



GROUP

To: Project Sponsors
From: Auckland Light Rail Group
CC: Minister Woods
Meeting date: 22 November 2021
Pages: 5 + 4 additional papers

A. Purpose

1. The purpose of this paper is to provide information to sponsors ahead of the sponsors' meeting on 22 November 2022.

B. Agenda

- Media and engagement update
- Gateway Review
- Cabinet paper
- Council decisions post Cabinet decision
- Forward plan
- Additional information:
 - The use of P50 as an indicator of project cost at IBC stage
 - Rapid Transit Network Integration
 - Property acquisition
 - High level proposed stations map

C. Strategic context

2. In March, Cabinet decided to progress work on the City Centre to Māngere (CC2M) project via an "Establishment Unit", which is a joint endeavour between Waka Kotahi, Auckland Transport, Auckland Council, Kāinga Ora and the Ministry of Transport.
3. The Establishment Unit was tasked with progressing the following workstreams¹ over a six-month period:

¹ CAB-20-MIN-0300

- Completing business case work to inform future advice to Cabinet;
 - Undertaking initial iwi, stakeholder and community engagement;
 - Preparing advice on the form and governance arrangements for the delivery entity for the project;
 - Preparing advice on the options to take the project forward, including mode, alignment, and decision gateways; and
 - Supporting and informing, as required, policy work undertaken by policy agencies.
4. The Establishment Unit has completed this phase of work and the business case was submitted, together with the Independent Chair's report, on 15 October 2021.
 5. Ministers propose to take a recommendation to Cabinet in November 2021.

D. Recommendations

6. We recommend that the Sponsors **note** the contents of this paper.

E. Media and engagement update

7. A summary of the Indicative Business Case was published on Friday 29 October on the [project website](#). The document is the Board Chair's report which summarises the recommendations from the Auckland Light Rail Group, including a short list of three options as well as advice on delivery and cost. The summary was released to give communities, stakeholders and the public more information about progress so far, before the Government makes a decision at the end of the year.

Media

8. Minister of Transport Michael Wood hosted online stakeholder and media briefings on 28 October ahead of the release and proactively responded to commentators online.
9. Media coverage followed on TV, radio and print publications with a focus on cost of the options, the short list and route and mode trade-offs. Stakeholder commentary was varied with some people eager for the project to progress but cautious about the overall costs.
10. Public reaction on social media was varied and costs were the biggest concern, even for project supporters. The benefit of the extra cost for light metro was questioned and that the tunnelled options had been costed highly to halt the project. Posts about surface

light rail drew support and comment on the urban and streetscape benefits and the advantages of reducing reliance on cars.

11. A scheduled opinion editorial by Minister Wood also featured in the [NZ Herald](#) on 3 November and [Greater Auckland](#) on 9 November.

Engagement

12. The communications and engagement team worked closely with the Minister's office to develop the collateral needed to accompany the announcement. This included a joint media release, fact sheet, map, stakeholder and media guest lists, presentation, artist impression, FAQs and website update. The team also supported the office with logistics and planning for online briefings to the Auckland Council Planning Committee and Local Board Chairs Forum in early November.
13. The Minister's stakeholder engagement is continuing this month with further briefings to the Mana Whenua chairs and community and advocacy groups planned, in the lead up to the Cabinet meeting at the end of November.

F. Gateway review

s 9(2)(i)



s 9(2)(i)



G. Cabinet paper

17. During the meeting there will be an opportunity for the Ministers of Transport and Finance to update other project Sponsors on the progress being made on the Cabinet paper, and the likely scope of the decisions being sought.

18. The Ministry of Transport and Treasury have been working with the Establishment Unit and relevant agencies to inform the development of this paper, which is currently out for departmental and Ministerial consultation.

19. We understand that this will be lodged later this month, and will place an emphasis on the Crown working in partnership with Auckland Council and mana whenua to take the project forward. This was a core focus of the Minister's discussion with the Auckland Council Planning Committee on 4 November.

H. Forward workplan

20. The Establishment Unit is building a plan for the next 6 month "sprint" to the end of April 2022. This is based on our understanding of the decisions that may be taken by Cabinet (and is, of course, subject to those decisions). It will be refined once those decisions have been made and announced.

21. The key objectives to April 2022 are:

- Deliver quality advice to the sponsors on time, every time
- Further enhance the case so that continuing the project becomes inevitable
- Provide an implementation ready plan for the development and delivery, that our sponsors and board can stand behind with confidence.
- Maintain and enhance our collaborative working culture
- Build greater Social Licence
- Build capacity in the operating unit

22. We propose to retain the key workstream leads from this phase, all of whom of whom are seconded from home organisations: Auckland Transport, Auckland Council and Waka Kotahi. It will be important to maintain continuity in order to achieve the momentum sought by sponsors. We are in discussion with Kāinga Ora about their participation in the next phase of the project, given the increased emphasis on urban outcomes.

23. The plan comprises about 20 work packages. The key ones are:

- a. Engage with market (professional services)
- b. Urban – methodology for planning stages
- c. Tunnel – refer to paper attached
- d. Business case – how we structure the next round – programme vs project
- e. Setting up for next phase

24. The forward work plan will address the recommendations from the Gateway Review.

I. Additional papers

25. We attach four additional papers:

- The use of P50 as an indicator of project cost at IBC stage
- Rapid Transit Network Integration³
- Property acquisition
- High level proposed stations map

ENDS

³ These were provided to sponsors on 5 November 2021.