

Auckland Light Rail - outcomes work

Reason for this briefing	To discuss an approach to reviewing expected outcomes for the City Centre to Māngere project. This work is essential to set direction for the next phase of the Auckland Light Rail programme.
Action required	Review this briefing and provide feedback.
Deadline	26 April 2019
Reason for deadline	To enable the outcomes work to progress in a timely manner that informs the next stage of the City Centre to Māngere project.

Contact for telephone discussion (if required)

Name	Position	Telephone	First contact
[REDACTED]	Auckland Adviser	[REDACTED]	✓
Karen Lyons	Director, Auckland	[REDACTED]	
Carl Devlin	Project Director Light Rail, NZTA	[REDACTED]	

MINISTER'S COMMENTS:

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Date:	26 April 2019	Briefing number:	OC190329
Attention:	Hon Phil Twyford	Security level:	In-Confidence

Minister of Transport's office actions

- Noted*
 Seen
 Approved
- Needs change*
 Referred to
- Withdrawn*
 Not seen by Minister
 Overtaken by events

Purpose of report

1. To discuss an approach to setting expected outcomes for the City Centre to Māngere (CC2M) project which is essential to providing direction for the next phase of the project.

Background

2. The Ministry of Transport has provided you with a draft Cabinet paper for consultation: "Alternative Approaches to Delivering Light Rail in Auckland". Ministerial and cross party consultation is currently underway.
3. While consultation on this Cabinet paper is in progress, officials have prepared a draft work programme to support the next phase of the light rail work. A first step of this work programme is the review of expected outcomes of the CC2M project. Other key work streams (e.g. establishing project governance, progressing our advice on funding and financing) will be undertaken alongside this work.
4. Both the Government Policy Statement on Land Transport (GPS) for 2018/19 – 2027/28 and the Auckland Transport Alignment Project (ATAP) 2018 signal the importance of a modern rapid transit network for Auckland. The ATAP Package includes light rail projects for the City-Airport and Northwest corridors in the first decade.

Why setting outcomes is important

5. Over time, documents have referred to outcomes for CC2M in various ways (e.g. objectives, expectations, and drivers). While different pieces of work have statements which are outcome based, to date, there are no endorsed outcomes by the New Zealand Government for CC2M.

- 5.1. ATAP 2018 described the expectations of the CC2M as follows:

- 5.1.1. Alleviate current and forecast bus capacity constraints in the city centre
- 5.1.2. Improve access to growing employment areas, particularly at and around Auckland Airport
- 5.1.3. Unlock significant growth potential along the corridor, especially around Māngere, Onehunga and Mt Roskill
- 5.1.4. Provide an attractive and reliable 'one seat journey' between the city centre and airport for travellers.

These expectations were not prioritised or potential trade-offs worked through.

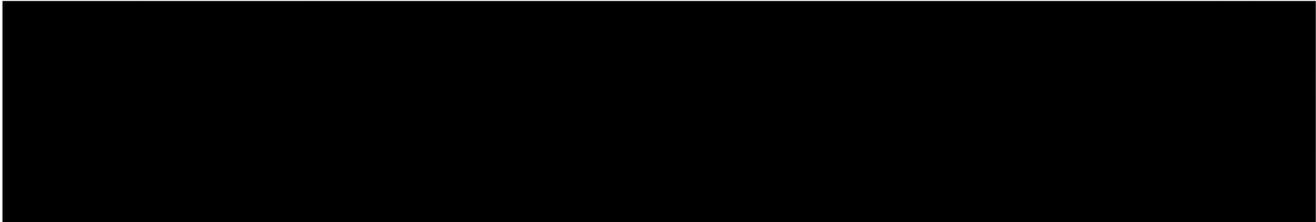
- 5.2. In May 2018, the New Zealand Transport Agency (NZTA) was appointed as lead agency for delivering light rail. NZTA took the ATAP expectations as a starting point and has since developed a draft business case for the City Centre to Māngere (CC2M) project. The business case has the following priority objectives:

- 5.2.1. capacity and access improvements along the corridor and to the city centre and Auckland Airport precinct and
- 5.2.2. unlocking growth along the corridor especially for housing around Māngere, Onehunga and Mt Roskill.

The business case has not been finalised.



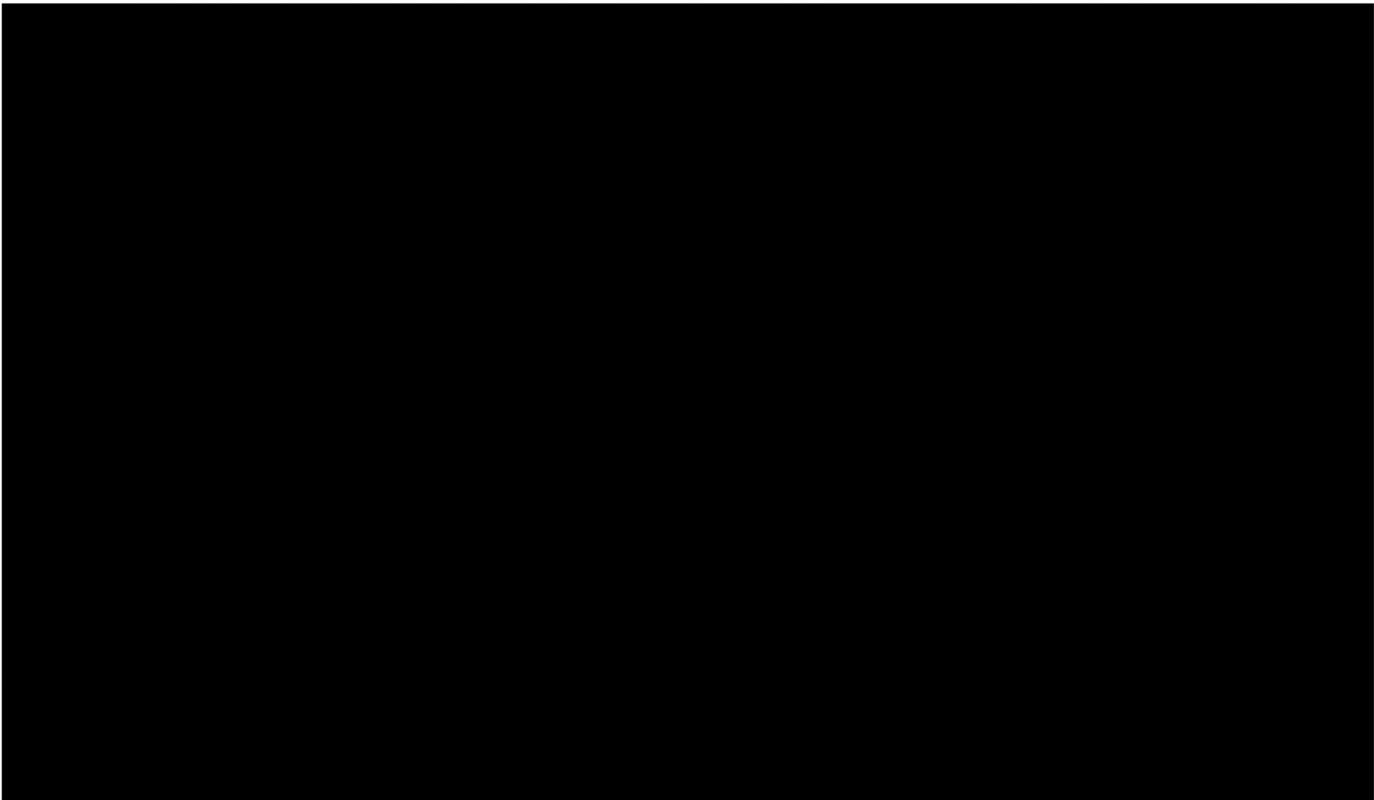
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7. Given all the above, it is essential that there is an agreed Government position on the outcomes for CC2M light rail and a well articulated story about the role CC2M will play in Auckland's rapid transit network. These outcomes will provide clear direction to the design, delivery and implementation of light rail.

Key considerations when developing outcomes

8. Clarity on outcomes including emphasis is important to guide the work. The more outcomes you have, the more challenging it becomes to assess what is important. As we develop outcomes, we will be needing to test trade offs.



Next steps

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10. Clarity of outcomes and shared ownership of these outcomes amongst the key decision makers and stakeholders is important to the success of the next phase of the CC2M project. The outcomes work needs to occur now so that the agreed outcomes can be used for the next phase of work.

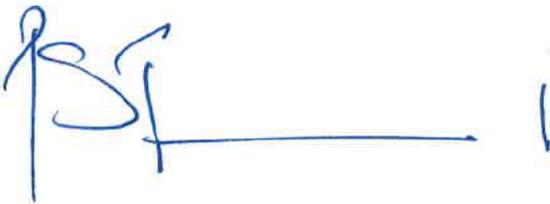
11. Involvement of Auckland Council in this process is important to achieving collective ownership. While Cabinet is the decision maker, Auckland Council has an urban development role and may be asked to fund some of the project in future. We are proposing to brief Mayor Goff once we have received initial feedback on this paper.
12. Prior to submitting the next paper to you, the ATAP Governance Group will be asked for comment and feedback.

Recommendations

13. The recommendations are that you:
 - (a) **Note** the proposed approach to confirming outcomes for the CC2M light rail project
 - (b) **Note** we will arrange a meeting for you with senior leaders and politicians from Auckland Transport, Auckland Council and the NZTA to discuss thinking as it develops
 - (c) **Note** a briefing will be provided to you with suggested outcomes in June based on work with partner agencies
 - (d) **Agree** a Cabinet paper or briefing to key Ministers will be provided seeking a Government position on outcomes for CC2M light rail.

- briefing Yes / ~~No~~
- Cabinet paper ~~Yes~~ / No

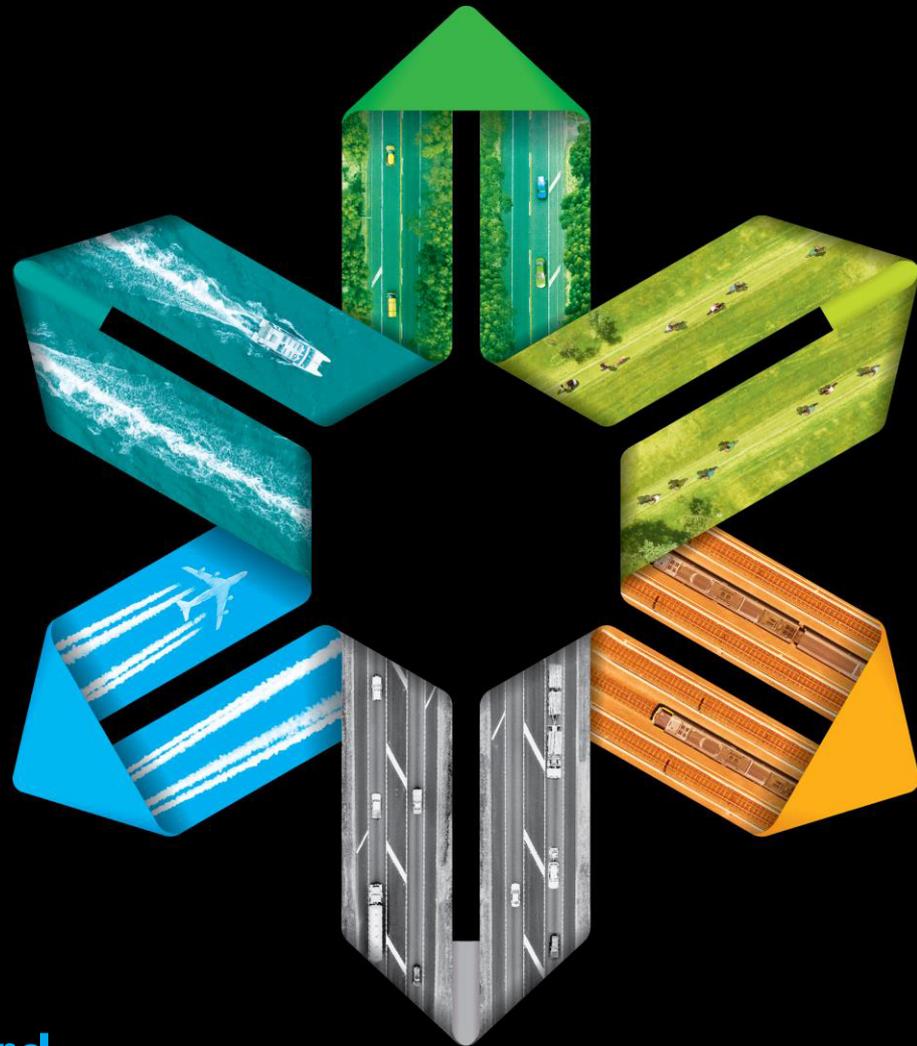
MINISTER'S SIGNATURE:



DATE: 27.4.19

Presentation to Minister Twyford

24 April 2019 | Prepared by Karen Lyons, Director Auckland



Why setting outcomes is important

We have no agreed outcomes currently:

- ATAP 2018 describes 4 outcomes for CC2M – these are not prioritised
- CC2M business case NZTA developed is not finalised
- NZ Infra proposition – needs guidance on outcomes

To move on to next phase:

- Agreed Government position on outcomes essential to provide clear direction to design, delivery and implementation of light rail

ATAP Outcomes

- Alleviate current and forecast bus capacity constraints in the city centre
- Improve access to growing employment areas, particularly at and around Auckland Airport
- Unlock significant growth potential along the corridor, especially around Mangere, Onehunga and Mt Roskill
- Provide an attractive and reliable 'one seat journey' between the city centre and airport for travellers



Next phase of outcomes work

Tasks

Engagement with officials in key partner agencies

Briefing to Mayor Goff (post Minister of Transport's early feedback)

Engagement with ATAP Governance Group

Cabinet paper or briefing to key Ministers seeking confirmation of CC2M outcomes. The paper will include Auckland Council views