



BOARD AGENDA

Meeting	13 July 2021, 9.30am – 1.25pm
Location	Level 10, 203 Queen St, Auckland
VC/dial in	Teams
Attendees	Leigh Auton (Independent Chair), Peter Mersi, Nicole Rosie, Shane Ellison, Katja Lietz, Jim Stabback, Cr. Darby, Margi Watson, Leilani Frew (observer), Dan Cameron (observer) Tommy Parker, Leilani Frew, Lucy Riddiford
Apologies	N.A
External attendees	N.A

* Present for part of the meeting

Karakia timatanga (to open the meeting)

Kia hora te marino

May peace be widespread

Kia whakapapa pounamu te moana

May the sea be like greenstone

Hei huarahi mā tatou I te rangi nei

A pathway for all this day

Aroha atu, aroha mai

Let us show respect for each other

Tātou i a tātou katoa

For one another

Hui e! Tāiki e!

Bind us all together

No.	Item	Sponsor	Attendees	Timing	Mins
1	Board only session	Chair		9:30am	20
MORNING TEA					9:50am
30					
2A	Apologies	Chair		10.20am	10
2B	Minutes				
2C	Actions				
2D	Interest Register				
3A	Project Director's Report	Tommy Parker		10:30am	20
3B	Monthly Board Report				
4	Assurance Plan	Tommy Parker		10:50am	10
5	Business Case Update	Tommy Parker		11:00am	30
6	Urban Workstream Update	Tommy Parker	Out of Scope	11:30am	60
7	Delivery Entity, Funding and Procurement Update	Tommy Parker	Lucy Riddiford / Out of Scope	12:30pm	45
General Business					
8	General Business	Chair		1:15pm	10
	MEETING CLOSE			1:25pm	

He Karakia Whakamutunga (to close the meeting)

Unuhia, unuhia

Draw on, draw on,

Unuhia ki te uru tapu nui

Draw on the power of the natural world

Kia wātea, kia māmā, te ngākau, te tinana,
te wairua i te ara tāngata

To clear, to free the heart, the body and
the spirit of mankind

Koia rā e rongō whakairia ake ki runga

Peace, suspended high above us

Kia tina! Tina! Hui e! Tāiki e!

Draw together! Affirm!

Board Matters Arising
(as at 15 June 2021)

Meeting / Item	Action	Owners	Due	Status
15 June 2021	Confirm appropriateness of use of Auckland Light Rail name with Ministry of Transport	Out of Scope / MoT	July 2021	Closed
15 June 2021 3. Feedback from Sponsors Meeting	Discuss Community Engagement timeframes with Minister of Transport	Lucy Riddiford / Waka Kotahi / MoT	July 2021	Closed
	Discuss Community Engagement timeframes with Mayor and Deputy Mayor	Out of Scope Auckland Council	July 2021	Closed
	Project to meet with Kāinga Ora to discuss implications of the NPS UD on the project.		July 2021	Closed Meeting held on 7 July with Katja Lietz, Cr. Darby, Margi Watson, ahead of the Board discussion on urban form.
15 June 2021 4A. Monthly Report and Programme	Management to provide further information on Risks	Out of Scope	July 2021	See risk paper in this month's board pack.
15 June 2021 4B. Mobilisation Leaders Report	Confirm if Public Transport Accessibility Measures are applied in New Zealand.	Tommy Parker	July 2021	The metric of 45 minutes Public Transport travel time being used as an accessibility measure for Rapid Transit across New Zealand and was developed in first version

**Board Matters Arising
(as at 15 June 2021)**

Meeting / Item	Action	Owners	Due	Status
				of ATAP and has continued to be used in all subsequent versions.
	Discuss Assurance Panel Candidates with Out of Scope	Tommy Parker	July 2021	Closed. Out of Scope met with Out of Scope on 7 July.
15 June 2021 5A. Communications & Report	Management to consider engagement with relevant Agencies to agree a set of shared messages	Out of Scope	July 2021	Closed.
15 June 2021 5B. Mana Whenua Engagement Discussion	Management to add Iwi Engagement and to Risk Register	Out of Scope	July 2021	Open
15 June 2021 8. General Business	Confirm approach to Gateway Review	Tommy Parker / Treasury	July 2021	Closed. See assurance paper in this month's board pack.



PROJECT DIRECTOR'S REPORT

13 July 2021

Comms and Engagement

The project has experienced a big change in the last week with the “going live” of the communication and stakeholder plan. We undertook a round of media briefings, launched the project website (lightrail.co.nz) and commenced formal engagement. This has brought new energy to the project team.

Media coverage has been mixed, with the main points of contention being the perceived lack of detail, and holding back on providing stakeholders with real information. This is however offset by some of the engagement feedback, particularly from councillors and local board members, who expressed concern that some communities have no knowledge of the project and need to be brought into the picture before getting into details.

The team and I remain comfortable with the level of detail we have put into the public domain and are confident that the material will provoke the right discussions and the feedback we need. That said we should consider at what point we look to release further information. Clearly we need to manage the flow of information and be very clear on the consequences. Your thoughts and feedback on this would be appreciated.

Business Case Development

The team have progressed from the long list of over 30 options to the short list of 5 options. There is a paper in this month's board pack. This process has removed from further consideration a number of mode options which have strong external advocates, such as Trackless trams and Heavy Rail options. Additional focus will be applied to ensuring the rationale for discarding these options is clear and can be concisely articulated.

Milestones

At the request of the Minister of Finance at the last sponsors meeting we have compiled and circulated details of the project milestones. The report is attached for your reference.

Risk Management

Following the risk discussion at the last board meeting we have commenced a review of the project risks.

Key members of the Establishment Unit held a risk workshop on 23 June 2021, facilitated Dave Debney from Auckland Transport. This provided a good opportunity for the team to take a whole of programme view of the key risks. The team focused on the key risks for the establishment unit phase of the project. The outputs from the



GROUP

workshop have been captured in the risk register and will continue to be refined. We will report next month.

Leadership Team Development

The project Senior Leadership team took a facilitated half day off site to reflect on how we are working together and come together as a team. We worked together to produce a purpose statement for us as a team, that summarises our desire for the project. The output was "On a journey to a closer Tamaki Makaurau- Together" . While not grammatically correct we felt it captured the sentiment of what we want to achieve and how we want to work. Since producing this statement each team leader speaks to it at our Tuesday morning team meetings.

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AUCKLAND LIGHT RAIL Board Report #3

July 2021

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EXECUTIVE SUMMARY

Progress Highlights from June 2021

It has been a very productive month for the Unit with significant progress in all areas. The biggest highlight would be the launch of the media campaign, which went live on July 1st. Initial feedback has generally been positive with a few vocal dissenting voices.

Workshops defining long-list and then short-list options have been completed, meaning the Unit is now focussed on examining the merits of five favoured options. It was pleasing to see an extra hybrid option added at late notice, a credit to the comprehensive and innovative approach being fostered by the Technical Support and Business Case teams.

A key focus point for the Unit in these initial months has been to get the project moving, to create momentum. Without this it would have been very difficult to get the progress needed in such a short timeframe. The team has now begun the process of refining the purpose of the unit, ensuring a tightly managed and aligned approach from this point forward. Assurance processes are now in place.

Activity levels at Level 10, 203 Queen Street, are starting to ramp up and the buzz can now be felt around the office.

Project Status

Yellow	Scope	Green	Resources
Yellow	Risk	Yellow	Issues
Green	Budget	Yellow	Schedule

Points of Focus for July 2021

Points of Focus for July 2021	Status
Refinement of information to support option selection at the start of August.	Yellow
Continued work to engage closely with central, local government and sponsors to ensure the project is heading in the right direction and that the best possible engagement and understanding of the activities of the Unit are conveyed.	Green
Establishment of the IAG (the Independent Assurance Group). An internal unit to review decisions and to provide strategic direction to the Unit.	Green
Further workshops are planned to refine the success factors and vision of the Unit, to ensure an exceptional level of performance is attained and maintained.	Green
Increased focus on programme performance with reporting and accountability emphasised.	Yellow

Key – Red/Amber/Green Status

Red	Off track, immediate attention needed
Amber	Risk of falling off track, attention needed
Green	Risk of falling off track, attention needed

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OVERALL WORKSTREAM SUMMARY

Workstream	High-level Progress Overview	Programme	Budget	Risk Status
Delivery Entity	Focus this month has been on workshops on the assessment framework for the delivery entity, assessment criteria for funding, financing and procurement and shortlisting options for the business case. Work on assessing CRL as a possible delivery entity is well progressed and we've conducted ~30 interviews with past and present management and governors, as well as others who have been associated with CRL at inception and ongoing as monitors and sponsors. There is a paper in this month's board pack with more detail on the delivery entity workstream.			
Social Licence	Community engagement campaign launched on 1 July. Received extensive media interest. Listening sessions in five corridor communities to get underway 7 July. Community activations (events) to commence from 17 July with 10 events total planned. Engagement with Mana Whenua commencing.			
Business Case and Consenting	The Business Case workstream is on track but the volume of work that needs to be delivered over the next 6 weeks will be a significant challenge. The first draft of the Strategic Case and the long list report have been completed. The short list options for assessments, the weightings to be applied to objectives and the measures that will be used test options have been confirmed. Resource for peer review, business case writing, property acquisition, and the CBA analysis are confirmed and underway. The team are working towards an assessment of the short list options in the first week of August.			
Urban Development	Urban uplift and land use change modelling is well underway. This will help us understand potential urban transformation within the corridor, for each route and mode option. Detailed area framework plans for Mt Roskill, Onehunga and Mt Roskill are also well-underway. These are the key areas identified in the cabinet paper. Initial market analysis received from CBRE and the economic analysis paper from Market Economics is due to be received in .			
Technical Support	On track, manageable delays due to additional options being required for assessment not initially planned for. One of the new options is taking the best parts of Light Metro and surface Light Rail to tail relevant benefits to the respective communities and to address cost efficiencies.			
Procurement	Project invoicing and contracts have advanced significantly during the period, ensuring that Waka Kotahi end of year requirements are met. This is no longer a 'hot' issue and will be removed from this summary in future iterations.			
PMO & Culture	Improvements achieved in key areas, namely: Risk, Contracts, Commercial, IT and Programme. The domain aucklandlightrail.govt.nz has been approved for use. The team have confirmed a purpose statement "On a journey to a closer Tamaki Makaurau. Together.", with the leadership team introducing it's significance over the coming weeks.			

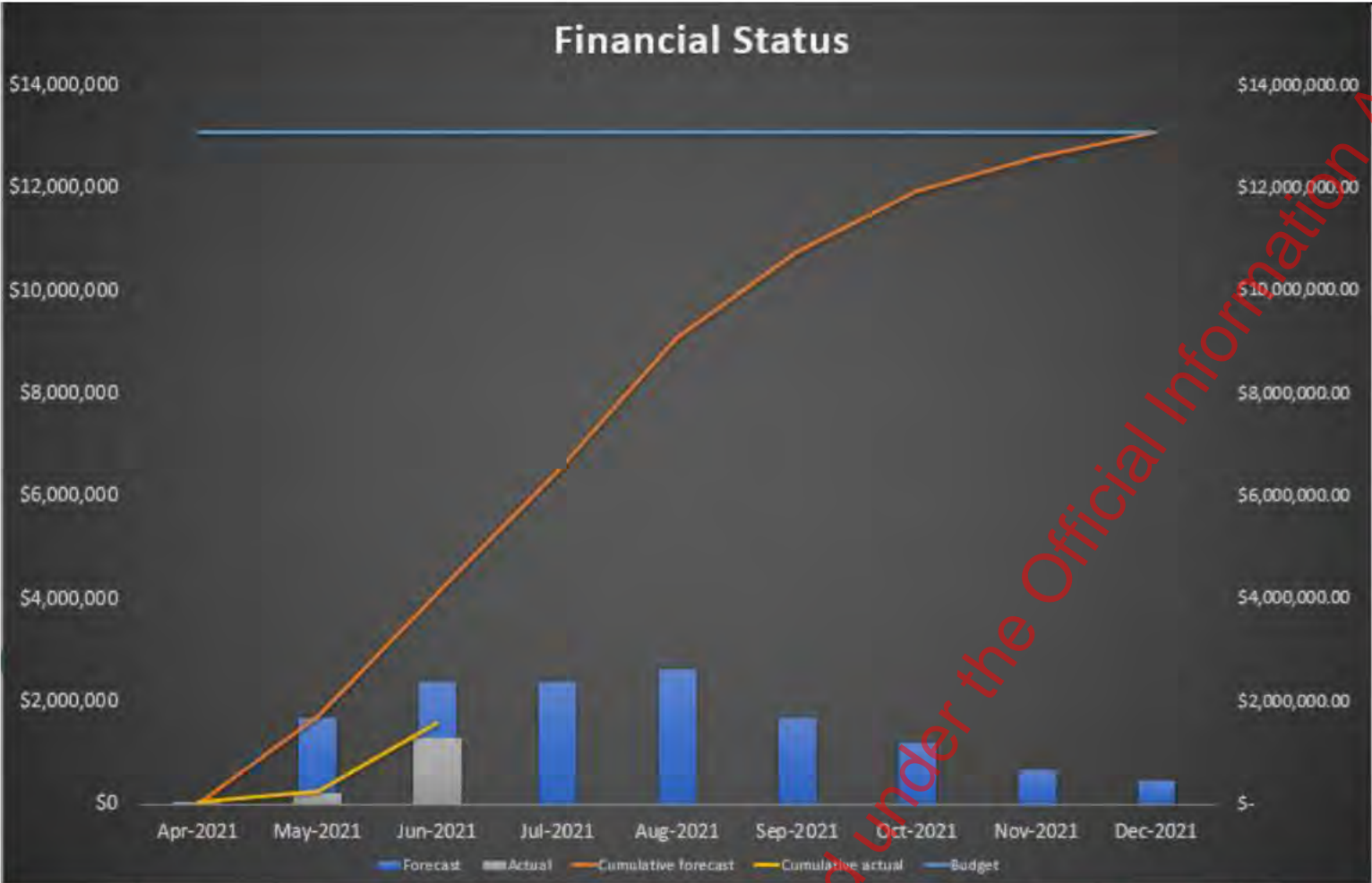
PERFORMANCE MILESTONES

This is a high-level view of the key milestones for the Establishment Unit and the current status.

Workstream:	Milestone:	Status:	May	June	July	August	September	October
Governance	Board Meetings	N/A	◆	◆	◆	◆	◆	◆
	Sponsor's Meetings	N/A		◆		◆		◆
Establishment Unit	Business Case and Advice Ready	On Track					◆ 30/9	
Social Licence	1. Stakeholder Management and Mana Whenua Engagement Plans Ready	Achieved (One week early)	◆ 28/5					
	2. 'Community Engagement - 'Go Live'	Achieved (On time)		◆ 3/7				
	3. Draft Strategies and Feedback reports ready	On Track				◆ 10/9		
Delivery Entity	4. Detailed Entity Advice and Transition Plan	On Track				◆ 23/8		
	5. Delivery Entity Summary Report	On Track					◆ 10/9	
Business Case	6. Project Objectives Defined	Achieved (On time)	◆ 26/5					
	7. Project Team Confirmation of Long List	Achieved (On time)	◆ 31/5					
	8. Project Team Confirmation of Short List	On Track		◆ 30/6				
	9. Readiness for Option Assessment	On Track			◆			
	10. Draft Business Case Ready to Review	On Track				◆ 31/8		
Technical Support	11. Bronze Submission of Design	On Track		◆ 9/7				
	12. Technical Inputs Ready for Option Selection	On Track			◆			
Urban Form	13. Urban Development Option Selection Inputs Ready for Review	On Track			◆ 30/7			
	14. Urban Form Summary Report	On Track					◆ 10/9	

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COMMERCIAL SUMMARY



	Apr - 21	May - 21	Jun - 21	Jul - 21	Aug - 21	Sep - 21	Oct - 21	Nov - 21	Dec - 21
Forecast	\$39,594	\$1,691,951	\$2,372,628						
Actual	\$7,040	\$213,931	\$1,307,206						

Commercial Update for June 2021

Over 45 Suppliers engaged = \$13 Million (Incl. Contingency)

\$1.6 million of Invoices received to date

Invoicing approximately 1 month behind forecast

40% of Contracts fully executed

Actuals in July & August likely to Exceed current forecasts as work ramps up.

Invoicing process and procedures (including vetting) have been set-up and are being implemented.

Planned Activities

PMO team to work with Workstream leads to update their forecasts based on the increased knowledge of scope and intent.

Budgets to be re-aligned to support updated forecast. It difficult to assess a consistent spend profile/rate due to the cost distribution across the months of the unit.

Implementation of internal commercial reporting to support contract management, value for money and improved budgetary controls.

Re-alignment of delegated authorities to support appointed Project Director.

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DELIVERY ENTITY

The purpose of the delivery entity workstream is to provide governance support to the Independent Chair and Establishment Unit Board, to lead the advice on the delivery entity and to be the interface with the policy programme of work being led by the Ministry of Transport

Workstream Update:

Progress: A number of workshops have been held to review long-lists for funding, value capture, finance and procurement.

The team has continued to gather information on national and international case studies for reference projects.

Future Delivery Entity evaluation scope and assessment criteria commenced.

Milestone and Scope Summary Reports completed and sent to MoF and MoT.

Plans: The focus for July is to develop and evaluate options for delivery entity, funding, financing and procurement. This workstreams requires significant support from partner organisations outside the Establishment Unit (esp. funding, financing and procurement) and we appreciate the broad support being provided for our work.

Workstream Commercial Summary

COMING NEXT MONTH

Key Milestones:

Key Milestones:	Date:	Status:	Comment:
4. Detailed Entity Advice and Transition Plan	23/8		This represents the key delivery point for this plan.
5. Delivery Entity Summary Report	10/9		This report summarises the key findings and recommendations of this workstream.

Key Activities (this month):

Key Activities (this month):	Date:	Status:	Comment:
Presentation for Board	13/7		Presentation and preparation of Board Papers and updates.
Preparations for Sponsors meeting (pack will be due out in late July for the 5/8 meeting)	30/7		Sponsors have requested a discussion on urban form/ density. We will also report on key milestones and provide updates on comms/ engagement, business case and delivery entity assessment framework and scope.

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SOCIAL LICENCE

The overall objective of communications and engagement is to introduce light rail to local communities and wider Auckland. We will inform and position the project as a catalyst for improving communities as part of a growing Auckland.

A partnership will be established with Mana Whenua to incorporate cultural values and opportunities, to be carried into the next phases of the project.

Workstream Update:

Progress: The communications and engagement for the project went live on 1 July 2021. Feedback is open with lots of interest and comments on our online survey. Extensive media coverage featured in the NZ Herald, Stuff and TVNZ with more interviews scheduled in July. Pre-engagement has taken place with one on one briefings with key stakeholders. Multiple workshops have taken place with local boards, chairs, and councilors at Auckland Council. Engagement with Mana Whenua has started and schedule of hui is being booked.

Plans:

Print, radio and outdoor campaign will run throughout July.
Listening sessions in five corridor communities and activation at ten events starts early July.
Planning targeted workshops to start in August.

Commercial Summary:

COMING NEXT MONTH

Key Milestones:	Date:	Status:	Comment:
2. 'Community Engagement - 'Go Live'	3/7		This activity needed to happen early to ensure a feedback loop could be completed within 6 months of this project stage.
3. Draft Strategies and Feedback Reports Ready	10/9		Social Outcomes Strategy, Maori Outcomes Strategy and Engagement Summary Report
Key Activities (this month):	Date:	Status:	Comment:
Development and launch of communication and engagement for the project to go live on 1 July 2021.	N/A	Achieved (1 week early)	Launched successfully.
Included one on one briefings with key stakeholders throughout June.	N/A		Key activity in establishing social licence.
Extensive media coverage in the NZ Herald, Stuff and TVNZ with more interviews scheduled.	N/A		Key activity in establishing social licence.

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BUSINESS CASE AND CONSENTING

The purpose of the Business Case workstream is to lead the business case and consenting for the independent Chair and Establishment Unit Board, to lead the development of the business case and be the interface of the programme work

Workstream Update:

Progress: Key resources engaged for Property Risk Report, Gap Analysis Identification and the writing of the amalgamated Business Case. Investment Logic Map review completed by the team. Assessment of the Long List completed with short list options identified. First draft Strategic Case reviewed, and feedback received.

Plans: IBC drafting continues through out the month of July. Short List options finalised report to be completed and ready for full endorsement. Strategic case document completed, ready to be endorsed. Gap Analysis monitoring will be in place. ILM weighting signed off.

Commercial Summary:

COMING NEXT MONTH

Key Milestones:	Date:	Status:	Comment:
8. Project Team Confirmation of Short List	30/6	Achieved (on time)	Option added.
9. Readiness for Option Assessment	30/7		
10. Draft Business Case Ready to Review	31/8		

Key Activities (this month)	Date:	Status:	Comment:
The Property Group has been engaged to develop a property acquisitions risk report in July.	25/7		Key input into reports and trade off discussions.
Strategic Case completion.	25/7		Significant synthesis to be focussed on this activity as the vision is essential to the success of the team.

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URBAN DEVELOPMENT

The purpose of the urban workstream is to lead the urban policy direction, infrastructure, growth and development capacity, urban economics, stations/walkable catchments and urban delivery strategy for the business case.

Workstream Update:

Progress: Urban uplift and land use change modelling is well underway. This will help us understand potential urban transformation within the corridor, for each route and mode option. Detailed area framework plans for Mt Roskill, Onehunga and Mt Roskill are also well-underway. These will help us understand the urban response in the key areas identified in the cabinet paper. Initial market analysis received from CBRE and the economic analysis paper from Market Economics is due to be received in the coming weeks.

Plans: Ensuring the urban story is well aligned and integrated with the business case and wider project. Providing the expert urban assessment for the MCA of the short list. Collating all results from PWC, ARUPO, CBRE, Market Economics to formulate the overall urban advice for the business case and project.

Commercial Summary

COMING NEXT MONTH

Key Milestones:	Date:	Status:	Comment:
Urban development Option Selection Inputs Ready for Review	30/7		Links to 'Readiness for Option Selection' on technical stream.
Urban Form Summary Report	10/9		This is the major deliverable for this workstream, sitting as an appendix to the overall report

Key Activities (this month):	Date:	Status:	Comment:
Urban Development 'Deep Dive' with Board and Sponsors	15/7 5/8		Update and engagement with Board/Sponsors
Value capture with local government and urban requirements the future Delivery Entity would need to meet.	N/A		Key element in ensuring the opportunities of the scheme are maximised for urban uplift.

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TECHNICAL SUPPORT

The purpose of the Technical Support workstream is to lead the technical support, transport strategy and programme for the business case.

Workstream Update:

Progress: On track, manageable delays due to additional options being required for assessment not initially planned for. Some resources are exceeding anticipated FTE's due to increased scope – increasing costs and putting pressure on resource requirements.

Plans: Finalise short listed option (SLO) bus service design. Complete first iteration of SLO modelling and provide inputs to Urban Development.
Engage with Auckland Rapid Transit Plan team to ensure consistency with emerging findings. Complete investigations into TBM for isthmus and Mangere
Backfill evidence to support selection of SLO, develop high level costs of SLO Develop ALR modelling of SLO

Commercial Summary:

COMING NEXT MONTH

Key Milestones:	Date:	Status:	Comment:
11. Bronze submission of Design	9/7		Recent additions to short list will mean some Bronze drawings will be delivered by 16 th July
12. Technical Inputs Ready for Option Selection	30/7		Links to 'Readiness for option selection', task has no float.

Key Activities (this month):	Date:	Status:	Comment:
Operational modelling for travel times and speeds.	30/07		Key data for option selection.
Refined alignments and drawings for emerging shortlisted options.	20/7		There is no scheduled time for assessment of additional options.
Develop high level costs of SLO.	30/7		There is significant pressure on timescales for the estimates.

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PROJECT MANAGEMENT OFFICE

The purpose of the Project Management Office is to provide the workstreams with a standardised and consolidated approach to the overarching programme and cost management for the Establishment Unit.

Workstream Update:

Progress: The team has made significant progress with the commercial, programme and board reporting. There has also been improvements in Office systems with the Inductions and Covid Response Plan moved forward. The domain name aucklandlightrail.govt.nz has been secured for the Establishment Unit and future entity.

Plans: During this period there will be a further maturation of reporting with re-estimates of workstream budgets based on a stronger understanding of requirements and scope. The IT environment will be established to enhance communications and document storage.

Commercial Summary

COMING NEXT MONTH

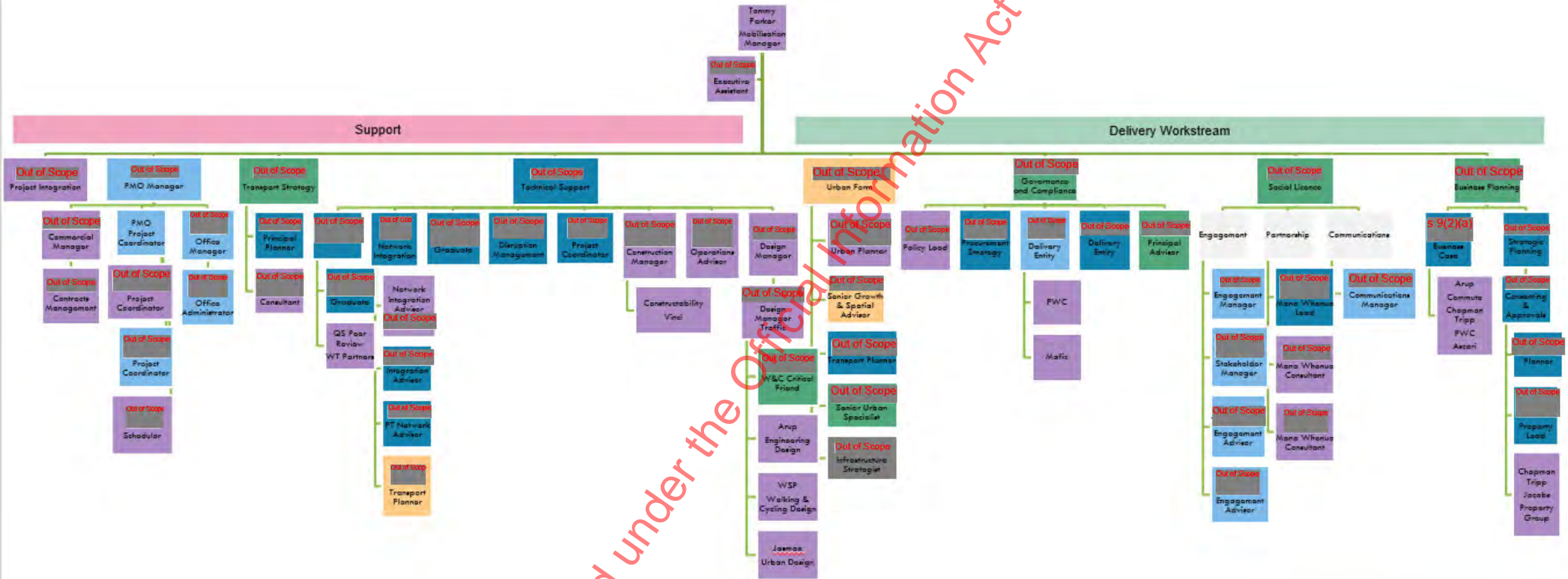
Key Milestones:	Date:	Status:	Comment:
N/A			
Key Activities (this month):	Date:	Status:	Comment:
Implementation of IT Domain	N/A	Red	Cause of a lot of frustration. A priority for later in the Unit as time pressure comes on.
Re-forecast cost of Workstreams	15/7	Green	Foundation for cost and contract management.
Maturation of programme reporting	15/7	Yellow	Schedule to gain accuracy over coming weeks.
Final culture workshops for this stage	15/7	Green	Workshop to advance understanding of success factors, product definition.

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ORGANISATIONAL STRUCTURE

This is a high-level view of the current organizational structure.



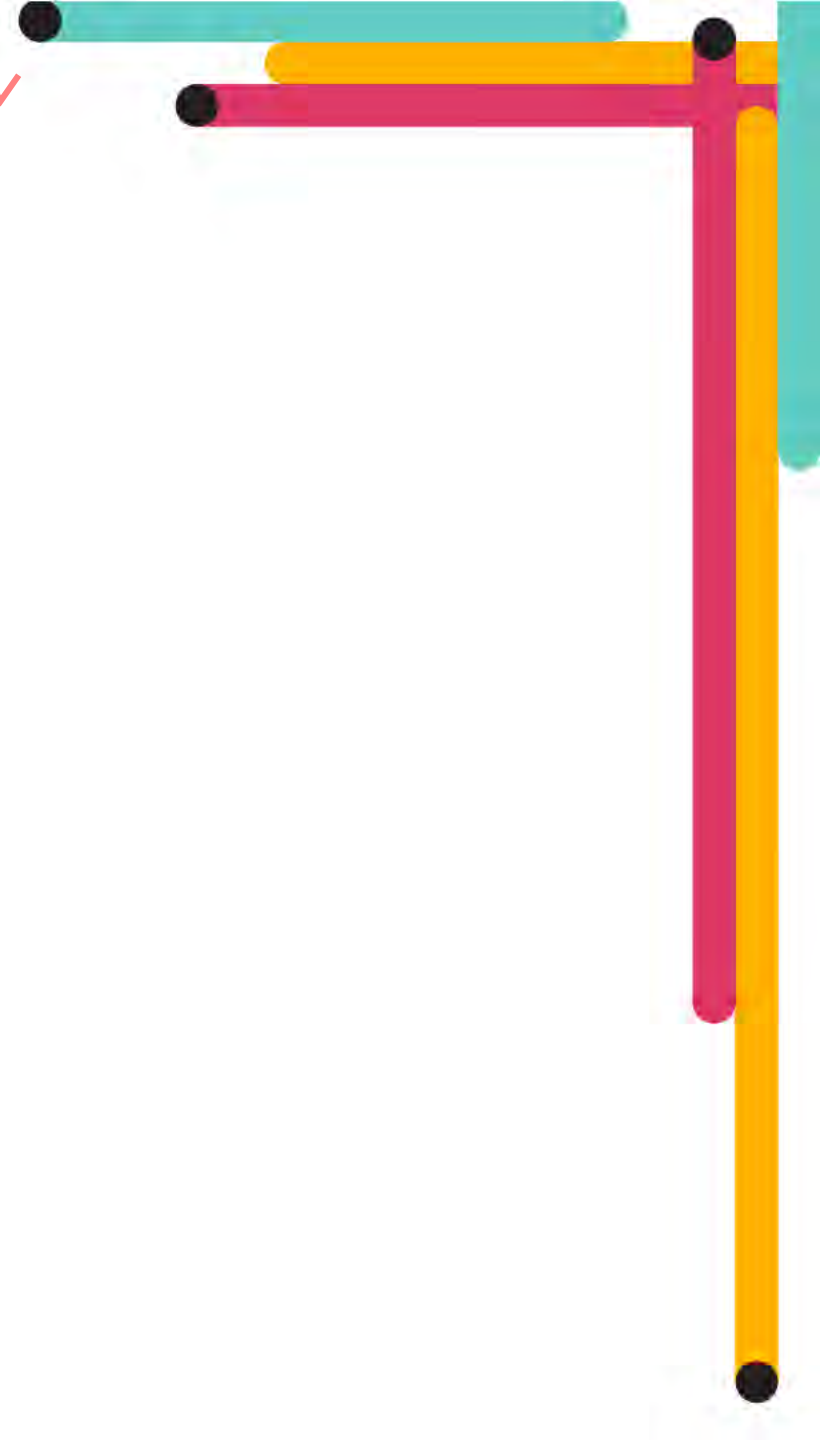
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Auckland Council	Auckland Transport
Waka Kotahi	Kainga Ora
Contractors	Consultants

AUCKLAND LIGHT RAIL PROJECT PLAN

Board Update - July 2021

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ASSURANCE

An **Assurance Framework** is being established which contains four different sets of activities targeting different aspects of the work within ALR.

Planning is underway to support a **Gateway Review** process. The timing and scope of this is yet to be confirmed, however at this stage we expect it will occur after the substantive work to inform the recommendations in November has been complete.

An **Assurance Panel** is being established whose role will be to support the Board in their deliberations. The Assurance Panel will have members who are independent, likely from overseas, with experience in delivering Light Rail or similar schemes. The experience sets will be broad and include funding and financing, delivery entity form/responsibilities, social license (community engagement), design/construction, and urban form/development.

Within the ALR project team, an **Internal Assurance Group** (IAG) has been established to ratify key assumptions and decisions. The IAG members are independent from the workstream leads who will bring recommendations to the IAG on an as needed basis.

Within the ALR technical workstreams, a **Peer Review** regime is being implemented to verify the multiple technical reports being delivered. Peer Reviewers are independent and are sourced from agencies involved in the project or external consultants. Included within this is use of **Treasury Clinics** for the Business Case workstream.

ASSURANCE

Members for the **Assurance Panel** are being contacted to discuss their availability and willingness to participate. Two favoured candidates have been identified as, together, they will provide the breadth and depth of experience appropriate for this panel. They are:

Frank Allen – Chairman Irish Rail (Dublin, Ireland); Advises on infrastructure finance and operations, transport, renewables and social housing. Advisor for the World Bank. Responsible for planning and delivery of Luas Light Rail in Dublin, Ireland. Previous involvement in ALR, advised Waka Kotahi Board during 2018.

Ana Chau - independent consultant, recommended by Treasury. Depth of experience in transport sector, including in business case assurance having worked at Infrastructure Australia where she led their work on reviewing business cases for Australian Government investment decisions.

The **Internal Assurance Group** (IAG) has been established to ratify key assumptions and decisions. The IAG members are Tommy Parker, Claire Stewart, Richard Hancy and John Williamson. The IAG will meet on a weekly basis, with the workstream leads bringing recommendations to the IAG for decisions to be ratified. Reporting to the ALR Board will include updates on key decisions made each month.

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Board paper

Meeting date:	13 July 2021
Subject:	Weighting of objectives, Long List summary and trade-offs
Author:	Out of Scope
Date:	7 July 2021
Pages:	5 plus annexures

1. Purpose

This paper outlines the proposed weightings for the project objectives, summarises the Long List-to-Short List option identification process and identifies some of the trade-offs that need to be considered in the context of the project.

2. Recommendations

It is recommended the Board:

- **Note** the contents of this paper
- **Endorse** the proposed weightings of the project objectives
- **Note** the emerging results of the Long List process
- **Note** the emerging trade-offs

3. Strategic Relevance

In order to assess and identify preferred modes and routes for the project, as requested in the Cabinet paper, it is necessary to establish an assessment framework that applies weightings to the project objectives. It is also important that the Board has an understanding of the trade-offs that will need to be considered and provide any feedback on those trade-offs in advance of Short List option assessment.

4. Background

The Board has previously considered and endorsed the project objectives. In developing those objectives, the Establishment Unit went through an Investment Logic Map (ILM) process which set out the project's problem statements and benefits and allowed the Establishment Unit to frame the focus areas for analysis and research.

5. Key Issues

a. Objectives, weightings and measures

The Establishment Unit has developed specific weightings for each of the objectives and more detailed measures to assess the extent to which each potential project option achieves those objectives. Weightings flow through the assessment process and influence which options are preferred.

The Unit considers that the project is as much about unlocking urban development as it is about the provision of a rapid transit service. Accordingly, the Unit recommends that these objectives be given equal weighting – reflecting an integrated transport and land use story.

The Board has previously indicated the importance of carbon reduction for this project. For this project carbon reduction will largely be achieved through the change in urban form and reduction in vehicle kilometres travelled – i.e. through delivery of the other objectives. The Establishment Unit therefore considers carbon reduction is appropriately addressed with a 20% weighting which will enable that objective to influence the choice of option towards the option is most sustainable and which best addresses carbon reduction.

The objectives and proposed weightings are:

Unlocking significant urban development potential, supporting a quality compact urban form and enabling integrated and healthy communities.	40%
A rapid transit service that: <ul style="list-style-type: none">• Is attractive, reliable, frequent, safe and equitable• Is integrated with the current and future active and public transport network• Improves access to employment, education and other opportunities.	40%
A transport intervention that embeds sustainable practice and reduces Auckland's carbon footprint.	20%

An ILM diagram is **attached** setting out the problem statements, benefits and objectives with the proposed weighting. The Establishment Unit (supported by a multi-disciplinary team of subject matter experts and relying on the latest Crown guidance) has also developed a detailed set of measures to assist in the Multi Criteria Analysis of options. These criteria are set out in a technical note which is available should the Board wish to review it.

b. Long List process

A brief report is **attached** which summarises the long list option assessment process that the Establishment Unit has undertaken and explains how the Unit arrived at the short list of options. The 5 final short list options for assessment are:

- Light Rail – Dominion Road corridor
- Light Metro – Dominion Road corridor
- Light Rail – Sandringham Road corridor
- Light Metro – Sandringham Road corridor
- Hybrid mode option – light metro on Sandringham and light rail in Māngere.

A map of the route options is set out below. (The hybrid option combines Sandringham light metro with Māngere light rail).

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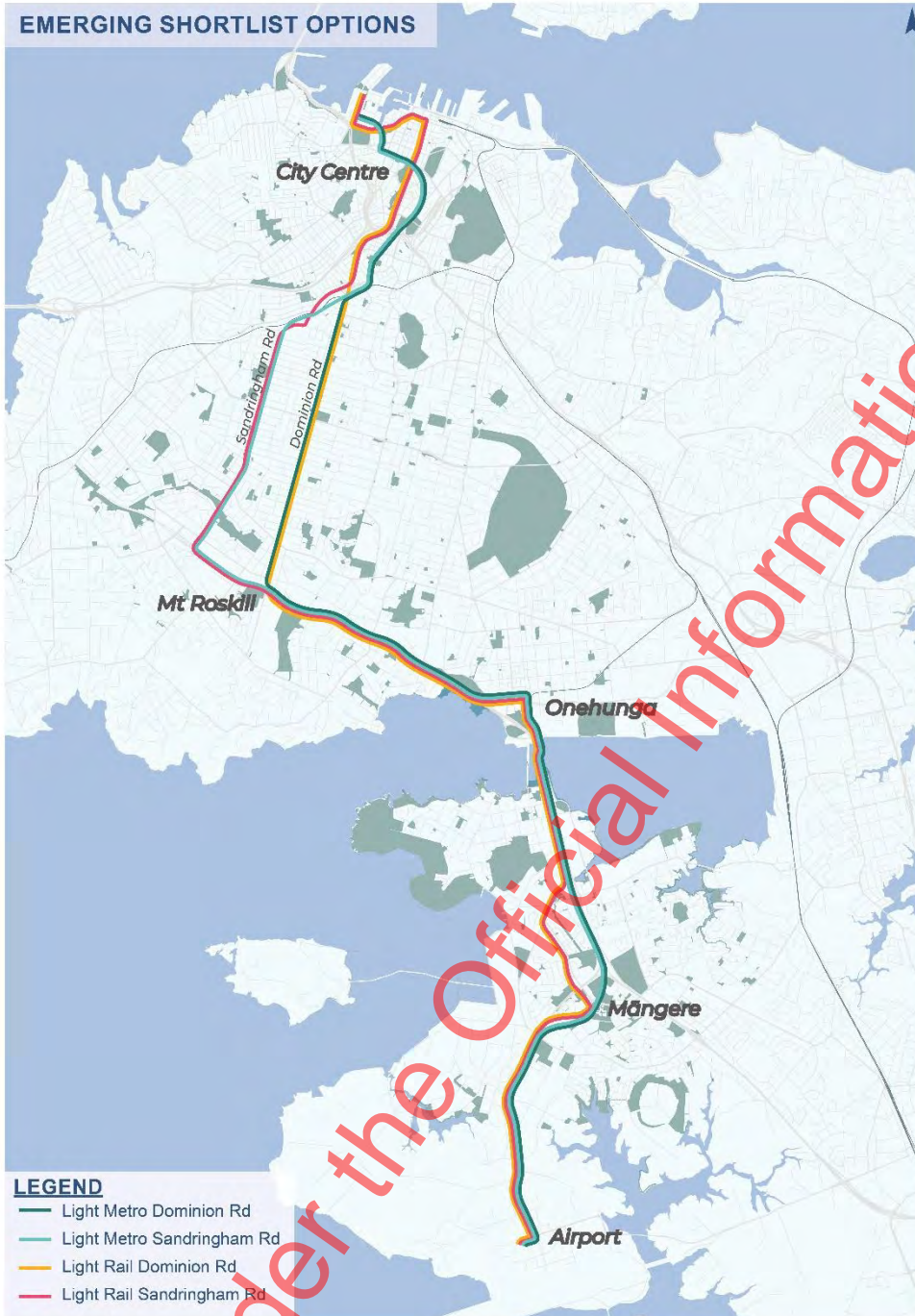


Figure 1: Map of Short List of routes

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c. Trade-offs

Identifying a preferred option will require addressing a number of trade-offs. Some of these (by mode, route and spatial allocation) are considered below.

Mode Trade-offs

At a high level, the decision between segregated light metro and surface-running light rail modes comes down to a balance between capacity, speed and urban uplift on one hand, against cost and complexity on the other.

Specifically, initial analysis indicates that segregated light metro may cost more but is also likely to deliver greater capacity and more patronage than surface light rail, with quicker travel times and more urban development uplift. Finding the appropriate balance for the corridor between costs and outcomes is the key project trade-off.

There are also challenging equity issues within the mode trade-offs. For example, having surface light rail with its more frequent stops may serve Sandringham or Dominion Rd communities well, but will create longer journeys to and from Māngere, potentially adding in the order of 15-20 minutes to the 25-minute journey offered by light metro.

There are also future network integration trade-offs to consider. Surface light rail may have sufficient capacity for this corridor but be insufficient if it were interlined (share the same track) in the future with North Shore and North West lines. In that scenario Queen Street would likely experience a volume of light rail traffic that would be inconsistent with a pedestrian-orientated environment.

Route Trade-offs

There are a number of trade-offs relating to route choice, beyond the simple differences in communities impacted. For example:

- Sandringham Road appears to have more urban development uplift potential than Dominion Road because of large areas of underdeveloped Kainga Ora landholdings, a trend towards relatively larger landholdings and reduced areas of special character overlay or volcanic viewshafts.
- Dominion Road is more direct with implications for patronage and uplift for a surface light rail option (less relevant for light metro).
- Sandringham Road enables a greater degree of regional network connectivity through a connection to the Kingsland train station.
- Light rail routes through Bader Drive and the Māngere Town Centre appear to offer greater urban redevelopment benefits than light metro routes, particularly if the stations for that mode are in the motorway corridor.

Spatial Constraints

There are a number of spatial constraints throughout the corridor that require a consideration of trade-offs:

- While road reserve widths vary, neither Sandringham Road nor Dominion Road appear to be sufficiently wide to accommodate light rail or trenched light metro while also retaining traffic lanes, footpaths and cycleways of an acceptable standard. Given the project needs to encourage the use of active modes to access stops or stations, land will likely need to be acquired to widen the corridor at multiple points.
- The necessity to acquire land within the Sandringham and Dominion Road corridors may enable better urban form outcomes and act as a catalyst for urban development.
- It is understood that Ngati Whatua have aspirations to 'daylight' Te Wai Horotiu - the stream that runs underneath part of Queen Street. Initial analysis, however, indicates Queen St is likely not wide enough to accommodate both surface light rail and full daylighting (albeit a small stream may be possible).
- There appears to be insufficient space to accommodate a surface light rail line at the University/AUT on Symonds St without disrupting large volumes of bus services from other parts of the city. By comparison, a Queen St light rail line will still enable some improved access to the University/AUT but patronage will be somewhat less than a direct connection.

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Appendix A

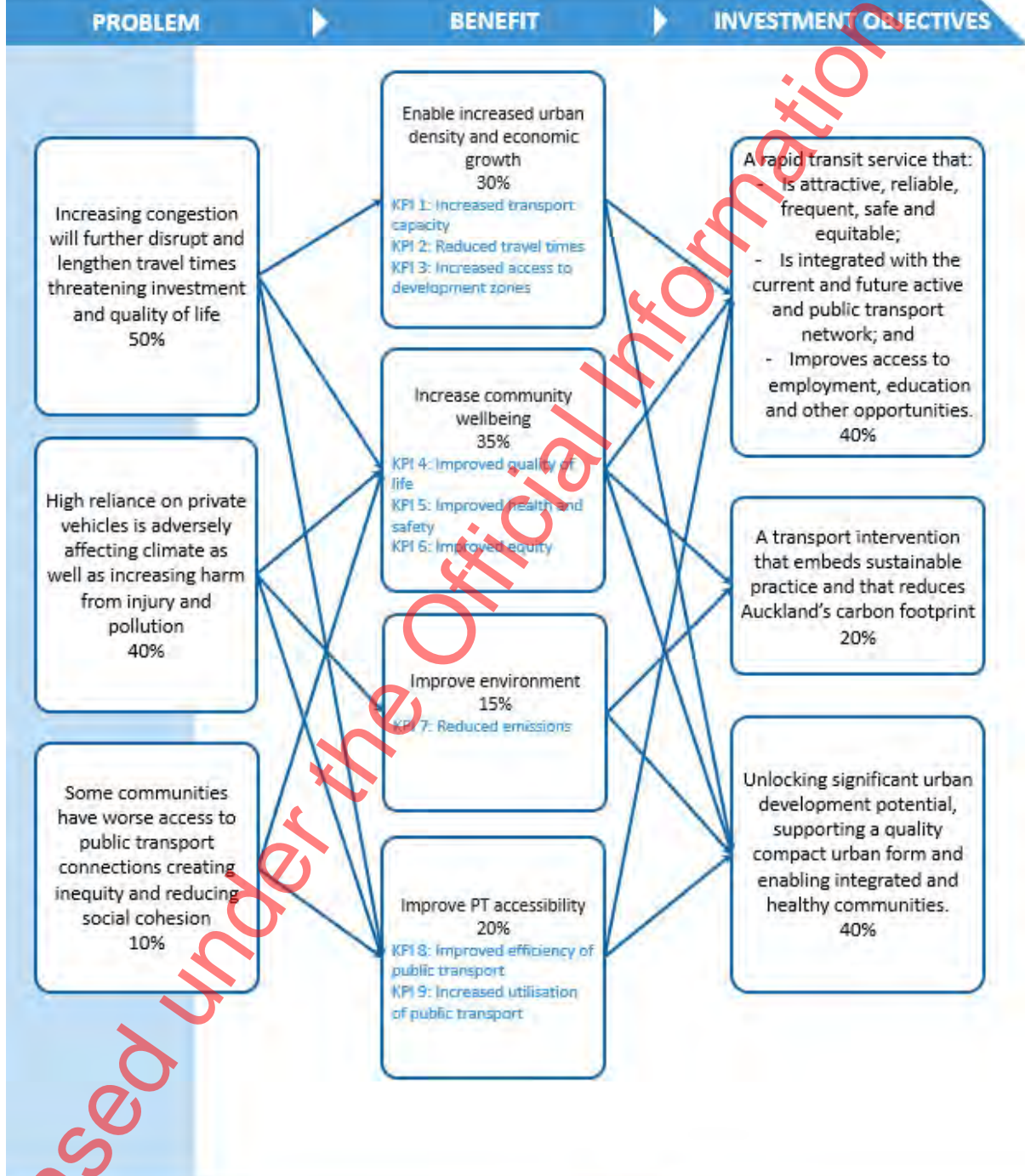
WAKA KŌTAHI [ESTABLISHMENT UNIT]

Transport in the Central City to Māngere Corridor

Supporting the future urban development needs of Auckland

INVESTMENT LOGIC MAP

Initiative



Investor: Leigh Auton
 Facilitator: Lisa Buchan
 Accredited Facilitator: Yes

Version no: 0.2
 Initial Workshop: 10 May 2021
 Last modified by: Scott Wickman 5/7/21
 Template version: 6.0

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Appendix B

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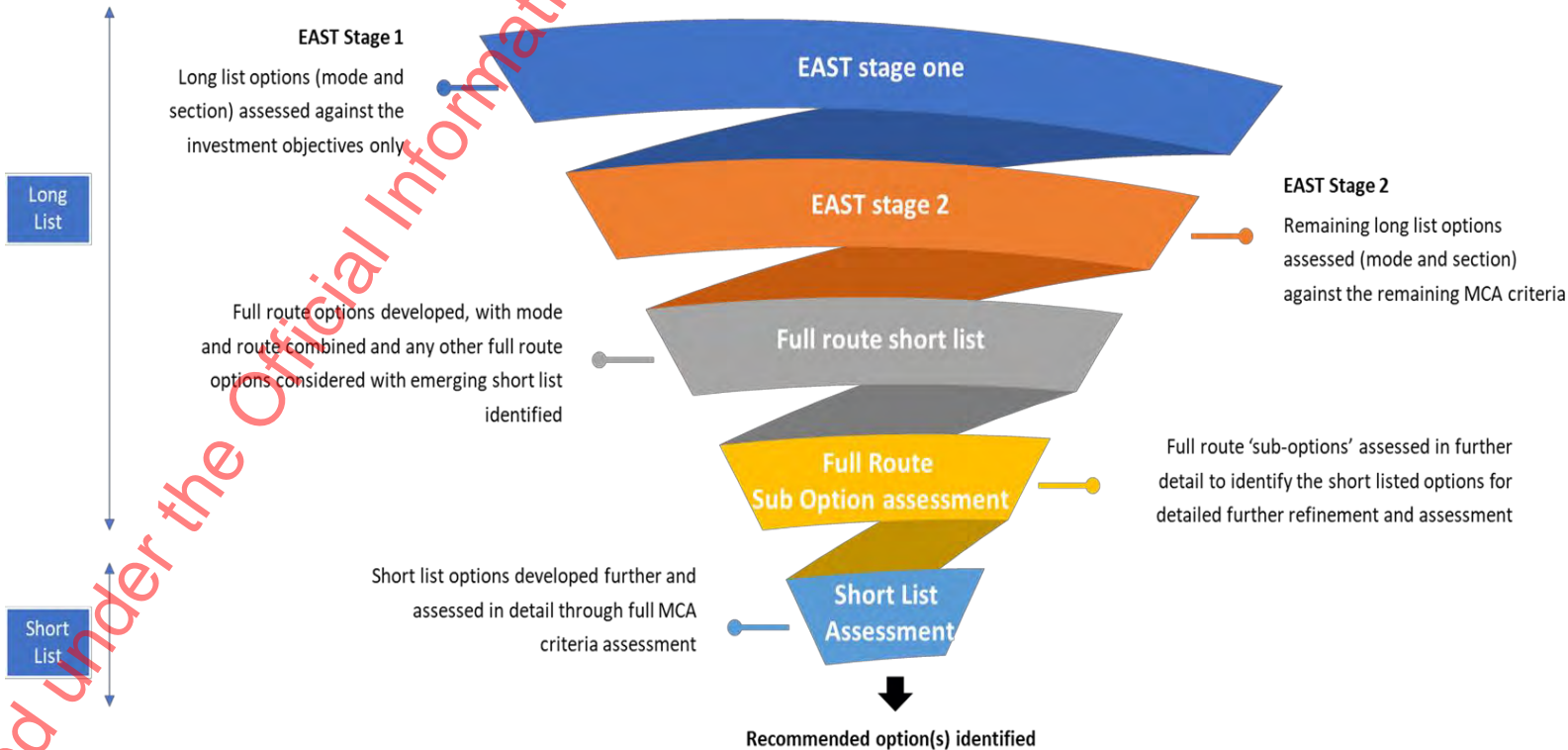
Long List Assessment Summary

July Board Report

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Long List assessment approach

Long list options developed for route and mode
Used Early Assessment Sifting Tool (EAST) approach to reduce options
Short list options identified



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Assessment Approach

Mode assessment undertaken first and this concluded rail was needed from a capacity perspective (buses insufficient)

Then long list of route options considered for different sections

Better performing options (from sections) brought together to form entire route options

Entire route perspective also identified Heavy Rail Western Rail Line extension option

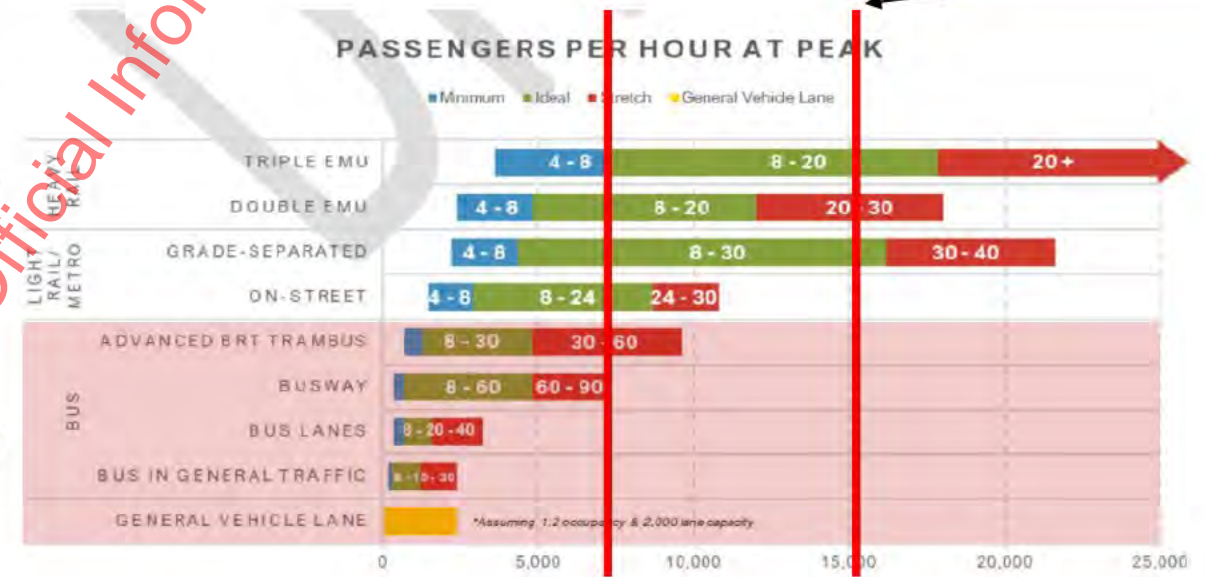
Four short list options identified based on further analysis

- Light Rail – Dominion and Sandringham
- Light Metro – Dominion and Sandringham

Further hybrid option identified (half Light Rail/Light Metro)

Approximate maximum passenger demand per hour for CC2M corridor in 2048

Approximate maximum passenger demand per hour in 2048, assuming combined North Shore, Northwest and CC2M lines



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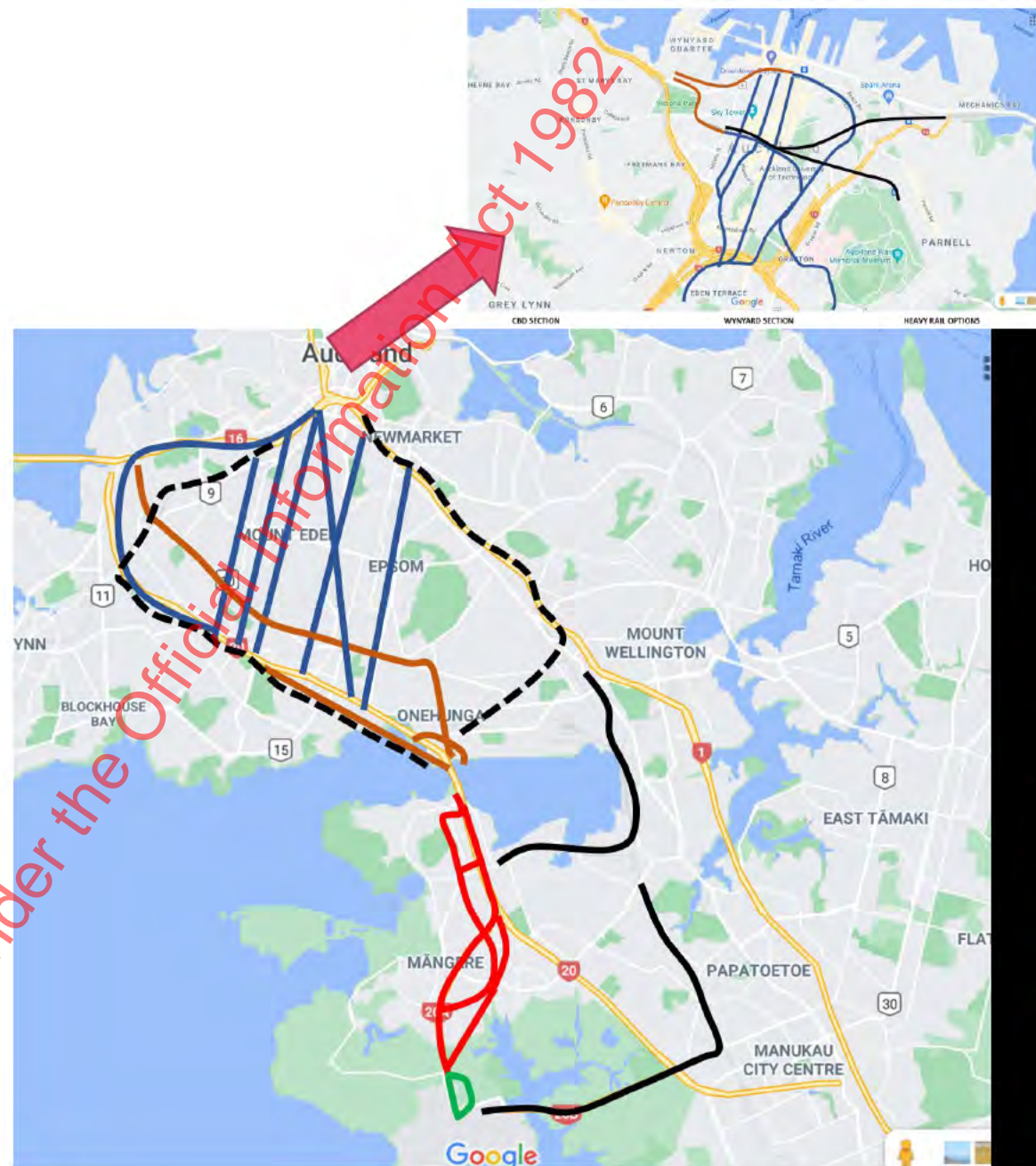
Longlist options

Over 50 different options considered, as well as alternative modes (such as gondola)

This included wide range of modes and routes

Identified sub-options for further consideration in:

- Central City
- Isthmus
- Māngere



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Isthmus assessment example

Example below of isthmus section long list assessment

Options that did not deliver well against investment objectives not assessed further

Remaining assessment identified Sandringham and Dominion as preferred

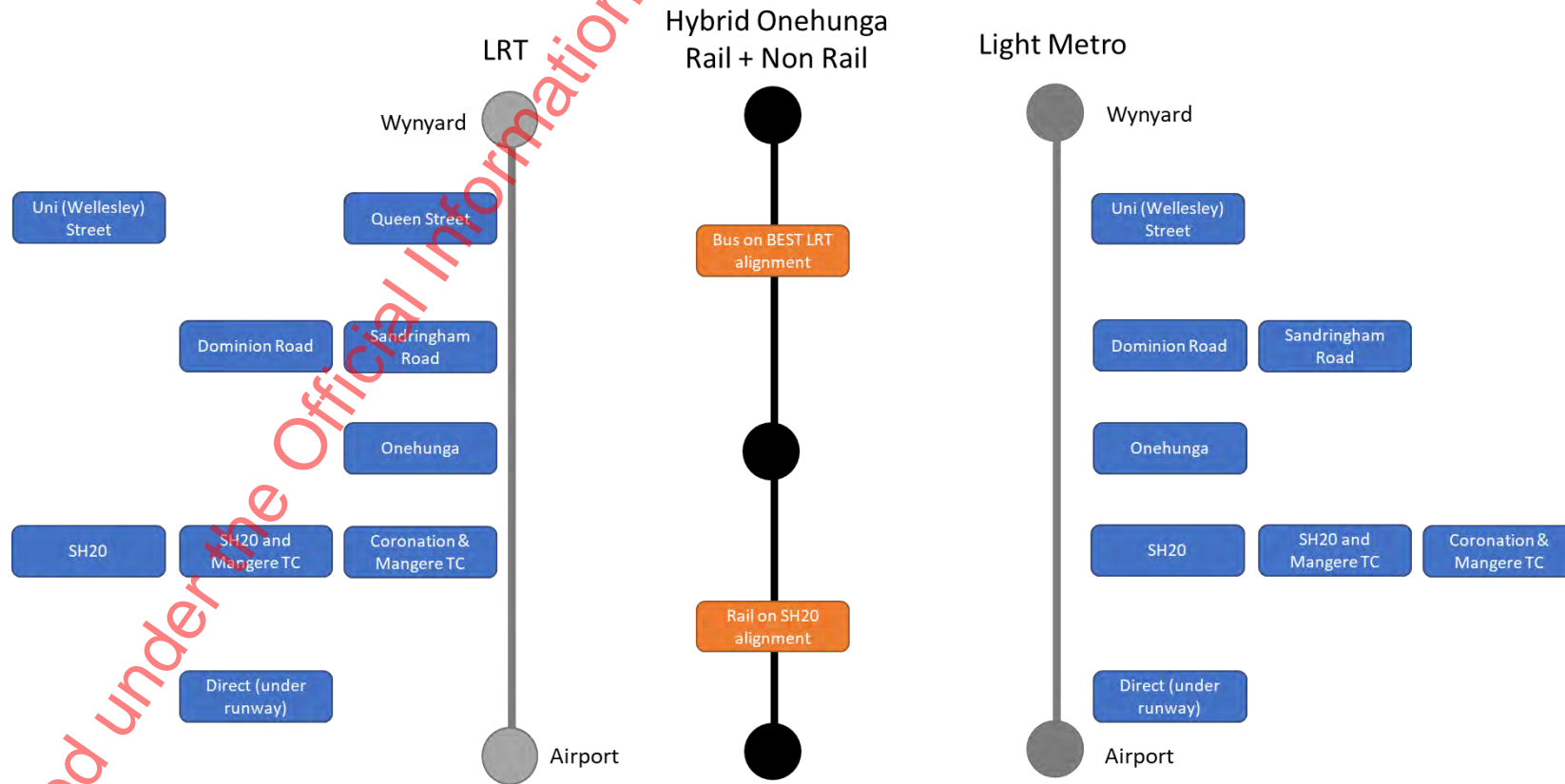
Option	SH16	Ex Rail - Onehunga Extn	Ex Rail - Avondale Extn	Sandringha m on street	Sandringha m below ground	Sandringha m elevated	Mid Sandringha /Dominion	Mid Sandringha /Dominion	Dominion on street	Dominion below ground	Dominion elevated	Mt Eden	Manukau	Direct
Criteria														
Investment Objective 1 - Access	1	1	2	3	3	3	2	2	2	2	2	1	1	1
Investment Objective 2 - Environment	0	1	1	2	2	2	2	2	2	2	2	1	1	1
Investment Objective 3 - Community/Social	0	1	1	2	2	2	2	2	2	2	2	1	0	1
Through to 2nd Long List Sieve														
Achievability		-1	-2	-1	-2	-3	-2	-3	-1	-2	-3			
Affordability		-1	-2	-2	-3	-3	-3	-3	-2	-3	-3			
Impacts		-1	-1	-1	0	-1	-1	-1	-1	0	-1			
Social and Community		-2	2	1	2	0	2	2	1	2	0			
Te Ao Maori														
Property				-2	-1	-3	-2	-3	-2	-1	-3			
Through to 2nd Long List Sieve														

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Entire Route Options identified

Light Rail and Light Metro modes favoured

Heavy rail (Western Line extension) was identified as it provided alternative alignment and capacity into central city



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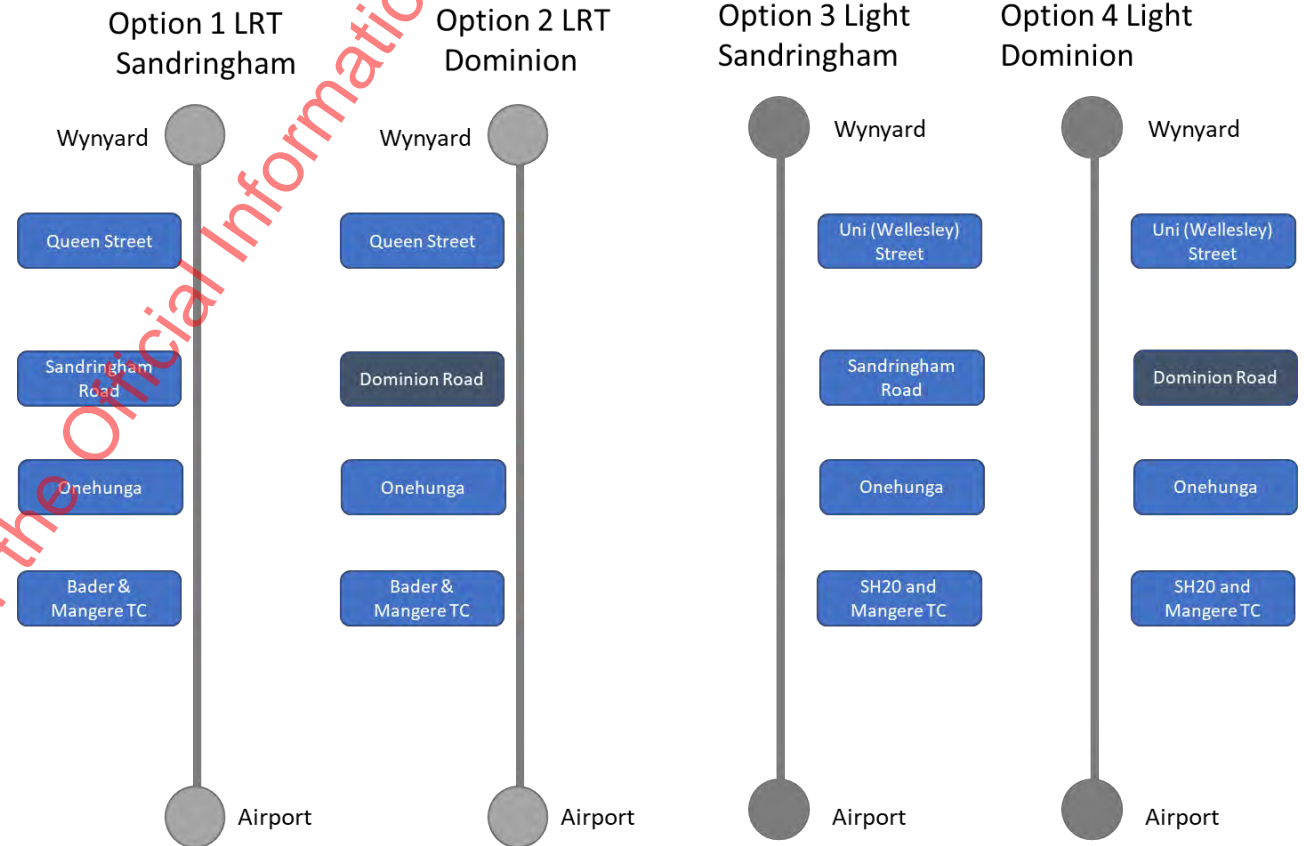
Entire Route Options

Further analysis undertaken of sub-options in Central City, Isthmus and Māngere

Sandringham and Dominion Road require further analysis

Māngere requires public engagement but alignments for assessment identified

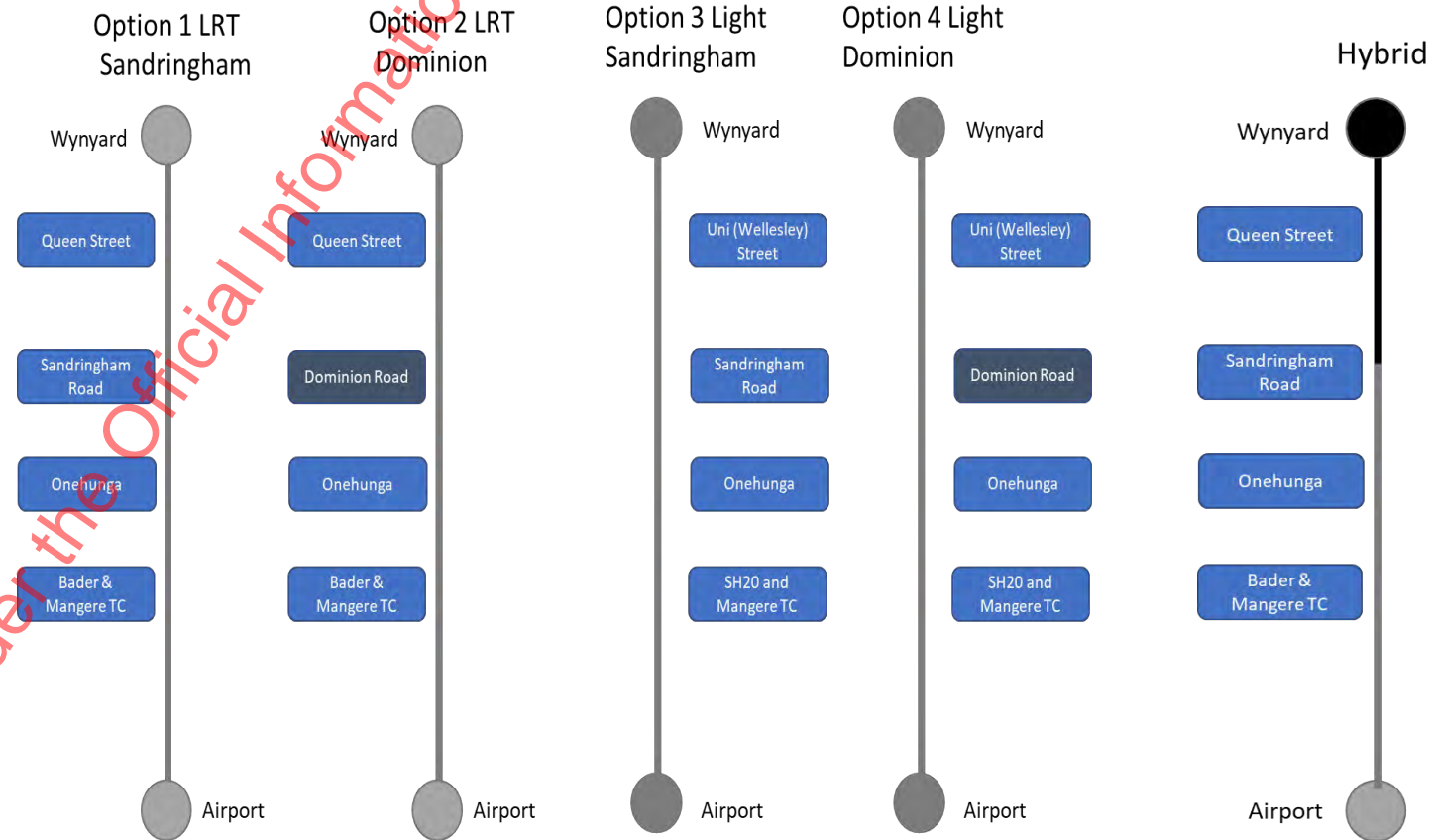
Heavy rail (Western Line extension) was discounted as it did not provide the growth outcomes sought nor did it relieve the central city of buses.



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Final Short List Options

Final (fifth) option identified **“The Hybrid”** that sought to get the best of both modes, higher capacity north of Mt Roskill and greater segregation (Light Metro) and lower cost south of Mt Roskill where capacity requirement not as strong



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Auckland Light Rail Group

Urban Form update

13 July 2021

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The urban approach

Recommendation:

That the Board endorse the principles that underpin the urban approach:

1. The full integration of urban and transport is critical to the success of the project
2. The potential scale of urban transformation for Auckland and the corridor will inform the choice of route and mode
3. The needs of current and future communities and places are different across the corridor and will experience different levels of change
4. Multiple interventions, across all agencies, will be required to realise the level of transformation needed from both an urban and transport perspective to inform the delivery entity

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Project outcomes

Access and Integration

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

Environment

Optimised environmental quality and embedded sustainable practices.

Urban and Community

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

Experience

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

Value for Money

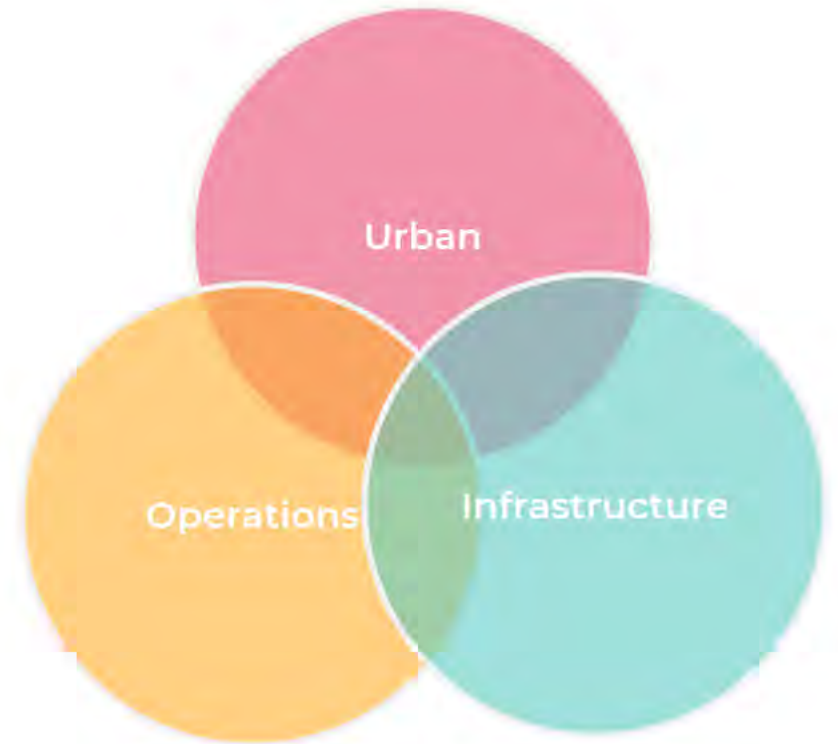
Effective and efficient use of all funding sources to achieve outcomes and maximise benefits.

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Urban-transport integration

A fully integrated system ensures that infrastructure and operations are in harmony with key urban drivers and outcomes:

- Optimum mode, route and subsequently station locations
- Transit-supportive development, including quality urban form
- Increased urban value uplift
- Enhanced social and human capital



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The opportunity of the CC2M corridor

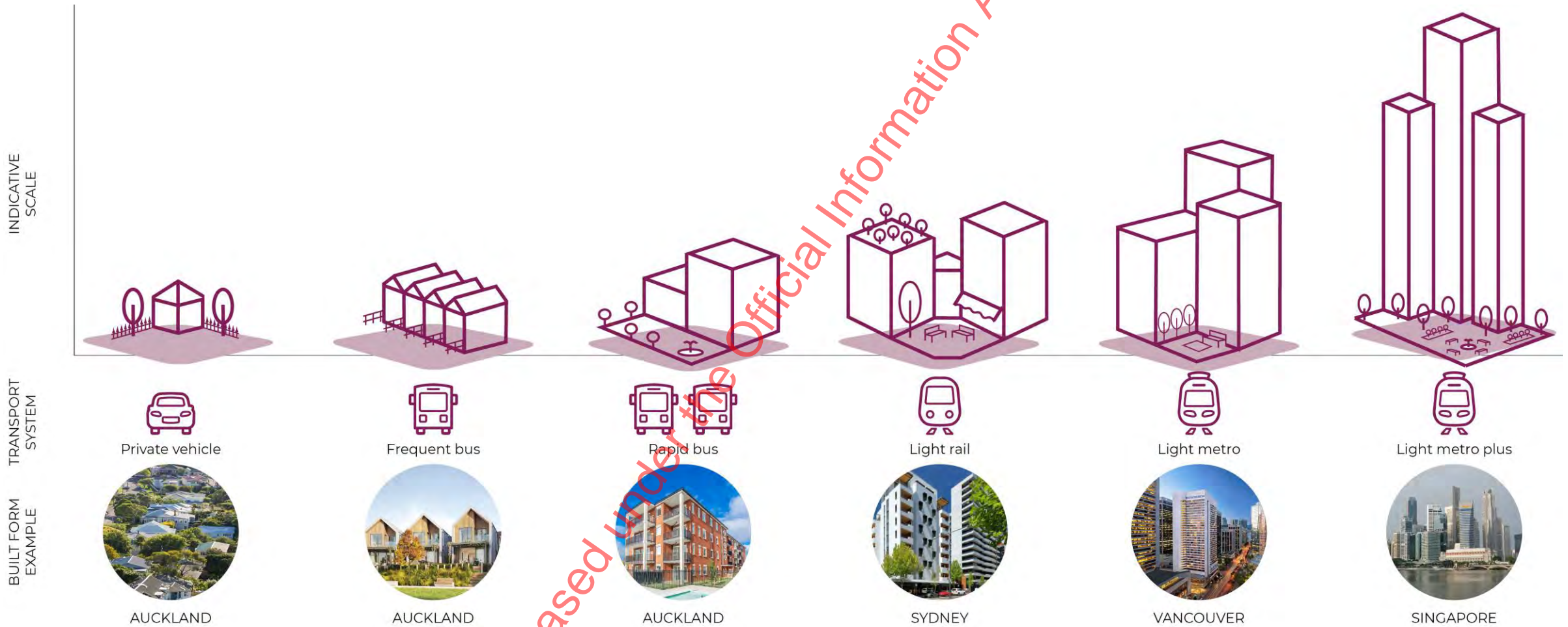
What do we want for Auckland and the corridor?

Urban factors that inform mode, route and subsequently station locations:

- long terms benefits
- National Policy Statement for Urban Development (NPS UD) requirements
- urban development opportunities – scale and what’s required to support the investment
- recognising what’s valued in the corridor
- recognising the needs of current and future communities and places are different across the corridor and will experience different levels of change
- difficult trade offs may need to be made

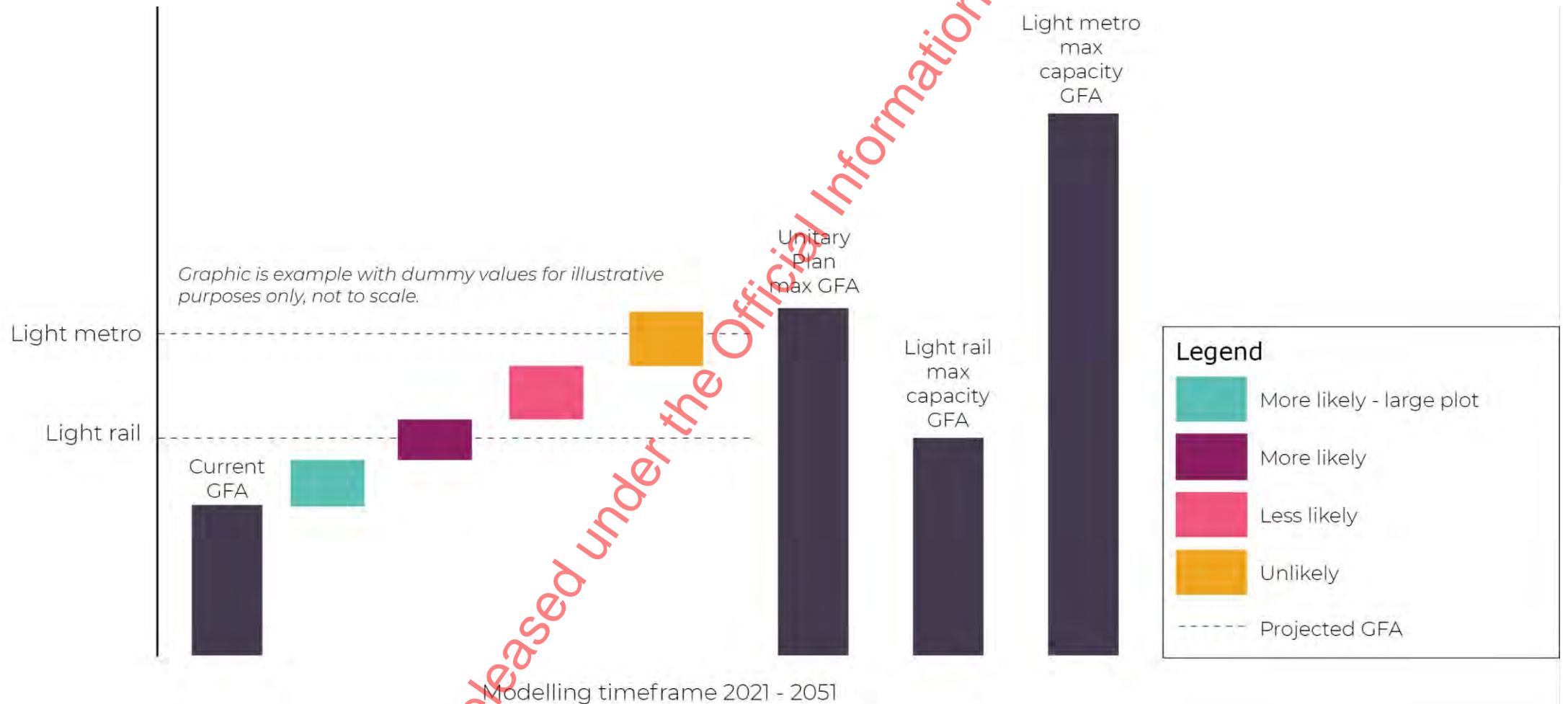


What is the urban aspiration?



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Urban development methodology



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Onehunga development scenarios as an example..



Current



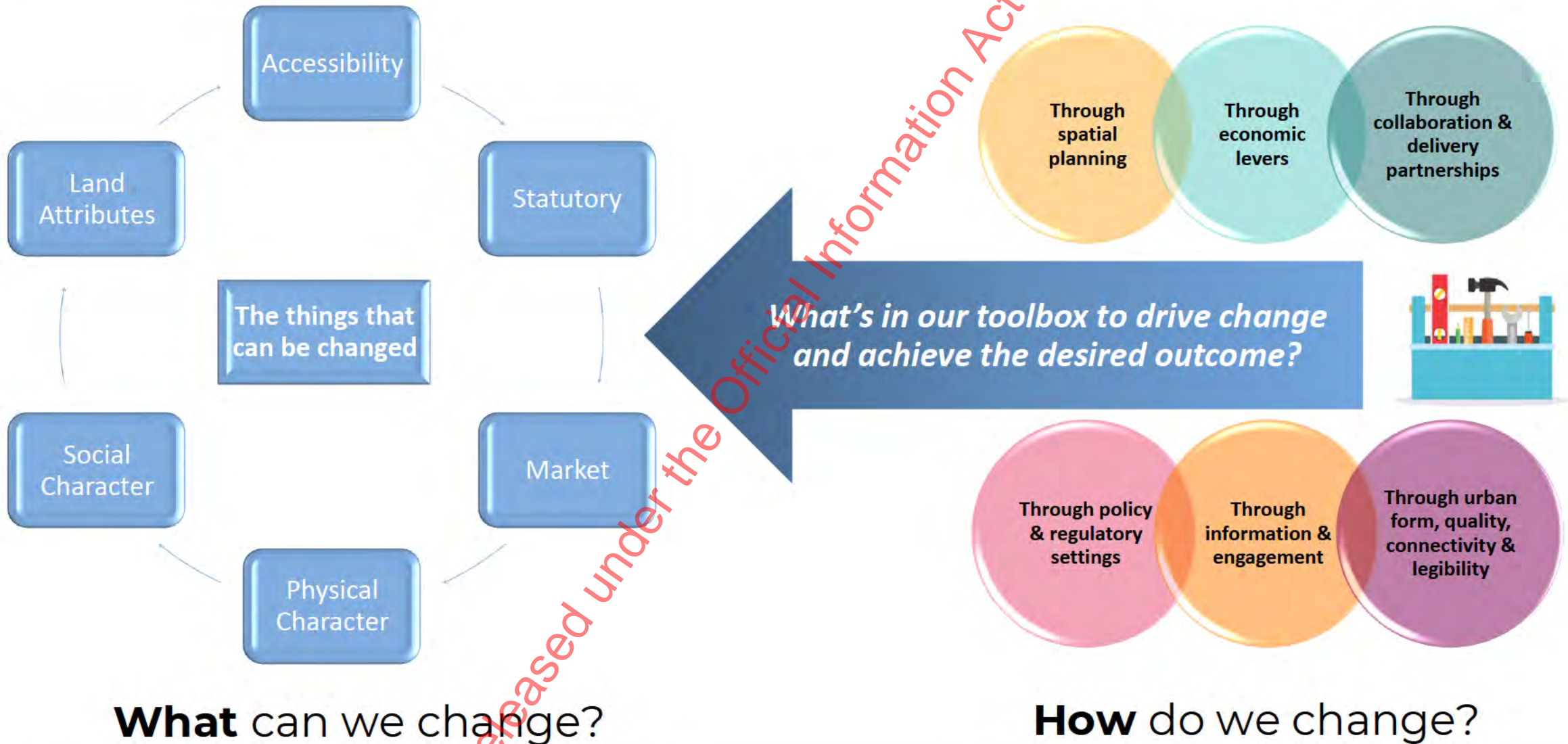
NPS UD



NPS UD plus

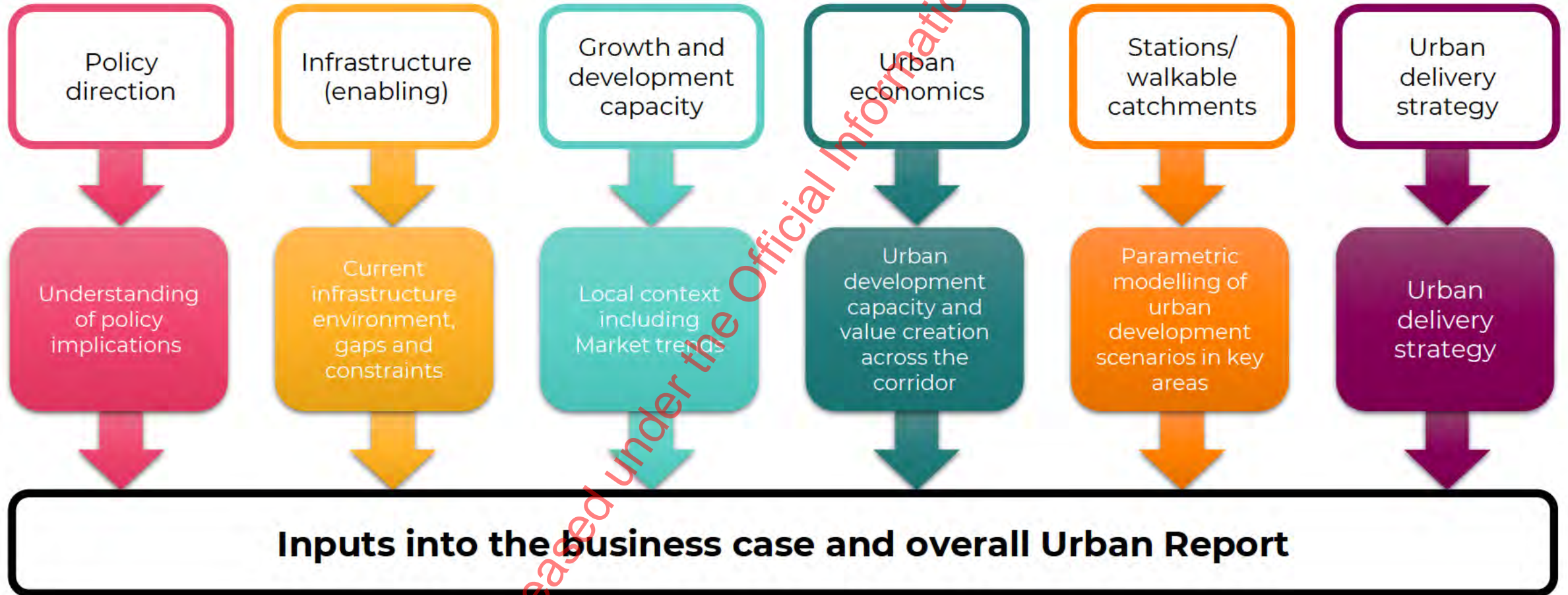
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Achieving desired urban + transport outcomes



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Overall outputs of the urban workstream

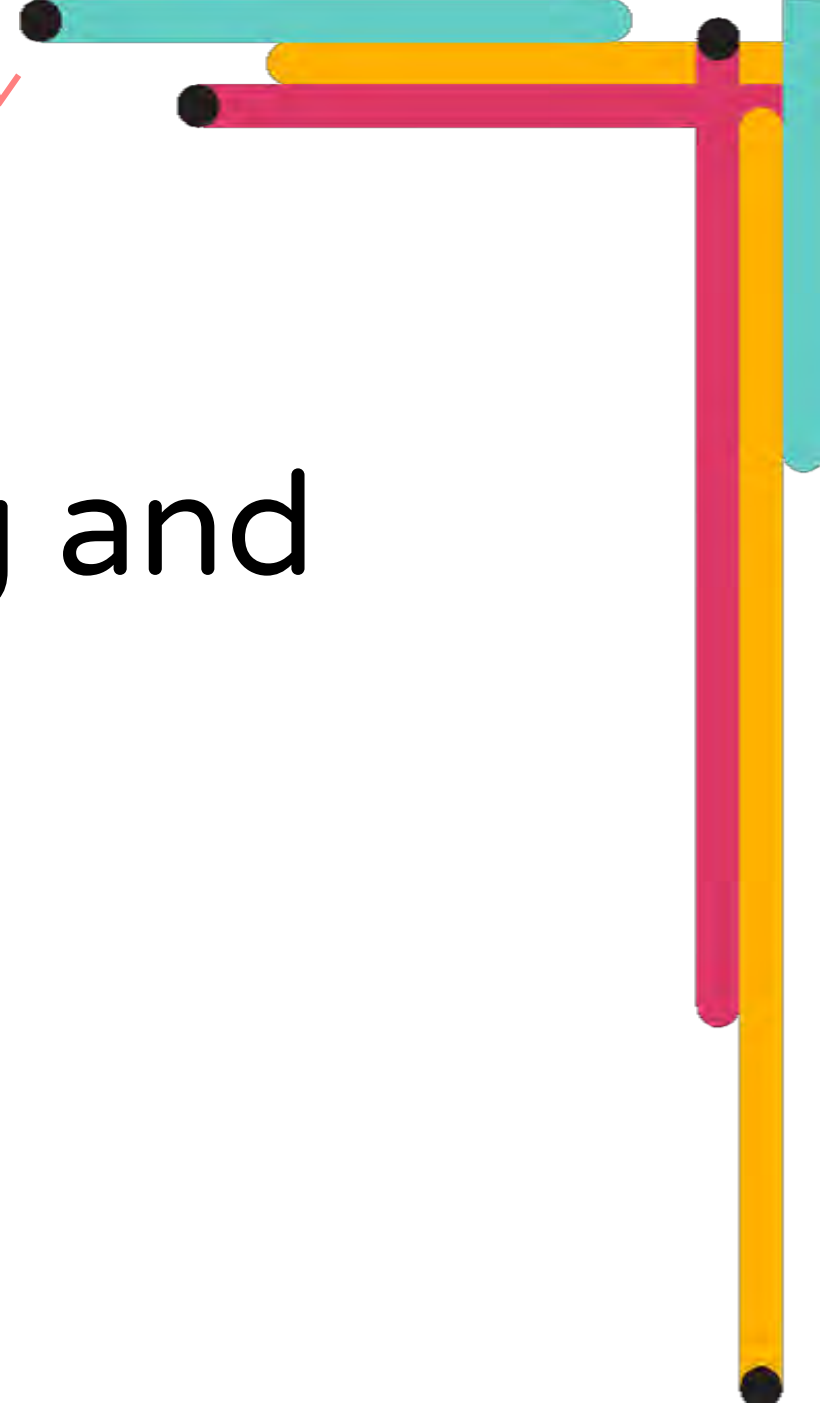


Auckland Light Rail Group

Delivery Entity, Funding and Procurement update

13 July 2021

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Purpose and recommendations

Purpose

The purpose of this paper is to update the board on the delivery entity, funding and procurement workstreams and to seek endorsement for the delivery entity scope and assessment criteria.



Recommendations

We recommend that the Board:

- **Note** the delivery entity assessment framework and **endorse** the delivery entity scope and assessment criteria; and
- Otherwise **note** the contents of this paper.

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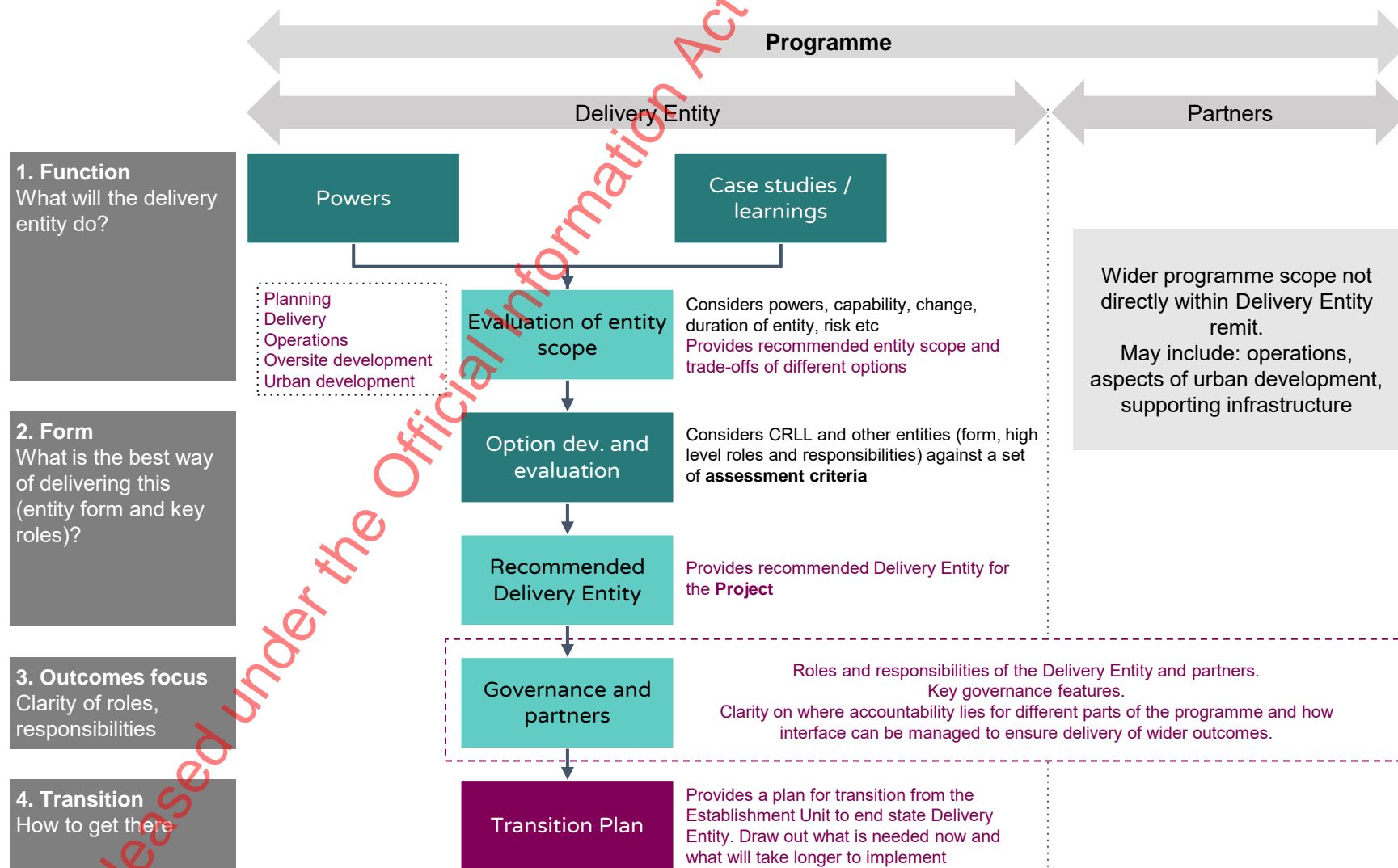
Board meetings & indicative content

	15 June	13 July	10 August	14 September
Board meetings				
Delivery entity	Note early scope considerations, importance of project scope and decision making	Agree recommended delivery entity scope and entity assessment criteria Note initial transition considerations	Agree recommended entity form, initial governance structure	
Funding		Note short list of funding options Note summary of Crown/ Council workshop themes	Note initial value capture considerations (<i>following collaborative workshop on refined options</i>)	
Financing			Note short list of financing options	
Procurement		Note summary of market trends, learnings and the implications on procurement	Note high level assessment of packaging & contracting options. Early results from targeted engagement on urban development	Agree IBC material and advice to support the Cabinet paper drafting

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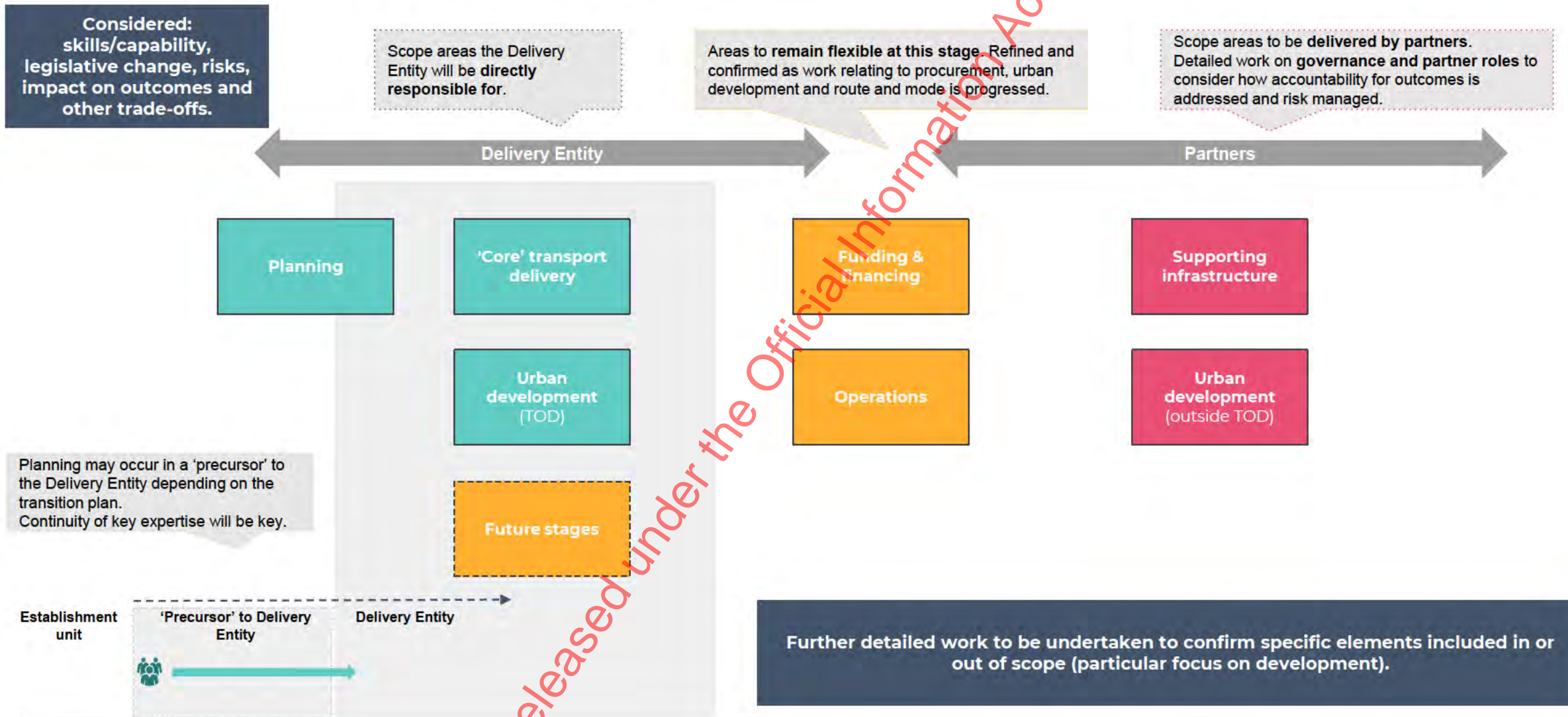
1. Delivery Entity Assessment Framework

- Delivering on the broad set of CC2M outcomes can be achieved through:
 - The Delivery Entity being directly responsible for the wider spectrum of outcomes; or
 - The Delivery Entity being directly responsible for a clearly defined subset of outcomes, working with partners to deliver on the wider outcomes.
- The assessment methodology adopts a form follows function approach:
 - Define Delivery Entity Scope;
 - Develop entity options to deliver this;
 - Assess preferred option;
 - Develop detailed governance structure and partner roles.










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2. Delivery Entity scope



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3. Delivery Entity assessment criteria

Criteria	Description
 Clear accountability	Model provides clarity of scope, roles and responsibilities, accountabilities and expectations. Entity is accountable to partners, sponsors, shareholders, funders and the community.
 Independent and autonomous decision making	Model allows sufficient independence and autonomy to ensure the entity can make decisions efficiently.
 Outcomes led approach	Model promotes achievement of outcomes and ensures an integrated whole of programme, whole of network, whole of life approach is adopted.
 Effective partnerships	Entity can work effectively with partners and manage interfaces in an integrated manner.
 Adaptable/flexible	The model is adaptable over time to allow for transition through project phases, potential extension of role etc. Sufficient commercial flexibility to enable it to adapt to different funding, financing and procurement options.
 Appropriately resourced	The entity can attract the necessary skills and experience (at management and board levels) needed to ensure successful delivery of the project, outcomes and manage the associated risks.
 Deliverability	The degree of regulatory / legislative change required to establish the entity does not impact the ability to continue progressing the project in a timely manner.

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4. Initial transition considerations

Early work on Delivery Entity, including domestic and international lessons learned, is raising some areas for consideration:

- There is merit in staging establishment of a Delivery Entity. An interim structure may be preferable.
- Success of any interim structure will be the right people (capability), behaviours and governance.
- The planning phase is critical to ensuring wider outcomes are considered, allowed for and enabled early. Transport, urban and operational outcomes should be planned jointly in an integrated way.
- A unique vision is required across the whole programme of work. A 'whole of government' vision and direction to bring partners together and align what good looks like.

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5. Funding shortlist

Assessment criteria	Shortlisted options		Next steps
<p>Criteria</p>			
 <p>Magnitude of funding</p>	<p>Crown led</p> <ul style="list-style-type: none"> Crown appropriation City Deal NTLF funding IFF levy Windfall gains tax 	<p>Council led</p> <ul style="list-style-type: none"> Targeted rate Betterment levy Business rate supplement Vacant land tax (in corridor) Farebox Premium farebox Workplace parking levy 	<ul style="list-style-type: none"> • Further detail on each shortlisted option • Order of magnitude \$ estimation where possible • Consideration of trade-offs • Consider as a 'suite' of tools • Consider interaction and impact on other workstreams (procurement, delivery entity, funding)
 <p>Certainty of revenue</p>			
 <p>Implementation and deliverability</p>	<p>Either Crown or Council</p> <ul style="list-style-type: none"> Negotiated contribution Increase in value of land holding Strategic purchase and sale of land Sale of development / air rights Advertising fees Development partnering Retail / commercial leasing 	<p>Eliminated</p> <ul style="list-style-type: none"> Capital gains tax (in corridor) Stamp duty (in corridor) Tax increment financing Tourist (non-resident) farebox Increased parking charge (in corridor) 	
 <p>Equitability of option</p>			
 <p>Flexibility</p>			
 <p>Wider considerations and impacts</p>	<p>Other system-wide funding sources were summarised but not evaluated (e.g. congestion charging, general rates, toll etc).</p>		

Shortlisted options include value capture tools

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6. Crown / Council hui

Representatives from the Establishment Unit, the Treasury, Ministry of Transport, Auckland Council, Kāinga Ora and MHUD got together to discuss housing and land use. A follow up hui has been organised to discuss Value Capture.

- A clear aligned vision of what is wanted for Auckland is needed.
- Each node / part of the corridor should be considered on its own merit - solutions, skills and shape/form of intensification will differ.
- Enablement (e.g. through zoning) is not a guarantee intensification will happen - market, feasibility and practicalities need to be taken into account.
- Auckland's growth distribution is not as expected (piecemeal).
- Staged zoning could help with directing intensification and political / community resistance.
- Ownership of land provides control to drive desired outcomes.
- Kāinga Ora's mandate and powers are broad. It can work with and assist the delivery entity in a number of ways (support feasibility, land acquisition, development expertise, housing and wider commercial development). It will need ministerial direction and appropriate funding/commercial sense.
- Many value capture tools are unlikely to be material. Value capture also has a purpose as a behavioural tool.
- A number of trade-offs need to be considered, including:
 - Value capture and incentivising investment along the corridor (rather than other areas in Auckland)
 - Quantity, quality and cost of housing, and open space, community areas

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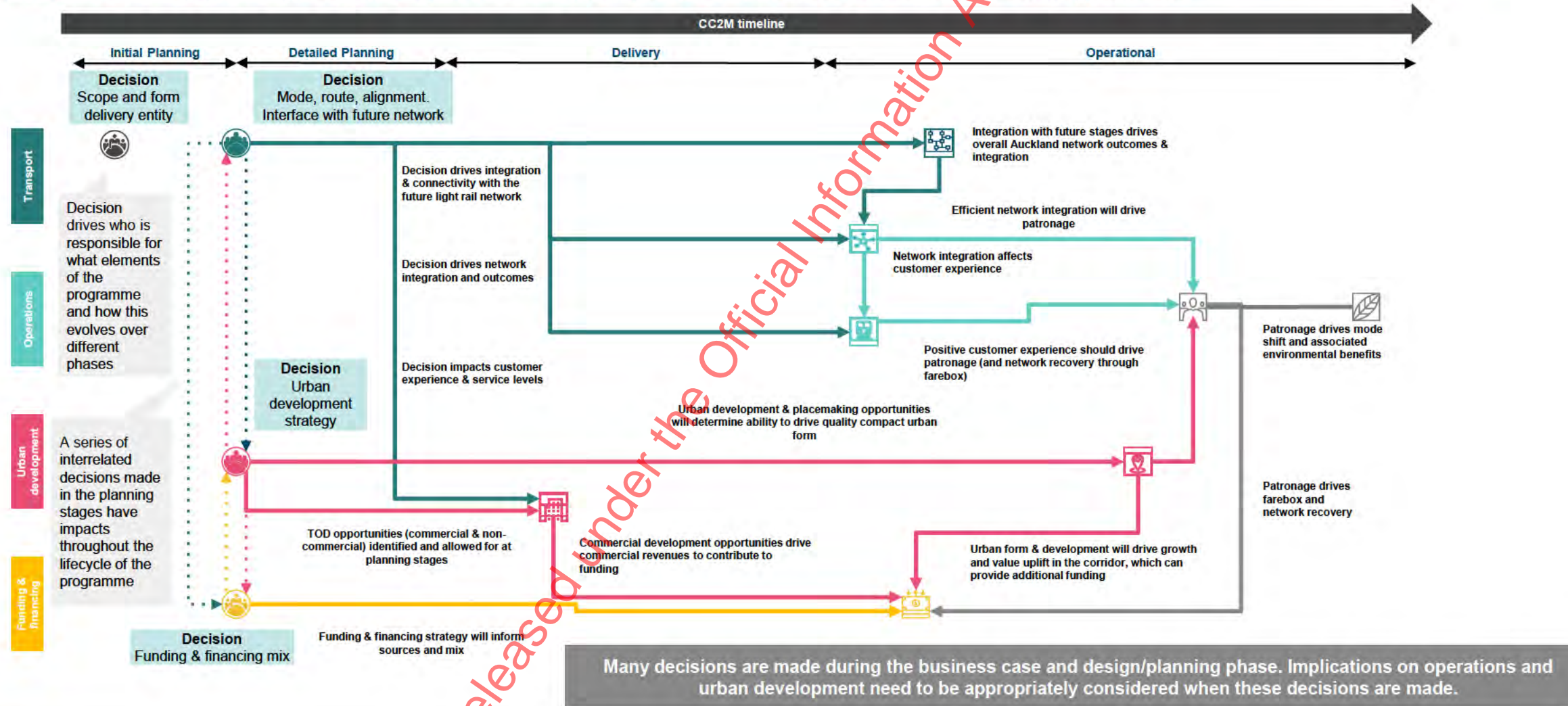
7. Selected procurement market insights

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Appendix - Planning decisions and long-term implications

Decisions made during the planning phase will drive outcomes and benefits realisation over the long term (i.e. 10-30 years). Accordingly, having the right people involved from the start will be critical to the project's success. The impact of some of the key decisions has been mapped below



Auckland Light Rail Establishment Unit Board Meeting Minutes	
Date & time	13 July 2021, 9.30am to 13.25pm
Location	Auckland Light Rail Establishment Unit Office, lvl-10, 203 Queen Street, Auckland
Board members	Leigh Auton (Independent Chair) Peter Mersi (Ministry of Transport) Katja Lietz (Kāinga Ora) by VC Shane Ellison (Auckland Transport) Nicole Rosie (Waka Kotahi) Jim Stabback (Auckland Council) Councillor Darby (Auckland Council) Margie Watson (Local Board Representative) Leilani Frew (Treasury) Dan Cameron (Te Waihanga, observer) Karen Wilson
Staff in attendance	Tommy Parker (Project Director) Lucy Riddiford (Board secretary) Out of Scope

* Present for part of the meeting

1. Board Only Session

There was a Board Only Session.

2. Apologies, minutes, actions and interests

Apologies

There were no apologies.

Minutes

Resolution	The Board approved the minutes of the last meeting, subject to some minor amendments.
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Matters Arising

The Board discussed the matters arising.

Interests

Mr Auton noted that his interest in the Bruce Pulman Park Trust has concluded.

Ms Riddiford notified Board Members of the intention to request the disclosure of property interests in Auckland (personal and beneficial). These will be maintained by the Establishment Unit but will not be disclosed to the rest of the Board.



3. Project Director’s report

Mr Parker introduced his report. There was a general discussion, focused on the following points:

Engagement/ listening sessions

- There is a strong desire for more information. More information could be released, but this does risk undermining due process. There are also very different levels of understanding of the project along the potential alignment; in the southern part of the alignment, understanding is quite low. It will be possible to tease out some of the critical trade-offs, for example disruption, through these engagement sessions.
- Favoured the listening approach, so that we get a good understanding of concerns.
- Conversations with mana whenua.
- Concern that the information in the public domain is too heavily focused on the transport elements of the project and not enough on the city shaping elements.
- Whether it would be appropriate to release the short list on mode and route – there will be a discussion with the Board if more detail is to be released.
- A request for more detailed reporting on engagement and partnering, including sentiment, which will allow the approach to be adapted if necessary.
- A request for information to be provided to Board members before it is released.

The milestones report

- This was produced in response to a request from the Minister of Finance and has been provided to sponsors. It sets out what the unit will deliver in order to inform decisions to be taken by Cabinet at the end of the year.

The monthly board report

- The financial information is still not entirely up to date, as some contracts are still being finalised and not all services have been invoiced. We expect this to be up to date next month.
- A request for more information on risks, including mitigations and the extent to which the Board can assist to mitigate.
- A request for a more granular view on the milestones.
- Safety of the proposed solution – this should be a real focus and the Board requested that this be more clearly articulated in future papers.
- A request for more focus on mana whenua partnerships.

Resolution	The Board noted the contents of the Project Director’s report, the milestones report and the monthly board report.
-------------------	---

Actions	<p>Management to provide additional reporting on engagement and partnering, including sentiment.</p> <p>Management to revert to the Board if more detail about mode and route is to be released to the public.</p> <p>Management to provide additional information on risks.</p>
----------------	--

4. Assurance plan

Mr Parker introduced the assurance plan paper. There was a general discussion, focused on the following points:

- A 4-tier approach to assurance is proposed.



- There will be a gateway review in October, when the peak of the work has been completed, but prior to a paper going to Cabinet.
- The engagement with the assurance panel will be interactive and we are aiming to have 2 rounds of engagement with the panel.
- The panel will be enduring and will continue following the Establishment Unit's delivery of the indicative business case and advice, to ensure continuity. The membership of the panel would likely change, depending on the phase of the project and the skills required.

Resolution	The Board noted the assurance plan.
-------------------	-------------------------------------

5. Business Case update

Mr [REDACTED] entered the room at 11.26 am.

Mr [REDACTED] introduced his paper. The paper focused on 3 things, weightings, the development of the short list of options from the long list and the emerging trade-offs. There was a general discussion, focused on the following points:

Weighting of objectives

- Appendix A sets out the objectives, which have been endorsed, but they have not yet been allocated weightings.
- The project is a city shaping project every bit as a transport project and for this reason, we propose that these objectives are given equal weighting (40%).
- The sustainable practice/ carbon footprint reduction objective is proposed to be delivered through the delivery of the other 2 objectives. This objective will be more relevant at the detailed business case stage.
- The reduction of VKT (vehicle kilometres travelled) and how this could be achieved, including through the prevention of the use of cars on the alignment. It was noted that policy in this area is still developing outside this project, but that it did need to be a major focus for the project. It is likely that more will be needed than just delivering the transport solution, for example incentives like pricing and congestion charging, as well as the development of walking and cycling.
- Increasing the weighting of this objective could come at the cost of other objectives, such as equity and access.
- In the context of land use, the Board sought assurance that the team was looking beyond the zoning changes that will be delivered through the implementation of the NPS UD (National Policy Statement on Urban Development).
- Value for money is not an investment objective, as it is not why the investment is being made, but it will be a critical part of the decision. There is a separate workstream to look at the cost benefit analysis.
- The Board endorsed the weighting of the objectives, subject to a change to the wording of the second objective, which should be "a transport and urban intervention. This should be tested with sponsors.

Long list assessment process

- Appendix B describes the assessment approach to produce the short list of options.
- Te Ao Māori was not considered a differentiator at the initial business case stage, but would be at the detailed business case stage, when further consideration will be given to how the project would move through communities. This is particularly relevant for Māngere.
- The result of the long list assessment, was to short list 2 main options, with some sub-options: Light Rail (2 options), Light Metro (2 options) and a hybrid option, involving Light Metro in the central city and Isthmus and Light Rail in the southern part of the alignment.
- The main differentiator between Light Rail and Light Metro is the degree of segregation from other traffic.



- Heavy rail was dismissed; whilst it is a good transport option it does not support the delivery of urban development.

Trade-offs

- Travel time, capacity, urban uplift: Light Metro is likely to better support these outcomes, but it is more expensive. This could have a consequence on the ability to invest in further parts of the network.
- The time differential for passengers in the Isthmus for the two modes is not significant, but it could mean a difference of up to 20 minutes for passengers in Māngere travelling to the CBD. There was a discussion about the fact that the purpose of the investment is not really about enabling a fast trip from the airport to the CBD, but the ability for passengers to travel from the south to education and jobs is important.
- Future network: whilst Light Rail may be enough to meet existing demand, once more Light Rail lines are built, there would be significant volume issues through the CBD.
- Route choices:
 - o Sandringham road has more development opportunities than Dominion road and enables a regional connection through Kingsland.
 - o Māngere town centre versus the motorway.
- Spatial constraints: neither Sandringham Road nor Dominion road is sufficiently wide for either mode; it would not be possible to retain traffic and footpaths and cycleways. Current designs assume that land acquisition will be required for widening the route. If the route were tunnelled, this constraint would not exist. There would be more land required for stations, but there would also be good opportunities for transit-oriented development (TOD) around the stations. These constraints do not exist in the southern part of the alignment. The Board requested Management to test with sponsors the appetite for the removal of vehicles in parts of the alignment.

Resolutions	The Board: <ul style="list-style-type: none"> - Noted the contents of the paper; - Endorsed the weighting of the objectives, subject to a change to the wording of the second objective, which should be "a transport <u>and urban</u> intervention; - Noted the emerging results of the long list process; - Noted the emerging trade-offs.
--------------------	--

Actions	Management to seek endorsement on the weighting of objectives from the sponsors. Management to test with sponsors the appetite for the removal of vehicles in parts of the alignment. Tour of the route to be organised for board members.
----------------	--

6. Urban workstream update

Out of Scope entered the room at 12.20 pm. **Out of Scope** remained in the room.

Out of Scope introduced her paper. There was a general discussion, focused on the following points:

- Urban change is critical to achieving both urban and transport outcomes in the corridor, but zoning changes (enabling) alone won't get us there.
- Four key concepts underpin the urban approach:



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- The full integration of urban and transport is critical to the success of the project;
 - The desired urban future of the corridor will help inform the recommended route and mode;
 - The needs of current and future communities and places are different across the corridor and will experience different levels of change;
 - Multiple interventions, across all agencies will be required to realise the level of transformation needed from both an urban and transport perspective to inform the delivery entity.
- Looking at the project outcomes, set out in the Cabinet paper and agreed by ATAP, although urban and community is the most relevant outcome for the urban workstream, urban needs to be embedded throughout the other outcomes.
 - Urban and transport outcomes need to be fully integrated to deliver the optimum mode, route and subsequently station locations to support TOD, which includes a quality urban form. This will result in urban value uplift, as well as enhanced human and social capital.
 - The investment in rapid transport will significantly shape the look and feel of the corridor and has the potential to influence how urban development is undertaken around rapid transit in Auckland. To realise the potential, we need to understand what we want for Auckland and this corridor in the long-term. The answer to this must be informed by understanding the appropriate balance between the scale of urban development and the mode.
 - Some of the urban factors that will inform this are:
 - Focusing on the long-term benefits sought from the investment, rather than on the short-term opportunities
 - Understanding the urban development opportunities, including the scale required to support the investment
 - Understanding that there will need to be some difficult trade-offs, which could include choosing between brownfield and greenfield development, or dispersed development (light rail) or concentrated development around stations (light metro).
 - The analysis will look at the type of built form expected from different modes, informed by predicted population growth, which helps determine the scale of built form required.
 - **Out of Scope** explained the urban development methodology, by reference to slide 8 in the paper. The team is using hedonic modelling, which will inform how different modes translate into different intensity. Alongside, the team looks at what development is already enabled through the unitary plan. The team will also look at what interventions will make the growth more likely.
 - Fragmented land ownership will make some land more costly to acquire. This does have an impact on the timeframe for desired urban development. The choice of delivery entity (and its scope) will also have an impact.
 - Securing urban uplift is critical to patronage. The market will deliver most of the development, but we need to be able to encourage the market, for example through improvements to amenity.
 - Te Ao Māori needs to be considered; this will be a critical factor at the next level of assessment. At this stage it is a bulk assessment, but as we drop down into looking at individual places, this will be brought in, for example it might be appropriate to establish clear design principles.
 - Management should consider testing with sponsors the appetite for the interventions required across all agencies to realise the level of transformation. For example, what is the appetite for new policy to either prevent or disincentivise the under-development of land; is there an appetite for minimum densities and/ or property rating structure to discourage land banking?



- The urban considerations need to be synchronised with delivery – more intervention might enable delivery, for example early purchase of land could avoid business disruption, rather than waiting until after this disruption has occurred.
- The Board chose to note, rather than endorse, the recommendations, on the basis that some of these choices are outside the control of the Establishment Unit. These issues need to be identified, so that decision makers understand the compromises. The Board requested a change to the second principle as set out in the paper to: *The desired urban future of the corridor will help inform the recommended route and mode.*

Resolution	<p>The Board noted the principles that underpin the urban approach:</p> <ul style="list-style-type: none"> - The full integration of urban and transport is critical to the success of the project; - The desired urban future of the corridor will help inform the recommended route and mode; - The needs of current and future communities and places are different across the corridor and will experience different levels of change; - Multiple interventions, across all agencies will be required to realise the level of transformation needed from both an urban and transport perspective to inform the delivery entity.
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Actions	<p>Management to test with sponsors the appetite for the interventions required across all agencies to realise the level of transformation.</p>
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7. Delivery entity, funding and procurement update

Out of Scope left the room at 12.55pm and **Out of Scope** entered the room.

Ms Riddiford introduced her paper. There was a general discussion, focused on the following points:

- An overview of what will be delivered in the business case, which will be supplemented by additional detailed advice on funding and value capture tools and on the delivery entity.
- There is a strong intersection between this workstream and the parallel policy workstream that was identified in the Cabinet paper and policy agencies will need to supplement with advice on broader system perspectives, which will inform the paper to go to Cabinet at the end of the year.
- This paper focuses on the delivery entity assessment framework, scope and assessment criteria. There will be a further paper in August, which will recommend the entity form and initial governance structure for the delivery entity.
- The establishment of the delivery entity is not on the critical path for the programme for the delivery of the whole project. The Board wants to understand any trade-offs if the delivery entity is not established at the outset. There will likely be a transition period, the project can move forward through this transition period.
- The scope of the project is dependent on the outcome of all the workstreams that are travelling in parallel. Key choices are about whether the delivery entity is responsible for delivering *all* the outcomes, or *some*, working in parallel with others. It may not be possible to lock in the scope until the mode decision. Will have



an impact on land acquisition, i.e. just for the transport solution or will it include broader urban opportunities?


- The Board chose to note rather than endorse the delivery entity assessment criteria.
- Next steps will be to assess the short-listed options for the delivery entity.
- There was a brief discussion on the funding shortlist and procurement market insights, with further information to be brought to the Board at future meetings.

Resolution	The Board noted the contents of the paper.
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Action	Peter Mersi and Leilani Frew to work with the Chair and the Establishment Unit on how best to integrate the delivery entity, funding and financing, and procurement workstreams with broader policy advice to be delivered by the policy agencies to enable decisions to be taken to Cabinet at the end of the year.
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The meeting concluded at 1.30 pm.

Minutes approved by the Independent Chair



Leigh Auton

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