

Welcome to the Auckland Light Rail & Additional Waitematā Harbour Connections Joint Market Briefing – 27 April 2021

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Auckland Light Rail/ Additional Waitematā Harbour Connections

Industry Briefing

April 2022

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Agenda

- Karakia
- Presenter Introductions
- Why we're (AWHC & ALR) working together
- Joint Procurement Approach
 - Philosophy
 - Process Overview
 - Relevant Skills & Relevant Experience
 - UEP Scope
 - UEP Out of Scope Services
- Project Overviews
 - Auckland Light Rail
 - Additional Waitematā Harbour Connections
- Next Steps
- Q&A

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Context & Procurement

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Coordination approach

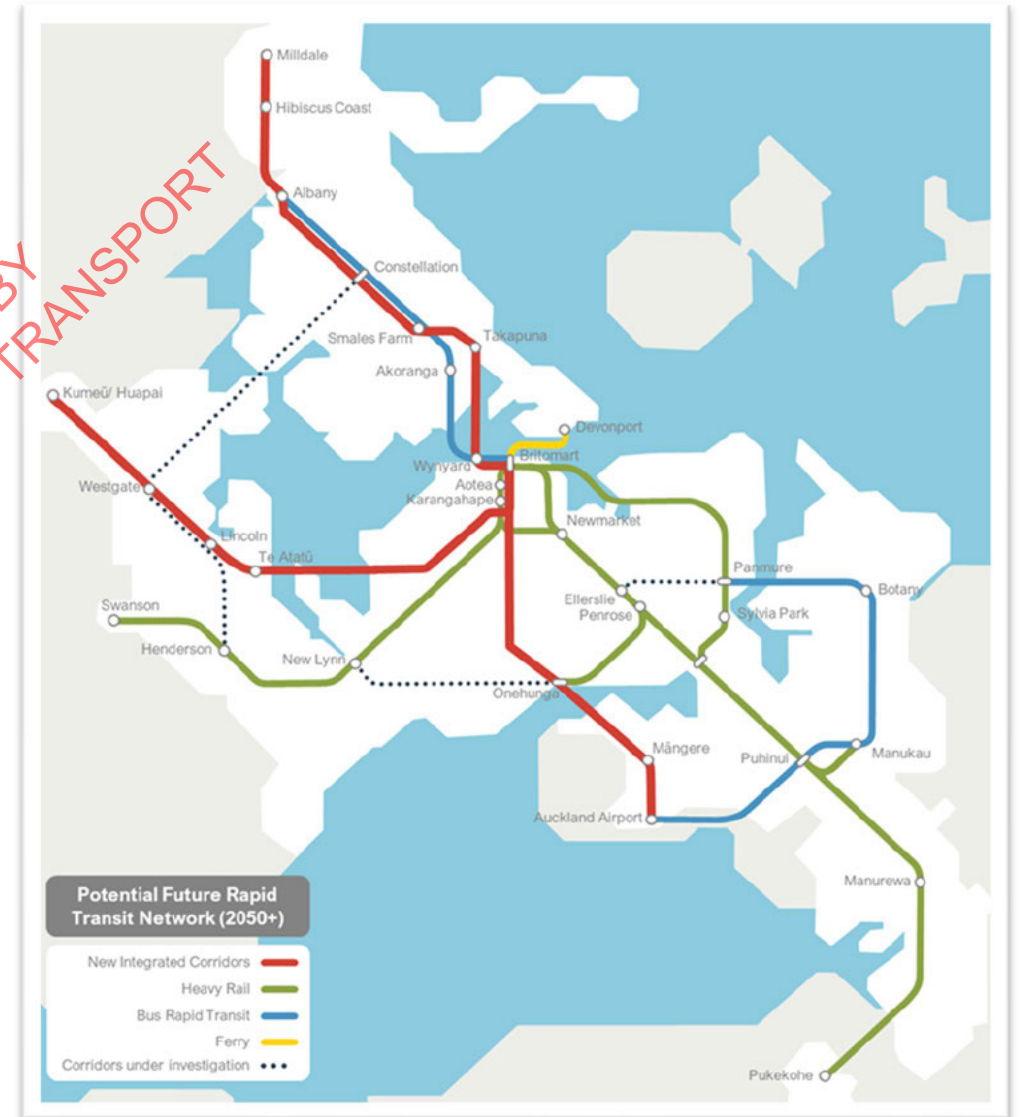
ALR & AWHC

Broader context

- ALR is DBC, AWHC is IBC
 - Different but have a small but significant integration required
- Based on market engagement and internal discussions across the partners and projects, we are presenting strawman/indicative procurement approach that seeks to best address the commonalities
- Separate teams, working together
- Projects to coordinate together at Governance, Operational and Technical

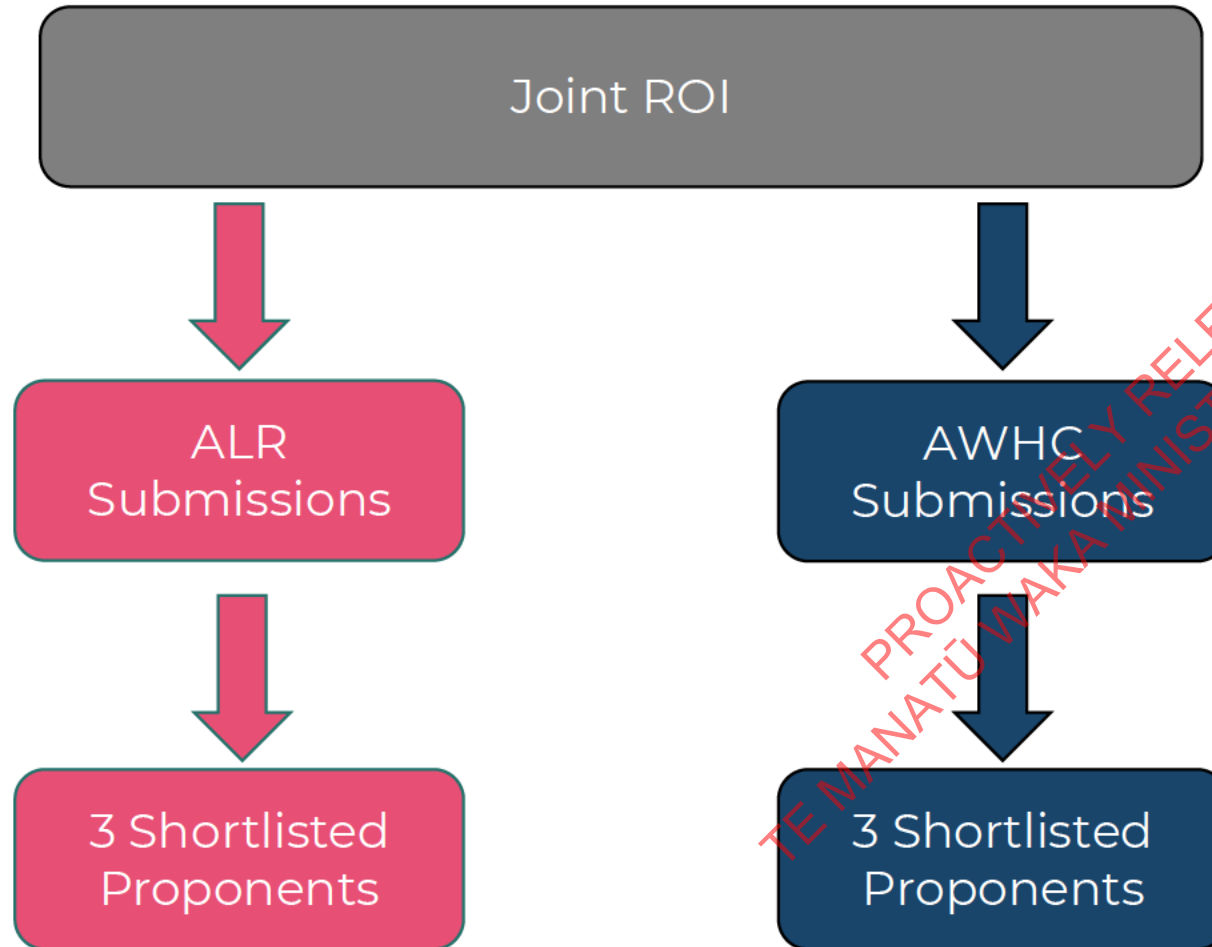
Intended outcomes of coordinated procurement:

- Expedite the procurement process for both projects;
- Ensure that the most suitable market resources are applied to each project;
- Reduce the tendering burden on professional services suppliers given current market conditions; and
- Attract specialist advisor resource that can support both projects where appropriate.



Coordinated UEP Procurement Approach

ALR & AWHC



Notes:

- ONLY the procurement is integrated (i.e., separate contracts, governance for each project)
- A proponent can submit and be shortlisted for both projects but can only ultimately win one and only be a NOP on one.
- Common evaluation team for both projects.

The RFP phase will follow a similar structure to the ROI phase.



Alliance Model

- Both projects have similar characteristics
- So we are proposing to have an Alliance model
- Due to:
 - Uncertainty of scope
 - Transparent pricing mechanism
 - Supporting more Innovation
 - Integrating complex stakeholder environment
- Expectations around execution of the Alliance as a model
 - Advancing progress on the projects as expeditiously as possible in order to meet sponsors expectations
 - Having an extended Interim Alliance period in order to establish key scope outcomes for both projects
 - Proceed with the project alliance agreement when scope and risks have been better understood
- Further detail in project overviews

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Project Overviews

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Project Overviews

Auckland Light Rail

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Outcomes: A More Connected, Accessible Auckland

ALR

Access & 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 & Community

Enabling of quality integrated urban communities, especially around Māngere, Onehunga 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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Critical Success Factors

ALR



Urban
Regeneration
Strategies



Integration of
Urban & Transport
Disciplines within a
successful
Business Case



Genuine
partnership with
Maori



Maintain and build
upon the social
license for the
project.



Collaborative
Culture



Integration with
Additional
Waitematā
Harbour
Connections and
wider Rapid Transit
Network planning

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Critical Success Factors

ALR

Urban Regeneration Strategies

- Not just a transport project, a city-shaping, transformational urban project.
- Successful delivery will demonstrate the pathway to deliver substantial urban regeneration outcomes.
- An urban & transport integration exemplar:
 - Representing the needs of current and future communities
 - Responding to future market uncertainties
 - Delivering marking attractive and transit supportive outcomes
- Strategies to be defined and quantified to a level required for the corridor business case.

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Critical Success Factors

ALR

Integration of Urban & Transport Disciplines within a successful Business Case

- The Corridor Business Case:
 - Should deliver a clear investment story for both urban & transport interventions (including cost, benefit, delivery certainty & financial implications)
 - Be endorsed by Sponsors & partners
 - Bring the two workstreams together to demonstrate:
 - Optimal urban outcomes are achievable
 - How their delivery will depend on and support the transport investment.
- Achieving an endorsed business case requires the development of urban & transport integration processes that balance complex & multiple objectives to deliver an integrated transformational outcome.



Critical Success Factors

ALR

Genuine partnership with Māori

- ALR is committed to a genuine partnership with Māori.
- The following provide the framework for working with Māori (Mana Whenua and Mataawaka):
 - Te Terewhiti ki Tāmaki Makaurau: Te Rautaki Huanga Māori
 - Mahuru 2021 (Māori Strategy for Auckland Light Rail)
 - Waka Kotahi Te Ara Kotahi/Our Māori Strategy
 - Auckland Transport's Māori Engagement Framework
- The following pou (pillars) provide context and direction to Te Terewhiti ki Tāmaki Makaurau on Ngā Putanga Māori:
 - Genuine Partnership
 - Mana Whenua Leadership
 - Kaitiakitanga
 - Promoting Tāmaki Makaurau
- Mana Whenua are partners as recognised under Te Tiriti o Waitangi, with Te Terewhiti ki Tāmaki Makaurau in the delivery of the Auckland Light Rail programme, being represented at all levels of decision making.



Critical Success Factors

ALR

Maintain and build upon the social license for the project

- ALR needs to maintain & build social licence by:
 - Fostering support from stakeholders
 - Actively bring communities into the decision making process
- Uplifting communities through engagement is integral & will help shape future decisions such as:
 - Location & design of stations/stops
 - Integration with other transport modes
 - Urban outcomes
- Community input will ensure the project is carried out reflecting the interests and concerns of the community, residents and businesses.
- Key driver of social outcomes including:
 - Supporting positive community development
 - Community health & wellbeing
 - Inclusive employment opportunities.

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Critical Success Factors

ALR

Collaborative Culture

- To deliver this challenging project within tight timeframes, ARLA needs to have a strong collaborative culture, enabling integration with ALR Group & its partners and stakeholders.
- ALR is seeking an outcomes focussed culture that seeks to deliver outcomes, rather than specific solutions, through an open minded and innovative thinking and challenge.
- Collaborative, outcomes focused culture is seen as key to delivering the objectives of the project.

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Critical Success Factors

ALR & AWHC

Integration with between Auckland Light Rail, Additional Waitematā Harbour Connections and wider Rapid Transit Network planning

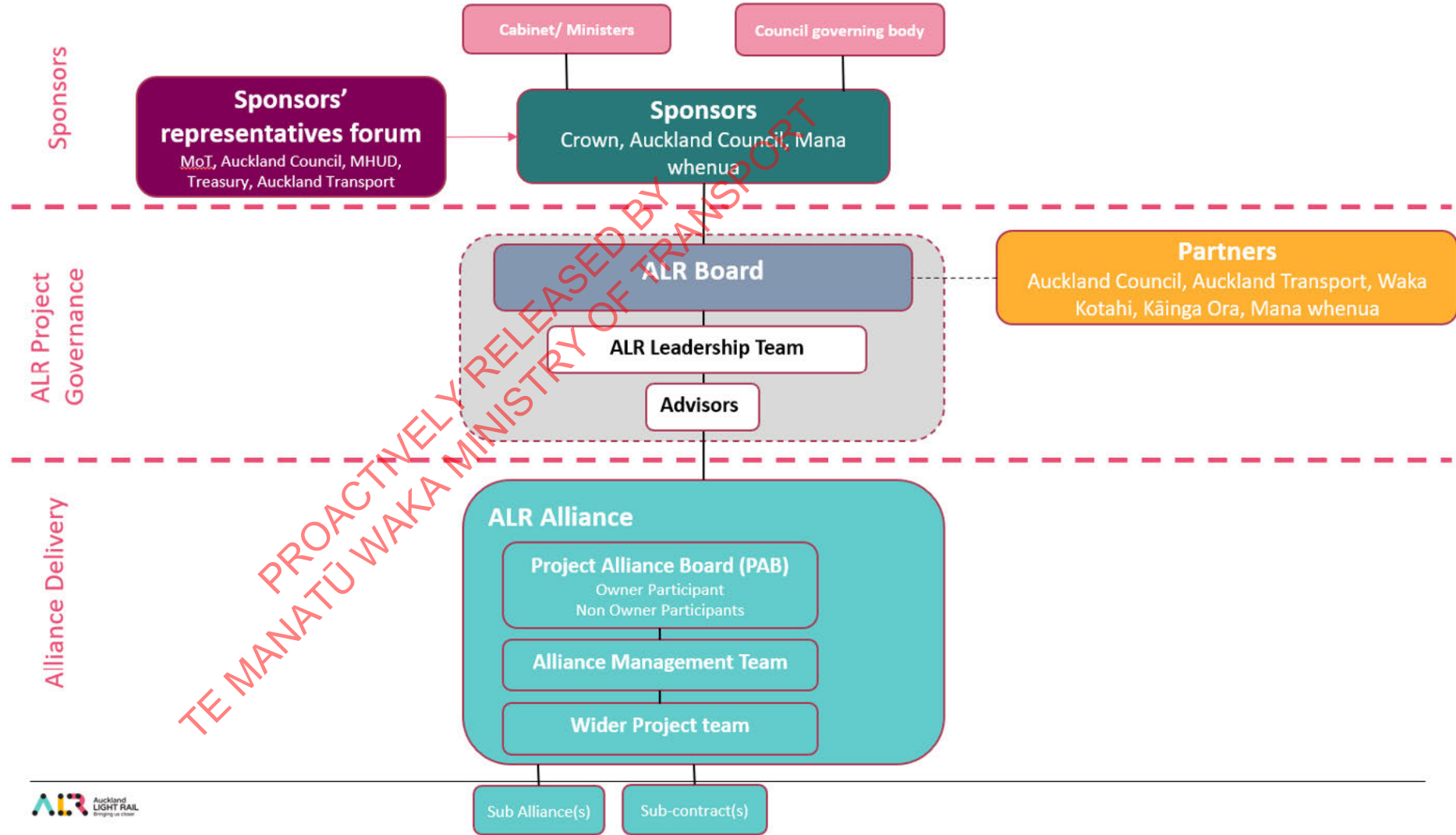
- The ALR solution, AWHC recommended programme needs to integrate with the wider RTN planning underway.
- Particularly important at the city end, where all Rapid Transit Projects have significant interdependencies & opportunities for future integration.
- Needs to be developed alongside & aligned with these projects.
- Both teams need to ensure aligned outcomes with strong collaboration between project teams, including shared methodologies & assumptions.



Delivery Model

ALR

Tailored Alliance



WAKA KOTAHI



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What we need to achieve

ALR

Stage	Timeline
Alliance Services commencement	September 2022
Communications and Engagement	Quarter 3 2022 onwards
Preferred Option Confirmed	Mid 2023
Business Case Submission	Early 2024
Approved Business Case	Mid 2024

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Project Overviews

Additional Waitematā Harbour Connections

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Market Sounding: Headline Feedback

AWHC

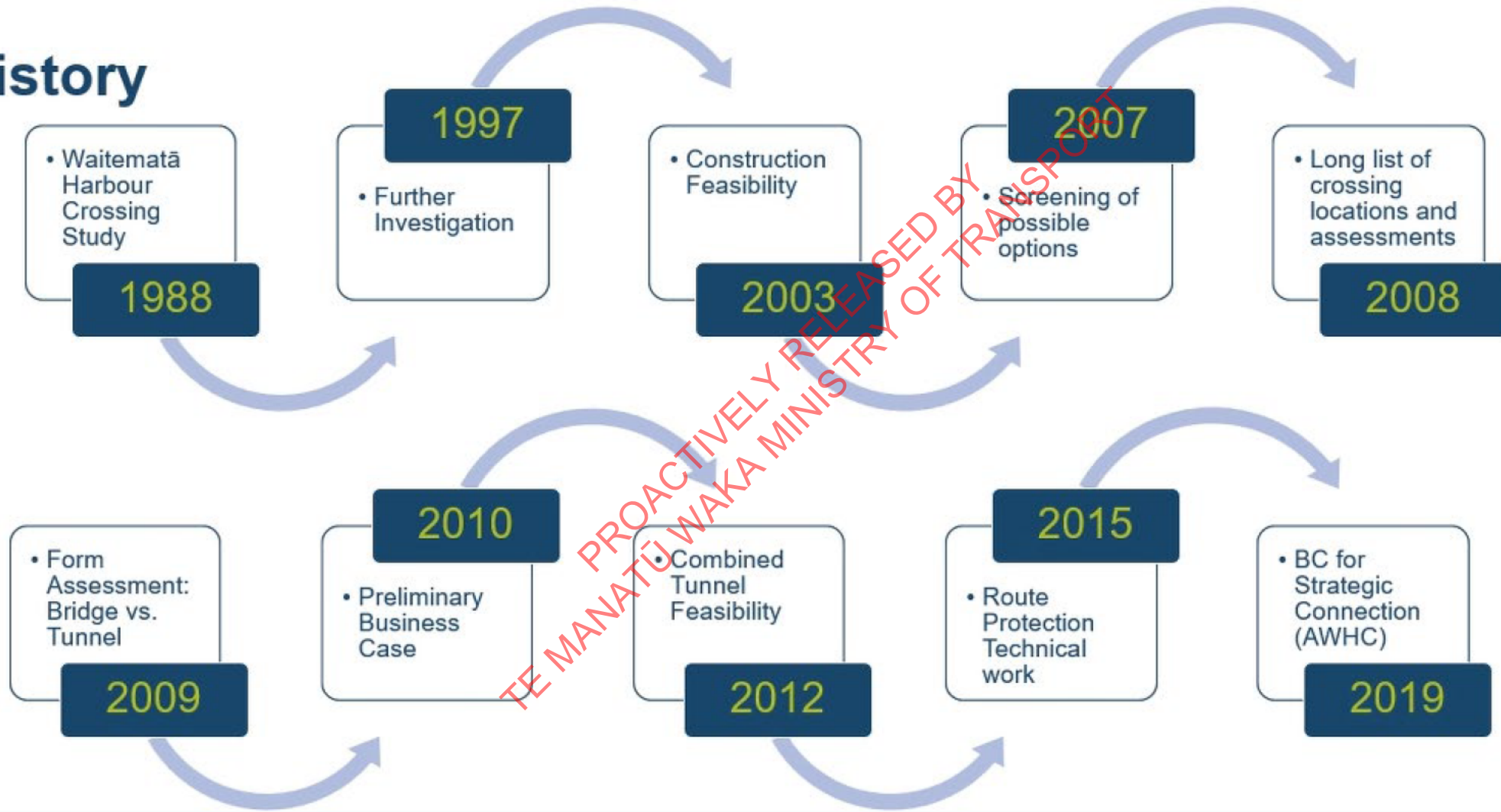
- Timing with ALR critical
- Make procurement process less onerous
- Common areas between ALR and AWHC to be proactively identified
- Sync with Governance, Leadership and technical elements
- Do not over-integrate projects
- Collaborative agreement/Alliance allows speed of work, as long as structured well
- Select a model that Partner/client can manage
- Culture of model important to success of both projects due to political status; Alliance-type enables momentum to be maintained
- Good Governance needed
- Don't default to BAU, Legacy-driven thinking and decisions
- International best-practice to be sought
- Cohesive story to be shared narrative around rapid transit network in Auckland

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AWHC History

History



Headline Important Elements for this phase

AWHC

AWHC has been proposed for over 30 years. Its need is well evidenced. Form, function & timing need to be validated/updated as part of this work.

The Indicative Business Case (IBC) will build on the key findings from the previous business case (2019), while ensuring key assumptions and drivers are updated and remain fit for purpose.

Comprehensively confirming the 'what' through a robust economic case looking at:

- Preferred mode, form and alignment for any additional rapid transit connection, including integration with rapid transit network
- Preferred form and alignment of the long-term cross-harbour active mode connection
- Preferred form and alignment of any road connectivity improvements. Determination of best land use integration and demand management responses
- Confirm the timing and order of these network elements

We now need to confirm the modes, form and timing to provide certainty and create opportunity.



We are looking for

AWHC Core Scope Approach

This AWHC IBC needs to deliver more than BAU; we're looking for more than great technical BC inputs, such as:

- Supporting Broader outcomes, such as:
 - Carbon Emissions
 - Procurement & Workforce
 - Resilience
- Actively guide and support Auckland's Growth Plan
- Genuine Partnership including Mana whenua
- Social licence
- Innovation
- Quick start team models

Following the IBC, the next stage will be DBC(s), with the Partners looking for a quick transition into this phase, subject to performance.



Proposed Governance & Delivery Model

AWHC

Likely to:

- Be a Planning Alliance
 - Client/Partners and Consultants
- Partners to be on the AWHC Board:
 - Waka Kotahi
 - Auckland Transport
 - Auckland Council
 - Mana whenua
 - Ministry of Transport Rep
 - Auckland Light Rail Rep

All Partners, including Mana whenua to be integrated into management & technical teams also

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What we need to achieve

AWHC

Stage	Timeline
Communications and Engagement	Q2 2022 onwards
Alliance Services commence	September 2022
Recommended option confirmed	Mid 2023
Draft business case provided for review	Mid-Late 2023
IBC finalised for approval	Late 2023
Approved Business Case	Early 2024

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Procurement Approach

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ROI Procurement Approach

ALR & AWHC

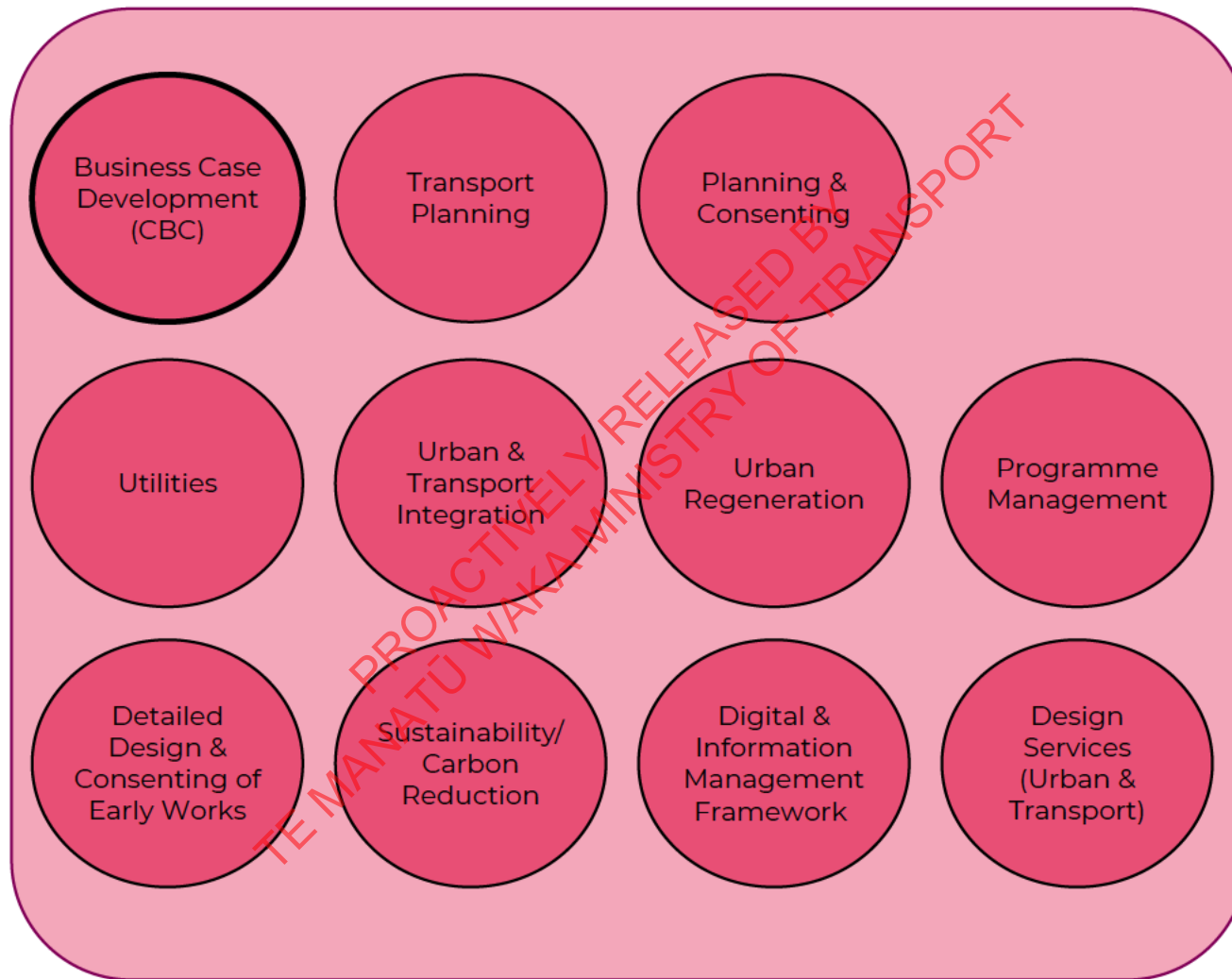
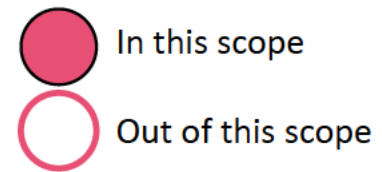
	Relevant Skills	Relevant Experience
ALR	<ul style="list-style-type: none"> Alliance Director Design Integration Manager Planning & Consents Lead Business Case Lead Urban & Transport Integration Lead Urban Regeneration Lead 	<ul style="list-style-type: none"> Transport & Urban Integration Urban Regeneration Reference Design & Requirements Business Case Statutory Approvals Broader Outcomes Delivery Collaborative Working
AWHC	<ul style="list-style-type: none"> Alliance Director Design Integration Manager Planning & Consents Lead Business Case Lead Delivery Manager Transport Planning Lead 	<ul style="list-style-type: none"> Complex multi-disciplinary infrastructure Communications, Engagement & Stakeholder Management Business Case Statutory Approvals Broader Outcomes Delivery Collaborative Working

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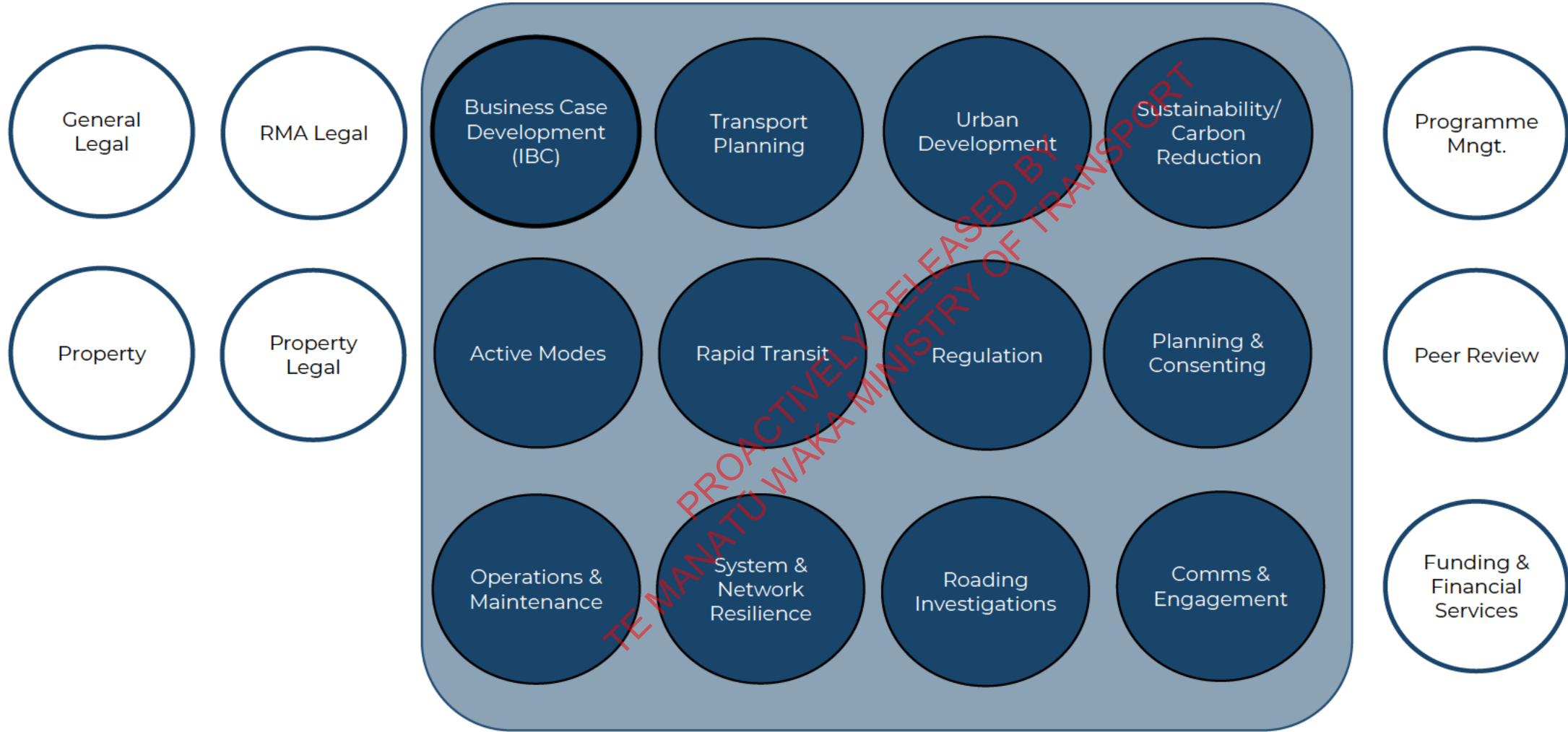
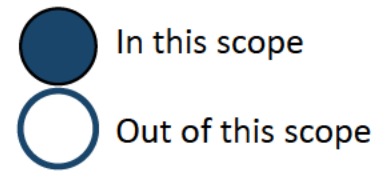
UEP Scope

ALR



UEP Scope

AWHC



UEP Out of Scope Services

O&M Advisor (ALR)

- A procurement process will be commencing shortly.
- These services include:
 - Development and refinement of the Concept of Operations
 - Development and refinement of the Concept of Maintenance
 - Both will consider urban implications.
- These services will be shared with the AWHC project team and form a key input to the development of the preferred option.
- Contract expected to commence prior to the UEP contract.

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UEP Out of Scope Services

Legal Services (ALR & AWHC)

- Both projects will require RMA, general and property legal services.
- These services will be procured separately for both projects.
- Packaging of services and timing of procurement is to be confirmed.

Funding & Financial Advisors (ALR & AWHC)

- These services are expected to include:
 - Advice on funding tools and value capture
 - Development of financial models
 - Economic assessment advice
 - Providing inputs to the ALR DBC and AWHC IBC to be incorporated by the Proponent Team
- Timing and details of procurement is to be confirmed.



Process & Probity

ALR & AWHC

Process Manager:

Idris Jones

All communication in writing
to:
Idris.jones@nzta.govt.nz

Notices will be issued via
email to proponent's
nominated person.

Proposals close in GETS,
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Probity Auditor:

Shaun McHale
Managing Director, Team
Leader, Probity Assurance
Services
McHale Group Ltd

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Next Steps

ALR & AWHC

Key Dates

ROI Release:	12 May 2022
ROI Interactive:	Date TBC
ROI Close:	2 June 2022
Shortlist notified:	17 June 2022 (subject to approvals)
RFP Release:	20 June 2022 (subject to approvals)
RFP Interactives:	Dates TBC
RFP Close:	August 2022 (8-week RFP period)
Preferred Suppliers notified:	September 2022

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