



AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

02 July 2021

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Workstream	Progress This Week	Upcoming
<p>1 Social Licence</p>	<ul style="list-style-type: none"> • Media campaign and website went live on 1 July including extensive media coverage and feedback open • Priority stakeholder engagement is continuing including Auckland Council Planning Committee workshop and Vector • Liaison with Mana Whenua Governance chairs is continuing 	<ul style="list-style-type: none"> • Preparing for community activations starting on 17 July • Media briefings and interviews scheduled
<p>2 Business Case and Planning</p>	<ul style="list-style-type: none"> • Workshop to finalise Investment Logic Measures completed by BC team ready for workshop Monday(28th) • Workshop defining short list measures held Monday (28th) follow up session required • Workshop defining long list measures held Wednesday (30th) • Engagement with and onboarding of consultants to perform Gap Analysis identification 	<ul style="list-style-type: none"> • Workshop defining short list measures - follow up session from Monday (28th) • Finalise ILM Benefits Map • Review high level consenting strategy
<p>3 Urban Form</p>	<ul style="list-style-type: none"> • Progressing analysis of place based urban development opportunities in the corridor and understanding the land use planning inputs required. • Ongoing conversations with technical and business case workstreams to ensure alignment of work including assumptions and integration of deliverables. • Reviewing and providing feedback on Long List, Strategic Case Storyboard, Comms material • Providing input into finalising short list assessment criteria • Received initial market analysis report from CBRE • Progressing economy response and effects analysis for Light Rail • Finalised data updates for second round PWC modelling by way of workshop with Auckland Council's Spatial Analysis and Modelling team to discuss Housing and Business Capacity Assessment outputs • Completed initial special character assessment • Workshopped content for meetings with Board and Sponsors • Confidential, initial meeting with Planning Committee • Connected PWC with Arup to ensure alignment of inputs and outputs into respective models • Initial meeting with Maori Engagement workstream to understand deliverables for both our workstreams and areas of where the urban workstream can weave through a iwi/mana whenua lens. • Contributing to conversations on how urban needs to be represented as part of a delivery entity • Initial conversations with the Walking and Cycling team to ensure alignment between workstreams and identify overlaps 	<ul style="list-style-type: none"> • Ongoing conversations to ensure alignment of urban deliverables with wider Business case deliverables and timeframes • Progressing detailed area framework plans using outputs from the CAT tool • Arranging coordination workshop between PWC and Arup • Progressing conversations with Eke Panuku as to future input and involvement in the project. • Involved in Value Capture conversations between the project and Auckland Council's Finance Department • Providing feedback on Arup's Cost of Growth scope which aims to produce evidence around the cost of brownfields growth versus Greenfields growth • Finalising content of Board meeting • Developing a map that shows place attributes across the whole corridor

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Workstream	Progress This Week	Upcoming
4 Transport Strategy	<ul style="list-style-type: none"> Finalised assessment of initial options Completed internal review of Do minimum scenario essential for the economic case Circulated do minimum case to Treasury, MoT and Infracom for review Briefed AFC and Deutschebahn on emerging shortlisted options 	<ul style="list-style-type: none"> Complete specification work on emerging shortlisted options for AFC transport Complete specification work on emerging shortlisted options for PwC land use modelling
5 Technical Solution	<ul style="list-style-type: none"> Drawings for short list underway, on track for completion of Bronze issue for 9th July Design work to inform Long list process largely complete § 9(2)(i) § 9(2)(i) 	<ul style="list-style-type: none"> First Bronze issue drawing packs to be issued § 9(2)(i)
6 Delivery Entity	<ul style="list-style-type: none"> Workshops on funding, value capture, finance, procurement, including preparation of long lists Workshops on delivery entity to discuss scope and assessment criteria Workshop with Council and Crown representatives to discuss strategic CC2M considerations, including perspectives on urban development and any potential constraints Continued development of scope considerations and case studies for local and international reference projects 	<ul style="list-style-type: none"> Board meeting – 13 July; Sponsors' meeting – 5 August.
7 Project Management Organisation	<ul style="list-style-type: none"> Risk workshop held, very productive session. Organisational Purpose and Culture workshop held. Office refit plan received and under review. Draft reporting framework complete. Programme dependency workshops commenced, additional programme support procured. 	<ul style="list-style-type: none"> Lock in Project Controls Reporting (Commercial and Programme). IT Framework Implementation. Project Induction process shared. High Level Milestone confirmation.

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§ 9(2)(i)

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Central government agencies	Various discussions with Ministry of Transport and Treasury	Ongoing engagement	
Partner agencies	29 June Waka Kotahi Engagement and Partnerships Forum 30 June Planning Committee (councillors and chairs)		
Wider stakeholders	1 July Vector	Meetings to be scheduled for Utilities – Transpower, Healthy Waters etc	
Māori	Liaison with Mana Whenua Governance Chairs to set up hui		

Minister Engagement

Item	This week	Upcoming	Comment
Minister of Transport Minister of Finance		5 August Sponsors Meeting	

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Official Correspondence, other correspondence and miscellaneous

Item	Due date	Status
NZA-6274: ALR infrastructure design suggestion	29 June	Overdue
OIA-8396: (MP OIA) ALR consultation	29 July	Scoping

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AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

09 July 2021

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Workstream	Progress This Week	Upcoming
<p>1 Social Licence</p>	<ul style="list-style-type: none"> Media campaign and website went live on 01 July, including extensive media coverage and feedback channels established and open. Priority stakeholder engagement is continuing Community stakeholder engagement has commenced Liaison with Mana Whenua Governance chairs is continuing. 	<ul style="list-style-type: none"> Preparing for community activations starting on 17 July. Media briefings and interviews scheduled.
<p>2 Business Case and Planning</p>		
<p>3 Urban Form</p>	<ul style="list-style-type: none"> Progressing analysis of place based urban development opportunities in the corridor and understanding the land use planning inputs required. Ongoing conversations with technical and business case workstreams to ensure alignment of work including assumptions and integration of deliverables. Reviewing and providing feedback on Long List, Strategic Case Storyboard, Comms material Providing input into finalising short list assessment criteria Progressing economic response and effects analysis for Light Rail Completed special character assessment and subsequent up-zoning Finalised presentation for Board meeting Attended an Urban briefing with members of the Board Contributing to conversations on how urban needs to be represented as part of a delivery entity Workshops with Arup on detailed area framework plans Meeting with Treasury and HUD to explain work programme, specifically PwC and Arup work. Confirmed modelling parameters with PwC Ongoing involvement in Value Capture conversations Progressing with Arup report on the Cost of Growth 	<ul style="list-style-type: none"> Ongoing conversations to ensure alignment of urban deliverables with wider Business case deliverables and timeframes Progressing detailed area framework plans using outputs from the CAT tool Urban workstream presentation to the Board meeting Developing a map that shows place attributes across the whole corridor Workshop between PwC with Arup to ensure alignment of inputs and outputs into respective models Workshop to discuss initial PwC outputs.

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Workstream	Progress This Week	Upcoming
4 Transport Strategy	<ul style="list-style-type: none"> Finalised assessment of initial options Completed internal review of Do minimum scenario essential for the economic case Circulated do minimum case to Treasury, MoT and Infracom for review Briefed AFC and Deutschebahn on emerging shortlisted options 	<ul style="list-style-type: none"> Complete spec'ing of emerging shortlisted options for AFC transport Complete spec'ing of emerging shortlisted options for PwC land use modelling
5 Technical Support	<ul style="list-style-type: none"> Drawings for short list underway, first Bronze issue drawings released for comment Investigation into TBM for Isthmus progressing well – due end of July Cost analysis underway Constructability for surface light rail is largely complete Operational modelling to inform AFC inputs well underway 	<ul style="list-style-type: none"> Remaining Bronze issue drawing packs to be issued over next two weeks s 9(2)(i)
6 Delivery Entity	<ul style="list-style-type: none"> Preparation for Board meeting Workshop on finance long list and assessment criteria Crown/ Council hui on value capture (included reps from unit, Council, Waka Kotahi, Kāinga Ora, MHUD, Treasury and Ministry of Transport) Induction preparation for mana whenua Board representatives Continued development of scope considerations and case studies for local and international reference projects. 	<ul style="list-style-type: none"> Board meeting – 13 July Sponsors' meeting – 05 August
7 Project Management Organisation	<ul style="list-style-type: none"> Board Report format updated and issued Commercial reporting nearing completion Risk Register created/updated Programme Reporting/Monitoring Commenced COVID Response Plan issued to the team Follow up Culture session held 	<ul style="list-style-type: none"> Commercial Reporting implemented Reforecast/budget exercise Mapping of key processes IT implementation

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§ 9(2)(i)

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Central government agencies	Various discussions with Ministry of Transport and Treasury	Ongoing engagement	
Partner agencies	8 July cross agency partnerships meeting (AT/ AC C&E leads)	Ongoing engagement	
Wider stakeholders	5 July Chloe Swarbrick (Green MP) 6 July Auckland Business Forum 7 July Community Stakeholders (Eden Valley) 8 July Community Stakeholders (City Centre)	KiwiRail (13 July) Community Stakeholders Mt. Roskill and Mangere (14 and 15 July) Briefing to Auckland Business Forum (14 July) Briefing with EDS (15 July) Mangere Town Centre event (17 July) David Seymour (19 July)	
Māori	Liaison with Mana Whenua Governance Chairs to set up hui		

Minister Engagement

Item	This week	Upcoming	Comment
Minister of Transport Minister of Finance		05 August Sponsors Meeting	

**Official correspondence, other correspondence
and miscellaneous**

Item	Due date	Status
NZT-6378: ALR infrastructure design suggestion	27 July	On track
OIA-8396: (MP OIA) ALR consultation	29 July	Underway
WPQ-316: Hon Michael Woodhouse on ALR consultation and costs	12 July	On track
OIA-8414: ALR consultation promotion materials	2 August	On track

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AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

Date 16 July 2021

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Workstream	Progress This Week	Upcoming
<p>1 Social Licence</p>	<ul style="list-style-type: none"> Engagement and listening sessions are taking place in Mt Roskill and Mangere Town Centre Priority stakeholder engagement is continuing including Environmental Defence Society and Auckland Business Forum Liaison with Mana Whenua Governance chairs is continuing 	<ul style="list-style-type: none"> Preparing for community activations starting on 17 July Preparing markets media release and briefings
<p>2 Business Case and Planning</p>	<ul style="list-style-type: none"> Board Presentation on Tuesday went well. Bronze Maps and Technical Drawings issued for review Further iterations of the Draft Strategy Case made available Work commenced on a Disruption Management Plan 	<ul style="list-style-type: none"> Treasury Clinic workshop on Thursday Finalising information for the MCA
<p>3 Urban Form</p>	<ul style="list-style-type: none"> Received second deliverable from CBRE looking at trends/implications in the four primary locations. Held workshop with PwC and Arup to ensure alignment of inputs and outputs from their respective models. Ongoing conversations with technical and business case workstreams to ensure alignment of work including assumptions and integration of deliverable. Including providing input/comment into the bronze review of technical drawings. Met with PwC to discuss their initial outputs and confirm assumptions and presentation Progressed detailed area framework plans using the CAT model – with deliverable expected Friday 16th July Presented on the Urban workstream to the Board Met with utility providers to understand requirements across the corridor 	<ul style="list-style-type: none"> Planning inputs into the upcoming sponsors meeting Carrying out an urban site visit to key locations along the corridor Taking part in listening sessions and community engagement Draft CAT model outputs anticipated for 23th July to feed into the MCA Ongoing input into business case, technical, and delivery entity workstreams (including consenting strategy) Progressing the reports for the Urban workstreams

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Workstream	Progress This Week	Upcoming
4 Transport Strategy	<ul style="list-style-type: none"> AFC completed Dominion Rd LRT and Sandringham Rd Light Metro shortlisted options provided results to PwC for urban development uplift assessment Draft Station Spacing Strategy completed, being circulated for comment 	<ul style="list-style-type: none"> Hybrid, Light Metro Dominion Road, and Light Rail Sandringham Road complete
5 Technical Support	<ul style="list-style-type: none"> Review of first 6 drawings sets for Light Metro bronze review closes 14/7. Agree amendments 15/7. Bus interchange work largely complete, designs being included on drawings Parallel routes (enabling works) progressing well – workshop held 14/7 Investigation into TBM for Isthmus progressing – cost analysis due 26/7 Constructability for surface light rail and light metro largely complete Operational modelling to inform AFC inputs well underway. Concept of Ops underway 	<ul style="list-style-type: none"> All remaining Light Metro drawing sets scheduled to be issued for bronze review by 16/7 Light Rail and Parallel Routes drawing sets to be issued for Bronze Review by 23/7 Silver drawing sets scheduled to be issued 2/8 in preparation for the short list options assessment on 5/8
6 Delivery Entity	<ul style="list-style-type: none"> Board meeting held on 13 July Board discussion on delivery entity assessment framework, scope and assessment criteria; funding shortlist, procurement shortlist Scope additional funding and value capture advice with Treasury and MoT Meeting with Public Services Commission and MoT on delivery considerations 	<ul style="list-style-type: none"> Sponsors' meeting – 05 August Board meeting – 10 August Delivery entity assessment workshop
7 Project Management Organisation	<ul style="list-style-type: none"> IT System implementation approvals gained from relevant NZTA bodies. Development of commercial reporting. Bedding in of programme performance reporting Review of approach to Process and Procedures 	<ul style="list-style-type: none"> Final planning for IT implementation Budget re-alignment proposals/implementation Further development of Programme Investment model review

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s 9(2)(i)

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Central government agencies	13 July Hon Priyanca Radhakrishnan (Maungakiekie MP)		
Partner agencies			
Wider stakeholders	13 July KiwiRail 14 July Auckland Business Forum 15 July Environmental Defence Society 14 July Mangere/Airport listening session 15 July Mt Roskill listening session 17 July Mangere Markets event		
Māori	Liaison with Mana Whenua Governance Chairs		

Minister Engagement

Item	This week	Upcoming	Comment
Minister visit – Hon Michael Wood Minister visit – Hon Michael Wood		Otara Markets – Saturday 24 July Balmoral Market – Sunday 15 August	

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Official correspondence, other correspondence and miscellaneous

Item	Due date	Status
MI-377: ALR route	26 July	Underway
NZT-6378: ALR infrastructure design suggestion	27 July	On track
OIA-8396: (MP OIA) ALR consultation	29 July	Underway
OIA-8414: ALR consultation promotion materials	2 August	On track
OIA-8440: ALR organisation chart	6 August	Underway
Update on engagement: David Lorier Minister's office	13 July	Completed
MoT Referral: s 9(2)(a) (engagement)	16 July	Completed
MoT Referral: s 9(2)(a) (engagement)	16 July	Completed
Māngere Markets media release	15 July	Completed



AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

23 July 2021

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Workstream	Progress This Week	Upcoming
<p>1 Social Licence</p>	<ul style="list-style-type: none"> • Priority stakeholder engagement is continuing including Campaign for Better Transport, and Sandringham Business Association • Liaison with mana whenua governance chairs is continuing 	<ul style="list-style-type: none"> • Preparing for community engagement events at Ōtara and Māngere Bridge • Preparing for Onehunga Listening Session
<p>2 Business Case and Planning</p>	<ul style="list-style-type: none"> • Treasury clinic workshop on Thursday provided valuable feedback • Finalising information for the MCA • Disruption Management plan is being developed • Strategy case refinements continue • Bronze maps and technical drawings review closed and feedback reviewed 	<ul style="list-style-type: none"> • Feedback from the Treasury clinic has been documented by the Treasury team and will be actioned by the BC team • Planning and content for the MCA workshops on the 2nd and 5th of Aug
<p>3 Urban Form</p>	<ul style="list-style-type: none"> • Preparation of content for deep dive into the urban workstream with the sponsors • Arup inputs into the MCA are due to be delivered 23th July • Ongoing development of urban reports for input into the business case • Supporting community engagement and listening sessions 	<ul style="list-style-type: none"> • PwC model outputs are due to be delivered mid next week • Analysis of results and input into the MCA is a priority for next week • Urban site visit has been rescheduled to next week due to illness

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Workstream	Progress This Week	Upcoming
<p>4 Transport Strategy</p>	<ul style="list-style-type: none"> AFC completed Light Rail (Dominion) and Light Metro (Sandringham) options Initial results processed and circulated to all workstream leads for comment. Completed development uplift forecasting—AFC re-running these 2 options with new land use Received comments on draft stop spacing strategy Attended Māngere listening session s 9(2)(i) [Redacted] Scoped reference cases for AFC modelling. 	<ul style="list-style-type: none"> Complete modelling of all shortlisted options. Provide results to urban development team to forecast increased development around station catchments. Finalise stop spacing strategy. Attend Ōtara Markets ALR event
<p>5 Technical Support</p>	<ul style="list-style-type: none"> Drawings – Second set of Bronze drawings, Light Metro set, available and open for review. Closes 21/7. Agree on amendments 22/7. Bus Interchange/Parallel routes – Workshop held 14/7 went well. Progress made on decisions and what the next steps will be. Largely complete. Concept of Operations – Table of content complete s 9(2)(i) [Redacted] 	<ul style="list-style-type: none"> s 9(2)(i) [Redacted] Silver set of drawings – avail Mon 2/8 ready for assessors to review on Tue 3/8 Draft presentation meeting on 2 Aug for the MCA meeting 5 Aug
<p>6 Delivery Entity</p>	<ul style="list-style-type: none"> s 9(2)(i) [Redacted] Draft procurement options assessment report Further work on funding sources and value capture opportunities Preparation for sponsors’ meeting 	<ul style="list-style-type: none"> Sponsors’ meeting – 05 August Board meeting – 10 August Procurement options assessment workshop assessment
<p>7 Project Management Organisation</p>	<ul style="list-style-type: none"> Final planning for IT implementation Budget re-alignment proposals/implementation Further development of Programme Response to OIA 	<ul style="list-style-type: none"> IT implementation Office space efficiencies Investment model review Documenting PM Suite

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Central government agencies	19 July David Seymour (Epsom MP)		
Partner agencies			
Wider stakeholders	20 July Campaign for Better Transport 21 July Sandringham Business Association 21 July Wynyard Quarter TMA 22 July University of Auckland event 24 July Ōtara Markets event 25 July Māngere Bridge Markets event		
Māori	Liaison with mana whenua governance chairs is ongoing		

Minister Engagement

Item	This week	Upcoming	Comment
Minister, Hon Michael Wood, visit	Ōtara Markets – Saturday 24 July	Balmoral Market – Sunday 15 August	

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**Official correspondence, other correspondence
and miscellaneous**

Item	Due date	Status
MI-377: ALR route	26 July	Underway
NZT-6378: ALR infrastructure design suggestion	27 July	Underway
OIA-8396: (MP OIA) ALR consultation	29 July	Underway
OIA-8414: ALR consultation promotion materials	2 August	Underway
NZ-6413: feedback on Light Rail	6 August	Underway
OIA-8440: ALR organisation chart	6 August	Underway
OIA-8504: cost of public engagement	18 August	underway

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AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

30 July 2021

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Weekly Project Report: 30 July 2021

Workstream	Progress This Week	Upcoming
1 Social Licence	<ul style="list-style-type: none">• Priority stakeholder engagement is continuing including Māngere-Ōtāhuhu and Ōtara-Papatoetoe Local Board's workshop and Ngā Maunga community workshop• Liaison with mana whenua governance chairs is continuing	<ul style="list-style-type: none">• Preparing for community engagement events at Eden Park and Wynyard Quarter• Preparing for targeted workshops in August
2 Business Case and Planning	<ul style="list-style-type: none">• Prepping for and participating in IAG Meeting• Finalising information for the MCA• Continued Disruption Management plan development• Strategy case refinements continue• Bronze maps and technical drawings review closed, and feedback reviewed	<ul style="list-style-type: none">• Planning and content for the MCA workshops on the 2nd and 5th of Aug• Feedback from the Treasury clinic has been documented by the Treasury team and will be actioned by the BC team
3 Urban Form	<ul style="list-style-type: none">• Initial PwC and Arup model outputs delivered and analysis begun by team.• Ongoing preparation of sponsors paper.• Urban workstream team trip to Kāinga Ora centres in Māngere and Mt Roskill• Preparation for next weeks' presentation and MCA	<ul style="list-style-type: none">• Short List Options presentation• Short List MCA• Delivery of next PwC and Arup model outputs

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Weekly Project Report: 30 July 2021

Workstream	Progress This Week	Upcoming
4 Transport Strategy	<ul style="list-style-type: none"> Completed all initial forecasts of short listed options Results provided to PwC to estimate urban development uplift Summary results circulated to all workstream leads for comment Preparing measures for shortlist assessment on 2nd and MCA assessment on 5th August s 9(2)(i) 	<ul style="list-style-type: none"> Complete second round of shortlisted model runs subject to receiving urban development uplift results from urban development team. Present shortlisted measures Undertake MCA assessment
5 Technical Support	<ul style="list-style-type: none"> Drawings – Bronze drawings reviews closed on Tuesday, 27/7. Agree on amendments 29/7. Preparation for Short List Briefing Presentation is underway. Dry run of Technical support presentation on 28/7 Costing – Well underway and progressing well with Turner & Townsend 	<ul style="list-style-type: none"> Silver set of drawings (complete set) – will be available Mon 2/8 Short List Briefing Presentation meeting on 2 Aug in preparation for the MCA meeting on 5 Aug.
6 Governance & Policy	<ul style="list-style-type: none"> Procurement options assessment workshop (packaging and contracting considerations) and drafting of procurement risk allocations Progression of funding shortlist report s 9(2)(i) Delivery entity focus on partnering roles and responsibilities and governance principles Preparation for sponsors' meeting Preparation for board meeting 	<ul style="list-style-type: none"> Sponsors' meeting – 05 August Board meeting – 10 August Preparation for funding workshop Preparation for further delivery entity workshop
7 Project Management Organisation	<ul style="list-style-type: none"> Final planning for IT implementation Budget re-alignment proposals/implementation Interviewing Workstream Leads on risk management, prioritisation and identification of treatment plans Office Space efficiencies implemented Commercial dashboard draft produced 	<ul style="list-style-type: none"> IT implementation Investment model review Documenting PM Suite Refining dashboard and fortnightly commercial reviews set up to track workstream performances Preparing Board Pack

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Wider Stakeholders	28 July Onehunga Listening Session 28 July Manukau Institute of Technology event 29 July AUT event 29 July Māngere-Ōtāhuhu Local Board workshop 29 July Ngā Maunga Community Workshop		
	Liaison with mana whenua governance chairs is ongoing		

Minister Engagement

Item	This week	Upcoming	Comment
Minister Michael Wood visit		Balmoral Market – Sunday 15 August	

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Official correspondence, other correspondence and miscellaneous

Item		Due date	Status
OIA-8504: NZ Taxpayers Union: Promotional material cost breakdown	James Sorensen	30 July	Completed
WPQ 2785: Simon Court MP: Compensation for business owners	Gareth Fairweather	29 July	Completed
MI-377: s 9(2)(a) Lynfield route	James Sorenson	28 July	Completed
NZT 6378: s 9(2)(a): Rapid transit harbour crossing	James Sorenson	28 July	Completed
NZ-6413: feedback on Light Rail	James Sorenson	6 August	Drafting
OIA-8440: ALR organisation chart	James Sorenson	6 August	With Minister's Office
OIA-8504: cost of public engagement	James Sorenson	18 August	Drafting

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