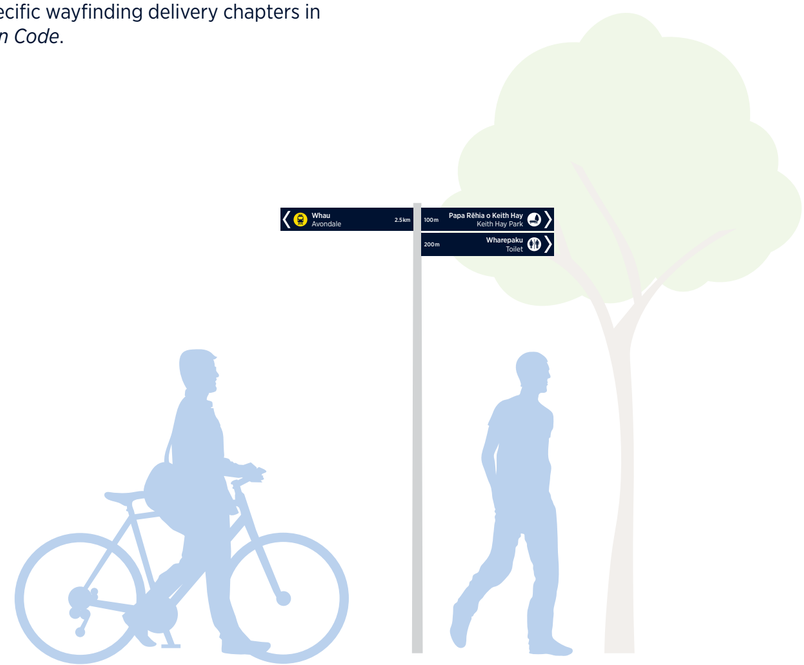
When scoping projects, time should be allocated to ensure correct and contextual translations are generated and approved by AT's Māori Policy and Engagement team. This time should be allocated at the design and sign-off stages of a project.

There are additional considerations that should be taken into account when organising the scope of a project, including ownership and use of specific Māori place names, such as those gifted by mana whenua. These considerations are outlined later in this chapter (see *Names of places*).

Specific technical requirements for the creation of bilingual signs are outlined in relevant mode-specific wayfinding delivery chapters in *the Design Code*.

The following external sources provide further advice on organising te reo Māori alongside English language on signs, and act as references for this chapter:

- **Te Puni Kōkiri guidance on bilingual signage** https://www.tpk.govt.nz/en/nga-putea-me-nga-ratonga/te-reo-maori/tohureorua
- **Auckland Council Māori language policy** https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-policies/Pages/māori-language-policy.aspx
- **Guidelines for Māori Language Orthography** by Te Taura Whiri i te Reo Māori, The Māori Language Commission https://www.reomaori.co.nz/orthography



6.3 Writing basics

Tone of voice

We prioritise an accessible tone of voice, writing for customers in the same manner in which we would talk to each other. We take this approach as we are communicating with diverse audiences who may have limited time, have variable levels of competency in English or Māori language, or be otherwise stressed.

Tone, clarity, and simplicity

To connect quicker and relate more efficiently, we communicate with customers in a personable, friendly way. We also prioritise the need to provide clear information; and we always get to the point quickly. We are friendly, and at the same time simple and concise across all languages.

Jargon, technical language and acronyms

We keep technical and industry-specific language out of the public realm. This includes when we are naming types of intersections, crossings, and transfers. Project names and funding packages provide easy internal references, but they are confusing for the general public.

Translation vs interpretation

When creating signs with both te reo Māori and English, we ensure that text is thematically, rather than literally, interpreted between two languages. Literal translations may miss contextual meanings, especially where there is no obvious translation for a word in one of the languages.

When providing text for interpretation between languages, it is important to provide context to work to—especially when using external contractors. For example: City Centre is the beating heart of the city, not the literal geographic middle.

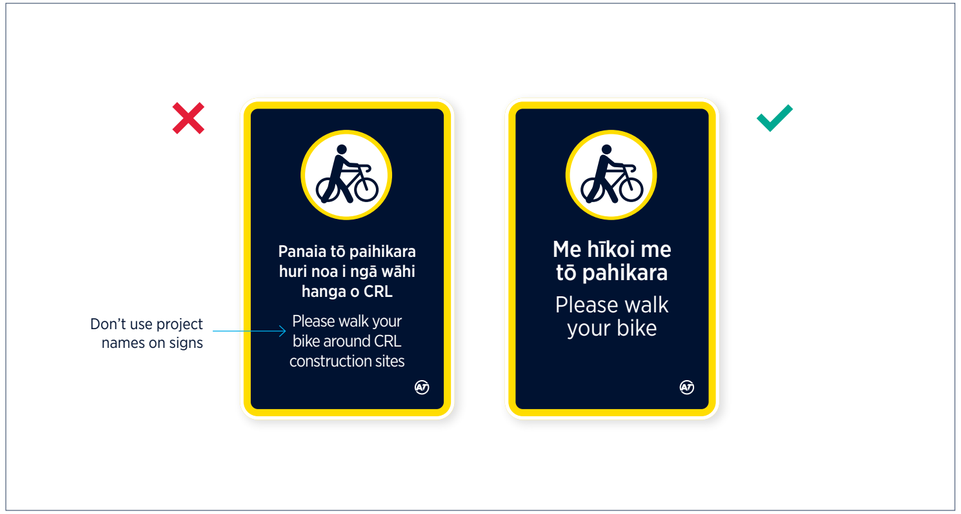
Keep it simple

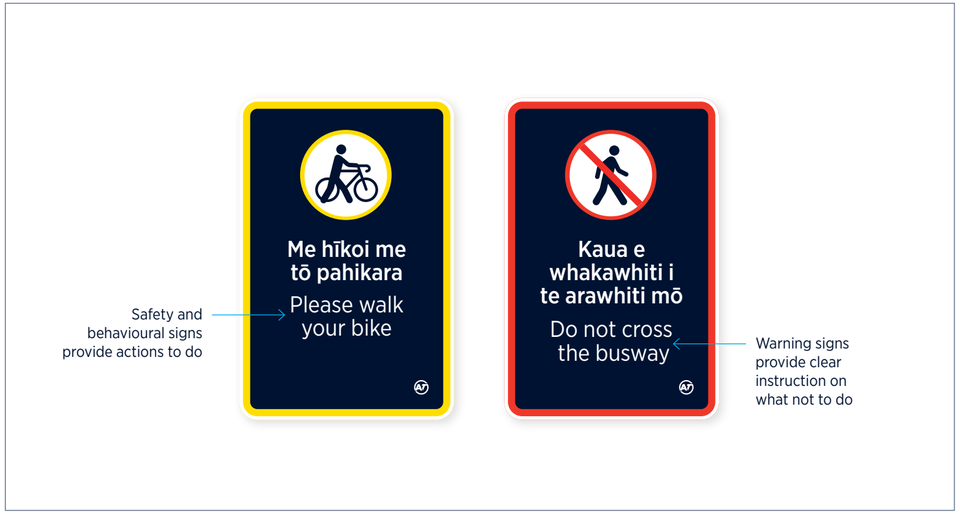
Where there is a choice of words for a given scenario, we always go with the most straightforward. For example, instead of “commence”, we say “start”; instead of “employ”, we say “use”.

Tone and message alignment

We respond directly to context and with the customer perspective in mind: “What is the issue, how does it affect me, what should I do?”. It is essential that we understand the contextual balance between instruction and information and apply them appropriately.

- **On directional signs**
  We use simplified language that accurately corresponds to the location, and we use symbols to support the simplified language. Instead of “Queen Street shopping this way”, we say “Queen Street” with an accompanying arrow and retail symbol.
- **Customer information, safety, and behavioural signs**
  We use an active voice that speaks in the present tense and provide people with actions to do, not problems to solve. We say “Allow extra time”, rather than “Your service has been delayed”. Instead of “Road closed” we say “Use alternative route”.
- **When a warning is required**
  We use a direct cautionary tone that clearly illustrates the risk. The main priority is brevity without neglecting communication of the message. When speaking with authority or requiring a certain behaviour, it is unnecessary to use the word ‘please’. Warning messages should always be accompanied by appropriate symbols based on international standards.
  We say “No entry”, rather than “please stay out of this area”.





6.3 Writing basics

Inclusive writing > 1 of 2

When writing for signage and wayfinding, we serve a diverse range of customers. In order to provide for the greatest range of customer needs, we use language that is straight forward, open, and inclusive.

Universal design

Wayfinding at AT is led by universal design principles—anticipating the needs of a wide variety of customers, while supporting self-guidance and dignity. This extends to the written word on signs and customer information.

People-first language

We recognise that people and their needs are not simply defined by a single condition or situation. This is particularly important in a wayfinding context, where our customers may have many overlapping needs, and where we are unable to ask how individuals prefer to be addressed. We always refer to people first, not their circumstances (unless specifically required not to). For example, refer to a person who is deaf, rather than a deaf person.

Disabled person vs person with a disability

The New Zealand Office for Disability Issues acknowledges that there is debate over the issue of *identity first* vs *person first* language. New Zealand best-practice is to refer to a person with a disability as a 'disabled person' in line with British precedence. This may differ from other standard approaches.

Terms with multiple meanings

Words that are subjective or have multiple meanings should be avoided. For example, a signal might be a traffic light, or what a phone receives. Words with multiple meanings can be especially problematic for those who are unfamiliar with a local language, or who are neurodiverse.

Exclusionary terms and phrases

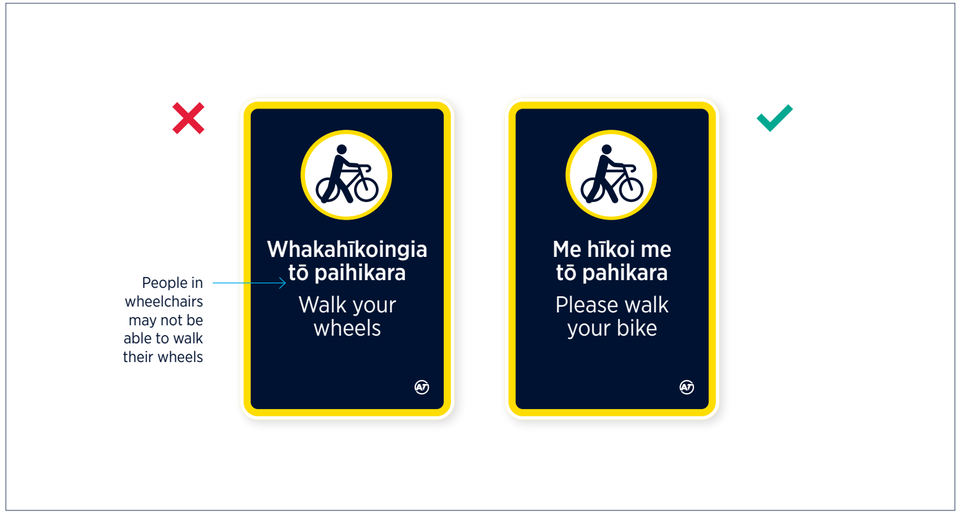
Always anticipate the widest variety of customers when writing. A phrase that describes an action should be applicable to all who engage with it. For example, a sign that states "walk your wheels" might be well received by many cyclists, but not by those who share the path in a wheelchair.

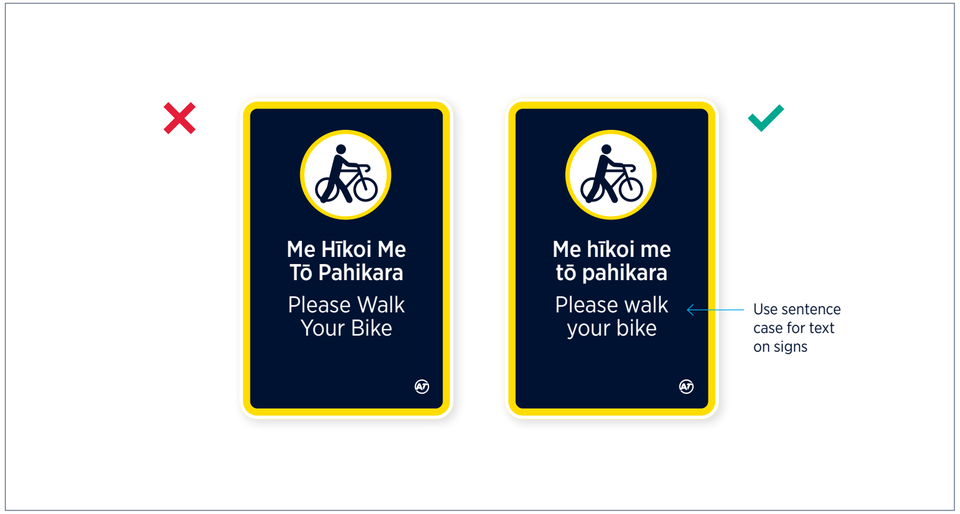
Be concise

Be economical with the number of words used, but ensure that the message is adequately conveyed. Simple, direct sentences are easier to understand for people who speak little English or Māori, or who are neurodiverse.

Capitalisation

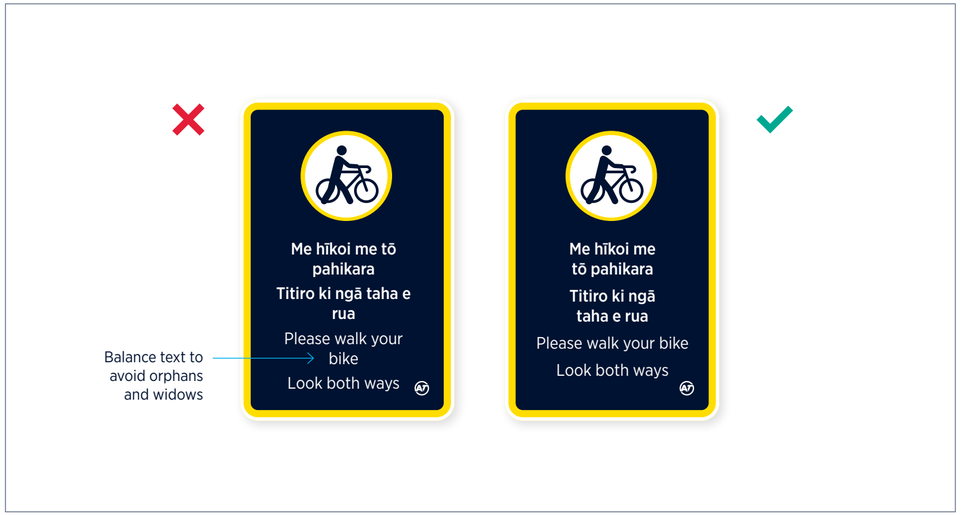
Sentences in upper case, or capital letters, are more difficult for people with low vision to read—it reduces the distinctiveness between words and letters. Unless specified by a name or brand, use sentence case on all signs.

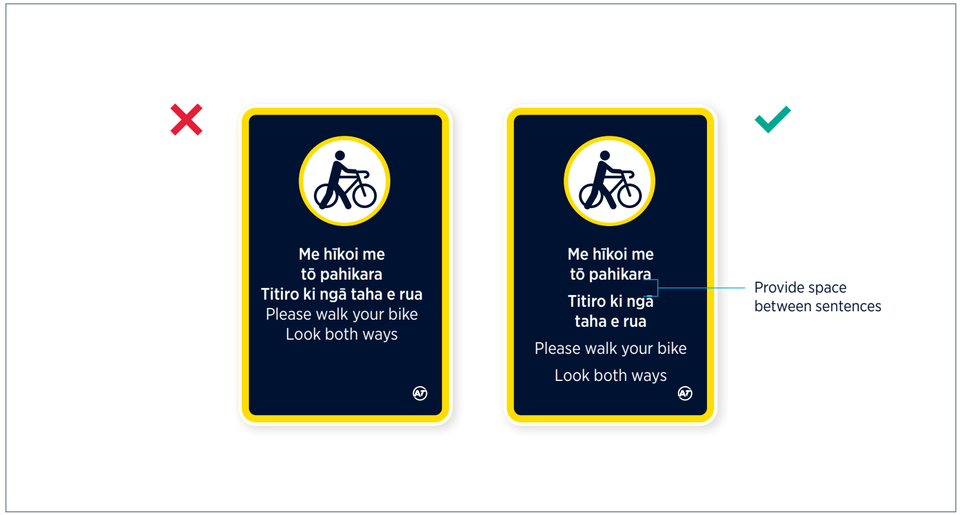




6.3 Writing basics

Inclusive writing > 2 of 2





Visual interference

Patterns formed by words within blocks of text can impact on meaning. Where we place words and spaces side-by-side and across lines can change the how a sentence is seen and read, particularly where signs are bilingual and/or written using the same alphabet.

Consider where line breaks occur, to avoid content that contains orphans or widows. Reorder or rephrase sentences where words are likely to be repeated line upon line so that they do not inadvertently stand out or take-on unintended significance. On bilingual signs, similar words between languages can cause difficulties in terms of deciphering which language is being used.

Text alignment

Text and pictograms have been designed to align in specific ways. Correct alignment of text on signs is indicated by mode-specific sign design specifications. Where no sign specification exists, always align text to the left.

Line spacing

Ensure to not condense written copy on signs. This is especially important on bilingual signs. It can be difficult for people with low vision to separate out words and destinations where text is too condensed.

6.3 Writing basics

Grammar, spelling, and punctuation > 1 of 2

We use New Zealand English and follow New Zealand spelling and grammar rules. Where there is no precedent, we use UK English.

Spelling and spell-checkers

Always make sure you are using a New Zealand or UK English dictionary (many applications apply US English by default). It is important to always utilise a spell-checker, and to also engage a human proof-reader, who will pick up context-based mistakes/errors, as well as word choice, style, tone of voice and consistency. For example, a spell-checker might not pick up when the word “stationery” is spelled as “stationary”, or vise versa.

Spelling in te reo Māori

Te reo Māori does not have a single standardised dictionary covering the spelling of words across all geographic contexts. AT’s policy is to follow local precedent when writing Māori language content on signs. Where uncertainty exists, always check with AT’s Māori Policy and Engagement team. For additional discussion on how localisation affects naming, see later in this chapter under *Spelling names*.

Capitalisation

We use title case for proper names in both English and Māori languages. When using title case, we don’t capitalise conjunctions, for example: of, so, i, ki. In all other scenarios, we use sentence case.

Contractions

We use contractions to both save on space, and communicate a more friendly, colloquial tone. This applies to directional, customer information, behavioural, and warning signs. We say “we’re” instead of “we are”, and “don’t” instead of “do not”.

Abbreviations, acronyms and measures

As a matter of principle, we treat both English language and te reo Māori content on signs with equality. There is no standardised abbreviation precedent for te reo Māori, so where bilingual content is required, we don’t abbreviate in English.

Where signs only use English language, abbreviations can be subject to customer understanding/knowledge (despite seeming to be in common usage). For this reason, we always spell words out in full. For example, we would use “City Centre” instead of “CBD”, and “Queen Street” instead of “Queen St”. If an abbreviation is required due to space limitations, abbreviate all instances of the phrase.

We do not use ampersands (&), unless they are part of a proper name, or there are strict space limitations. If they are used, we use them consistently where applicable.

Measures of time and distance aren’t usually provided in te reo Māori on bilingual signs. Therefore it is acceptable to abbreviate these common measures. For example, Kilometres to km, or minutes to mins.

Te and ngā

In te reo Māori, *te* is a definite article for singular nouns, broadly equivalent to ‘the’ in ‘the bus—te pahi’. *Ngā* is the plural form of *te*.

In most cases aligning with English use, unless it is part of a proper name, we don’t use *te* when addressing on signs—we say neither ‘the bus’, nor ‘te pahi’ on signs.

Ngā on the other hand may be necessary to indicate plural nouns, E.g. ‘Buses—Ngā pahi’. We use *ngā* to indicate more than one, or groups of items.

When to include *te*, or exclude *ngā*

Depending on space requirements and context, both *te* and *ngā* may be dropped for individual nouns, streets and roads. However, there are times where they should always be included. These include instances where *the* is always included in English. We say The Avenue—Te Ara Hāngai, and The Esplanade—Te Paretai.

Additionally, when referring to multiple nouns or when nouns are referred to in a longer phrase or sentence we always include *ngā.* When we say ‘Buses and trains’, we also say ‘Ngā pahi me ngā tereina’. When we say ‘Lift to platforms’, we also say ‘Ararewa ki ngā pae’ (Lift to platforms).

Where there needs to be clarity between singular or plural nouns we always include *ngā.* For example, when bus stops are grouped together but out of line of sight we say ‘Bus Stops’—’Ngā Tūnga Pahi’.

At times, utilising progressive disclosure we group together locations into a single collective noun. For example on signs we might point to ‘Universities’ when there are several nearby. In this instance, we would say: ‘Ngā Whare Wānanga’. Similarly for Remuera Shops—Ngā Toa o Remuera.

Formal names

We always include *Te* and *Ngā* for places that are due a higher level of formality or respect. This includes formal, gifted or other place names, prominent infrastructure and organisations where Te and Ngā are commonly used. We use ‘Te Motu o Waiheke’ alongside ‘Waiheke Island’. This extends to mana whenua gifted names that are not directly translated. We say ‘Te Ara ki Uta ki Tai’, a gifted name for the Glen Innes to Tāmaki Drive cycle path.

Audio announcements

Both *te* and *ngā* are used in all audio announcements, as they are important for comprehension in spoken language.

Approval of bilingual or Māori content

Translation between languages can be tricky, with differing terminology and spelling dependent on location. Always allow sufficient time to proof bilingual content with AT’s Māori Policy and Engagement team before production. Contact them in advance to ensure enough time is available.

Commonly misused words

Be aware of words or phrases which are commonly used incorrectly. Making simple mistakes undermines confidence in our authority and trust in what we’re saying. Common mistakes include swapping: *they’re*, *there*, and *their*; *your* and *you’re*; *its* and *it’s*.

6.3 Writing basics

Grammar, spelling, and punctuation > 2 of 2

Dates and times

We write dates and times out in full, even if it means repeating words:

- We start with the day of the week and end with the month. We don't use ordinal indicators (the 'th' in '24th'):
  A date should read: *Monday 24 October*.
- If we have a span of dates, we link them with 'to': *Monday 24 October to Friday 29 October*.
- We only include a year if we span more than one: *Monday 24 October 2025 to Tuesday 12th January 2026.*
- If a time of day is required, we add it after the date: *Monday 24 October, 10am to 3pm*.

Lists and bullet points

When listed items stand alone as complete sentences, start every item with a capital letter and place a full stop at the end of every item. If listed items don't form complete sentences, then start every item with a lower-case letter and only insert a full stop after the last item. For example:

List one:

- doesn't form complete sentences
- starts with a lower case letter
- only has a full stop after the last item.

List two includes complete sentences:

- Every item starts with a capital letter.
- Items form complete sentences.
- Every item finishes with a full stop.

Dashes and hyphens

Hyphens connect words, en dashes illustrate a range, and em dashes mark a break in a sentence.

- Hyphens (-) are used to join compound words such as *short-term* or *cut-price*.
- En dashes (–) are longer than hyphens and are used to show ranges of numbers or dates, such as *Stop numbers 1455–1456* or *March–May*.
- Em dashes (—) are the longer than en dashes and are used to indicate breaks in a sentence for emphasis or to clarify a point—as shown here.
- Additionally, we use en dashes (–) as bullet points in lists (as illustrated in lists on this page).

Typically, we don't insert spaces before or after dashes or hyphens within a sentence.

Full stops, commas

- **On direction, safety, behavioural, and warning signs**
  We do not use full stops on signs with directions or warnings unless we are writing more than one complete sentence.
- **On customer information signs**
  We use full punctuation, including commas and full stops.

Consistency

There will always be occasions where standard rules may not be applicable. Where this occurs, maintain a consistent approach within the document or sign. For example, if abbreviating "Street" to "St", employ the same approach for all other streets, roads, avenues, etc on the sign.

6.4 Names of places

Identifying places

Identifying locations and places on signs is central to wayfinding strategy. Not only are names important to navigation, but the choice regarding the content on signs helps to shape a local identity for both visitors and residents alike. Accurately applying names improves trust in the network and provides relevance and reassurance to the public.

Who owns a name?

It isn't always clear who holds the right to name a place. While it is not usually within our scope to create a name for a particular location, we do play an important role in connecting places, and therefore must respond to location identity. Often this requires us to make decisions about what names should appear on signs and at what point they are visible in a journey.

Naming hierarchy

We balance two aspects of naming when deciding on how to identify a location. Firstly, we look at local context: what names mean to local communities and mana whenua; and secondly, we look at the chain of authority over name ownership: who has the right to use a name.

Local communities build associations with names and local spellings. These names may not adhere to wider standards and may conflict with how others identify a place. When we consider what name to use, we always have to take into account what that means to those who are most impacted.

Local mana whenua maintain long-standing connections with place, and are owners of local knowledge and history. Where names for places are uncertain, they should be the first stop for advice or consultation.

Toitū Te Whenua Land Information New Zealand (LINZ) is the primary organisation responsible for officially recognised names and locations. They are both a primary source and final arbiter of official location information. Below Toitū Te Whenua, Auckland Council and Auckland Transport sit as local authorities in making decisions over what to name locations.

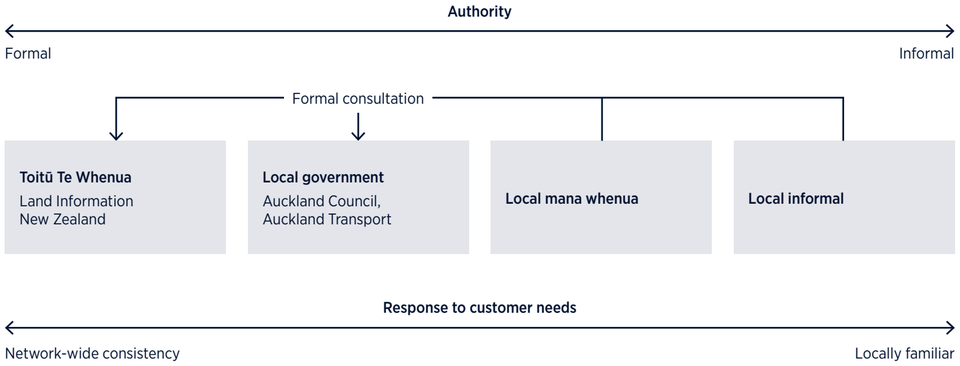
Official sources for names should always be checked against local context and relevance. Mana whenua can be engaged by any authority or directly engaged during individual projects to ensure naming principles are locally relevant and appropriate in both context and spelling.

Dual or gifted names

Names gifted by mana whenua groups are part of wayfinding for the local context. Gifted names come with additional meaning and relevance that can intelligently inform wayfinding design, when appropriately understood. Gifted names may indicate the future use of a place, the connection between mana whenua and that place, or its historic context.

Gifted names for paths, locations and places are provided by relevant local mana whenua groups through a process of consultation. These names are owned by the relevant mana whenua group(s) and usage is subject to their intent and approved context. Gifted names may be approved and formalised for use by LINZ, AC, or AT.

It isn't always clear who has the right to name a place:



Branded locations

Landmarks can be used in wayfinding to identify key locations and form natural points of reference in customer journeys. However, branded landmarks present risk that must be assessed as part of any project scope. Sponsored venues, such as stadiums, may regularly change sponsorship arrangements. Local businesses may move or close. Both scenarios can lead to a disconnect between what signs say, and what the customer sees. This risk should balance customer expectations to locate branded landmarks with efficient long term use of generic names for venues and landmarks.

Consistency with online navigation tools

Online navigation tools such as Google and Apple Maps, as well as AT's own apps often provide the first step in customer journey planning. It is important that we consider what local names and terms these services use and also to feed back to them when errors are found. Research has shown us that people navigate better when what they see in a digital tool matches what they see on a physical sign. Alignment of names and locations between different journey planning tools is essential for trust in the network, and should be planned within any project.

Destination hierarchy and strategy

For additional information on how to define, organise, and use destinations within wayfinding and signs, see *Chapter 4: Wayfinding Fundamentals*.

6.4 Names of places

Spelling names

When writing for signage and wayfinding, there are additional spelling and grammar considerations relative to other contexts. We apply rules and standards to ensure consistency for our customers between agencies and locations.

Australian and New Zealand naming standards

Australian–New Zealand standard *AS/NZS 4819:2011 Rural and urban addressing* specifies rules on punctuation and grammar when naming a place. We follow established standards where possible and alter them by exception. Examples of a standards based approach to naming on directional signs are as follows:

- **Apostrophes**
  Place names should not include an apostrophe, even when referring to a place named after a person. For example, use *St Marys Bay*, rather than *St Mary's Bay*.
- **Abbreviations**
  Place names should not include abbreviations, except for when they reference a saint. For example, use *Mount Albert* instead of *Mt Albert*; use *St Marys Bay*, instead of *Saint Marys Bay*. If space limitations require abbreviations, then they should be applied consistently across all signs in the related precinct or pathway.
- **Full stops**
  Location names never include a full stop, even to indicate an abbreviation.

Members of a local community may not follow a standards-based approach when naming places. When creating signs for individual locations, it is important to consider whether to align with existing informal spellings or to use the standards-based approach: does changing a term that is familiar locally impact on local understanding? What do other navigation tools, such as Google or Apple Maps, say?

Equality on bilingual signs

In line with principles of equality between languages on bilingual signs, it is important that words and phrases are treated with equal respect. Where possible we should always maintain consistency when choosing to abbreviate on signs. Say "Ara Āwhio o Tāmaki/Tamaki Drive", not "Ara Āwhio o Tāmaki/Tamaki Dr". Te reo Māori does not have commonly accepted abbreviations, so bilingual signs should avoid them.

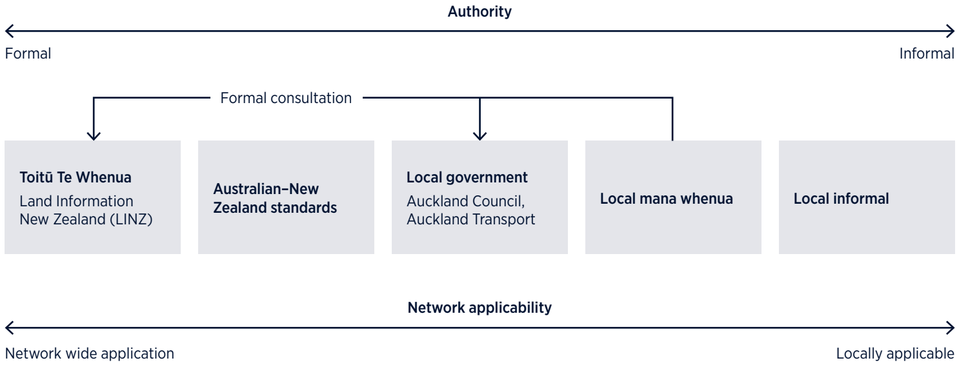
Standardised vs localised spellings in te reo Māori

Depending on geographic location and iwi or hapū affiliation, there is variation in use and pronunciation of words in te reo Māori. These are reflected by variations in spelling and phrasing. As part of any writing for signage and wayfinding, we should always seek to understand local context and apply locally relevant language.

Localised variations in te reo Māori include extended vowel sounds—*ā* vs *aa*— and spellings that reflect variances in pronunciation—*Nga*, *Ngā, Na,* or *wh* vs *w*. It is always recommended to gain a thorough understanding of the local context as part of any wayfinding project.

Exceptions to localised spellings may occur where precincts or pathways cover large geographic areas and require consistency, or where names are designated by Toitū Te Whenua Land Information New Zealand.

Even when a place has a name, it isn't always clear how it should be written:



Uncertainty

Where there is uncertainty over the spelling of place names in any language, always consider the local vs wider community context, what is mandated by Toitū Te Whenua Land Information New Zealand, and advice from local mana whenua groups.

7

Te aratohu tuku mō te kaupapa mahi
Project delivery

This chapter provides comprehensive guidance for delivering all wayfinding projects – outlining essential steps to ensure projects are delivered effectively.

The success of wayfinding delivery relies on the clarity of documentation, active stakeholder engagement, effective communication, seamless coordination and ongoing maintenance planning.

This chapter ensures the reader understands the full scope of work required and the necessary steps to deliver wayfinding for AT.

7.1 Introduction

Vision and purpose of this section

This guide for delivering effective wayfinding projects is a resource for everyone involved in the life of a wayfinding project. It covers the end-to-end process, from early investment planning decisions through to scheduling asset maintenance.

This guide is designed to empower teams with the knowledge and tools needed to navigate the complex world of wayfinding projects. Whether you are a project manager, urban planner, designer, or maintenance professional, this resource aims to address the challenges at every stage of the project life cycle. By taking a holistic approach, we ensure that each project is delivered and integrated seamlessly into the environment, resulting in outcomes that improve how customers navigate our network.

In addition to practical guidance, this document emphasises the long-term sustainability of wayfinding systems. It provides insights into materials selection, digital integration and maintenance strategies to ensure longevity and adaptability in changing environments. By addressing these factors, the guide offers a framework for delivering projects that remain effective and relevant for years to come.

This guide is essential for:

- **Funding partners and agencies:** Bodies responsible for approving, funding and maintaining public wayfinding systems.
- **Architects and designers**: Individuals who integrate wayfinding elements into the built environment and ensure they align with aesthetic and functional requirements.
- **Urban planners**: Professionals responsible for designing public spaces and ensuring they are navigable and accessible.
- **Transport and mobility experts**: Individuals focused on creating seamless navigation systems for transport hubs, cycleways and pedestrian paths.
- **Technology and digital wayfinding developers:** Professionals working on digital tools, such as apps, interactive maps and other tech-based navigation solutions.
- **Wayfinding graphic designers** – Visual professionals responsible for structuring and designing wayfinding to assist customer journeys across AT's network.
- **Project managers** – Those overseeing the end-to-end delivery of wayfinding projects, ensuring timelines, budgets and objectives are met.
- **Signage fabricators and installers** – Specialists involved in producing and installing physical wayfinding components.
- **Facility managers** – Professionals tasked with maintaining the usability and upkeep of wayfinding assets within our transport hubs.

7.1 Introduction

Relationship to other sections and documents

This guidance lays out the typical process for delivering a wayfinding project. It is focused on conveying wayfinding-specific procedures, but touches on standard project management systems.

The previous sections in the wayfinding **design guide** offer a principle-led approach to planning wayfinding. Those core principles are employed as a framework for the content in this section.

Sections in the wayfinding **design code** provide the detail of wayfinding signs from different parts of AT's network. The project steps in this guide can be used for any AT wayfinding project. Thus, a project may be delivered that uses signs from more than one section of the design code.

Other sections of the TDM will also help inform project decisions throughout wayfinding projects. The most common TDM documents that a wayfinding project may interface with are as follows.

Design guidance:
- Urban street and road design guide
- Local paths design guide
- Public transport interchange design guide
- Infrastructure asset acceptance process and data requirements

Design code:
- Urban and rural roadway design
- Public transport bus infrastructure
- Public transport rail infrastructure
- Public transport ferry infrastructure
- Footpaths and public realm
- Cycling infrastructure
- Traffic calming
- Street lighting
- Parking

Guidance from other organisations:

Our national and local partners also deliver relevant design guidance when we are delivering an Auckland Transport (AT) project.

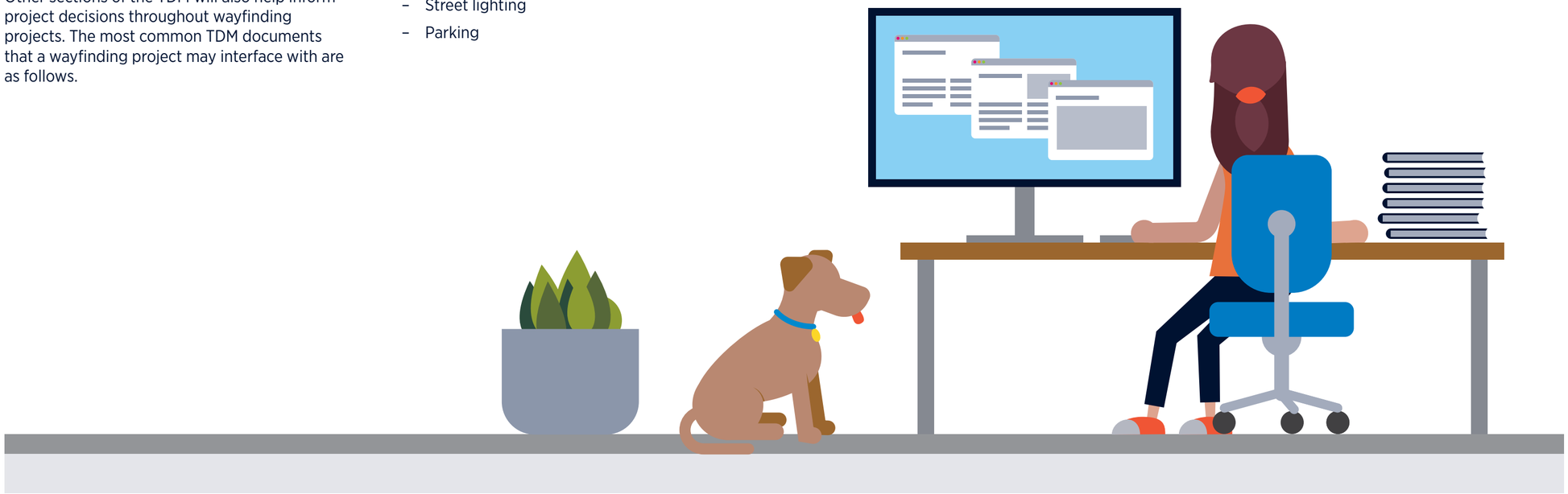
NZ Transport Authority - Waka Kotahi
- Public transport design guidance
- Urban design guidance

NZTA manuals
- Traffic Control Devices (TCD) Manual
- Aotearoa Street Planning and Design Guide
- Draft Handbook for Tactical Urbanism in Aotearoa
- Bridging the Gap: Urban Design Guidelines

New Zealand standards
- New Zealand Building Code Handbook

Auckland Council
- Auckland Design Manual

Blind Low Vision NZ
- Accessible Signage Guidelines



7.2 Delivering wayfinding

Set up for success

When we talk about delivering a successful wayfinding project, what are our key measures for success? OOur core/essential wayfinding principle – '**Customers first**' – sets our primary objective.. Therefore, improving customer journeys across our network is a key measurable for success.

We have well-established methods for measuring the improvement of customer journeys. These include:

- Customer testing
- Patronage and active modes data

The core wayfinding guidance in this document is based on robust behavioural insights and customer testing. We recommend customer testing for very large, complex environments, but most projects Can follow this guidance, regardless of size or complexity. Patronage data can be supplied by the customer insights and analytics team.

Throughout the project delivery journey, we can assess the remaining wayfinding principles and consider how we measure these against the success of our project.

Inclusivity

This principle ensures that we gather accessible reference documents and design our wayfinding around universal access. In addition, we work closely with our accessibility guidance groups (PTAG and CPAG) to ensure the success of our wayfinding response.

Connection

It is vital that projects interface with the network as a whole. Through customer testing we can measure how successfully our project helps customers navigate from the scope area of our project to the wider network. A raw measure of our project's achievement will be the number of customers moving through our scope area after implementation.

Accountability

Our strategic context and planning documents are developed to improve customer journeys. Sign-off from senior leadership, control groups and stakeholders is one measure of accountability. Our stakeholders bring a second level of accountability. Stakeholder acceptance can often be a more direct connection to our customers—for example, a local board member has a direct line of communication with their constituents and can help us navigate local complexities.

Maintainability

At our project stage gates we ensure materials and finishes are durable and sustainable. During 'closure', we can ensure our signs are entered into our asset management and maintenance systems. The success of these processes can be measured as a decline in renewal periods and lower maintenance costs.

Efficiency

Efficiency focuses on the smooth delivery and implementation of the project within set timelines and budgets. Clear communication channels and minimal network disruption are key indicators of success. Designing in a modular way and being efficient with sign printing and materials can positively effect our budget. Remaining under project budget whilst delivering improved customer journeys is a clear measure of efficiency. Patronage can help prioritise where we efficiently deploy our resources. At high patronage stations, improvements will benefit more passengers. However, low patronage can highlight deficiencies on our network. In these instances, we thoroughly investigate these areas to understand if any uplift is required.

Customers first

Inclusivity

Connection

Accountability

Maintainability

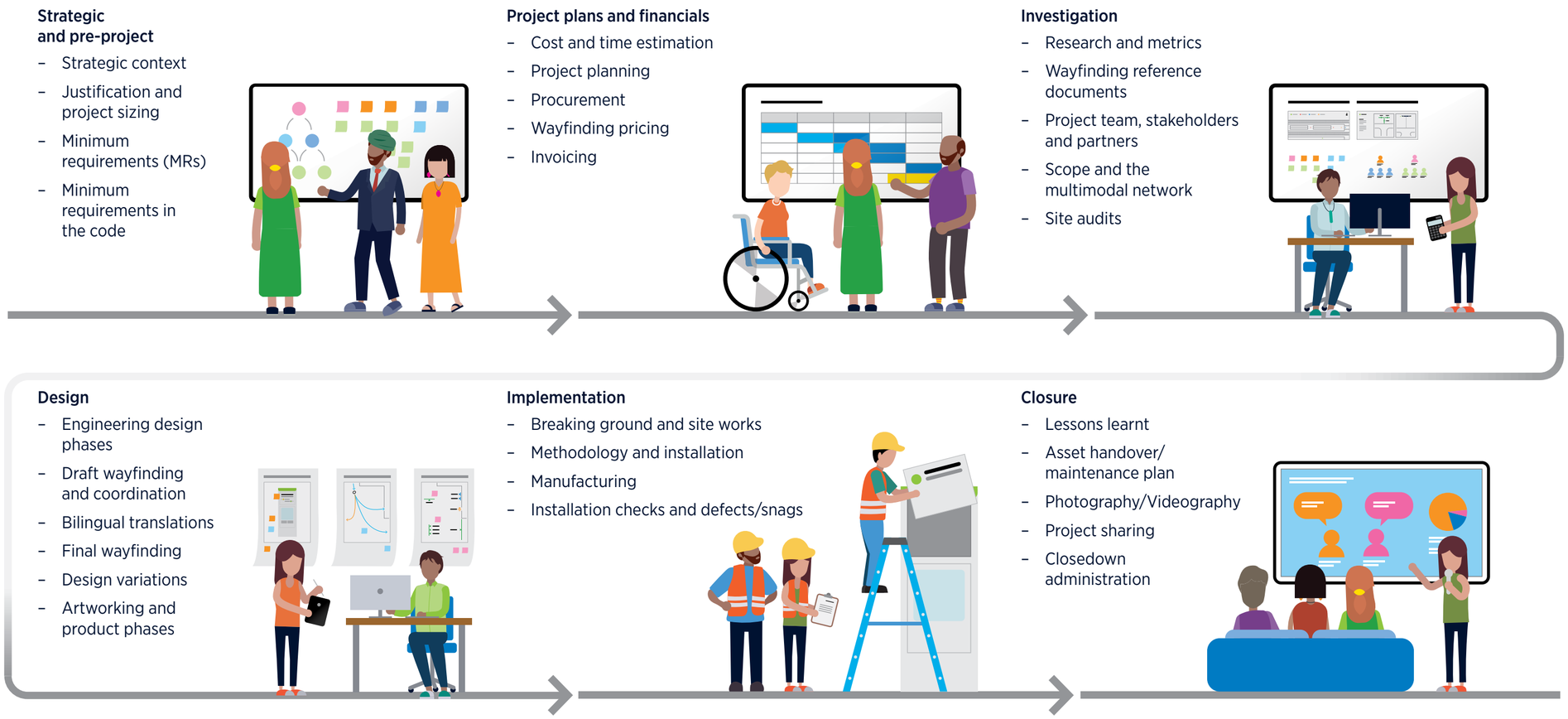
Efficiency

7.2 Delivering wayfinding

Project journey map

This is a map of a typical project journey delineating the different project processes involved.

Smaller projects that involve uplifting existing wayfinding may not contain every step outlined here. This typical overview covers every step that could be encountered in a wayfinding project.



7.3 Strategic and pre-project

Strategic context

Strategic alignment is a cornerstone of successful wayfinding project delivery at AT. This framework ensures that projects align with broader objectives while addressing specific customer needs. By considering the strategic context at a local project level through to national outcome level, AT's wayfinding projects can deliver cohesive navigation systems that enhance connectivity across AT's network. This multi-layered approach ensures that projects not only support the city's growth and accessibility goals, but also contribute to regional integration and national priorities, creating a unified and effective transport experience.

Locally

At the local level, AT's planning ensures that wayfinding projects cater to the specific needs of Auckland's diverse communities. This involves aligning with local urban planning and place-making initiatives to enhance accessibility, safety and useability within neighbourhoods. For instance, wayfinding projects might prioritise improving connections to local amenities, schools, or transport hubs, ensuring they reflect the character and functionality of the surrounding area. Engagement with local stakeholders, including local boards and business associations, is crucial to ensure the system meets their needs and fosters community support, creating an inclusive and effective network.

We always engage with local boards to ensure that we are delivering for their constituents. Local boards are allocated funding so they can improve transport options in their area. Often, projects we are delivering are co-funded from this allocation.

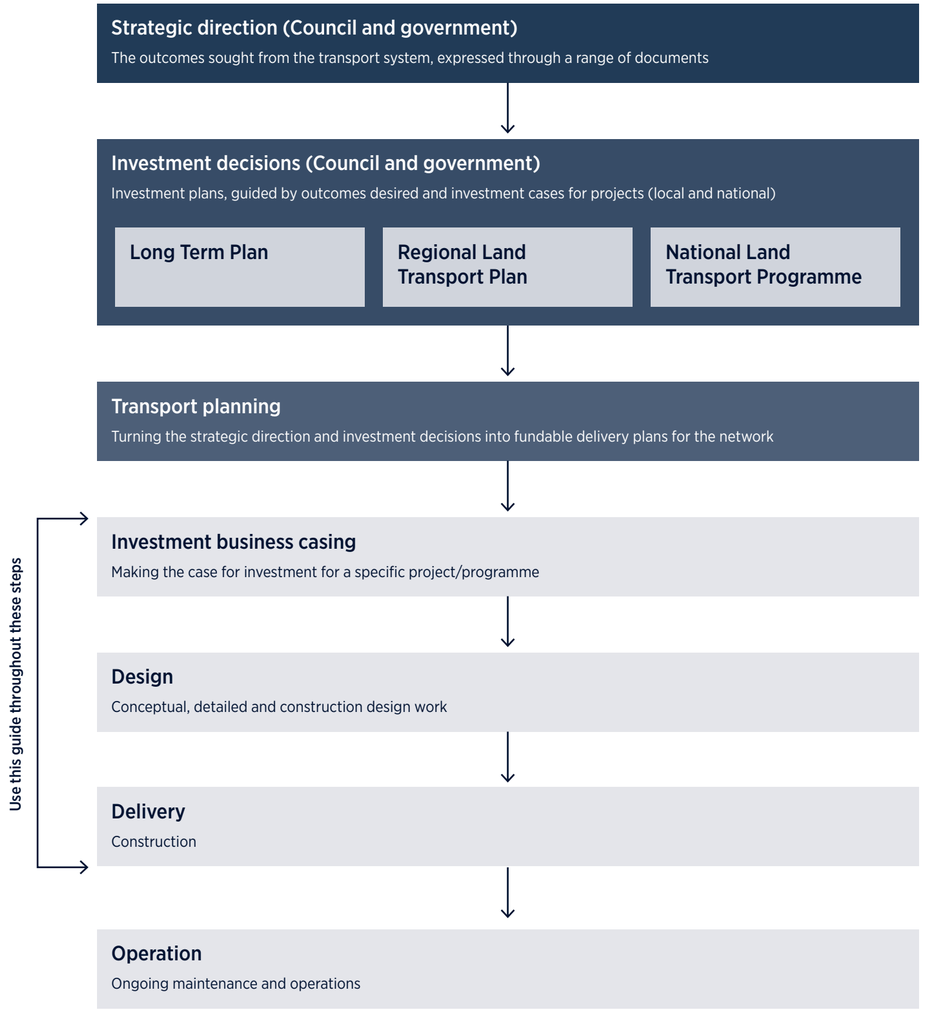
Regionally and nationally

Investment priorities for transport in Auckland are detailed in the Regional Land Transport Plan, with input from all transport agencies in Auckland. These priorities are funded through allocations in Auckland Council's Long Term Plan and government's National Land Transport Programme.

These priorities are informed by investment business casing, which can be for a specific project, or for a full programme. These investment cases are derived from the issues and ambitions set out in transport plans which reflect the strategic direction provided by Council and Government.

This diagram shows the flow from strategic direction through to individual project delivery.

AT's strategic direction through to project delivery



7.3 Strategic and pre-project
Justification and project sizing

Wayfinding is an essential component of AT projects, ensuring that individuals can navigate the transport network with ease and confidence. In order to make sure wayfinding is included in project business cases, this section sizes the wayfinding response and supply indicative costs for the business case.

Project sizing

We start with minimum requirements (MRs) for a wayfinding response. These are summarised in the following pages. Then we assess the customer research and network development metrics to understand if a wayfinding response beyond the MRs is required. This manual helps to gauge the level of wayfinding required. Thus, we can quickly supply useful input to support the project's business case.

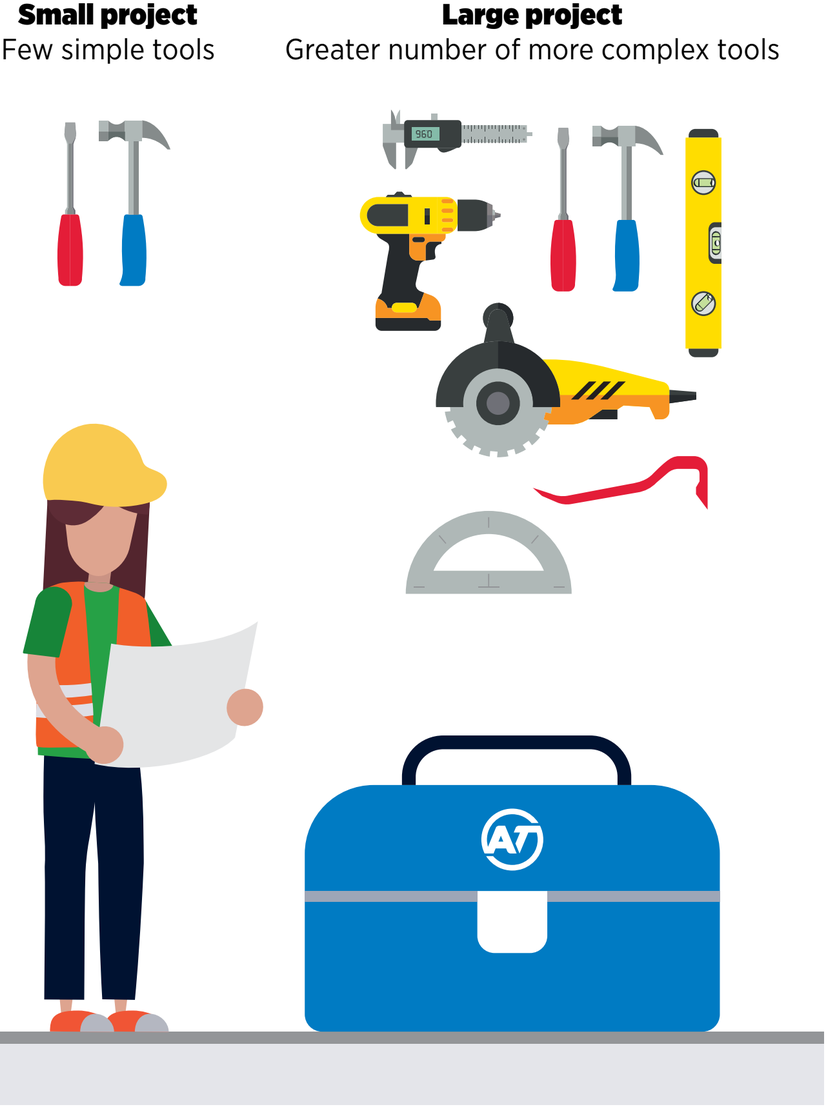
Small projects

In contrast, smaller projects typically require a more streamlined approach, focusing on ensuring clarity and consistency in signage, while adhering to minimum requirements. Smaller projects will be informed by known customer insights, ensuring that funding can be prioritised for core project deliverables.

Regardless of the project size, tailoring the wayfinding response to the specific context is crucial to maximise efficiency and customer satisfaction, while maintaining alignment and consistency with wayfinding across the network.

Large projects

For large projects, the wayfinding response often needs to be more comprehensive, addressing the complexities of extensive transport interchanges, high passenger volumes and multi-modal connections. This may include bespoke signage, digital solutions and detailed mapping that caters to a diverse range of customer needs.



7.3 Strategic and pre-project
Minimum requirements (MRs)

Establishing minimum project requirements is essential for the successful delivery of wayfinding at AT. These standards serve as a baseline to ensure consistency, functionality and quality across all projects, regardless of scale or complexity. By defining clear minimum requirements for wayfinding and customer information we can help streamline decision-making, reduce inefficiencies and maintain alignment with our strategic objectives.

Large projects and programmes

Wayfinding forms a small (but key) part of larger projects. AT sets out clear MRs for all the disciplines involved in a project. During the pre-project phase, all the MRs are gathered together to define the feasibility of the project. Including our clearly defined wayfinding MRs in this guide makes that task more efficient.

Our wayfinding MRs also provide a framework for evaluating external project outcomes, ensuring every wayfinding initiative meets our customers needs, while adhering to budgetary and operational constraints.

Small project plans

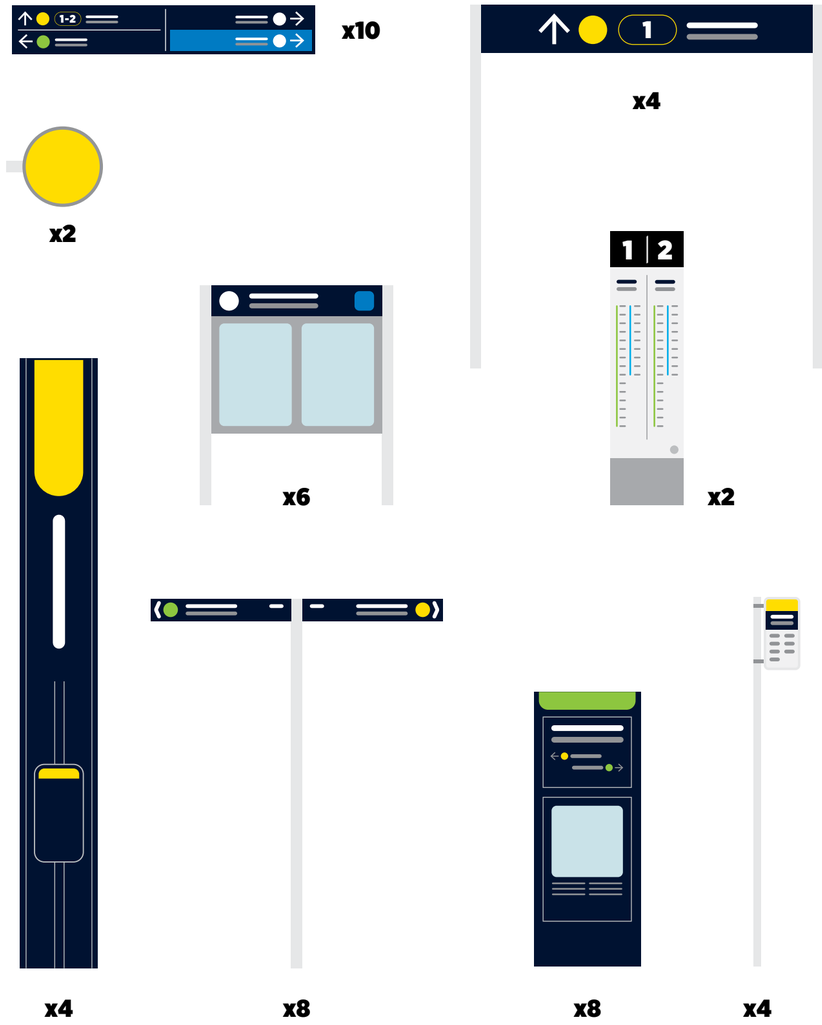
Small projects with matching budgets carry less financial risk. They move through the strategic and pre-project phases comparatively quickly. Within the following pages we can quickly check our wayfinding project concept meets the MRs for the facility we are signing. Streamlining these checks allows us to prioritise our funding for the subsequent phases.

Public transport and active modes interface

Evidence suggests AT should support connected journeys to encourage our customers to make sustainable journeys. In order to assist with the first and final leg of a journey, active mode wayfinding and customer information are included in our public transport MRs.

When our project has large public transport and active mode infrastructure, there will be overlaps in the MRs. Some high value sign assets are designed to collocate active and public transport content. To avoid duplication, look for ‘Beacon’ and ‘Plinth’ overlaps early:

- ST-1000 Beacon 8m, ST-1001 Beacon 5m
- ST-1002 Plinth 2.4m, ST-1003 Plinth 2.0m



7.3 Strategic and pre-project

Minimum requirements in the code

Outlined here are the minimum requirements within each section of the Signage and wayfinding design code.

Gather the minimum requirements from the relevant sections for your project and follow the previous guidance to develop the minimum wayfinding requirements. We quickly respond to enquiries about MRs from our colleagues working on strategic planning and business case development.

Customer Information

PT > Train > Major underground station

PT > Train > Large interchange station

PT > Train > Medium station

PT > Train > Small station

PT > Bus > Major bus station with park and ride

PT > Bus > Large bus interchange

PT > Bus > Bus stop cluster

PT > Bus > Small bus stop

PT > Ferry > Major ferry terminal

PT > Ferry > Ferry terminal

Active > Pedestrian > City centre

Active > Pedestrian > Urban centre

Active > Pedestrian > Suburban centre

Active > Pedestrian > Rural centre

Active > Cycle > Regional

Active > Cycle > Major

Active > Cycle > Connector

Active > Cycle > Local

Active > Cycle > Parks and Trails

Signage and Wayfinding

PT > Train > Major underground station

PT > Train > Large interchange station

PT > Train > Medium station

PT > Train > Small station

PT > Bus > Major bus station with park and ride

PT > Bus > Large bus interchange

PT > Bus > Bus stop cluster

PT > Bus > Small bus stop

PT > Ferry > Major ferry terminal

PT > Ferry > Ferry terminal

Active > Pedestrian > City centre

Active > Pedestrian > Urban centre

Active > Pedestrian > Suburban centre

Active > Pedestrian > Rural centre

Active > Cycle > Regional

Active > Cycle > Major

Active > Cycle > Connector

Active > Cycle > Local

Active > Cycle > Parks and Trails

Active > Interpretive > Mana whenua

Active > Interpretive > Other

7.4 Project planning and financials

Cost and time estimation

This section together with the MRs promote early and easy inclusion of wayfinding into project plans. It is important to clearly define questions regarding ‘how much’ and ‘how long’, in order to fund and resource projects accurately.

Budget source

Before we invest time producing a cost estimate, it is important to confirm there is adequate budget allocated and a clear source of funding.

Cost estimation

The MRs can be taken as the first step towards pre-project cost estimation. Following this, we examine the final costs for recent wayfinding projects of comparable size. The wayfinding delivery team can be contacted for past project details at: WayfindingTeamQueries@at.govt.nz

Time estimation process

Wayfinding project time estimation involves careful thought at the pre-project stage. The scope area is examined and the MRs are utilised as a starting point to gauge what wayfinding elements are required. We take this as the baseline ‘size’ for the project. With that baseline in mind, we estimate the time involved for each of the following:

- Project management
- Initial customer research/site audits
- Stakeholder engagement
- Wayfinding design
- Structural, electrical and ITS design
- Translations
- Iterative reviews
- Production (artwork/product)
- Installation and defects

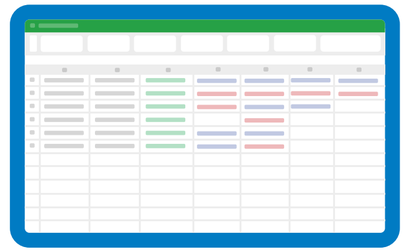
There are external factors that impact timelines, and we may need to allow contingency time for:

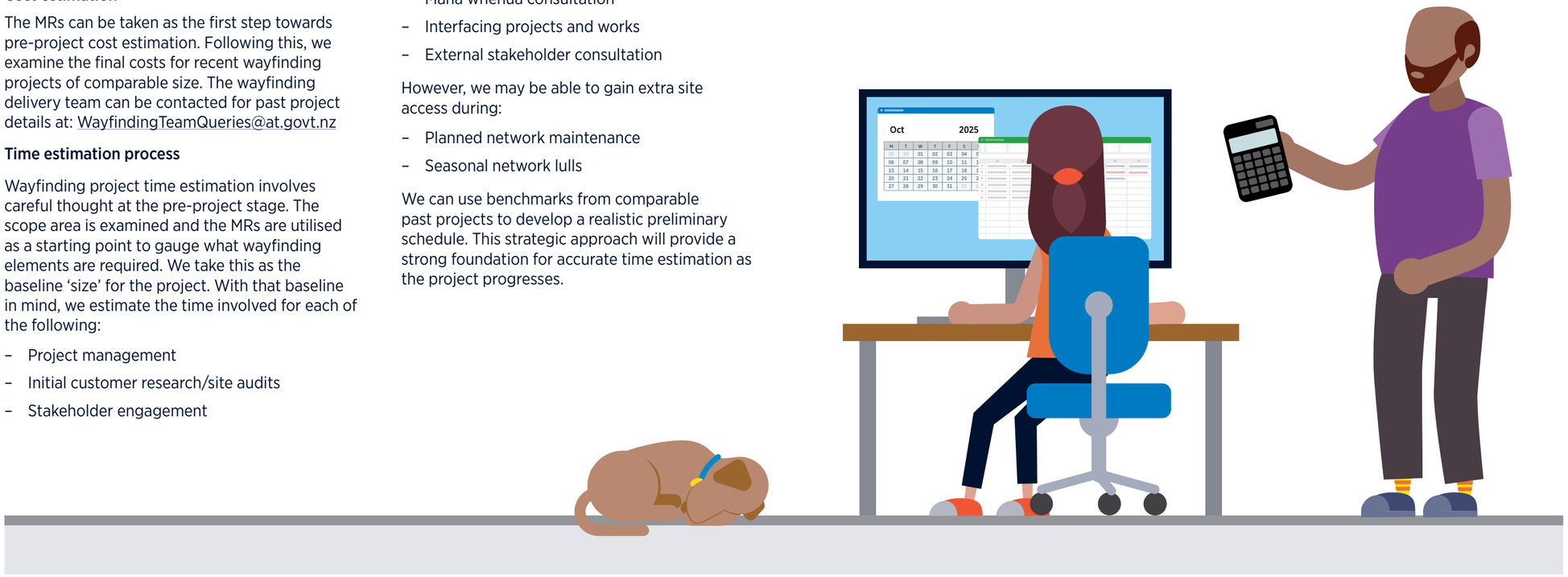
- Procurement processes
- Seasonal weather variations
- Public consultation
- Mana whenua consultation
- Interfacing projects and works
- External stakeholder consultation

However, we may be able to gain extra site access during:

- Planned network maintenance
- Seasonal network lulls

We can use benchmarks from comparable past projects to develop a realistic preliminary schedule. This strategic approach will provide a strong foundation for accurate time estimation as the project progresses.





7.4 Project planning and financials

Project planning

We begin development of a high level project plan during the initiation phase. Often, when we receive a wayfinding request, we can open communication and start to gather the documents, codes and approvals we require to initiate the project.

Governance at AT

The framework and approvals that govern our project make sure our plan supports AT's:

- Strategic direction
- Accountability and transparency
- Risk management
- Ethical conduct
- Stakeholder engagement
- Efficiency and continual improvement

Project budgets

We establish a detailed project budget, outlining all anticipated costs, including design, materials, labour and installation. This budget is regularly reviewed and updated throughout the project life-cycle to ensure accuracy and financial control.

Budget contingency

isks are taken into account and budgeted for as needed; we allow a contingency for additional items and adjustments that have the potential to come to light in later phases of the project. Often corrections are needed after the completion of our defects and snags walk-through, and we allow budget for this eventuality/possibility.

Early inclusion

It is more efficient to coordinate wayfinding with a wider project from its inception. It causes less disruption to our customers if the wayfinding happens during a wider construction phase.

Approval documents

- Signage & Wayfinding Design Guide and Design Code
- Site-specific Traffic Management Plan (TMP)
- Resource consent and building consent documentation

Initial project plan

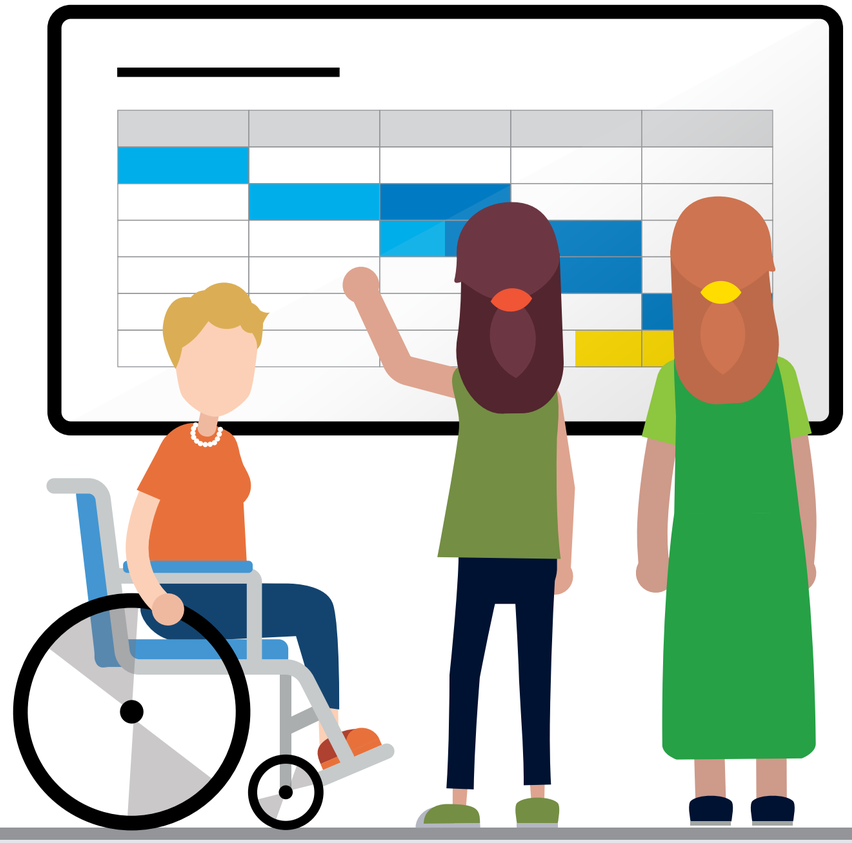
Our initial project plan outlines the project scope, objectives, timelines and key milestones. This document serves as a roadmap for the project team, ensuring alignment and effective communication.

Initial project plan checklist:

- Confirm project scope and objectives
- Gather all necessary site plans and technical drawings
- Identify and engage key stakeholders
- Establish a clear communication plan
- Identify project deliverables and plan timeline
- Establish and track budget
- Identify risks and possibilities for mitigation
- Keep track of any issues as they arise

Retrofitting wayfinding

This is to be avoided by including wayfinding early. Adding wayfinding after a build will be more expensive to AT and more disruptive our customers.



7.4 Project planning and financials

Project planning

When we develop a detailed wayfinding project plan, our typical project management practices apply. There are wayfinding-specific processes that should be considered for early inclusion to streamline the project's progression.

Detail is also considered in the subsequent phases of this design guide to populate our plan.

There are several items that are more likely to impact project timelines. Early contact with team members and stakeholders is suggested in the initiation phase, but at this stage they can be confirmed and added to the detailed plan. Opening communication channels and programming in these other items early provides the project with the best chance of achieving its milestones.

Key team members and stakeholders

- Confirm team members and stakeholders availability

Site access for audits and installation

- Contact transport hub managers for access and to understand any programmed works and closures
- For large projects, access to construction areas may require time for on-boarding and induction
- With large infrastructure projects, the design of the environment may be in progress. If this is the case, we apply for access to the Building Information Model (BIM) so we can do a virtual site audit.

Wayfinding analysis and planning

How to plan wayfinding for a project is covered both in this guide and the code. Some parts of a wayfinding plan have been standardised - e.g. sign types and hierarchy. However, there will also be site-specific strategy and analysis to include in the project plan. At this stage, we confirm the team supplying these services:

- **Site analysis**—involves a thorough assessment of the physical environment
- **Customer analysis**—understanding our customer needs and customer groups
- **Information analysis**—determining the information that needs to be communicated
- **Wayfinding strategy**—some strategy will need to be tailored to our project site

Coordination with other disciplines

For large projects, we can coordinate wayfinding with other professionals, like architects and urban designers. There can be waiting time during which other disciplines complete their work. To streamline this process, we open communications with:

- Architects/urban designers
- Industrial designers
- Electrical and lighting engineers
- ITS (Intelligent Transportation Systems) engineers
- Structural engineers
- Artwork production teams
- Sign fabricators and installers

Documentation review time

We confirm our Subject Matter Experts (SMEs) to review our wayfinding documentation early and add them to our detailed plan. Customer information that contains maps or timetables requires expert knowledge of the network and will need sufficient review time.

Wayfinding review times may be reduced using digital sign content and allocation tools that support online reviews.

Bilingual translations

AT's translators fall into the SME category, but they are included here because translations from external suppliers need/require double-checking by AT. We confirm the availability of our translators early and include them in our detailed programme. It is essential to programme in the following times for translations:

- 10 working days for requests to be processed by Māori Outcomes team
- 10 plus working days for turnaround from translator

Approval process

We refer to the **Entreprise Project Management Framework (EPMF)** stage-gate process. This document helps us define the approval process required for our project. We map the required approval process to our project type, and then we are able to add those details to our project plan.

7.4 Project planning and financials

Procurement

Clearly understanding AT's procurement goals ensures we move smoothly through the procurement process and that we follow an approach that helps us obtain value for money and quality outcomes on our projects.

Confirm the right procurement approach

Follow the procurement decision tree to understand the procurement approach required in any given situation. AT staff can find detailed guidance under the procurement section of Engine Room, AT's intranet. Contractors can contact AT's procurement team for assistance at procurement@at.govt.nz

Contract management plans

For procurement with high value and/or high risk, a contract management plan may be required. This helps us manage delivery, costs and compliance as well as any risks associated with the work.

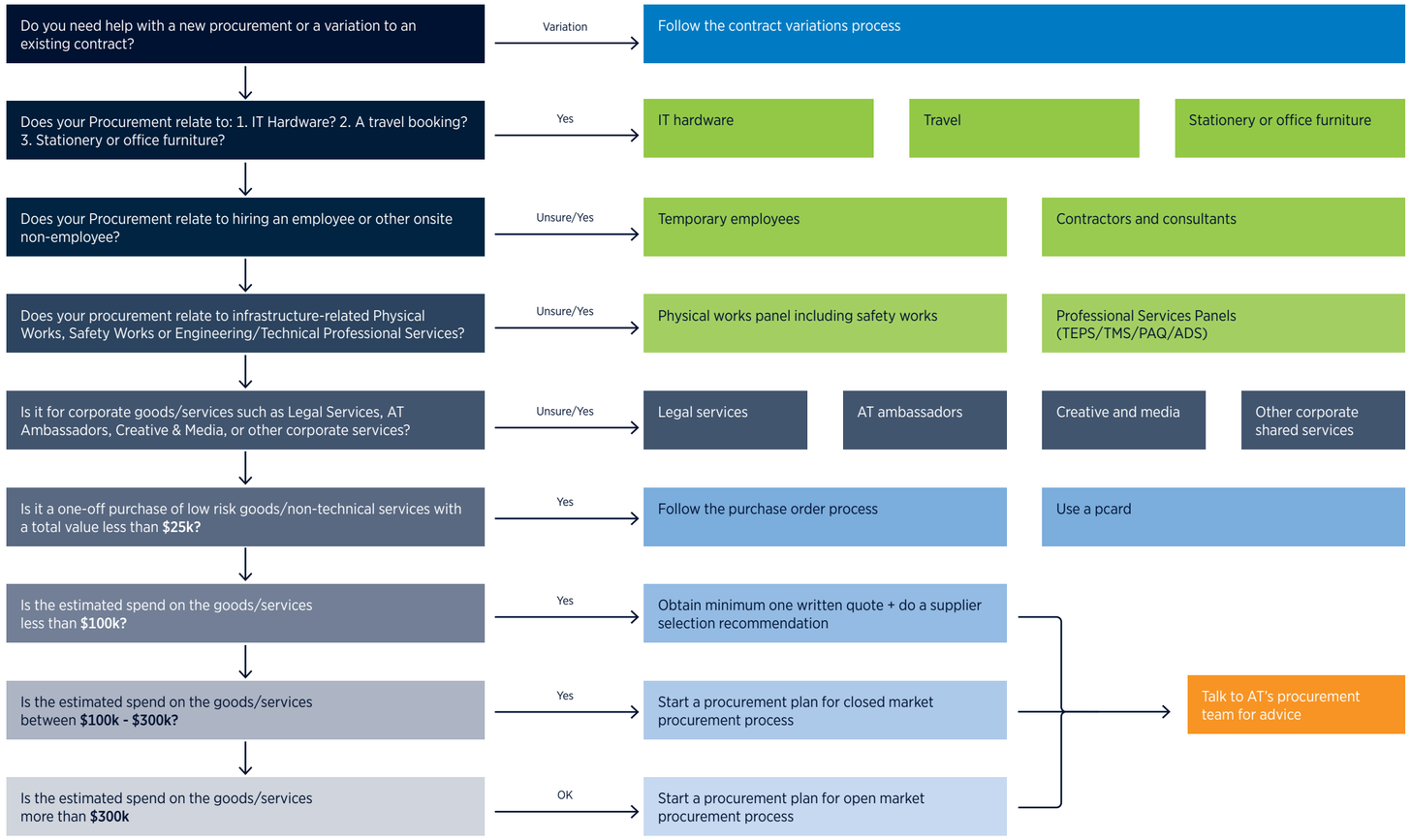
Sustainable procurement

Our sustainable procurement action plan encourages us to look for opportunities to accelerate Auckland's transformation to a regenerative economy.

Auckland Council supplier panel

Auckland Council has recently established an external print services panel for wide format printing and signage with a range of pre-approved suppliers who can be procured. Contact AT's procurement team to determine if this panel of suppliers is well-suited for your project.

Procurement decision tree



7.4 Project planning and financials

Wayfinding pricing

At the project outset, we utilise average unit costs for sign pricing. With an average cost per sign type, we can use the draft wayfinding allocations to develop the base cost for our signage. The supporting costs for project delivery are then factored in to understand our wayfinding price.

Initial sign pricing

The draft wayfinding documentation will give suppliers in the later phases a reasonably accurate view of what is required from them. We can request costings and update our budget information. Outlined in this section are some areas where we can improve efficiencies.

Notes for efficient sign fabrication

- Utilise standard sheet sizes—e.g. 2400x1200mm and sign sizes that efficiently use the material—See diagram opposite to avoid waste.
- Utilise easily available and high quality product parts
- Standardise products across the network

Initial installation pricing

Before we enter the design phase, we ensure we understand factors that affect installation. Product decisions we make during the design phase will impact the installation during the implementation phase.

Notes for efficient installation

- Design signs that can be easily dismantled for transportation to site
- Design installation fixings if a sign needs to be craned into position
- Standardise structural sign footings and fixings

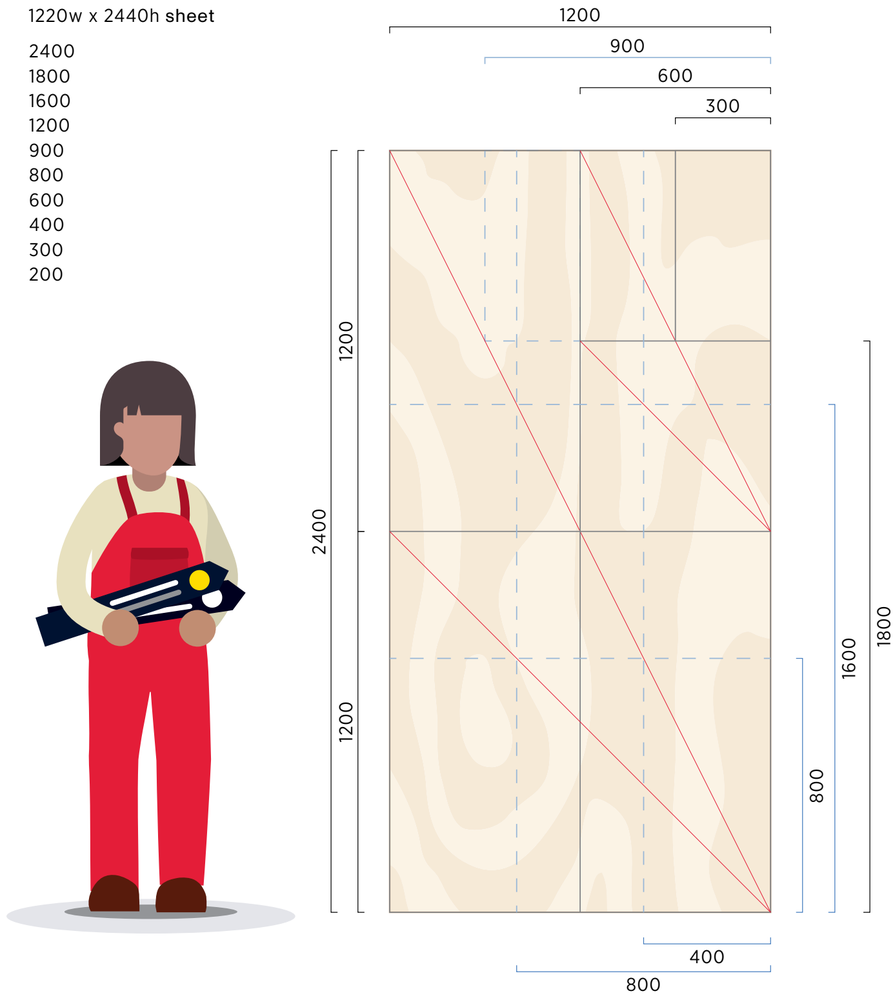
Design and artwork pricing

We develop a comprehensive pricing strategy for design and artwork, considering factors such as complexity, scale and specific project requirements. This includes establishing clear rates for design hours, material costs and any specialised services required.

Notes for efficient sign artworking

- Utilise a modular ‘kit of parts’ where possible
- Use AT’s sign types as documented in the Signage & Wayfinding Design Code
- Use AT’s sign assets, such as pictograms and patterns

Standardising sizes



7.4 Project planning and financials

Invoicing

Timely invoices support cash flow, accountability and smooth project progress toward a successful outcome. We agree an invoicing plan with our suppliers that is informed by AT's contract management plan. We include regular invoicing points in our detailed wayfinding project plan. This ensures our costs are clearly tracked and relate to specific deliverables.

Invoices

We support our suppliers with staged invoicing throughout the project. By setting our final invoicing after we have done our walk-through (during the installation and defects phase), we ensure the quality and longevity of our signs

Processing times

We factor in standard invoice processing times when developing our project schedules, ensuring that payments are made promptly and within agreed terms. This helps maintain positive supplier relationships and avoids potential delays.

Sense-checking invoices

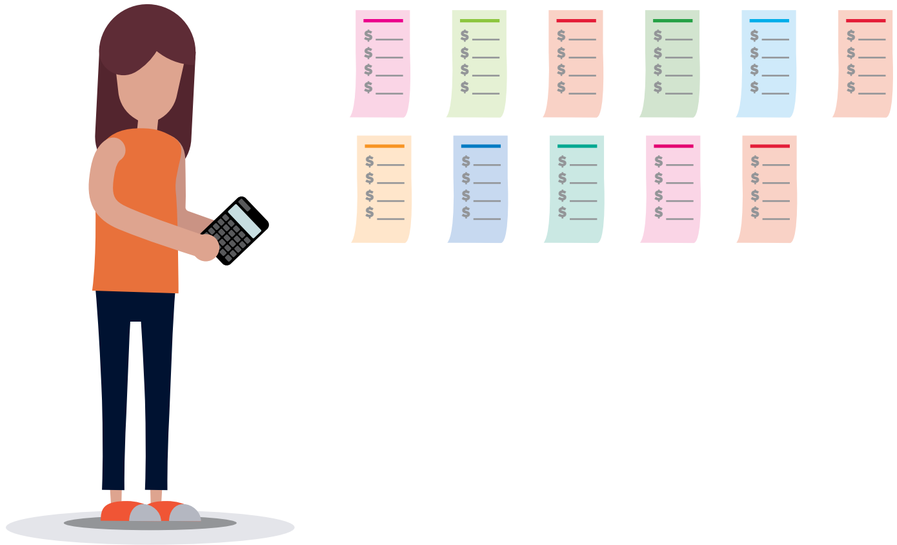
We review all invoices against agreed project milestones and deliverables, ensuring their accuracy and compliance with contract terms. This includes verifying quantities, rates, and any applicable taxes or charges. An effective way to cross-reference an invoice is to compare it with past invoices for similar work (even from a different supplier). We take inflation into account when using this method.

Invoice processing

Send invoices for automated processing to invoices@at.govt.nz.

For invoices to be processed successfully it's important they include the purchase order number. If there are multiple lines on a purchase order for different elements of work, each line should be referenced as well.

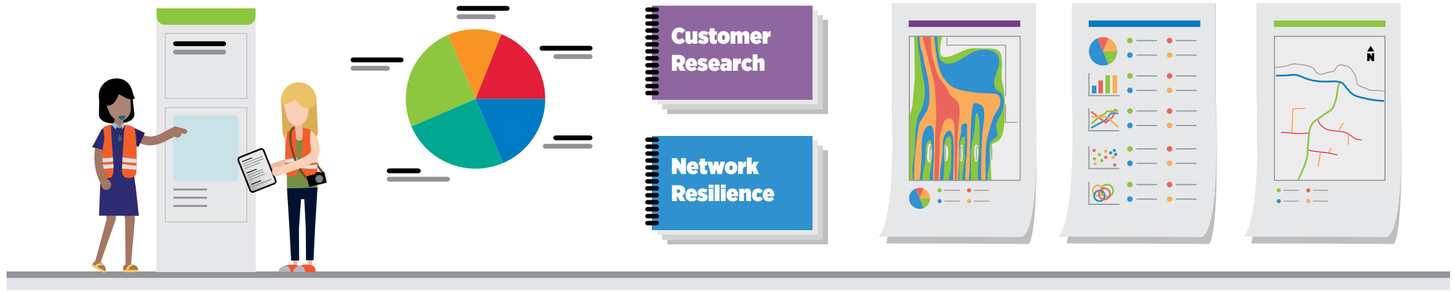
For accounts payable queries and invoice-related assistance, contact apqueries@at.govt.nz.



7.5 Investigation

Research and metrics

We gather research and metrics with our wayfinding principles in mind. As our wayfinding principles define how we measure the success of our projects it is important to research data that informs later phases and project outcomes. The collection of research that is both current and relevant to our project area is essential. Pilot projects and large facilities may require new research and metrics. However, smaller projects will utilise the signs and strategies set out in this guide and code, which are informed by previous research and metrics.



Customer research

We review insights from previous customer research to understand user needs, preferences and behaviours related to wayfinding. This may include surveys, focus groups and observational studies that have gathered qualitative and quantitative data.

Accessibility research

We prioritise accessibility research to ensure our wayfinding solutions are inclusive and cater to the needs of all users, including those with disabilities. This includes evaluating the legibility, contrast and tactile elements of signage.

Universal access research

We stay informed on the latest universal access research and best practices to ensure our wayfinding designs are accessible to the widest possible range of users, regardless of age, ability, or cultural background. See *Chapter 1.2: Wayfinding Principles in the Signage & Wayfinding Design Code.*

International best practice

We take time to look to what other countries are doing and investigate international best practices for similar problems we are trying to solve.

Business case information

We gather and analyse business case data to demonstrate the value and impact of our wayfinding projects. This includes assessing the return on investment, operational efficiencies and customer satisfaction.

Network data sources

We utilise network data sources to gain insights into travel patterns, passenger flows and infrastructure usage. This data then informs our wayfinding strategies and helps us optimise signage placement and design. For example, we can use patronage data to prioritise high-volume areas on the network and to understand where there are deficiencies that require improvement.

Network data types:

- AT HOP data – board and alight/transfer information/key suburb destinations
- AT public transport operations data
- AT cycle count data
- AT GIS data (Mahere)
- Passenger volume/flow data
- Visibility/reflectivity mapping

Publicly available data sources

We utilise publicly available data sources to supplement our research and gain a broader understanding of travel patterns and user behaviour.

- Strava
- Travel time access isochrones
- AC open GIS data

7.5 Investigation

Wayfinding reference documents

During the investigation phase we gather reference documents that are current and relate directly to our scope area. We focus on customer research, bilingual translations, sign audits and address hierarchies that specifically relate to our project area.

Customer information

Customer information supports wayfinding and vice versa. It is important to refer to the customer information section of the code so that we make sure we are supporting customer journeys - for example, this could be as simple as aligning a train information sign with a train network map. For detailed guidance, see *Chapter 9: Customer information in the Signage and wayfinding design code.*

Project-specific documents

It is essential to obtain current site plans and existing translations at this point. If the site plans are outdated current aerial photography can help us produce a current version. **Te Kuputaka** Māori Glossary of current translations is available and can be used as a starting point as we develop sign content.

International best practice

We undertake a rapid document review to identify high-quality international solutions relevant to our scope and challenges, ensuring they prioritise legibility, accessibility and intuitive navigation.

List of typical project-specific documents

- Site plans
- Existing translation documents
- Recent site audits
- Adjacent project wayfinding analysis and strategies

Influential external documents

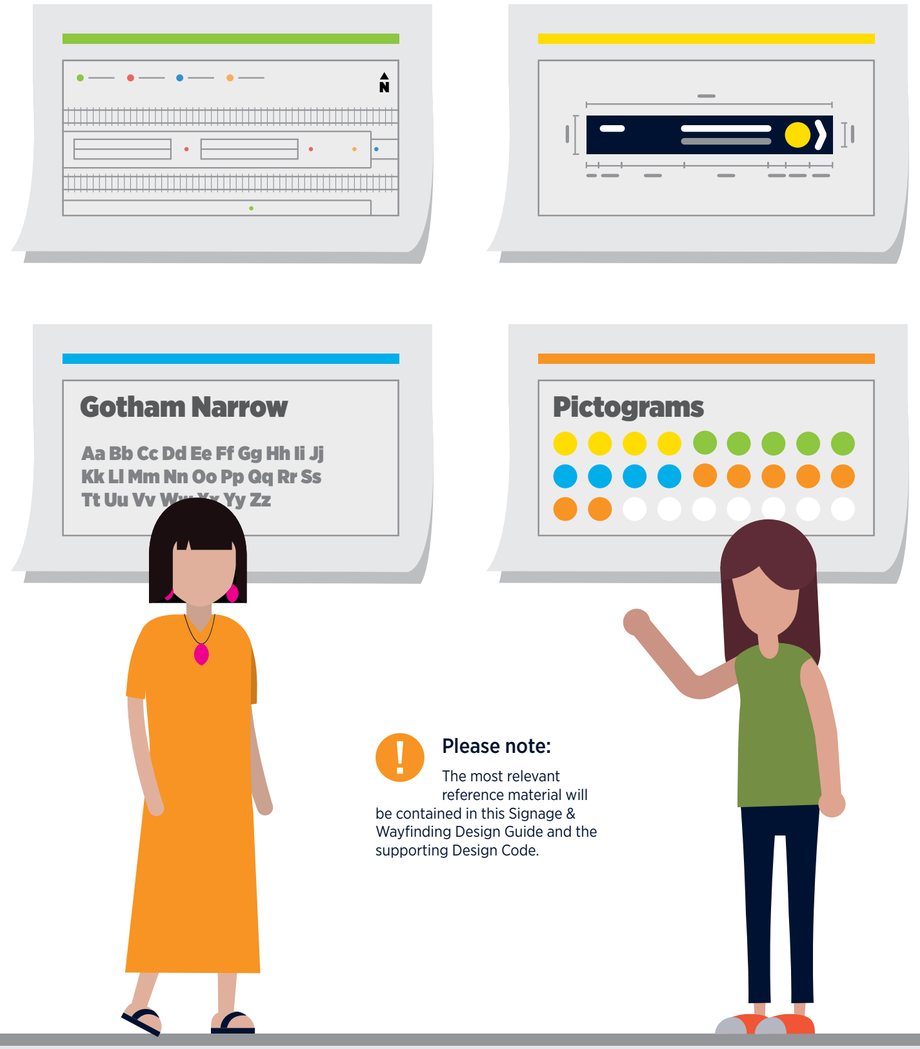
There will be statutory and regulatory documents that influence subsequent phases. Listed below are common documents that we refer to during a wayfinding project:

- NZS 4121-2001 (Access)
- NZS 4223.3-2016 (Glazing)
- Blind Low Vision NZ guidance
- NZTA MOTSAM
- NZTA TCD manual

Print and material specifications and assets.

Gathering together our print and material specifications early will ensure we avoid incorrectly set-up files being carried into the design phase. This reduces the time spent cleaning up files during artwork and product production. Using the correct specifications and assets at this point ensures we are adhering to our 'efficiency' principle. Listed here are the specifications and assets that are included within this guide:

- Typeface
- Colours
- Graphics (pictograms, patterns, etc.)
- Sign dimensions
- Sign set-outs



Please note:
The most relevant reference material will be contained in this Signage & Wayfinding Design Guide and the supporting Design Code.

7.5 Investigation

Project team, stakeholders and partners

The success of any given project is in large part dependent on the team and stakeholders involved. Getting the right input at the right time is fundamental to project success.

Team kick-off meeting

A range of input and expertise will be necessary at different points during the project. However, bringing together the core team to participate in an initial kick-off meeting is an ideal start to any project. Including relevant suppliers at this stage allows for efficiency gains throughout the project. Early inclusion and clear team communication allows suppliers greater project knowledge and pand the ability to plan regarding their availability at later phases.

Typical agenda

- Laying out project timeline
- Defining roles and responsibilities
- Identifying known project hurdles
- Identifying gaps in team
- Identifying stakeholders

Stakeholders and partners

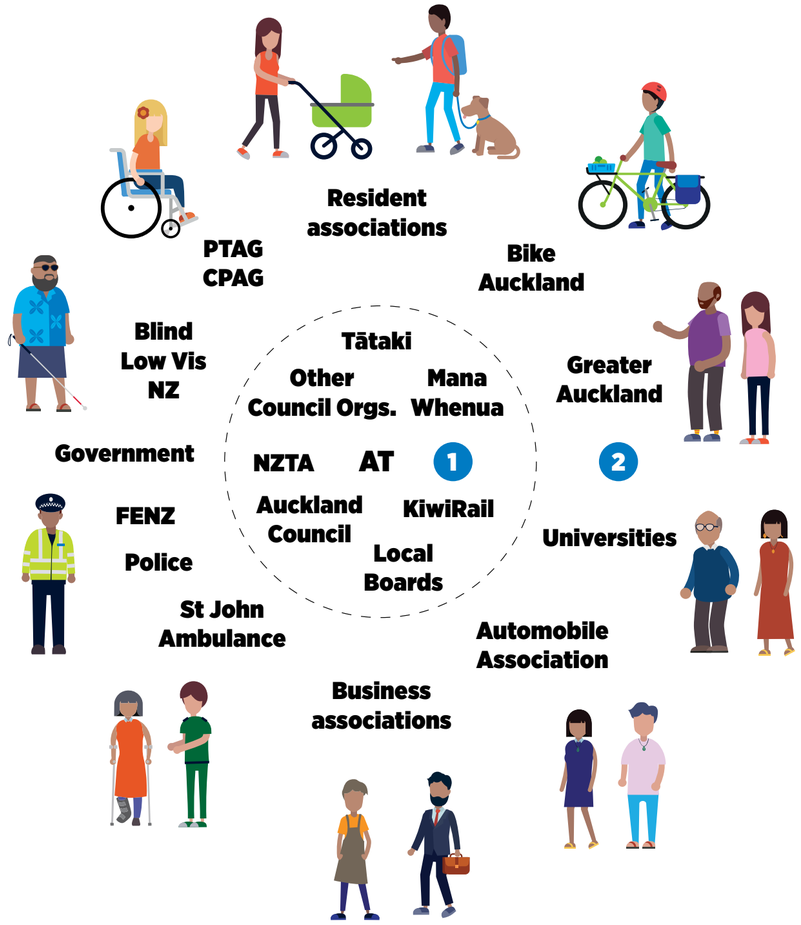
During the investigation phase we need to be open to a wide range of knowledge and perspectives. We want to identify key stakeholders at this point so their views inform which areas we investigate. If we miss a key stakeholder at this point, they may rightly feel overlooked and uninformed. Stakeholders who are inadvertently omitted are more likely to form a negative project view. This may be harder to manage in later phases.

Typical partnering organisations and key stakeholders

1. **Partnering organisations**
   - Auckland Council
   - NZTA
   - KiwiRail
   - Mana whenua
   - Tātaki Auckland Unlimited
   - Local boards
2. **Key stakeholders**
   - PTAG CPAG – Blind Low Vision NZ
   - Resident/Business associations
   - Bike Auckland
   - Greater Auckland
   - Universities
   - Schools
   - Automobile Association
   - St John Ambulance
   - Police
   - FENZ
   - Government

Stakeholders are grouped into high and low interaction categories. Their input and update levels are as follows:

1. Shares organisational knowledge with the project team, kept informed at regular intervals, can provide direction to the project via steering group.
2. Invited to contribute via specific activities, kept informed periodically as project progresses.



7.5 Investigation

Scope and the multimodal network

Naturally, a project's scope is always physically constrained. Despite this, it is important to consider areas and transport modes outside the scope area. This ensures that we effectively embed the wayfinding of our project area into surrounding environments and journeys.

Building a multimodal network

We strive to create a seamless and integrated wayfinding experience across all modes of transport. This involves encouraging and supporting our customers to utilise modes they would not normally consider.

A continuous wayfinding experience

Combining rideshare, train, bus and hire bike may be the most time efficient way for a customer to make a journey. There are simple ways wayfinding can support that journey—i.e. marking the rideshare drop-off area, clearly signing to the platform, providing customer information about bus routes and marking hire bike zones near a customer's final bus stop.

Connecting projects

To support easy connections between modes, we take into account the zones and projects that are nearby, but outside our scope.

- **Wayfinding plan**
  We consider how we progressively disclose information about other modes. In addition, we support easy connections from other modes without overwhelming our customers. For instance, we group bus information near bus stops and where it is clearly visible to passengers approaching from a station, cycleway or precinct.
- **Consistency**
  We check we are using consistent terminology and graphic assets. Note: Graphic layouts are tailored to modes and may vary.
- **Co-location**
  We think about where we can co-locate wayfinding information to avoid clutter in the urban environment.
- **Safety**
  Consideration of high and low speed areas occurs where there is an interface between modes. For instance, we direct cyclists to public transport facilities in low speed areas.

Adjacent projects often affect:

- Wayfinding strategy/content
- Timelines
- Cost

Other organisations

We also need to consider adjacent projects from other organisations as coordination may be more challenging in these instances.

Always check for projects run by:

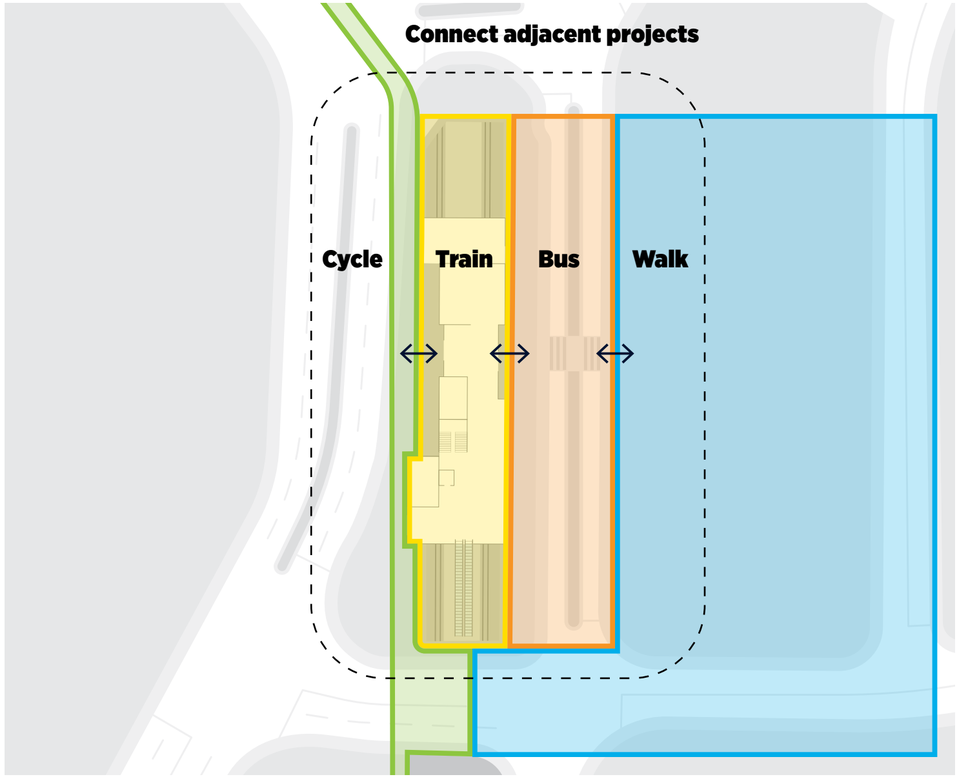
- NZTA
- Auckland Council
- Kāinga Ora
- Watercare
- KiwiRail
- Utilities and private developers

Works coordination

AT's works coordination team coordinate work in the road corridor to encourage everyone who digs up the road uses a 'dig once' approach wherever possible. Engaging with this team early can help identify potential project clashes on the network or opportunities to coordinate with other works, and can make the Corridor Access Request (CAR) process smoother. AT staff can find more information on the project management hub on the intranet.

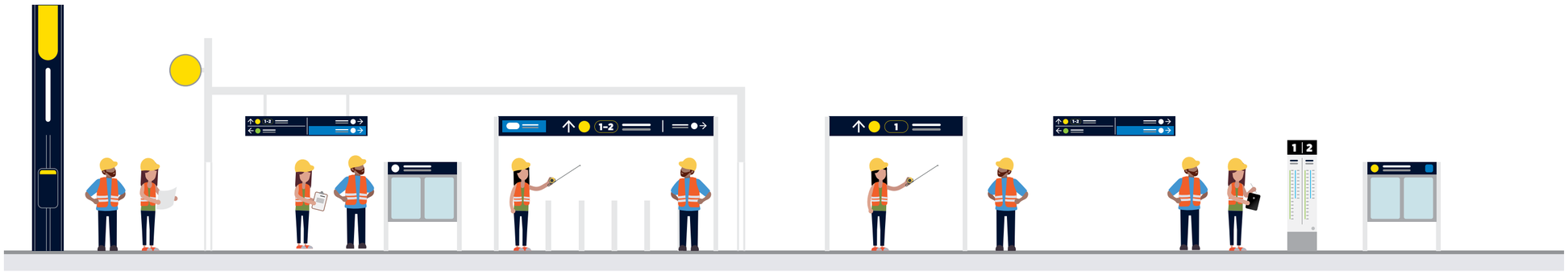
NZ Forward Works Viewer

The NZ Forward Works Viewer is an interactive map that helps you see when and where different projects are planned: https://forwardworks.org.nz/. AT staff can access the viewer without registering for an account – use your AT email address to log in with single sign-on.



7.5 Investigation

Site audits



Site auditing is a critical process when we are developing our wayfinding response. Outlined in this section are key considerations and procedures involved in conducting an effective site audit for an AT wayfinding project.

Proper planning and coordination is required to gain access to any given site. This involves liaising with relevant site managers, securing permissions and scheduling audits to minimise disruptions to transport operations.

Site visits – live and operational facilities

Consider the timing of your visit and if possible, schedule it to take place at times that are likely to be quieter to minimise any disruption to customers.

Bus stops

For a standard individual bus stop on a street it's not necessary to notify anyone of a site visit. Be mindful of your surroundings, considerate of any people using the bus stop and cautious of surrounding traffic to remain safe. Consider wearing PPE such as a high-vis vest.

Bus stations and ferry terminals

Since our facilities are monitored using CCTV cameras, it's important to notify ATOC of site visits to bus stations and interchanges to avoid raising any concern. Please call (09) 448 7159 when you arrive on site, and if the facility is staffed then also check in with the security guards to let them know the purpose of your visit and to sign the visitor's log to keep track of your site visit.

Train stations and interchanges

Auckland One Rail (AOR) are responsible for operating AT's train stations and bus/train interchanges and need to be notified of any site visits. For larger groups of people it is good to give advance notice – AOR may suggest when the most suitable time to visit is and can let you know of any special requirements.

Please call AOR's Station Control Centre on (09) 558 0800 when you arrive on site, and if the facility is staffed then also check in with the security guards to let them know the purpose of your visit. If there is a gate line, security can give you access without needing to tag on or off. They will also ask you to sign the visitor's log to keep track of your site visit. Be sure to remain behind the tactiles on platform at all times.

Site visits – facilities under construction

Live construction sites typically have their own protocols for site visits which can include an induction process and the need for specific items of PPE in addition to the typical sign-in process. The site manager for the wider project is best placed to advise on specific requirements.

Optional auditing tools (digital/physical)

We can engage with auditing tools and applications to improve the accuracy and efficiency of our site audits. These may include digital devices for mapping and recording, measuring equipment and accessibility testing aids to evaluate compliance with universal design standards.

Auditing for universal access and safety

A core component of an audit is ensuring the site complies with universal design principles. This involves assessing pathways, signage, lighting and other elements to ensure they are accessible to all users, including those with mobility, sensory, or cognitive impairments.

By addressing these areas systematically, site audits help identify gaps and opportunities to improve the effectiveness and inclusivity of our wayfinding response.

Auditing for safety and accessibility

- Accessible heights
- Accessible gradients
- Step-free access
- Luminance levels
- Emergency egress
- Emergency assembly points

Auditing for health and safety risks on site

AT's health and safety team can help if you need assistance identifying and addressing any health and safety risks onsite. Contact them at healthsafetyatw@at.govt.nz.

7.6 Design

Engineering design phases

For large projects, wayfinding will be one of many teams contributing to the project. It is essential to engage with AT's wayfinding team *before* the design phase. It is more efficient to coordinate wayfinding with other design disciplines during the design phase, as well as ensuring signs may be placed in optimal locations for customers. If this coordination occurs later, it often disrupts a project's construction programme and may restrict the quality of the wayfinding outcome. Extended construction timelines make journeys more difficult for an extended period for our customers.

Typical infrastructure design phases:

1. 50% Preliminary Design, Concept Design
2. 90% Developed Design, Detailed Design
3. 100% Issued for Construction (IFC)

1. 0-50% Preliminary and concept design

During this phase, we establish the fundamental wayfinding strategy, aligning it with the overall project vision and objectives. Early engagement allows us to identify potential wayfinding challenges and opportunities, ensuring a cohesive and integrated design.

Typical tasks in this phase:

- Conduct initial site assessments and wayfinding audits.
- Develop preliminary wayfinding concepts and strategies.
- Engage with stakeholders to gather feedback and input.

2. 81-90% Developed and detailed design

In this phase, we refine the wayfinding design, incorporating detailed sign placement, content and specifications. We work closely with other design disciplines, such as architecture and engineering, to ensure seamless integration and functionality.

Typical tasks in this phase:

- Finalise sign designs and specifications.
- Coordinate with other design teams on sign placement and integration.
- Develop detailed wayfinding plans and documentation.

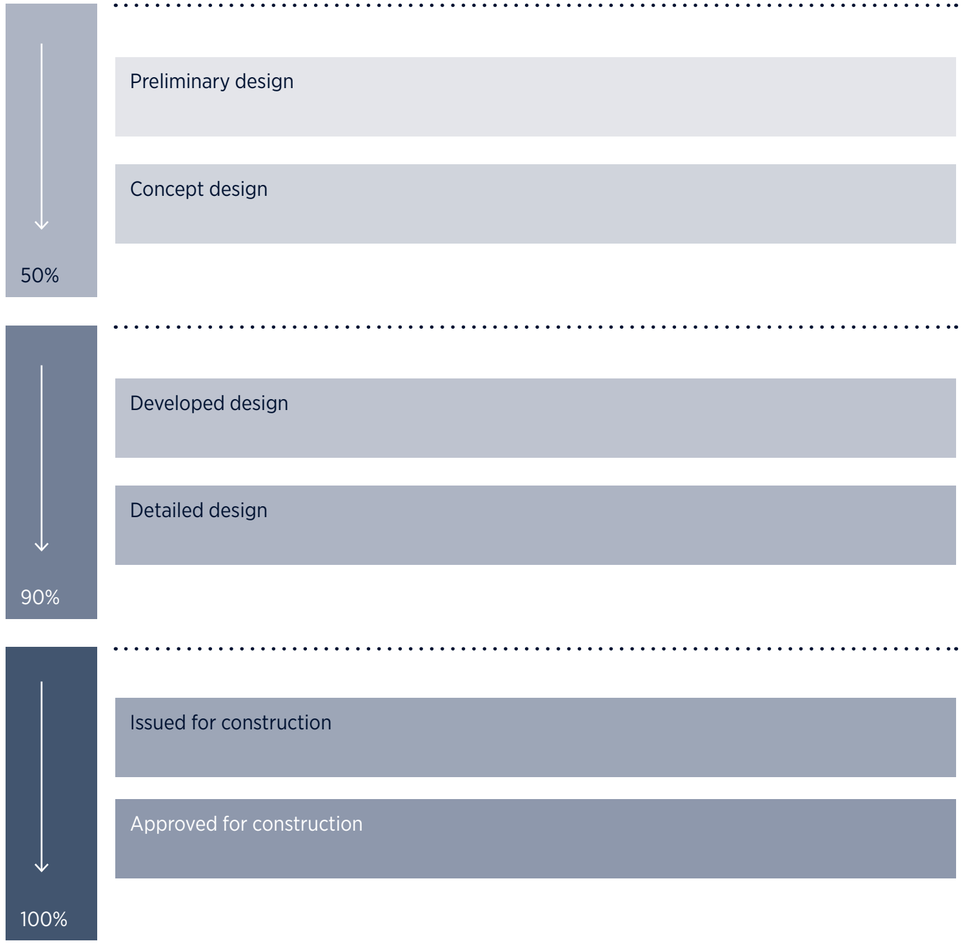
3. 91-100% IFC

In the final phase, we prepare the wayfinding design for construction, ensuring all documentation is accurate and complete. We collaborate with construction teams to address any potential issues and ensure a smooth implementation.

Typical tasks in this phase

- Review and approve final wayfinding documentation.
- Provide support to construction teams during installation.
- Conduct final site inspections to ensure compliance with design specifications.

Engineering design phases



Construction phases

7.6 Investigation

Draft wayfinding and coordination

For business as usual (BAU) wayfinding projects, we undertake the wayfinding audit and analysis during the investigation phase. This gives us an extended amount of time to translate bilingual content. We use the draft wayfinding documentation to refine prices from our fabrication, artworking and installation suppliers.

Large projects (non BAU) sometimes conduct the wayfinding audit, analysis, strategy and draft documentation during the **design** phase.

Wayfinding audit and analysis

The wayfinding audit and analysis is informed by the data obtained during the site audit. The wayfinding analysis typically maps customer flows and decision points. Any existing wayfinding is tested against these flows and decision points. A similar process is followed for the wayfinding content. A content hierarchy is developed, which helps us to produce a wayfinding strategy.

Wayfinding strategy

A wayfinding strategy is a system for rationalising and optimising the information a customer encounters on an individual sign. This is site specific, as different environments present different navigational challenges. The purpose of a wayfinding strategy is to give customers the information they need during their journey, without overwhelming them.

Wayfinding draft documentation

- Sign types
- Sign products (if required)
- Sign allocations
- Sign content
- Structural
- Electrical
- Intelligent Transport Systems (ITS)

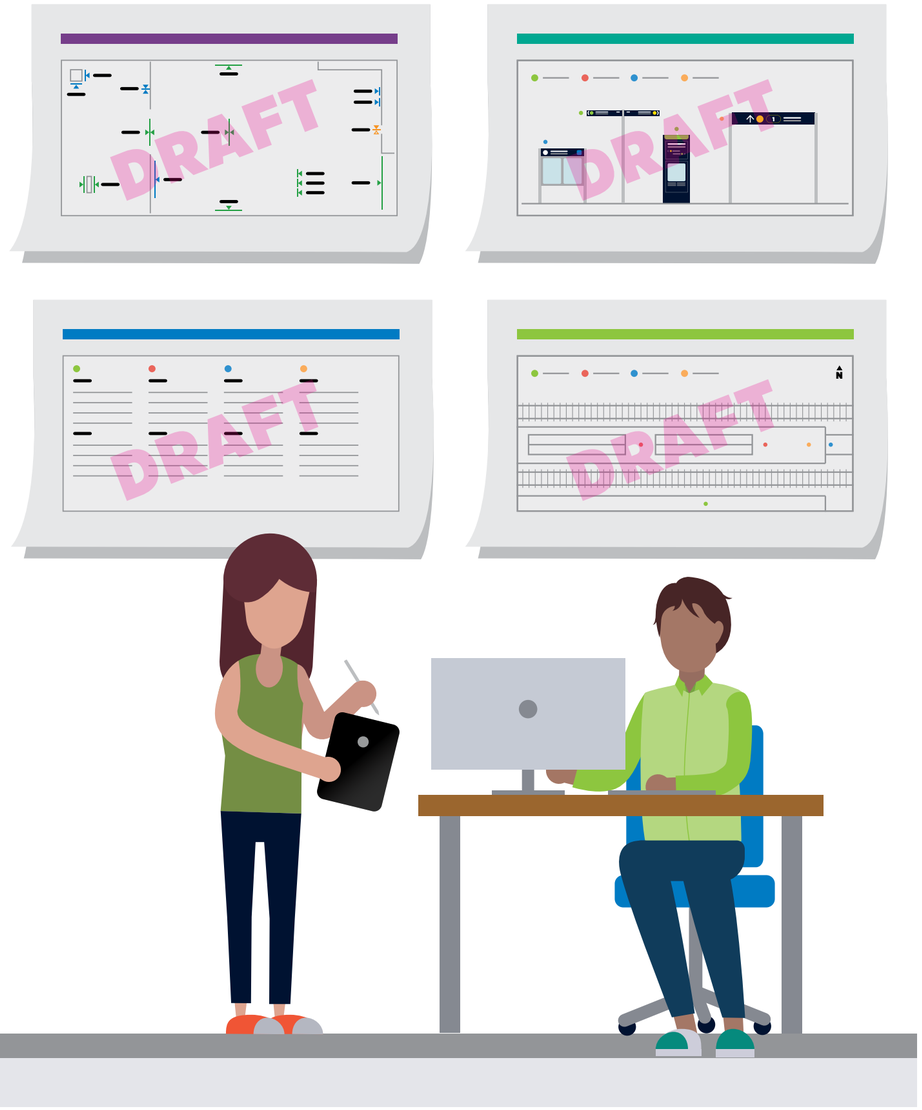
Coordination

We coordinate our wayfinding work with other disciplines contributing to the project. This makes sure we are aligned and that communication is clear and continuous throughout the preliminary and concept design phases. It includes information sharing, gathering feedback and ensuring all teams understand the project's wayfinding requirements and objectives. Effective coordination helps to prevent errors, delays and misunderstandings. It ensures our draft wayfinding design is synchronised with all aspects of the larger project.

Large sign allocation pitfalls

When large powered beacons or plinths are allocated, we must ensure:

- There is sub-surface space for structural footings
- Geotech site checks have been done to ensure the site is stable
- There is power available nearby
- We are sensitive to important urban sight lines
- We avoid excessive illumination of adjacent residential and commercial buildings. *See Chapter 2.3 CPTED in the Signage and wayfinding guide.*



7.6 Investigation

Bilingual translations

AT has a formalised bilingual sign system informed by years of investigation and testing. AT's Te Kuputaka Māori glossary of translations has been updated and refined over this time, providing succinct translations suitable for wayfinding signs. This refinement means some terms may vary from online translators, dictionaries and some early translations undertaken by AT. Always refer to the current version of Te Kuputaka.

External projects

Externally sourced translations need to be cross-referenced and checked so they align with AT's te reo Māori terminology. *See Chapter 6.2: Bilingual sign strategy in the Signage and wayfinding guide.*

Translations process

We follow the translation process to ensure our translation team has sufficient time to provide accurate and succinct translations. If we anticipate a significant number of translations for our project, we engage with the translation team early. This allows them to schedule our requirements and manage their workload effectively.

Process steps

1. Obtain Te Kuputaka Māori Glossary and Translation request form
2. Utilise Te Kuputaka Māori Glossary to populate draft wayfinding content
3. Request any additional translations
4. Final wayfinding check
5. Production artwork check

1. Te Kuputaka Māori glossary

For the current version of the glossary please contact AT's Māori Policy & Engagement team.

2. Translation request form

For internal projects this form can be found on AT's intranet on the Māori Policy and Engagement page.

3. Request any additional translations

During the draft wayfinding task utilise Te Kuputaka Māori Glossary. Request any additional translations via AT.

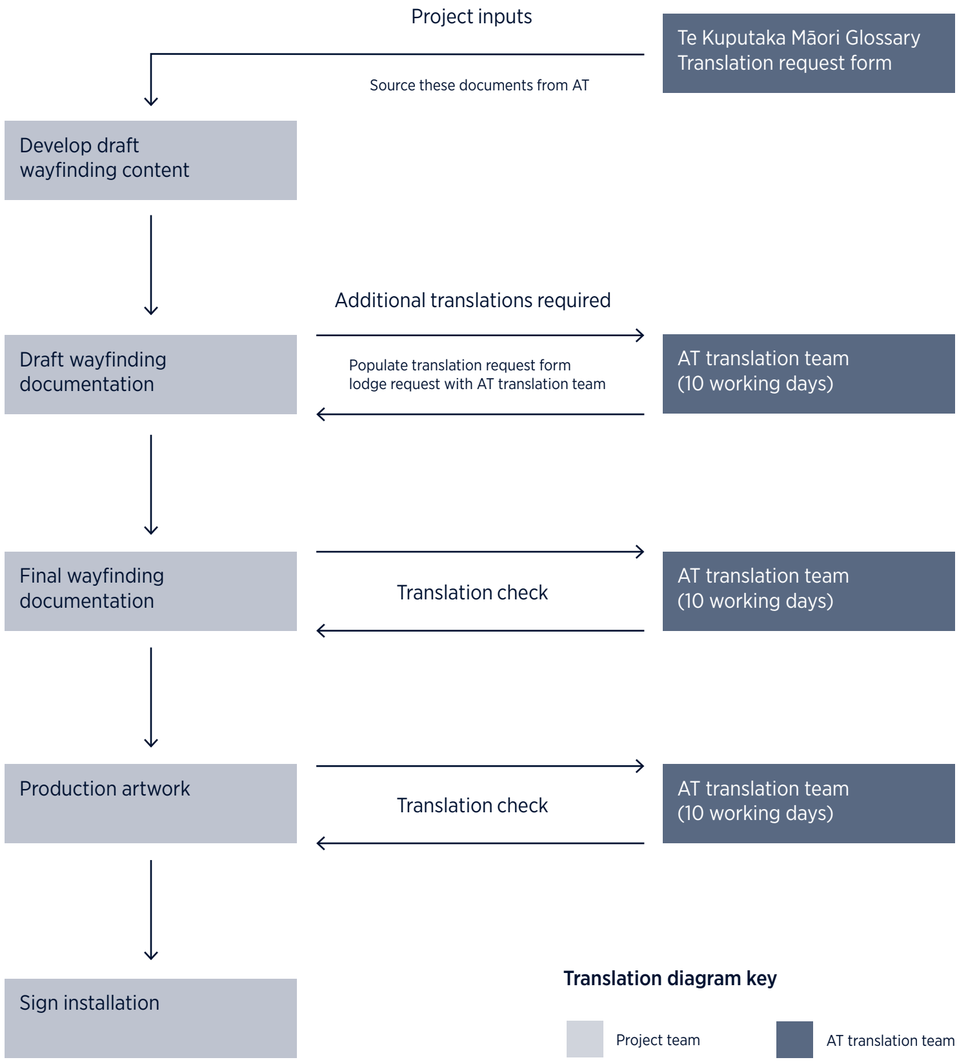
4. Final wayfinding check

During the design phase the wayfinding sign content schedule will need to be checked.

5. Production artwork check

Production artwork will need a final check before proceeding to sign production and installation.

Wayfinding translation process



7.6 Design

Final wayfinding

Our final wayfinding documentation will focus on communicating the content of the signs, how they should be produced and where they should be installed. The wayfinding strategy should not be required at this point.

Wayfinding documentation guidance

We require our wayfinding guidance to be easily understood by a wide range of people, including:

- Project managers
- Artworkers/printers
- Manufacturers/fabricators
- Installers

Efficiently conveying our wayfinding design

Bearing in mind there will be a range of teams engaging with our wayfinding documents, we make sure the aforementioned documents are clear and simple, while conveying the detail needed for accurate production installation. We maintain clarity in our documentation by avoiding duplication of information while minimising cross-referencing—where possible.

Core wayfinding documents

1. **Sign types**
   Scaled drawings of the signs, often supported by elevations that include a representation of the product and the signs' datum (height).*
2. **Sign plans**
   These are plans that include the sign positions. Ideally, these are marked over plans supplied by architects, engineers or GIS technicians. We mark sign faces with coloured lines and an arrow pointing in the direction the sign is viewed from. This is annotated with the sign type code, followed by an individual sign number. Sign products can also be allocated on these plans in a similar way.
3. **Sign schedule**
   This includes the content for individual sign faces. Schedules are usually in table format and include the text, arrows and symbols for each sign and their visual arrangement. The sign schedule also includes additional details, for example:
   - Sign type name
   - Individual sign number
   - Reference to sign plan where sign is allocated
   - Sign size
   - Sign product (that holds the sign type) and drawing reference
   - Power requirements and matching electrical drawing reference
   - ITS requirement and matching ITS drawing reference
   - Structural requirement matching structural drawing reference (common for larger signs with significant product footings).

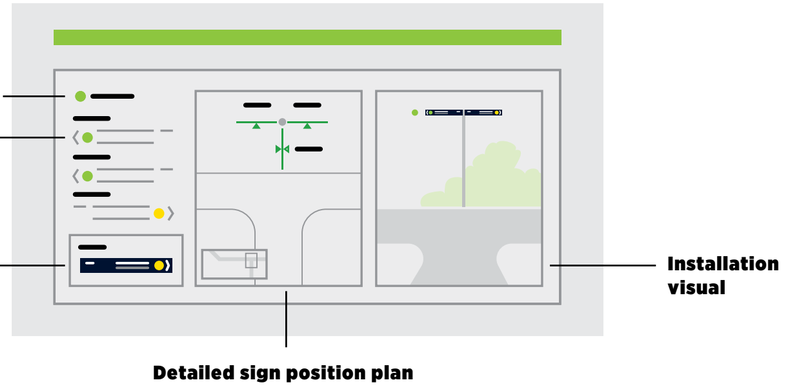
Other final wayfinding information to include:

- Sign products drawings**
- Sign product/printing specification (materials/finishes)**
- Sign installation guide
- Sign set-outs*
- Graphic standards and assets*
- Sign quantities table
- Sign removal drawings

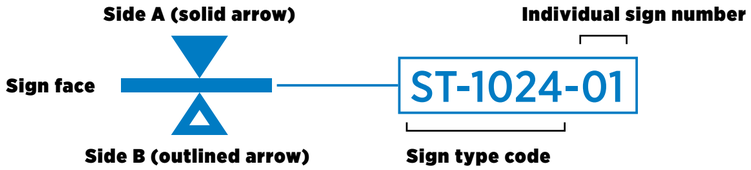
Supporting discipline drawings:

- Structural drawings
- Electrical drawings
- Intelligent Transport Systems (ITS) drawings

Individual sign information page



Sign position marker



We can tailor the wayfinding documentation to the size of the project and the complexity of the wayfinding response.

- **Complex signs with few allocations**
  A network of detailed pedestrian plinths may require directional content to be annotated on a plan. This enables us to easily check a sequence of directions to a destination.
- **Simple signs with many allocations**
  Back-of-house door signs that have simple content are better handled with a tabular sign schedule and typical sign position plans.

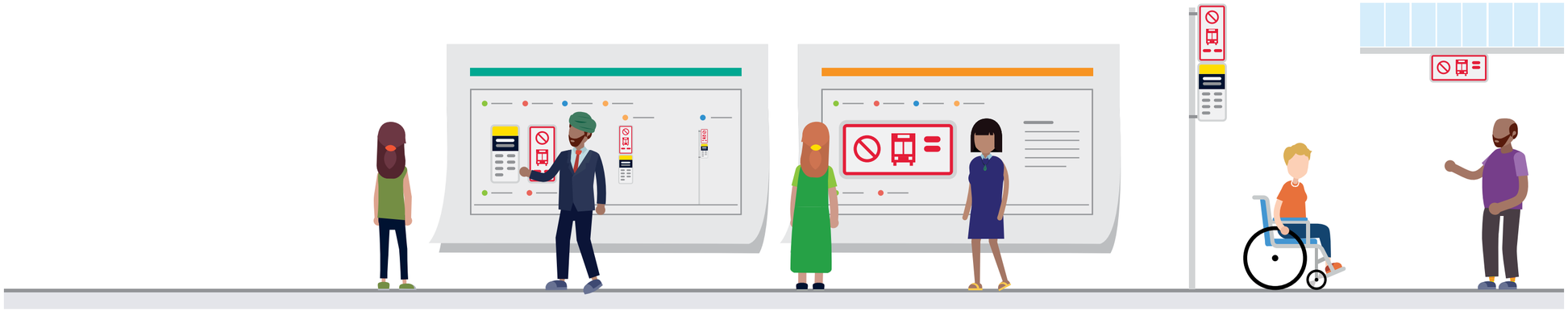
We can reduce cross-referencing for smaller projects by combining some of the final wayfinding information on an individual sign page (see figure above).

* Graphic standards and graphic assets for AT's wayfinding signs are included in the code that accompanies this guide. They can reference the signage and wayfinding TDM code, instead of being included in every final wayfinding package.

**Sign product drawings, product specifications and printing specifications will be included in future versions of AT's signage and wayfinding design code. Please contact the wayfinding delivery team for further information.

7.6 Design

Design variations



We encourage innovation where it is warranted: however this may mean stepping outside the standards outlined by this document. We only do this when we have a proven solution that fulfils a unique yet crucial customer need. It is important we take a wider, holistic look at the ramifications of our variation before we depart from the standard.

Balancing consistency and innovation

We recognise the importance of both consistency and innovation in delivering effective wayfinding solutions. While adhering to AT's standards ensures a cohesive and familiar experience for users, we also embrace opportunities to explore new and improved approaches that make our customers' journeys easier.

Reasons to consider variations

- **Improved customer experience:** A variation might be considered if it demonstrably enhances the wayfinding experience for users, making it clearer, more intuitive, or more accessible.
- **Technological advancement:** New technologies or materials may offer significant advantages over existing standards, such as improved durability, visibility, or sustainability.
- **Specific site conditions:** Unique site constraints or architectural features may necessitate variations to ensure effective sign placement and legibility.

Processes to apply for variations

There are formal processes to apply for variations in certain transport environments. These committees and panels ensure the safety of our customers and the smooth operation of our transport network. For these reasons, it is important to follow these steps. These groups exist to advise us so we avoid unintended outcomes.

Departure from Standards process (DfS)

Departures from Standards are approvals for designs that do not comply with requirements in the Transport Design Manual, practice notes or other AT adopted design standards. They are a last resort and need appropriate reasoning and impact assessment.

When a design cannot comply with AT's standards it's important to seek advice to determine the best way forward as there is no guarantee that departures will be approved. If a decision is made to depart from our standards, this is recorded via the DfS process and involves submitting a request form. Contact the Design Review team for assistance with this process.

Design Review Panel (DRP)

AT's DRP facilitates the review of AT and Council infrastructure projects by subject matter experts and may be required for larger wayfinding projects, particularly where wayfinding will have a significant impact within the urban realm (eg: installation of beacons). Contact AT's Design Review team to determine whether your project needs to go through this process.

In busy times it may take a few weeks for a review slot to be available so request a review early to align with your project timelines. Review requests can be scheduled before the design is ready for review.

Traffic Control Committee (TCC)

AT has the power to approve traffic and parking controls to keep Auckland's transport system effective, efficient and safe, such as signage directed towards drivers, traffic signals and road markings. The TCC is delegated the power to pass resolutions for these controls for approval on a case-by-case basis. Legalising these controls is essential to ensure they can be enforced by AT and the NZ Police.

Signage directed towards motor vehicles needs to comply with both the TCC process and NZTA Waka Kotahi's Traffic Control Device Rule. Contact AT's Traffic Controls team for further information on the TCC.

7.6 Design

Artworking/product phases

To make the artworking and product development phases as efficient as possible, it is crucial to supply the production team with all the documentation and specifications they require.

Introducing the documentation

The artworking and product teams may be joining the project at this point. Because wayfinding sign artworking and fabrication can be an extensive task with detailed inputs, it is imperative to brief our artworkers and fabricators. This section includes an overview of how we expect them to use the documentation.

The brief should advise on the most effective production methods to save time and effort, including suggestions for new advances in automation. We can foster innovation here by encouraging the artworkers and fabricators to utilise these advances.

List of inputs for artworkers

- Previous wayfinding documentation
- Print production specifications
- Print production standards and specifications from other sections of this manual.
- Visual elements/graphic approach, lock-ups, templates, etc.

List of inputs for fabricators

- Previous wayfinding product documentation
- Product specifications: materials and finishes, life expectancy and warranties required

1. Draft phase

- Draft artwork: digital and printed example
- Updated installation guide
- Draft product: digital and 3D printed example
- Supporting structural, electrical, and Intelligent Transport Systems (ITS) drawings

2. Final phase

- Final artwork: approved
- Final installation guide: approved
- Final product: approved
- Final structural, electrical and ITS details: approved

7.7 Implementation

Breaking ground and site works

These steps will look different depending on the scale of our project and the physical nature of the site. There will be set-up and lead times for access to consider. In some cases, a blessing will be required. It is common for large projects with significant public interest to o participate in a blessing, with significant stakeholders present.

Small projects may also require a blessing. This is common when our project has been developed with iwi, and the area has cultural, and/or historical significance. These can be emotional events and understanding our role in the process will aid future input from mana whenua.

Breaking ground (Blessing)

When breaking ground, especially in culturally significant areas, we prioritise respectful engagement with local communities. This often involves a formal blessing ceremony, conducted by mana whenua, to acknowledge the land and its history. We ensure that we understand and respect the significance of the ceremony and adhere to cultural protocols.

These ceremonies usually occur for larger projects and are organised by the wider project lead and mana whenua. They are a valuable opportunity for a wayfinding project manager to engage with the wider project team, mana whenua, politicians and local stakeholders. Our attendance helps build an understanding of the importance of wayfinding among those parties.

Health and safety (H&S)

AT's health and safety team are here to help and available to provide advice on any health and safety considerations for your project. Contact them at healthsafetyatw@at.govt.nz.

Tōtika Health & Safety Prequalification Scheme

Tōtika is New Zealand's health and safety pre-qualification framework designed to streamline procurement by allowing suppliers to pre-qualify once under a single standard. Registration with Tōtika is a pre-requisite for anyone undertaking physical works for AT.

Authority to work (ATW)

The ATW process allows us to do our due diligence and meet our legal obligations as a PCBU (Person Conducting a Business or Undertaking). It enables us to make sure any risks identified, are documented and have the correct level of controls in place. This ensures tiakitanga – that everyone is safe with us. ATW templates can be found under the health and safety section of AT's intranet

Some of our suppliers who install and maintain our signage all year round are granted an annual ATW.

Auckland One Rail (AOR) permit to work

Due to hazards that exist when working in and around the rail corridor, a request for a permit to work must be submitted to Auckland One Rail (AOR), and authorisation received, prior to the commencement of works.

To avoid duplication with AT's ATW process, AT's health and safety team will sign off on the AOR permit to work in lieu of an ATW.

Corridor Access Request (CAR)

If you are planning to carry out any work or activity that affects the normal operation of the road, footpath or berm, you must apply for a Corridor Access Request (CAR). A CAR is a permit that helps to ensure that all road worksites meet national regulations, and that they are as safe as possible for workers, motorists, pedestrians and cyclists.

All corridor access requests must be accompanied by a traffic management plan.

Traffic Management Plan (TMP)

A traffic management plan is a document that details the way activities in the road corridor will be carried out so they minimise inconvenience and help ensure road users and workers remain as safe as possible.

A traffic management plan must be approved by Auckland Transport (AT) before any works starts.

7.7 Implementation

Methodology and installation

Installers provide details of their installation methodology as part of the Authority to work (ATW) process. This ensures the safety of our team and the public during the installation process. It also sets out the methods they use to remediate the site after installation.

Installation standards

We adhere to strict installation standards to ensure the quality, durability and safety of our wayfinding signage. This includes following industry best practices and complying with all relevant regulations and guidelines.

Health and safety requirements

We ensure that we have the appropriate authorisations and safety measures in place before undertaking physical works, as outlined on the previous page: Breaking ground and site works.

- Tōtika Health & Safety Prequalification
- Authority to Work (ATW)
- Auckland One Rail permit to work
- Corridor Access Request (CAR)
- Traffic Management Plan (TMP)

Briefing installers

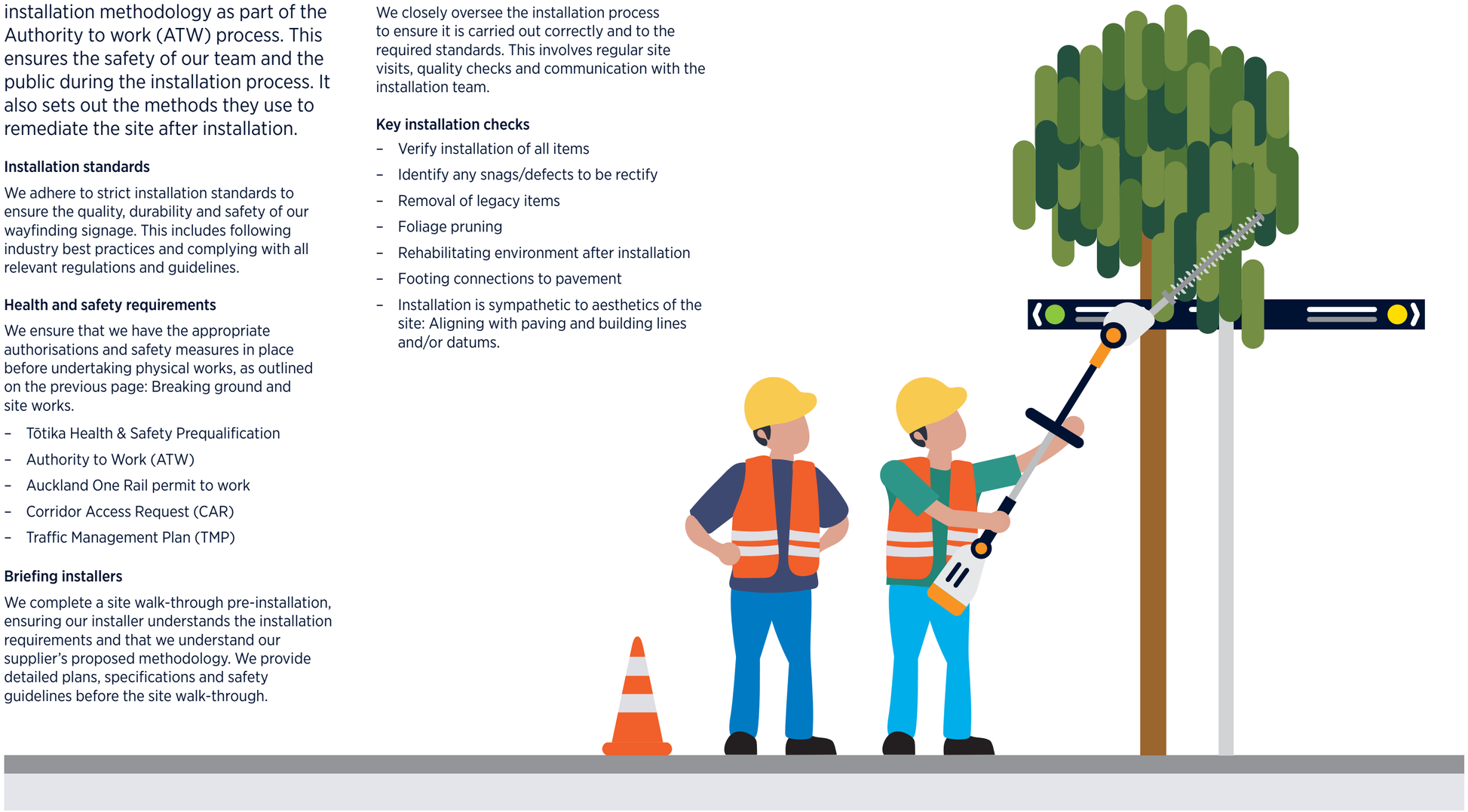
We complete a site walk-through pre-installation, ensuring our installer understands the installation requirements and that we understand our supplier's proposed methodology. We provide detailed plans, specifications and safety guidelines before the site walk-through.

Overseeing installation

We closely oversee the installation process to ensure it is carried out correctly and to the required standards. This involves regular site visits, quality checks and communication with the installation team.

Key installation checks

- Verify installation of all items
- Identify any snags/defects to be rectify
- Removal of legacy items
- Foliage pruning
- Rehabilitating environment after installation
- Footing connections to pavement
- Installation is sympathetic to aesthetics of the site: Aligning with paving and building lines and/or datums.



7.7 Implementation

Manufacturing

We supply clear specifications to our manufacturers. This ensures clarity regarding production from the outset. It also ensures consistency across materiality, quality and maintainability when we use different manufacturers.

Sustainability and longevity

When we have assets manufactured we refer to AT's sustainable policies. This involves a comprehensive 'whole-life cost' analysis for all products and processes, moving beyond initial 'upfront' expenditure to evaluate long-term value and environmental impact.

Specifications to consider

- Material type, such as aluminium, stainless steel or timber
- Finish, including powder coating, anodising or paint
- Durability requirements, for example resistance to weather or graffiti
- Sustainability considerations, such as recycled content or low-VOC coatings

Dimensional specifications

We specify precise dimensions and tolerances for all components, ensuring accurate fit and assembly. This includes detailed drawings and CAD files to guide the manufacturing process.

Manufacturing and quality control

We outline the required manufacturing processes and quality control procedures to ensure consistent product quality. This includes details on fabrication techniques, welding standards and testing requirements.

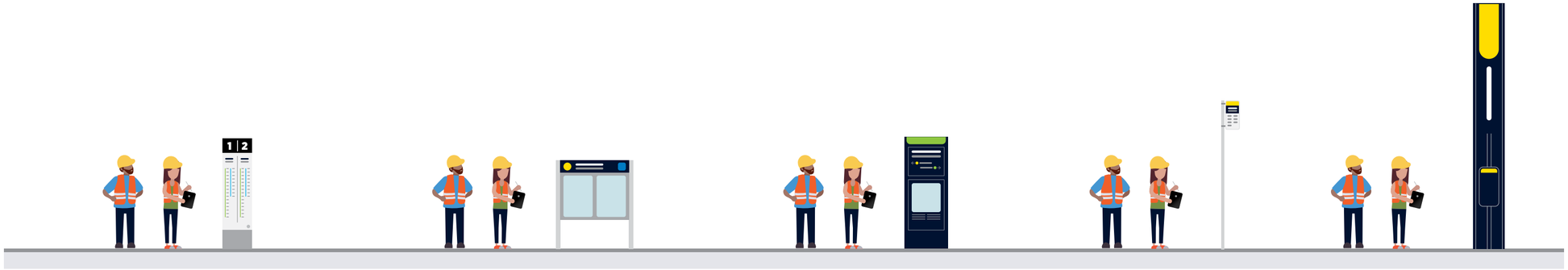
Fabrication and quality considerations

- Fabrication methods like laser cutting or CNC machining
- Welding standards including MIG or TIG
- Quality control checks for example dimensional accuracy or surface finish
- Testing requirements such as load testing or environmental testing
- Installation specifications

We provide clear installation guidelines to ensure that the wayfinding products are installed correctly and safely. This includes details on fixing methods, mounting hardware and site preparation.

7.7 Implementation

Installation checks and defects/snags



This step is crucial to promote positive customer outcomes. There will always be corrections required after installation. We may need to include SMEs from previous phases to ensure the project deliverables are fit for purpose.

Public comments

Our signs are often visible to our customers during this part of the process. It is important to also be aware of customer comments communicated via social media. It is crucial to respond quickly and make any necessary corrections at this point.

Walk-through

We conduct a thorough walk-through of the installation site with key stakeholders to identify any defects or outstanding issues. This includes checking for any damage, misalignments, or inconsistencies in sign placement and content.

Compiling a snag list

We compile a detailed snag list, documenting all identified defects and issues. This list includes specific locations, descriptions of the problems and any required remedial actions.

Key snagging checks

- Check all signs for alignment, level and secure fixings
- Verify sign content accuracy and legibility
- Ensure all lighting and electrical components are functioning correctly

Filling in any gaps

It's likely that the walkthrough and the snag list will highlight gaps in the wayfinding response. It's common to add a few signs before final sign-off.

Sign-off

Upon completion of all remedial work and satisfactory resolution of all snagging items, we obtain formal sign-off from the client and relevant stakeholders. This confirms that the installation meets the required standards and specifications.

7.8 Closure

Lessons learnt

During the closure stage of the process, we gather our project team and stakeholders together. It is at this stage that we can share our insights into the success of our project, looking at our wayfinding principles and project goals to build an initial picture of success.

It is also important to openly engage in discussion regarding the challenges where our project failed to achieve what it set out to do. Documenting project failures is necessary to inform future work.

Lessons learnt

A team debrief is a crucial opportunity for reflection and knowledge sharing. We aim to create a safe space for open discussion, where team members can share their experiences and perspectives on the project. This allows us to identify both successes and areas for improvement, ensuring that future projects benefit from our collective learning.

Typical debrief agenda

- Discuss successes
- Discuss lessons learnt
- Plan documenting and sharing lessons and successes
- Plan stakeholder closure/updates

Stakeholder closure

Stakeholder closure provides a platform to communicate the project's outcomes and key learnings to those who have a vested interest. We tailor our communication to each stakeholder group, ensuring that they receive relevant information and have the opportunity to ask questions. This fosters transparency and strengthens relationships.

Typical items to close out with stakeholders

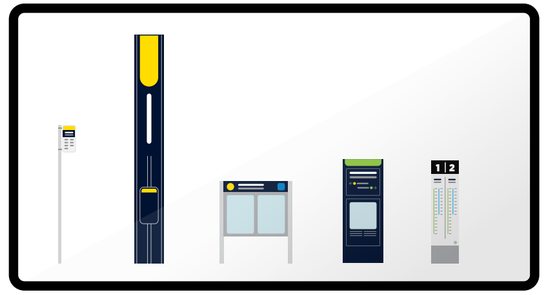
- Project outcome summary
- Key achievements
- Future recommendations

Documenting and sharing lessons learnt

We take the insights learnt from the team and stakeholder closure meetings to build a summary of the lessons learned during our project. We present and file a compilation of these lessons so future projects are informed by our learnings.

We create a comprehensive lessons learned summary that captures both positive and negative experiences. This document includes actionable recommendations for future projects, focusing on process improvements, best practices and potential risks. It serves as a valuable resource for the organisation, promoting continuous learning and development.

We present the lessons learned in a clear and concise manner, using visuals and real-world examples to illustrate key points. We tailor our presentation to the audience, ensuring that the information is relevant and engaging. We also make the lessons learned summary readily accessible to all relevant teams, promoting knowledge sharing and collaboration. The weekly All Hands presentations to all of AT are the perfect opportunity to share both the successes and challenges of our project with a wide audience.



7.8 Closure

Asset handover/maintenance plan

In order to manage and maintain our sign and customer information assets, it is necessary to produce a maintenance schedule and input detail into the relevant asset management systems (AT to populate). The maintenance and management of our products will improve their life expectancy and ensure they function as intended.

It is important that we track the sign product and sign face information. As AT's network expands and adjusts, we can query the asset system to understand what content requires an update.

AT's wayfinding asset management system

At the end of a project it's vital for project managers to confirm that all items in scope have been delivered and to ensure they are all captured in AT's wayfinding asset management system which is managed by the Wayfinding team. This ensures we will monitor the condition of an asset over its lifetime and that we factor in sufficient budget to do so.

Larger wayfinding projects will need to procure AT's preferred asset auditing supplier to capture the necessary wayfinding asset data. Email wayfindingteamqueries@at.govt.nz for guidance on whether this is needed for your project.

AT's Asset Management Plan (AMP)

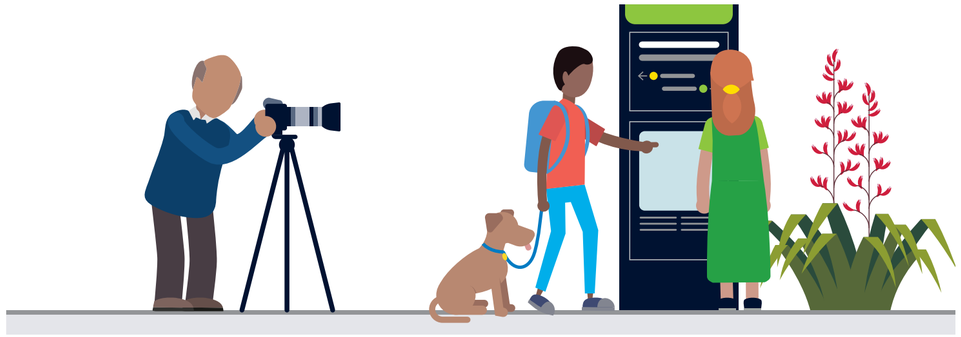
Wayfinding asset data recorded in the asset management system informs the AMP which is used to prioritise and plan renewal of wayfinding assets based on its expected lifespan and its current condition.

Asset capitalisation

Project managers need to complete an AS01 asset creation form (available on AT's intranet) for the total CAPEX value of the project.

7.8 Closure

Photography/videography



During the closure phase, we document the project's wayfinding response. This section provides guidance to assist in generating engaging images and video. This documentation focuses on how our project has improved customer journeys.

Closure is the main phase where we produce images and videography.

We include people in our photos so the scale of our signs is clear. People and action in our images make them more relatable and serve as a starting point for our story telling. Ideally we will document real customers interacting with our signs. It is courteous to speak with our customers before recording them and ideally get them sign an image release form.

However, it is also important to take work-in-progress images during the previous phases. These images will aid our storytelling when we present our work.

Reasons to record project outputs

- To demonstrate the project's impact on customer experience.
- To provide visual evidence of successful wayfinding solutions.
- To create compelling content for presentations and reports.

Defining level of quality required

We strive for high-quality, professional imagery and videography. This means ensuring clear focus, good lighting and stable footage. We prioritise capturing authentic moments that showcase the project's benefits. All recorded material should be reviewed for clarity, relevance and edited to convey a concise and impactful message. We aim for a standard that reflects the project's success and professionalism, creating materials that are both informative and engaging.

Photography/videography

For advice, contact: creative@at.govt.nz

7.8 Closure

Project sharing

Project sharing can be internal or public facing. Public-facing project launches or updates are planned with other AT teams; usually, the the Communications, Marketing, Creative and Web teams will be involved. These teams are updated regularly to ensure AT's public messaging is always aligned.

Internal project sharing

Presenting our work is a key part of fostering wayfinding awareness with our peers, stakeholders and partners. We focus on telling an engaging story, and utilise the photography/ videography and lessons learnt summary to develop our presentations. Listed below are the channels we use to present our project.

How we share projects with our teams and stakeholders

- All hands
- Stakeholder presentation
- AT intranet

Public sharing

For public sharing, we ensure clarity and consistency in our messaging. We build narratives that highlight the project's impact and benefits, focusing on accessibility and customer experience. This involves producing concise and informative content for external audiences, ensuring all materials adhere to our brand guidelines and are reviewed for accuracy. If the project has media coverage we engage with AT's communication team to ensure our messaging is aligned. We also actively engage with feedback, addressing queries and fostering open communication to build trust and understanding with the wider community.

Channels for public sharing

1. AT website project update
2. AT PR/Comms publicity
3. Partner updates

- Auckland Council, NZTA and large project alliances

7.8 Closure

Closedown administration

There are a number of simple tasks to complete when we finish a wayfinding project. Outlined here are the steps we take to close down a project.

Closing purchase orders (POs) and contracts

When all works have been completed and invoiced, we close off all related purchase orders and contracts with suppliers in AT's SAP system. Before a contract can be completely closed out in the system it is important to remember that, where applicable, we will be able to manage any warranties and defects, ensure return of all AT's property, approve a final payment, manage retentions, and bond release and check that there are no outstanding invoices.

Capturing final drawings, documentation and as-builts

It's particularly important that we collect all final drawings, documentation and as-builts related to our project to ensure easy future maintenance and renewals of assets.

Asset capitalisation

We ensure that we correctly capitalise our assets at the end of a project to help with planning and budgeting of future maintenance and renewals (refer also to the page on Asset handover/maintenance plan).