

Ministry of Transport: Aide Memoire

To: Hon Phil Twyford, Minister of Transport
From: Amelia East, Project Director - Auckland Light Rail
Date: 13 November 2019
Subject: Update to Ministerial Group for November 2019
OC Number: OC191179

Purpose of this Aide Memoire

1. This Aide Memoire provides an update on the Auckland Light Rail project for the Ministerial Group meeting on 18 November.
2. We have prepared a report which we would ask you to circulate to the members of the Ministerial Group.
3. The report covers the following items:
 - a. **General project update**
 - b. **Timeframe leading to Cabinet paper**
 - c. **CC2M Outcomes framework**
4. All matters raised in this report are commercial in confidence and are for Ministers to note. No decisions are required, however the meeting is proceeding to provide Ministers with clarity on the process to date, and the next steps leading up to a Cabinet decision in early 2020.
5. This is the final Ministerial Group meeting scheduled prior to the Proposals being received.
6. Peter Mersi, Secretary for Transport, Bryn Gandy, Deputy Chief Executive - Strategy and Investment, and Amelia East Project Director Auckland Light Rail are available to attend the Ministerial Group meeting to assist with any questions/discussions as required.

Contact:
Amelia East, Project Director - Auckland Light Rail
Phone: [REDACTED]

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Update to Ministerial Group for November 2019

Reason for this briefing	The Auckland Light Rail Ministerial Oversight Group (the Ministerial Group) was established to provide direction to officials on the Government's expectations and key outcomes for light rail. This briefing provides an update on the project for the meeting on 18 November 2019.
Action required	The points raised in this briefing are for noting. No decisions are required.
Deadline	Monday 18 November 2019.
Reason for deadline	The Ministerial Group meeting on 18 November 2019.

Contact for telephone discussion (if required)

Name	Position	Telephone	First contact
Bryn Gandy	DCE - Strategy & Investment	[REDACTED]	
Amelia East	Project Director - Auckland Light Rail	[REDACTED]	✓

MINISTER'S COMMENTS:

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Date:	18 November 2019	Briefing number:	OC190989
Attention:	Hon Grant Robertson Hon Phil Twyford Hon David Parker Hon Shane Jones Hon Julie Anne Genter	Security level:	In confidence

Minister of Transport's office actions

- | | | |
|--|--|---|
| <input type="checkbox"/> <i>Noted</i> | <input type="checkbox"/> <i>Seen</i> | <input type="checkbox"/> <i>Approve</i> |
| <input type="checkbox"/> <i>Needs change</i> | <input type="checkbox"/> <i>Referred to</i> | |
| <input type="checkbox"/> <i>Withdrawn</i> | <input type="checkbox"/> <i>Not seen by Minister</i> | <input type="checkbox"/> <i>Overtaken by events</i> |

Purpose of report

1. This briefing provides an update for the Ministerial Group on the City Centre to Mangere (CC2M) Light Rail project for the 18 November 2019 meeting.
2. This briefing covers the following key items:
 - 2.1. General project update**
 - 2.2. Timeframe leading to Cabinet paper**
 - 2.3. CC2M Outcomes framework**
3. All matters raised in this briefing are commercial in confidence and are for Ministers to note. No decisions are required, however the meeting is proceeding to provide Ministers with clarity on the process to date, and the next steps leading up to a Cabinet decision in early 2020.

Agenda item one: General project update

4. Both Respondents have continued to engage fully in the Process, notwithstanding the period of intense media interest in the Project in late October following the leak of sensitive information relating to NZ Infra's unsolicited bid.
5. The CC2M Lead Team attended the seventh round of meetings with NZTA and NZ Infra, via the Interactive Engagement Process, in the week of 4 November 2019. The Lead Team comprises Amelia East (Project Director), Bryn Gandy (DCE at the Ministry of Transport), Fiona Mules (Commercial Lead) and Sarah Sinclair (Legal Lead).
6. The update to the Ministerial Group last month covers all the issues that have been raised through these sessions that we wanted to provide early signalling on.
7. The Proposals are due on 29 November 2019. Publicly we have said the bids will be in by Christmas.
8. In anticipation of the submission of the Proposals, preparations for the Evaluation phase are underway. Evaluation will commence on 3 December 2019 following compliance checking.
9. Subject Matter Evaluation teams (SMETs) and expert panels are being formed drawing on expertise from across Partner agencies. This approach ensures the Evaluation process benefits from multi-agency input and the project has the best experts available scoring the bids.
10. The Advisory Group of chief executives from Partner agencies (the Advisory Group) has received a briefing paper updating them on the Project and with a particular focus on the Evaluation phase and the involvement of their agencies to enable them to provide advice to you on any recommendations early next year. The Advisory Group is meeting on 15 November 2019.
11. Partner agencies may be required to engage with the Project over the holiday period to support the Evaluation process.

Agenda item two: Timeframe for consideration of Cabinet paper

12. The DEV Cabinet Committee minute where this process was agreed (DEV-19-MIN-0141 refers) notes the Minister of Transport will report back to DEV in February 2020 with the finding of this process, with a view to Cabinet taking decisions on its preferred delivery model and partner for Light Rail.
13. Lodging a Cabinet paper to meet this timeframe would put pressure on Ministerial and cross-party consultation as there is no DEV in the last week of February, and Ministers have limited availability in January and early February.
14. In order to allow Ministers time to fully consider the findings of the Process it is proposed that a Ministerial Group meeting is held in mid-February, ahead of a Cabinet paper being finalised and lodged for consideration at the DEV meeting on 4 March 2020, and Cabinet on 9 March 2020.

Agenda item three: CC2M Outcomes framework

15. The Ministerial Group was consulted on the Outcomes Framework prior to the finalisation of the RRD.
16. The CC2M Project Outcomes have been the subject of questions in the House and recent media commentary and for that reason, Minister Twyford sought to convey the Outcomes through a speech to an industry event hosted by Auckland Transport on 30 October 2019. An excerpt from this speech is provided as an appendix to this briefing.
17. Also attached is a summary of the finalised Outcomes included in the RRD.
18. Ministers can use the content of this speech for any messages they may wish to also make on the Outcomes related to this Project.
19. On top of those four Outcomes, the Government will also look at the value for money provided by each proposal.

Recommendations

- | | |
|---|--------|
| (a) note the content of this briefing. | Yes/No |
|---|--------|

MINISTER'S SIGNATURE:

DATE:

Appendix – Excerpt from Hon Phil Twyford’s speech at Auckland Transport Industry Event on 30 October 2019

The outcomes

There are four key outcomes the Government wants from the Auckland Light Rail project.

The first outcome is access and integration.

This is the most important and has been given the greatest weighting.

Light rail, along with heavy rail and the Northern Busway, will make up the rapid transit spine of the entire public transport system.

Rapid transit has to improve the whole public transport system’s ability to give people access to the things they need on a daily basis, like jobs and education.

And it has to be integrated into the wider travel networks: bus, ferry, heavy rail, walking and cycling.

How does it do this?

The job of the rapid transit network is to move large numbers of people quickly and efficiently across the city.

Think of the rapid transit network as playing a similar role within broader public transport services, as the motorway network plays in the wider road system.

That means journey time matters. If you want the public transport system to offer a genuine alternative to single occupant vehicles sitting in motorway traffic – enough for a significant number of people to leave their car at home – then journey time is important.

Carrying-capacity is also important. Light rail can carry 11,000 people per hour. That’s the equivalent of a four lane motorway, but you can run light rail through built-up parts of the city.

The emphasis on speed and efficiency would logically suggest more rather than less segregation from traffic.

But I want to stress that there are a range of design options available to both teams working in this twin track process. And there are multiple outcomes desired including of course value for money.

The second outcome the Proposals must address is Environment.

Continued population growth and urban development are likely to increase the severity and intensity of pressure on Auckland’s natural environment. The long lived nature of transport infrastructure means we need a sustainable approach.

This requires environmental impacts to be minimised both during construction and when it’s up and running.

We are asking the Respondents to show how they will protect and enhance the natural environment where possible.

Light rail is part of Auckland’s low emissions and low carbon future. It will take thousands of cars and hundreds of buses off the roads.

This requires embedding long-term climate change considerations into the planning decisions and infrastructure design and delivery.

The third outcome is urban and community.

This outcome is about enabling quality integrated urban communities especially around Mangere, Onehunga and Mt Roskill.

The route is approximately 23 kilometres long from the city centre through to Auckland Airport. It passes through a wide variety of environments and diverse communities.

Raid transit shapes urban form and the project is expected to enable high density development along the corridor. It will support good amenity and liveability for communities - particularly in centres and around stations.

Good connectivity to the light rail line will promote more pedestrian-friendly communities that are less car dependent.

Lastly, the fourth outcome is Experience.

The successful proposal will show it can deliver a high-quality service that is attractive to users with high levels of patronage.

There are a number of factors that will contribute to the quality of the customer experience and drive usage, helping to free up our roads.

The successful proposal will demonstrate: quality passenger experience, reliable service, operational resilience, safety features and standards and compliance with applicable accessibility standards.

Safety is also a critical component of the experience, including safety along the route, in and around stations, and in vehicles.

On top of those four, of course the Government will also look at the value for money provided by each proposal.

Once the submissions are in before the end of this year, they will be reviewed and a recommendation will be sent to Ministers early next year to consider.

Outcomes and Evaluation Criteria

Outcome 1: Access and Integration

Improved access to opportunities through enhancing Auckland's Rapid Transit network and integration with Auckland's current and future transport network.

The City Centre to Māngere Light Rail Project must improve access to labour markets, education and social activities. Improved commute times and reliability of journeys increases the size of the labour pool that firms can draw upon, therefore enhancing productivity over time. Good access to education also contributes to productivity and quality access to jobs, education and social activities generally improves people's quality of life.

The CC2M Project should maximise the potential to realise economic benefits from existing and expected concentrations of economic activity in the city centre, the airport precinct and along the corridor.

The CC2M Project is part of building out Auckland's Rapid Transit Network. For the Project to improve access for Aucklanders it must integrate with Auckland's current and future transport network, and active transport modes. In this way, it will drive greater access to opportunities for those communities in the corridor and beyond.

Over the next decade, public transport use in Auckland is projected to grow strongly, increasing the already significant pressure on bus services. Alleviating bus capacity constraints in the city centre is essential to the effective functioning of Auckland's transport network and the CC2M Project plays a critical role in this.

The proposals for the CC2M Project need to demonstrate improved access to the labour market, employment areas, education and social and recreational opportunities including:

- Improved access to major and growing employment areas, especially the city centre and Auckland Airport precinct
- Improved travel times for Key Journeys⁶
- Improved access to student positions by public transport
- Increased public transport mode share for students in the corridor
- Improved access to social and recreational facilities.

The proposals for the CC2M Project need to show integration with the current and future transport network by demonstrating:

- Increased public transport patronage across the Auckland network
- Ease of transfer between the proposed light rail and other public transport services
- Alignment with planned investment in active modes of transport
- Responsiveness to and flexibility for network changes
- Increased public transport mode share at network level and in the corridor.

⁶ City Centre to Mt Roskill Town Centre, in each direction; Māngere Town Centre to Auckland Airport, in each direction; Māngere Town Centre to Onehunga Train Station, in each direction; Onehunga Train Station to Mt Roskill Town Centre, in each direction; City Centre to Auckland Airport in each direction; City Centre to Māngere Town Centre, in each direction .

The proposals for the CC2M Project need to demonstrate provision of additional capacity and improved efficiency of the network including:

- Alleviation of current and forecast bus capacity constraints in the city centre
- Increased corridor capacity and utilisation of capacity
- Increased public transport patronage in the corridor
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- Increased service frequency.

Outcome 2: Environment

Optimised environmental quality and embedded sustainable practices.

Continued population growth and urban development are likely to increase the severity and intensity of pressure on Auckland's natural environment. The long-lived nature of transport infrastructure necessitates a sustainable approach. This requires environmental impacts to be minimised both during construction and in operation. Opportunities should also be identified to protect and enhance the natural environment where possible.

The CC2M Project will be part of Auckland's low-emissions and low-carbon future. This requires embedding long-term climate change considerations into planning decisions and infrastructure design and delivery.

Proposals for the CC2M Project need to show how natural environmental outcomes will be optimised and sustainable practices embedded including:

- Reduced CO₂ emissions during construction and in operation
- Reduced harmful air pollutants
- Improved quality of run-off into waterways
- Enabled kaitiakitanga outcomes in the management of natural resources
- Positive impacts on the natural environment
- Maintained and improved ecosystems
- Protected physical and visual integrity of natural features and natural landscapes, including volcanic landscapes.

Outcome 3: Urban and Community

Enabling of quality integrated urban communities, especially around Māngere, Onehunga and Mt Roskill.

The City Centre to Māngere corridor is approximately 23 kilometres in length from the city centre through to Auckland Airport. It passes through a wide variety of environments and incorporates diverse communities.

Rapid transit shapes urban form and the CC2M Project is expected to enable high density development along the corridor and support good amenity and liveability for communities, particularly in centres and around stations. Good connectivity to the light rail line is expected to promote more pedestrian-oriented communities that are less car dependent.

The number of people living, working and travelling within the CC2M corridor is expected to grow significantly over the next 30 years with significant housing and business development capacity enabled by the Auckland Unitary Plan. In addition to the city centre, Wynyard Quarter, Dominion Road, Mt Roskill, Onehunga and Māngere (in particular) are expected to undergo a significant amount of housing and business growth. The step change in public transport access through the CC2M line creates an uplift in value resulting in the capacity that is available (and potentially more) being attractive to private investment.

The CC2M corridor contains substantial areas of publicly owned land for which the Government has housing redevelopment plans. The CC2M Project is considered to be one of the keys to unlocking that.

To maximise the benefits of the CC2M Project, it is essential that the transport solution is fully integrated with land use planning and urban development.

Proposals for the CC2M Project need to show how they would enable quality integrated urban communities including:

- Potential for additional enabled capacity within 500 metres and within 1 kilometre of a strategic station location
- Positive visual impact of the light rail infrastructure
- Facilitating transformation of areas around stations on while building on local identity
- Incorporation of Te Aranga Māori design principles
- Delivery of quality, safe and active public spaces (including streets and any new public open spaces).

Outcome 4: Experience

A high quality service that is attractive to users, with high levels of patronage.

There are a number of factors that will contribute to the quality of the CC2M Project customer experience and therefore drive its greater use, contributing to overall public transport mode share. Factors include convenience, timeliness or frequency, accessibility, information services and overall customer service.

Safety is also a critical component of the experience, including a feeling of safety in stations, in vehicles and in access to the stations.

Proposals for the CC2M Project need to show how a high quality, attractive with high levels of patronage will be enabled including:

- Quality passenger experience
- Reliable service
- Operational resilience
- Safety features and standards
- Compliance with applicable accessibility standards.