

Freedom of Information Schedule of Documents
Light Rail – Capital Metro – Office of Coordinator General Documents
 Received by Economic Development Directorate 16/07/2013

Folio	Item	Date	Release Decision	Exemption claimed	Online Release
1051-1050	Standing Committee on public Accounts – Question taken on Notice – Draft response.	21 February 2013	Exempt	Section 36 – Internal working document	Exempt
1049	Standing Committee on public Accounts – Question taken on Notice	21 February 2013	Full Release	N/A	Full Release
1048-1021	Email from G Mews Re: quick question – walking speed and “Making walking count” report	26 October 2012	Exempt	OOS	Exempt
1020	Email from J McEvoy Re: accommodation diversity in the Territory Plan and DV306	29 October 2012	Exempt	OOS	Exempt
1019-1001	Response from a third party to Tender number 11177.110: project team mobilisation support services	3 May 2013	Exempt	Section 43 – Business Affairs	Exempt
1000-996	Evaluation Report – Provision of Consultancy Services for Capital Metro Project Governance Arrangements	May 2013	Exempt	Section 43 – Business Affairs	Exempt
995-994	Procurement Plan Minute	24 April 2013	Full Release	N/A	Partial Release Section 41 – Personal Privacy
993-992	Capital Metro Brief –Single Select Tender Approval	24 April 2013	Full Release	N/A	Full Release
991-990	Procurement Plan Minute	24 April 2013	Full Release	N/A	Full Release
989	Draft Minute Project Advisor – Capital Metro	January 2013	Exempt	Section 36 – Internal working document	Exempt
988-987	Draft Procurement Plan Minute	24 April 2013	Exempt	Section 36 – Internal working document	Exempt
986-985	Evaluation Plan	Undated	Exempt	Section 36 – Internal working document	Exempt
984-982	Capital metro – Select tender approval brief	24 April 2013	Exempt	Section 36 –	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
				Internal working document	
981-976	Simon Corbell speech	Undated	Full Release	N/A	Full Release
975-973	Simon Corbell speech notes	Undated	Full Release	N/A	Full Release
972-971	Capital Metro Dot Points	Undated	Full Release	N/A	Full Release
970	Diagram of proposed Capital Metro agency organisational structure	Undated	Full Release	N/A	Full Release
969	Capital Metro Agency discussion	Undated	Full Release	N/A	Full Release
968	Capital Metro notes	Undated	Full Release	N/A	Full Release
967-919	City to Gungahlin Transit Corridor – Infrastructure Australia Project Submission	August 2012	Full Release	N/A	Full Release
	Please note: folio error – folios 910-917 duplicated (Infrastructure Australia Project Submission)				
918-912	Cabinet Submission - Capital Metro sub-Committee – Governance and Responsibilities	26 March 2013	Exempt	Section 35 – Executive working document	Exempt
911-897	Capital Metro sub-Committee – Establishment of Capital Metro Agency	25 February 2013	Exempt	Section 35 – Executive working document	Exempt
896-882	Capital Metro sub-Committee – Establishment of Capital Metro Agency	25 February 2013	Exempt	Section 35 – Executive working document	Exempt
881-880	Project board meeting paper meeting #1	1 May 2013	Full Release	N/A	Full Release
879-878	Project Board paper template	Undated	Exempt	OOS	Exempt
877-874	Project Board meeting #1, item 6	Undated	Full Release	N/A	Full Release
873-872	Project board meeting paper meeting #1	1 May 2013	Full Release	N/A	Full Release
871-869	Project Board meeting paper meeting #1	1 May 2013	Full Release	N/A	Full Release
868-867	Project Board meeting paper meeting #1-	1 May 2013	Full Release	N/A	Full Release

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
866-851	Capital Metro – Governance framework – Manidis Roberts Pty Ltd report	30 April 2013	Exempt	Section 36 – Internal working document	Exempt
850	Agenda Project Board meeting 1 draft	Undated	Full Release	N/A	Full Release
849	Agenda Project board meeting 1	13 May 2013	Full Release	N/A	Full Release
848-844	Email from G Bain Re: Transformational Projects speech #2 Attachment: Speech	18 March 2013	Full Release	N/A	Full Release
843	Email from S Jurcevic Re: TAMS exposure draft comments on 12/504 PPP cab sub Attachment: Letter from David Dawes to Gary Byles	4 February 2013	Exempt	Section 35 – Executive working document	Exempt
842-836	Email from G Bain Re: draft speech – Corbell 13022013 Attachments: Speech	12 February 2013	Full Release	N/A	Full Release
835-832	Email from J Valdivia Re: draft speaking notes for David Dawes – Government Land Organisation Conference Attachments: Speaking notes	9 November 2012	Full Release	N/A	Full Release
831	Email from Brooke Yates Re: Details on LRT – Tender in November 2012	12 November 2012	Exempt	Section 35 – Executive working document	Exempt
830	Email from Greg Ellis Re: Rod’s Draft comments	26 July 2012	Exempt	Section 35 – Executive working document	Exempt
829	Email from K Kugathas Re: IA Submission on suggestions	18 July 2013	Exempt	Section 35 – Executive working document	Exempt
828	Email from J Corrigan Re: Incoming Government Brief Capital Metro Light Rail project #2	27 September 2012	Full Release	N/A	Full Release
827	Email from B Ponton Re: Light Rail – JACS issues	27 November 2012	Full Release	N/A	Full Release
826	Email from S Jurcevic Re: a minor amendment to minutes from CMPO	6 December	Exempt	OOS	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
	workshop – 4 Dec 12	2012			
825-824	Email from R Bontjer Re: QTB update Capital Metro-Light Rail	13 March 2013	Full Release	N/A	Full Release
823	Email from E Brady Re: question on Notice input	27 February 2013	Full Release	N/A	Full Release
822	Email from E Brady Re: Capital metro Draft Implementation Plan for Conception workshop	21 November 2012	Full Release	N/A	Full Release
821	Email from S Jurcevic Re: Capital Metro – Business Case for review	15 January 2013	Exempt	Section 43 – Business Affairs	Exempt
820	Email from S Jurcevic Re: Capital Metro – Business Case for Review	15 January 2013	Exempt	Section 43 – Business Affairs	Exempt
819-817	Email from G Bain Re: Capital metro – Cabinet Submission Coordination - February Sub-Committee	21 December 2012	Exempt	Section 35 – Executive working document	Exempt
816-815	Email from G Bain Re: Capital metro – Cabinet Submission Coordination - February Sub-Committee	21 December 2012	Partial Release	Section 41 – Personal Privacy	Partial Release
814-813	Email from B pontoon Re: Capital Metro – Discussion around the Cabinet Submission timing and process.	14 January 2013	Exempt	OOS	Exempt
812	Email from S Jurcevic Re: Capital metro – speech notes on transport planning	8 November 2012	Exempt	OOS	Exempt
811	Email from R Davey Re: CIC – Accessing Cabinet Files for Capital Metro Project in the Objective Database.	17 December 2012	Exempt	OOS	Exempt
810	Email from B Ponton Re: Comments on Cab Sub – City to Gungahlin Corridor	24 July 2012	Exempt	Section 35 – Executive working document	Exempt
809	Email from G Ellis Re: Gungahlin to City Cab Sub – Comments	26 July 2012	Exempt	Section 35 – Executive working	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
				document	
808-803	Email from J Corrigan Re: Draft Structure and Scope of the Gungahlin to City Project Office and attachments	11 July 2012	Exempt	Section 36 – Internal working document	Exempt
802	Email from B Yates Re: Details on LRT – Tender in November 2012	12 November 2012	Full Release	N/A	Full Release
801-800	Email from B Yates Re: Details on LRT – Tender in November 2012	12 November 2012	Full Release	N/A	Full Release
799-796	Email from D Stewart Re: GCPO draft brief V3 10 July 2012	11 July 2012	Exempt	Section 36 – Internal working document	Exempt
796	Email from J Corrigan Re: IA Submission suggestions	18 July 2012	Full Release	N/A	Full Release
795-794	Email from S Jurcevic Re: Minutes form CMPO Workshop – 4 Dec 12 and minutes attached.	6 December 2012	Exempt	Section 35 – Executive working document	Exempt
793-782	Email from D Stewart Re: Nation Building 2 – projects Costs and Benefits: ACT – Gungahlin to City Transit Corridor and attachments	26 October 2012	Exempt	Section 35 – Executive working document	Exempt
781-758	Email from B Ponton Re: major Project – DA Progress Report Attachments: COAG Agenda Item – Major Project and Development Assessment reforms Doc 1 COAG Agenda Item – Major Project and Development Assessment reforms Doc 2	29 November 2012	Exempt	OOS	Exempt
757-756	Email from J Corrigan Re: Incoming Government Brief Capital Metro Light Rail Project Attachment: Brief	27 September 2012	Exempt	Section 35 – Executive working document	Exempt
755-753	Email from J Corrigan Re: Incoming Government Brief Capital Metro Light Rail Project	27 September 2012	Exempt	Section 35 – Executive working	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
	Attachment: brief			document	
752-750	Email from J Corrigan Re: LAB 34 Capital Metro Light Rail Project Attachment: Incoming Government Brief	26 September 2012	Exempt	Section 35 – Executive working document	Exempt
749	Email from S Jurcevic Re: Light rail meeting request from Arup	27 November 2012	Exempt	OOS	Exempt
748-743	Email from Y Pirani Re: Gungahlin to City Project Office –draft brief Attachment: draft brief	2 August 2012	Exempt	Section 36 – Internal working document	Exempt
742-739	Email from J Corrigan Re: Draft GCPO Brief for Minister Corbell Attachments: Brief and Work Plan	10 July 2012	Exempt	Section 36 – Internal working document	Exempt
738-737	Email from A Kyle Re: Election Policy Commitment Brief (Blank template) – ACT Labor Capital metro Light Rail Project and Brief	21 September 2012	Exempt	OOS	Exempt
736-735	Email from J Valdivia Re: Estimates – Capital Metro Corridor with Question on Notice	25 June 2013	Exempt	OOS	Exempt
734-733	Email from J Corrigan Re: City to Gungahlin Transit –Projects and Budget 2012-13 Attachment: City to Gungahlin Transit –Projects and Budget 2012-13	10 July 2012	Exempt	Section 35 – Executive working document	Exempt
732-654	Email from J Corrigan Re: City to Gungahlin Attachments: City to Gungahlin Transit Corridor -draft final report. Elton Consulting “City to Gungahlin Transit Corridor Study. Consultation Outcomes Report” Cabinet submission – Gungahlin to City Infrastructure Australia Submission	20 July 2012	Exempt	Section 35 – Executive working document	Exempt
653-618	Email from S Jurcevic to Steering Committee Members re City to Gungahlin Transit Corridor – concept report, project update Attachments: Northbourne Avenue Steering Committee meeting 6 Minutes	14 May 2012	Partial Release	Section 43 – Business Affairs Section 36 –	Partial Release

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
	USR Concept Design Report (April 2012) Deloitte Workshop Briefing presentation			Internal working document OOS	
617-614	Email from J Corrigan Re: Business case – City to Gungahlin Transit Corridor Attachments: EDD Comments on ESDD Business Case.	Exempt	Section 35 – Executive working document	Exempt	Exempt
613	Email from S Jurcevic Re: Capital metro – Speech notes on transport planning	1 November 2012	Full Release	N/A	Full Release
612-610	Email from D Stewart Re: Capital Metro Light rail PPP and King & Wood Mallesons report	12 November 2012	Partial Release	Section 43 – Business Affairs	Partial Release
609	Email from B Pontoon Re: Capital Metro – update on report	13 December 2012	Exempt	Section 36 – Internal working document	Exempt
608	Email from B Ponton Re: Capital Metro Project – update on report	6 December 2012	Full Release	N/A	Full Release
607-521	Email from J Corrigan Re: Business case – City to Gungahlin Transit Corridor Attachment: draft final report	14 May 2012	Exempt	Section 36 – Internal working document	Exempt
520	Email from K Blume Re: Executive workshop suggestions for agenda for next Tuesday	27 November 2012	Exempt	OOS	Exempt
519	Email from S Jurcevic Re: Final Minutes – Executive Workshop – 4 December 12 Attachment: Finalised minutes(2 pages)	11 December 2012	Exempt	Section 36 – Internal working document	Exempt
518	Email from S Jurcevic Re: Ministerial Light Rail Integration Transport Planning Study Attachment: Final Brief (2 Pages)	21 November 2012	Full Release	N/A	Full Release
517	Email from R Davey Re :Access to Cabinet documents for Capital metro project office colleagues	14 December 2012	Exempt	OOS	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
516-460	Email from S Jurcevic Re: City to Gungahlin Transit Corridor – Submission to Infrastructure Australia and submission	16 July 2012	Exempt	Section 36 – Internal working document	Exempt
459-424	Email from S Jurcevic Re: City to Gungahlin – Attachment: Draft - Deloitte Economic Assumptions Book & Community consultation report	16 July 2012	Exempt	Section 35 – Executive working document	Exempt
423-327	Email from S Jurcevic Re: City to Gungahlin – ACT Government business case documents and attachments prepared for consideration by Cabinet.	16 July 2012	Exempt	Section 35 – Executive working document	Exempt
326	Email from R Davey Re: CIC – Cabinet Files for Capital Metro project attached (19 pages)	17 December 2012	Exempt	Section 35 – Executive working document	Exempt
325-316	Email from S Jurcevic Re: Capital metro – Hibberson Street Study and ESDD Transport Planning report Attachment: Hibberson Street Study and ESDD Transport Planning report	7 November 2012	Exempt	OOS	Exempt
315-314	Email from K Blume Re: Capital Metro Executive Workshop Meeting agenda 4 Dec 2012	3 December 2013	Full Release	N/A	Full Release
313-234	Email from S Jurcevic Re: Capital Metro – Business Case for review Attachment: Deloitte report “Gungahlin to City Transit Corridor Study: January 2013 ACT Business Case	15 January 2013	Exempt	Section 35 – Executive working document	Exempt
233-210	Email from K Brady Re: Cabinet Submissions – PPP lessons & Agency and attachments	5 February 2013	Exempt	Section 35 – Executive working document	Exempt
209	Email from S Jurcevic regarding a meeting time to brief the OCG on information provided to Treasury	11 October 2012	Exempt	OOS	Exempt
208	Email from J Valdivia re Capital metro Agency integration Study meeting briefing discussion	2 August 2013	Exempt	Section 36 – Internal working document	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
207-203	Email from Brooke Yates Re: ACT Light rail master Plan Attachment: ACT Light Rail Master Plan	4 July 2013	Exempt	Section 35 – Executive working document	Exempt
202-201	Email from D Stewart re ACT Land Development Agency – GCPO.ppt and attachment	11/7/12	Full Release	N/A	Full Release
200	Email from K Blume Re: Access to Cabinet documents for Capital Metro project office colleagues. Cabined documents not accessible via email (no attachment)	14 December 2012	Exempt	Section 35 – Executive working document	Exempt
199	Email from S Jurcevic Re: Capital Metro Draft Implementation Plan for Conception Workshop Attachment Capital Metro Draft Implementation Plan for Conception Workshop (5 pages)	21 November 2012	Exempt	Section 36 – Internal working document	Exempt
198-195	Email and attachment from Kristin Blume to Jamie Valdivia and Brooke Yates Re: Capital Metro Project – Speaking notes for David Dawes	November 2012	Full Release	N/A	Full Release
194-188	2012-13 Capital Works Program - New Construction Proposals Executive Summary for Construction/Plant and Equipment	23 April 2012	Exempt	Section 35 – Executive working document	Exempt
187-103	Deloitte report- "City to Gungahlin Transit Corridor Study": Final ACT Government Business Case (attached to Cabinet Submission)	April 2012	Exempt	Section 35 – Executive working document	Exempt
102-101	Cabinet Submission -Attachment D: Policy implications of BRT or LRT in the City to Gungahlin Corridor	Undated	Exempt	Section 35 – Executive working document	Exempt
100-89	Elton Consulting "City to Gungahlin Transit Corridor Study. Consultation Outcomes Report"	May 2012	Exempt	Section 35 – Executive working document	Exempt
88-33	Draft Infrastructure Australia Project Submission – "City to Gungahlin Transit Corridor" August 2013	August 2013	Exempt	Section 36 – Internal working document	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
32-31-	Brief to ESDD Minister from DG D Papps, City to Gungahlin Transit Corridor Study – ACT Government business case	23 April 2013	Exempt	Section 36 – Internal working document	Exempt
30-8	Draft Deloitte Report – “Northbourne Avenue Transport Corridor Study – Stream 2: Assumptions Book	Undated	Exempt	Section 36 – Internal working document	Exempt
7-6	Capital Metro Agency Expenditure notes	Undated	Exempt	Section 36 – Internal working document	Exempt
5-2	Sign-off 2013-14 Budget Paper 4 – Agency Chapter	31 May 2013	Exempt	Section 36 – Internal working document	Exempt
1	Media release draft notes Re: Capital Metro Agency establishment	Undated	Exempt	Section 36 – Internal working document	Exempt

LEGISLATIVE ASSEMBLY FOR THE AUSTRALIAN CAPITAL TERRITORY**STANDING COMMITTEE ON PUBLIC ACCOUNTS****QUESTION TAKEN ON NOTICE****21 FEBRUARY 2013****Mr Seselja** - Asked the Treasurer upon notice on 21 February 2013:

- a) I thought (the cost of) the light rail for the Gold Coast is around a billion dollars up-front and then there are ongoing costs for the government... But I think the actual cost to taxpayers, from my understanding, is in that vicinity of around a billion dollars... What is the number? (p.6, Transcript)
- b) Is it realistic that the ACT could deliver a similar project for half the cost to government—certainly half the cost up-front as to what is occurring at the Gold Coast? (p.15, Transcript)

Mr Barr – The answer to the Member's question is as follows:

- a) The Gold Coast Rapid Transit system is a proposed 40 kilometre long light rail system between Helensvale and Coolangatta in Gold Coast City.

The Gold Coast Rapid Transit project will be constructed in three stages. Stage 1 is a 13 kilometre long light rail between Griffith University Hospital and Broadbeach.

GoldLinQ was awarded the contract to design, build and operate Stage 1 in June 2011. It is expected to become operational by January 2014, while the construction is expected to be completed by the end of 2013.

The estimated cost of Stage 1 is \$949 million which is being financed by three governments. The Queensland Government contributing \$464 million; the Commonwealth Government providing \$365 million; and the Gold Coast City Council committing \$120 million.

- b) The current cost estimates for the Capital Metro light rail corridor between Gungahlin and City is \$614 million for a 12 kilometre line. The cost estimates were prepared in accordance with Best Practice Cost Estimation Standard for Publicly Funded Road and Rail Construction, prepared by the Department of Infrastructure and Transport, 2011 and adopted for use by all States and Territories.

The Capital Metro cost estimates have been prepared to a project scoping level. The contingency and escalation allowance are in line with an early stage of a project. As the project moves into the preliminary design phase over 2013-14, the cost estimates will be refined and become more certain.

The Gold Coast light rail project is a similar project to Capital Metro in terms of its light rail system and similar length. The Gold Coast light rail project was a benchmarking project used in the cost estimation of the Capital Metro project.

Notwithstanding the similarities in regards to the light rail infrastructure required, the Gold Coast Rapid Transit project had supplementary costs requirements, which will not be encountered in the City to Gungahlin Capital Metro project. These mainly reflect:

- An additional \$170 million budgeted expense by the Gold Coast Rapid Transit project for land acquisitions along the 13 kilometre route, including the relocation of major community facilities; and
- The requirement to construct two new bridges over the Nerang River (Southport), one dedicated for the light rail and the other to take pedestrians and cyclists to the adjoining Broadwater parklands.

Approved for circulation to the Committee.

**Andrew Barr MLA
Treasurer**

Date:.....



Procurement Plan Minute

PROCUREMENT OVERVIEW	
To	Director General, Economic Development Directorate
Name of Project	Capital Metro Project - Governance Arrangements
Purpose	To develop a governance arrangement to manage the Capital Metro Project.
Estimated value (\$)	\$300,000 (Inc GST)
Timing/urgency	Establishment of consultancy by the end of April 2013
Tender Number	22177.110
Is Government Procurement Board sign off required?	No, as the procurement of the services is below the \$5 million GPB threshold limit.
Is ACT Government Solicitor consultation required?	No

PROCUREMENT REQUIREMENTS	
Objective or scope of works or services to be provided	To undertake works for the development of key documentation and processes for governance arrangements to manage the Capital Metro Project. They include services in relation to development of a resources management plan, risk management plan and performance framework, and ongoing secretariat services to the Project Board.
Type	Capital Works - Services
Funding	Funding to the value of \$300,000 (GST Incl.) has been identified as being available as a result of funds to be transferred from ESDD In to the 2012/13 Economic Development Directorate Budget. No agreement to, nor provision is made for, any ACT Shared Services Procurement fee (4% of \$229,000 - Proposed Consultant's Fee) of : \$9,160 GST Inclusive as once the contract is in place, the consultancy will not be managed by Shared Services .
Site	Canberra City
Consultation (including pre tender)	Not applicable

PROCUREMENT RISK	
Risk	Medium

PROCUREMENT METHODOLOGY	
Description of the procurement method to be used	Single select tender
Evaluation	Refer to Attachment B - Evaluation Plan
Is this suitable to be a Social Procurement?	No, due to the highly specialised nature of the works required, this procurement is not deemed to be suitable for a social procurement approach.

EVALUATION TEAM			
Name	1. T Sri Tharan	2. Glenn Bain	3. <i>Pete Brokens</i> Leslie Leung
Position	Chair <i>Member</i>	Member	Member <i>Chair</i>
Agency	SSP	EDD	SSP
Statement on team composition	Team members have relevant experience in tender evaluation.		

CONTRACT MANAGEMENT	
Number of contracts	One (1) contract based on ACT Government Standard Services Agreement.
Contract management	ACT - Shared Services Procurement
Period of contract(s)	12 Months

AUSTRALIAN FREE TRADE AGREEMENTS (FTAs)	
Does the AUSFTA / Australia-Chile FTA apply?	N/A, the anticipated cost of this procurement is below the threshold for consultancy services.

AUSTRALIAN GOVERNMENT FUNDING	
Is there Australian Government funding attached to the procurement?	No

EXEMPTIONS	
Exemption Type	Single Select tender approved under Section 10 of the Government - Procurement Regulations by A/g Director-General of EDD. Refer to the attached minute dated 24 April 2013.
Reason for Exemption	Supplier's specialist knowledge, involvement with past light rail projects, secretariat services to Board, previous work on preparation of materials on Governance for Government decisions. Refer to attached minute dated 24 April 2013.

SHARED SERVICES PROCUREMENT RECOMMENDATION			
Project Officer	T Sri Tharan	Signature and Date	
		Phone Number	6207 6879
Manager G&S Branch	Wladan Milic Rita Brokans	Signature and Date	<i>[Signature]</i> 29/5/13
Director / Executive Director	Andrew Parkinson Not Required due to	Signature and Date	procurement value
Executive Director		Signature and Date	

AGENCY ENDORSEMENT			
Name	Glenn Bain	Phone Number	(02) 6207 6569
Position	Project Director		
Signature	<i>[Signature]</i>	Date	29 April 2013

DIRECTOR GENERAL/DELEGATE APPROVAL			
Name	Dan Stewart, A/g Director-General		
Position	Director General/delegate		
Statement			
Signature	Refer to minute attached, 24/4/2013	Date	

* Project transferred from SSP Infrastructure Branch to
SSP Goods & Services Branch.



ACT
Government
Economic Development

*Date due with
Minister's
Office*

*Date due
with DG Office*

TRIM Number

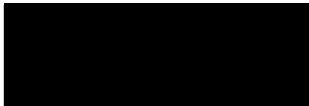
BM13/694

Any other critical date and reason

Subject: Capital Metro - Manidis Robert Single Select Tender Approval

Contact Officer: Glenn Bain
Phone: X76569

Cleared by Executive Director: Glenn Bain



Date: 24/4/13

Cleared by Acting Director-General: Daniel Stev



Date: 24.04.13



ACT
Government
Economic Development

BRIEF

BM13/694

SUBJECT: Capital Metro – Manidis Roberts Select Tender Approval

To: A/g Director-General, Economic Development Directorate

[Handwritten signature]
24.04.13

From: Project Director, Capital Metro

Date: 24 April 2013

Critical Date and Reason

Your urgent consideration of this matter is sought to progress the implementation of the new governance arrangements for the Capital Metro project.

Purpose

To seek single select tender approval to engage Manidis Roberts to undertake works in relation to the development of key documentation and processes, and ongoing secretariat services to the Project Board.

Background

Governance arrangements for the Capital Metro project have been agreed by the Capital Metro Sub-Committee of Cabinet such that a new Capital Metro Agency (the Agency) is to be established. The Agency be headed up by a Project Director, reporting to a Project Board comprising Director-Generals of EDD, ESDD, TAMSD and CSD,

Manidis Roberts have been instrumental in advising on the design and operation of such a governance model. Much of that advice has been drawn from direct experience of the establishment of a similar arrangement for the Gold Coast Light Rail project. Given that level of in-depth and detailed knowledge of the process and background of these matters, Manidis Roberts has been identified as a preferred proponent to further assist in the establishment and ongoing operation of the Board secretariat function along with a number of key documents requested by Cabinet to be brought forward for decisions over the coming weeks and months.

Issues

Director General's approval of single select tenders valued at more than \$25,000

Procurement guidelines require that any single select purchase of goods or services valued at more than \$25,000 requires Director-General approval. Section 10 of the Government Procurement Regulation states that the 'CEO may exempt the entity from quotation and tender requirement only if satisfied, on reasonable grounds, that the benefit of the exemption outweighs the benefit of compliance'.

Value for money of single select tendering

Manidis Roberts will be engaged to develop a set of documents as set out in 'Option 3' of Attachment A to this Brief.

Manidis Roberts has demonstrated experience in the development of this type of material, particularly in the context of a light rail project, and in the provision of secretariat services to a Board with similar scope to that established for the Capital Metro project.

Manidis Roberts has been actively involved in the preparation of material on which the Government decisions around governance for the project were based. This experience demonstrates that the team put forward by Manidis Roberts to undertake this work is comprised of people that are a well credentialed, proficient and experienced. Due to the urgency of completing the works, Manidis Roberts are best placed to provide these services, with the scope being confined to reflect 'Option 3' in the document at Attachment A.

I recommend adopting the 'expenses inclusive' figure of \$229,064 as it insulates the Territory from increased costs associated with travel and accommodation of the key contract personnel, while still reflecting value for money with rates broadly in line with those charged for previous engagement of that company.

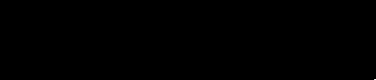
Financial

The initial elements of this work are expected to be undertaken predominantly within the 2012/13 financial year. Ongoing secretariat services will continue through, however, into the next financial year, until sufficient capacity is developed within the Agency.

Funding of approximately \$710,000 for light Rail related projects will be transferred in the coming weeks from ESDD to EDD. Of those funds, approximately \$330,000 is committed to salaries and consultant costs associated with a 'Network Integration' study currently underway. The remainder of the funds were earmarked for further 'Product Identification' studies, the need for, and scope of which have yet to be agreed by me. I intend to use some of that money to cover the cost of the Manidis Roberts contract. I am also investigating the possibility of further funding being made available in the current financial year from uncommitted money associated with the Accelerated Land Program.

RECOMMENDATION

That you agree to the single selection of Manidis Roberts to undertake works on behalf of the ACT Government in relation to the Capital Metro project requirements.



Glenn Bain
Project Director, Capital Metro

option 3 - expenses inclusive @ \$229,064

AGREED/NOT AGREED /PLEASE DISCUSS



Dan Stewart

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Procurement Plan Minute

PROCUREMENT OVERVIEW	
To	Director General, Economic Development Directorate
Name of Project	Capital Metro Project - Governance Arrangements
Purpose	To develop a governance arrangement to manage the Capital Metro Project.
Estimated value (\$)	\$300,000 (inc GST)
Timing/urgency	Establishment of consultancy by the end of April 2013
Tender Number	22177.110
Is Government Procurement Board sign off required?	No, as the procurement of the services is below the \$5 million GPB threshold limit.
Is ACT Government Solicitor consultation required?	No

PROCUREMENT REQUIREMENTS	
Objective or scope of works or services to be provided	To undertake works for the development of key documentation and processes for governance arrangements to manage the Capital Metro Project. They include services in relation to development of a resources management plan, risk management plan and performance framework, and ongoing secretariat services to the Project Board.
Type	Capital Works - Services
Funding	Funding to the value of \$300,000 (GST Incl.) has been identified as being available as a result of funds to be transferred from ESDD in to the 2012/13 Economic Development Directorate Budget. No agreement to, nor provision is made for, any ACT Shared Services Procurement fee (4% of \$229,000 -Proposed Consultant's Fee)of : \$9,160 GST Inclusive as once the contract is in place, the consultancy will not be managed by Shared Services .
Site	Canberra City
Consultation (including pre tender)	Not applicable

PROCUREMENT RISK	
Risk	Medium

PROCUREMENT METHODOLOGY	
Description of the procurement method to be used	Single select tender
Evaluation	Refer to Attachment B - Evaluation Plan
Is this suitable to be a Social Procurement?	No, due to the highly specialised nature of the works required, this procurement is not deemed to be suitable for a social procurement approach.

EVALUATION TEAM			
Name	1. T Sri Tharan	2. Glenn Bain	3. Leslie Leung
Position	Chair	Member	Member
Agency	SSP	EDD	SSP
Statement on team composition	Team members have relevant experience in tender evaluation.		

CONTRACT MANAGEMENT	
Number of contracts	One (1) contract based on ACT Government Standard Services Agreement.
Contract management	ACT - Shared Services Procurement
Period of contract(s)	12 Months

AUSTRALIAN FREE TRADE AGREEMENTS (FTAs)	
Does the AUSFTA / Australia-Chile FTA apply?	N/A, the anticipated cost of this procurement is below the threshold for consultancy services.

AUSTRALIAN GOVERNMENT FUNDING	
Is there Australian Government funding attached to the procurement?	No

EXEMPTIONS	
Exemption Type	Single Select tender approved under Section 10 of the Government Procurement Regulations by A/g Director-General of EDD. Refer to the attached minute dated 24 April 2013.
Reason for Exemption	Supplier's specialist knowledge, involvement with past light rail projects, secretariat services to Board, previous work on preparation of materials on Governance for Government decisions. Refer to attached minute dated 24 April 2013.

SHARED SERVICES PROCUREMENT RECOMMENDATION			
Project Officer	T Sri Tharan	Signature and Date	
		Phone Number	6207 6879
Manager	Vladan Milic	Signature and Date	
Director / Executive Director	Andrew Parkinson	Signature and Date	
Executive Director		Signature and Date	

AGENCY ENDORSEMENT			
Name	Glenn Bain	Phone Number	(02) 6207 6569
Position	Project Director		
Signature		Date	29 April 2013

DIRECTOR GENERAL/DELEGATE APPROVAL			
Name	Dan Stewart , A/g Director-General		
Position	Director General/delegate		
Statement			
Signature	Refer to minute attached, 24/4/2013	Date	



Simon Corbell MLA

Madam Speaker, I rise to speak on the motion brought forward by Mr Coe regarding the Government's commitment to delivering a Light Rail system to Canberra.

Reinforce the Government is committed to light rail;

The ACT Government has committed to progress a light rail network for Canberra with construction to commence in 2016 and preliminary construction (e.g. utility relocation) to occur from 2015.

The Government's commitment to the delivery of rapid transport links between the Gungahlin Town Centre and the City was first announced in the 2012-13 Budget.

This commitment was reaffirmed during the 2012 Election and its priority entrenched in the Parliamentary Agreement for the 8th Legislative Assembly between ACT Labor and the ACT Greens.

Capital Metro Stage 1 will be a light rail service with vehicles capable of carrying up to 200 people at 8 to 10 minute frequencies along a 12 kilometre route from Hibberson Street in Gungahlin to the City Centre.

The proposal involves major stations at Gungahlin Town Centre and Dickson Group Centre with high quality stops 750 metres to 1.5 kilometres apart at various points along Flemington Road and Northbourne Avenue, terminating in the City.

Outline benefit of the initiative and why the Government is undertaking the initiative;

Investment in rapid transit along the Gungahlin to City Corridor, through the additional transport capacity and urban amenity benefits it would provide, has the potential to unlock a number of economic development opportunities.

The light rail project will increase the transport capacity of existing corridors.

There are few viable options available to increase capacity outside of existing road corridors. During peak periods, existing bus services operating along Northbourne Avenue carry more passengers than all car passengers combined in a traffic lane. An investment in light rail will allow the carrying capacity of the corridor to be significantly increased, providing vital capacity to cater for future growth and by using an existing corridor, optimising the use of existing assets.

The light rail will promote economic productivity and stimulate economic activity through urban redevelopment.

A number of opportunities are being investigated to increase residential and commercial densities along the corridor on sites which are significantly under-developed. These include public housing redevelopments, the Dickson Group Centre and the potential redevelopment of land currently occupied by EPIC and the Racecourse.

As a key landowner, and as a land manager under the leasehold system, a unique opportunity exists for the ACT Government to both directly and indirectly encourage urban renewal along the corridor, and indeed at the key anchor points of Gungahlin and the City.

Providing additional transport capacity is a significant enabler of promoting further development of these sites, allowing for the better use of existing land capacity within the corridor.

The light rail network will enhanced sustainability in our development patterns.

As part of the project, the Government will actively support transit oriented developments. This would include a mix of activities along the light rail corridor with the aim of encouraging a greater level of localised trips, which are more likely to be undertaken by walking and cycling. Where inter-town travel is required to connect with employment hubs, faster and more reliable public transport services, facilitated by light rail, will encourage a greater use of public transport.

The project is also economically efficient.

Preliminary cost-benefit analysis undertaken suggests, despite the higher cost of delivery, that rapid transit has the potential to be economically viable. The preliminary economic appraisal showed that light rail under a 'business as usual' population scenario delivers a benefit-cost ratio just over one. By prioritising residential and employment growth along the corridor and within Gungahlin and the City, in line with the ACT Planning Strategy and Transport for Canberra, the benefit-cost ratio increases to above 2. That ratio represents an economically viable project which, given the transformational capacity of light rail, is worthy of delivery.

The development of a light rail system will represent a significant capital investment in transport infrastructure and will implement strategies and actions identified in Transport for Canberra and the ACT Planning Strategy.

However, the real value of the Capital Metro project is in enabling transformation of how the city develops and its capacity to encourage growth in economic activity, particularly at the anchor points both in Gungahlin and the City and for this first stage in particular, along the transit corridor.

Note what work has been done to date;
The aim of the Government, as articulated in the Parliamentary Agreement, is to commence construction of the light rail infrastructure by 2016. In order to meet this deadline, work has commenced to achieve this goal.

Feasibility works completed up to January 2013 include the following:

- Concept planning and transport engineering of Light Rail Transit (LRT) alignment options including kerbside and median alignments
- Evaluation of options
- Land use development scenario to support light rail
- Numerous Government agencies stakeholder consultations
- **Project Update 1 - December 2011: informing the public on the progress of the project**
- Concept Design Report completed in April 2012
- Community consultations during April/May 2012
- **Project Update 2**
- Six community information sessions in Civic, Dickson and Gungahlin
 - Survey to capture communities input
 - Social research survey on rapid transit preferences
 - 50 submissions
 - Meetings with industry and community stakeholders
- Strategic transport modelling to support economic evaluation
- Economic and financial appraisal
- Peer review of strategic transport modelling
- Cost estimation of options
- Options evaluation
- Nation Building II program for co-contribution of \$15 million for Capital Metro Agency - July 2012
- **Project Update 3 – September 2012**
- Refinements to light rail route alignment to achieve approx. \$100 million in cost savings
- Investigations into catenary free/wireless light rail technology

There are a considerable number of projects which need to work in harmony to facilitate the broader objective of a transit outcome, particularly focussing on land planning and development, public housing provision, and affordable housing.

These projects not only aim to provide significant revenue streams to Government, which support the broader provision of Government services, but also aim to transform the Territory by stimulating its economy through private and public investment, diversifying employment and residential centres, promoting new employment sectors, and increasing the wellbeing of residents through more efficient transport and exemplar urban development.

Outline next steps, noting the submission to IA;

In July 2012, the Territory submitted to Infrastructure Australia a business case in support of a request for a co-contribution matching the Territory's commitment of \$15 million to fund further preliminary design works and feasibility studies.

That submission was based on our understanding at the time of the matters taken into account by Infrastructure Australia when assessing the relative merits of infrastructure projects. The business case included a preliminary benefit-cost analysis, focussing on the traditional and more readily monetised economic costs and benefits that could be expected to accrue.

Recent discussions with officials from Infrastructure Australia, however, have resulted in an invitation to revisit the business case put forward in the submission.

Over the coming weeks, at the invitation of the Commonwealth, that business case will be revised to pick up our latest understanding of the wider economic benefits that are expected to accrue to the Territory economy through the provision of the light rail project.

I am confident that the business case as it stands presents a compelling argument for Commonwealth funding, but it would not be prudent to refuse the invitation to revisit the assumptions and further advance those claims.

Gungahlin to City is the first part of a broader light rail network for Canberra which will ultimately link town centres and major employment areas as well as potentially servicing Queanbeyan and the region.

A light rail network master plan for Canberra will be undertaken in the next 18 months to identify suitable light rail corridors across Canberra for future expansion of the network. These corridors will be based on the work underpinning the "rapid" network established in Transport for Canberra.

Work is also underway within the Capital Metro Project Office on a range of preliminary engineering investigations, transport planning, economic and financing studies to guide the development of this project.

One of the first projects of the Capital Metro Project Office is the Light Rail Integration Study. Tenders to conduct that study are being evaluated and the study itself will commence shortly. The study will investigate the integration of the light rail system into Canberra's public transport system and will inform the preliminary design of the project to be undertaken over the next one to two years.

There will be opportunities for community input into all aspects of the project as work proceeds, and further announcements will be made as the work program is finalised.

Note the Government is moving forward.

Residential and commercial development along the corridor is critical to support the overall economic benefits of this project. The Capital Metro will achieve its broad range of policy objectives by ensuring that it is considered not just as a transport project, or as a land development or infrastructure project, but as one that brings all elements of our metropolitan context together.

Given the complexity of the project and to enable advancement of this undertaking to its next phase, we will be setting up a stand-alone Capital Metro Agency.

While a number of decisions around the governance and scope of work of this new agency will be made in the next couple of weeks, I would expect that the roles and function of this agency would include the following:

- Financial management of the Agency and the Capital Metro project consistent with the *Financial Management Act 1996*;
- Reporting on the Capital Metro project;
- Managing all aspects of the ongoing planning, design and delivery of the Capital Metro project in a way that ensures comprehensive coordination and integration of transport, land use and development, and broader social, economic and environmental outcomes, including: investigating procurement and financing options for the delivery of the project;
- working closely with the Land Development Agency to develop a comprehensive property strategy and land release strategy for the corridor that maximises transit investment, consistent with the Government's broader land supply program, transport strategy and land use policies; and
- working closely with the Environment and Sustainable Development Directorate to commence feasibility planning for a light rail master plan.

The roles of the agency would also include coordination and liaison with the National Capital Authority on behalf of the Government to gain relevant and necessary Commonwealth approvals and to ensure a cohesive approach to the project across layers of government, seeking and obtaining any other necessary approvals for the project, and acting as the 'public face' and single contact point for the community and broader public, including managing and conducting all relevant community, public and stakeholder liaison and engagement.

The Government has commenced the investigative process of assessing the procurement and financing options for the light rail infrastructure and operations, including a detailed understanding of Public Private Partnerships – PPP.

As part of this process we will be approaching the market place once we have developed an appropriate level of preliminary design to provide sufficient information to successfully procure the Capital Metro light rail project.

We will also be undertaking detailed risk analysis to understand and manage the risks presented by the project and identify appropriate strategies for risk mitigation.

As part of this work, we have also commenced the preliminary investigation work for what will become the property strategy for the light rail corridor. The urban redevelopment of this corridor will be transformative, providing a stimulus and confidence in the market for development and growth in Gungahlin and the City, as well as along the corridor and in surrounding areas.

The work to understand the appropriate land release sequencing includes appreciating potential yields on the corridor, demand volume and patterns, particularly around housing preference in the corridor; and demographic trends and establishment of population and density targets.

We will be developing a land release model that is able to immediately react to market requirements; a land release model that is attentive to the social and environmental impacts of urban renewal; and that supports affordable housing.

We are aiming high with this project. We aim to put in place a framework that will safeguard high quality sustainable design while encouraging efficient land use.

This project is not only about Government investment. We also aim to understand the role of the private sector in achieving the property strategy.

Given the relationship of various elements of this project to the daily work undertaken by other areas of Government, the Capital Metro Agency will coordinate with relevant ACT Government agencies in developing the property strategy.

The property strategy will have strong linkages with a number of Government policies and strategies including the ACT Planning Strategy, Transport for Canberra, and relevant City planning projects; as well as other related strategies such as our zero growth in obesity strategy.

Madam Speaker, the Capital Metro Project is a multi-faceted initiative, and its scope and nature is unlike anything previously managed by any ACT Government.

It represents a vision for our future, not only in the way by which people of the Territory get about their daily lives, but more fundamentally, in the way we think of ourselves and our city.

A public transport network incorporating modern, efficient and integrated light rail services is the hallmark of a mature and confident city. It is that maturity and confidence, reflected in greater amenity, greater economic activity, and an enhanced sense of well being that we are determined to deliver to the people of Canberra.

This first stage of the light rail is a critical step along that path.

END

Reinforce the Government is committed to light rail;

The ACT Government has committed to progress a light rail network for Canberra with construction to commence in 2016 and preliminary construction (e.g. utility relocation) to occur in 2015, subject to financing.

Outline benefit of the initiative and why the Government is undertaking the initiative;

Investment in rapid transit along the Gungahlin to City Corridor, through the additional transport capacity and urban amenity benefits it would provide, has the potential to unlock a number of economic development opportunities:

Increasing the transport capacity of existing corridors: There exists few options to increase capacity outside of existing road corridors. During peak periods, existing bus services operating along Northbourne Avenue carry more passengers than all car passengers combined in a traffic lane. An investment in light rail will allow the carrying capacity of the Corridor to be increased further, providing vital capacity to cater for future growth and by using an existing corridor, optimising the use of existing assets.

Promoting economic productivity: A number of opportunities are being investigated by the ACT Government to increase residential and commercial densities along the Project Corridor on sites which are significantly underdeveloped. These include public housing redevelopments, the Dickson Town Centre and the potential redevelopment of land currently occupied by EPIC. As a key landowner, and as a land manager under the leasehold system, a unique opportunity exists for the ACT Government to encourage both directly and indirectly urban renewal within the Project Corridor. Providing additional transport capacity is a significant enabler of promoting further development of these sites, allowing for the better use of existing land capacity within the Project Corridor.

Promoting greater sustainability: As part of the Project, the ACT Government would actively support transit oriented developments. This would include a mix of activities along the Project Corridor with the aim of encouraging a greater level of localised trips, which are more likely to be fulfilled by walking and cycling. Where inter-town travel is required to connect with employment hubs, faster and more reliable public transport services, facilitated by LRT, will encourage a greater use of public transport.

Economically efficient: Preliminary cost-benefit analysis undertaken suggests, despite the higher cost of delivery, rapid transit has the potential to be economically viable. The economic appraisal showed that light rail under a business as usual population scenario delivers a benefit-cost ratio just over one. By prioritising residential and employment growth in the corridor in line with the ACT Planning Strategy and Transport for Canberra, the benefit-cost ratio increases to above 2, which is an economically viable public transport project worthy of delivery.

Note what work has been done to date;

Completed feasibility works up to January 2013

- Concept planning and transport engineering of Light Rail Transit (LRT) alignment options including kerbside and median alignments
- Evaluation of options
- Land use development scenario to support light rail
- Numerous Government agencies stakeholder consultations
- Project Update 1 - December 2011: informing the public on the progress of the project
- Concept Design Report completed in April 2012
- Community consultations during April/May 2012
 - Project Update 2
 - Six community information sessions in Civic, Dickson and Gungahlin
 - Survey to capture communities input
 - Social research survey on rapid transit preferences
 - 50 submissions
 - Meetings with industry and community stakeholders
- Strategic transport modelling to support economic evaluation
- Economic and financial appraisal
- Peer review of strategic transport modelling
- Cost estimation of options
- Options evaluation
- Project Update 3 – September 2012
- Refinements to light rail route alignment to achieve approx. \$100m in cost savings
- Investigations into catenary free/wireless light rail technology
- Completing the study and undertaking a review of draft technical report in early 2013
- Cabinet Submission - Nation Building II program for co-contribution of \$15m for Capital Metro Agency - July 2012

Outline next steps, noting the submission to IA;

- The Government has decided to proceed with light rail on Gungahlin to City corridor to maximise development opportunities and drive a change in the way we travel in Canberra.
- Gungahlin to City is the first part of a broader light rail network for Canberra which will ultimately link town centres and major employment areas as well as Queanbeyan and the region.
- A light rail network master plan for Canberra will be undertaken in the next 18 months (in 2013-14 subject to budget decisions) to identify suitable light rail corridors across Canberra for future expansion of the network. These corridors will be based on the "rapid" network established in Transport for Canberra.

- Work is also underway within the Capital Metro Project Office on a range of preliminary engineering investigation, transport planning, economic and financing studies to guide the development of this project. There will be opportunities for community input into all aspects of the project as work proceeds. Further announcements will be made as the work program is finalised.
- One of the first projects of the Capital Metro Project Office is the Light Rail Integration Study, tenders are being evaluated and the study will commence shortly. The study will investigate the integration of the light rail system into Canberra's public transport system and will inform the preliminary design of the project to be undertaken over the next 2 years.

Note the Government is moving forward.

1. The Government's commitment to the delivery of rapid transport links between the Gungahlin Town Centre and the City was first announced in the 2012-13 Budget.
2. This commitment was reaffirmed during the 2012 Election and its priority entrenched in the Parliamentary Agreement for the 8th Legislative Assembly between ACT Labor and the ACT Greens.
3. This major infrastructure investment will benefit our society, economy, provision of Government services and the access of employment in the Territory.
4. Capital Metro Stage 1 will be a light rail service with vehicles capable of carrying up to 200 people at 8 to 10 minute frequencies along a 12 kilometre route from Hibberson Street in Gungahlin to the City Centre. The proposal involves major stations at Gungahlin Town Centre and Dickson Group Centre with high quality stops 750 metres to 1.5 kilometres apart at various points along Flemington Road and Northbourne Avenue, terminating in the City.
5. Residential and commercial development along the corridor is critical to support the overall economic benefits of this project.
6. The aim of the Government, as articulated in the Parliamentary Agreement, is to commence construction of the light rail infrastructure by 2016. In order to meet this deadline, work has commenced to achieve this goal.
7. There are a considerable number of projects which need to work in harmony to facilitate the broader objective of a transit outcome, particularly focussing on land planning and development, public housing provision, and affordable housing.
8. These projects not only aim to provide significant revenue streams to Government, which support the broader provision of Government services, but also aim to transform the Territory by stimulating its economy through private and public investment, diversifying employment and residential centres, promoting new employment sectors, and increasing the well being for residents through more efficient transport and exemplar urban development.

9. The light rail system will represent a significant capital investment in transport infrastructure and will implement strategies and actions identified in Transport for Canberra and the ACT Planning Strategy.
10. However, the real value of the first stage of the Capital Metro project is in enabling transformation of how the city develops and its capacity to encourage growth in economic activity, particularly at the anchor points both in Gungahlin and the City and for this first stage, along the transit corridor.
11. The Capital Metro Project is a multi-faceted initiative, and its scope and nature is unlike any previously managed by an ACT Government.
12. The Capital Metro will achieve its broad range of policy objectives by ensuring that it is considered not just as a transport project, or as a land development or infrastructure project, but as one that brings all elements of our metropolitan context together.
13. Quite a bit of work has been done so far.
14. Given the complexity of the project and to enable advancement this undertaking to its next phase, we will be setting up a standalone Capital Metro Agency unit which will be supported by a host Directorate, yet to be determined. A decision on this new agency will be made in the next couple of weeks.
15. We are currently sorting out the nuts and bolts of this Agency. However, the roles and function of this agency would include:
16. Financial management of the Agency and the Capital Metro project consistent with the Financial Management Act 1996;
17. Reporting on the Capital Metro project;
18. Managing all aspects of the ongoing planning, design and delivery of the Capital Metro project in a way that ensures comprehensive coordination and integration of transport, land use and development, and broader social, economic and environmental outcomes, including: investigating procurement and financing options for the delivery of the project; working closely with the Land Development Agency to develop a comprehensive property strategy and land release strategy for the corridor that maximises transit investment, consistent with the Government's broader land supply program, transport strategy and land use policies; and working closely with the Environment and Sustainable Development Directorate to commence feasibility planning for a light rail master plan;
19. The roles of the agency would also include coordination and liaison with the National Capital Authority on behalf of the Government to gain relevant and necessary Commonwealth approvals and to ensure a cohesive approach to the project across layers of government;
20. Seeking and obtaining any other necessary approvals for the project (such as for development, tree removal or matters related to essential services); and

21. Acting as the 'public face' and single contact point for the community and broader public, including managing and conducting all relevant community, public and stakeholder liaison and engagement.
22. The Government has commenced the investigative process of assessing the procurement and financing options for the light rail infrastructure and operations, including a detailed understanding of Public Private Partnerships – PPP.
23. As part of this process we will be approaching the market place with an appropriate level of preliminary design to provide sufficient information to successfully procure the Capital Metro light rail project.
24. We will be also undertaking detailed risk analysis and management strategy to understand the risks presented by the project and identify appropriate strategies for risk mitigation.
25. Given the great level of expertise required in such a project, we will investigate an option to engage a specialist advisor to guide procurement and financing options available in the market.
26. As part of this work, we have also commenced the investigation to what will become the property strategy of the light rail corridor. The urban redevelopment of this corridor will be transformative, providing a stimulus and confidence in the market for development and growth along the corridor and in surrounding areas.
27. The work to understand the appropriate land release sequencing includes appreciating potential yields on the corridor, demand volume and patterns, particularly around housing preference in the corridor; and demographic trends and establishment of population and density targets.
28. The Government will be investigating a land release model that is able to immediately react to market requirements; a land release model that is attentive to the social and environmental impacts of urban renewal; and one that supports affordable housing.
29. We are aiming high with this project. We aim to understand how to best to safeguard efficient land use while encouraging high quality sustainable design.
30. This project is not only about Government investment. We also aim to understand the role of the private sector in achieving the property strategy.
31. Given the relationship of various elements of this project to the daily work undertaken by other areas of Government, the Capital Metro Agency will coordinate with relevant ACT Government agencies in developing the Property Strategy.
32. The property strategy will have strong linkages with a number of Government policies and strategies including the ACT Planning Strategy, Transport for Canberra, and relevant City planning projects; as well as other related strategies such as the Government's health zero growth in obesity strategy.

Capital Metro Dot Points

- Capital Metro is a multi-faceted initiative, and its scope and nature is unlike anything previously managed by any ACT Government.
- Work on Capital Metro is well underway. We are implementing a framework that will transform the Territory by integrating transport and land use planning with existing or planned infrastructure to create revitalised centres, provide better and greater access to public transport, generate a range of housing and commercial opportunities, and optimise land and infrastructure use in the ACT.
- As part of the project, the Government will actively support transit oriented developments. This would include a mix of activities along the light rail corridor with the aim of encouraging a greater level of localised trips, which are more likely to be undertaken by walking and cycling. Where inter-town travel is required to connect with employment hubs, faster and more reliable public transport services, facilitated by light rail, will encourage a greater use of public transport.
- The new Capital Metro Agency will achieve its broad range of policy objectives by ensuring that it is considered not just as a transport project, or as a land development or infrastructure project, but as one that brings all elements of our metropolitan context together.
- Assessment of the procurement and financing options for the light rail infrastructure and operations is being progressed by the Agency. As part of this process we will be approaching the market place once we have developed an appropriate level of preliminary design to

provide sufficient information to successfully procure the Capital Metro light rail project.

- We will soon be undertaking detailed risk analysis to understand and manage the risks presented by the project and identify appropriate strategies for risk mitigation.
- We have begun the coordination of research for what will become the property strategy for the light rail corridor. The urban redevelopment of this corridor will be transformative, providing a stimulus and confidence in the market for development and growth.
- The work to understand the appropriate land release sequencing includes appreciating potential yields on the corridor, demand volume and patterns, particularly around housing preference in the corridor; and demographic trends and establishment of population and density targets.
- We will be developing a land release model that is able to immediately react to market requirements; a land release model that is attentive to the social and environmental impacts of urban renewal; and that supports affordable housing.
- A number of opportunities are being investigated to increase residential and commercial densities along the corridor on sites which are significantly under-developed. These include public housing redevelopments, the Dickson Group Centre and the potential redevelopment of land currently occupied by EPIC and the Racecourse.
- Work is also underway on a range of preliminary engineering investigations, transport planning, economic and financing studies to guide the development of this project.