

**Christie, Joan**

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**From:** Bain, Glenn  
**Sent:** Wednesday, 1 May 2013 6:35 PM  
**To:** Stewart, Daniel  
**Subject:** Confidential: Board meeting agenda papers and Project Director Position Description  
**Attachments:** Project Director Position Description Draft 1 May 2013.docx; CMA Board Mt1 Agenda v0.4.pdf; CMA Board Mt1 It3 AttA CapMetGov v1.1.pdf; CMA Board Mt1 It3 cover v0.2.pdf; CMA Board Mt1 It4 v0.3.pdf; CMA Board Mt1 It5 v0.2.pdf; CMA Board Mt1 It6 AttA v0.2.pdf; CMA Board Mt1 It6 AttB.pdf; CMA Board Mt1 It6 cover v0.2.pdf

Hi Dan

This is what I would like to get out to Board members.

Thanks

Glenn

Dear Capital Metro Agency Board members

I am making arrangements for the first meeting of the Board, and have attached a proposed agenda and papers for that meeting. I expect that the meeting will be scheduled for the morning of 13 May, in the executive conference room at the Assembly building. The venue, date and timing of that meeting is dependent upon advice from Minister Corbell's office as to his availability, however, as he wants to attend at least the first part of the meeting. Subsequent Board meetings will be held in the Boardroom at our Mitchell premises on level 2 of Building 3, 9 Sandford Street.

In the interim, I was hoping to progress the recruitment activity for a permanent Project Director. To that end, I would appreciate any suggestions you may have on changes to the attached draft position description. This draft has been worked up based on the position description for similar roles across Australia, drawing in particular on the Gold Coast Light Rail Project and more recently the NSW Northwest Rail project. I would appreciate any suggestions you might have to better reflect your understanding of what we need from this role.

Once agreed, I propose to engage a recruitment agency to initiate as soon as possible a search for potential candidates.

If I have not done so already, I will be seeking to set up time in each of your diaries over the next week to come and brief you on the agenda items for the first meeting, and to introduce Adam Boersma who has been contracted to undertake the Board Secretariat function over the coming months. The intended pattern for Board meetings will include a package of materials being provided to each of you at least a week before the scheduled meeting date, closely followed by a briefing from myself and Adam through a half hour meeting with each of you to go through that material.

Quite apart from those regular briefings, and particularly in the early stages, I am happy to make myself available to discuss any aspect of the project.

Regards

Glenn

Glenn Bain | Project Director  
Capital Metro | ACT Government

Phone **02 6207 6569** | Mobile **0403 502496**  
Level 2 Building 3  
9 Sandford Street Mitchell ACT 2911  
GPO Box 158 Canberra ACT 2601

**Christie, Joan**

---

**From:** Bain, Glenn  
**Sent:** Wednesday, 24 April 2013 2:46 PM  
**To:** Adam Boersma  
**Cc:** Dawes, David; Stewart, Daniel  
**Subject:** RE: Capital Metro, next steps

Hi Adam

I have just secured agreement to progress with engaging the services of Manidis Roberts as per option three in your proposal. I will get our procurement people on board immediately, and hope to have contracts right to go next week. We would be looking to take up the 'expenses included' version of the associated cost as indicated in that offer.

On that basis, I am comfortable with you progressing the work as discussed.

I have also arranged office space in Mitchell with enough 'live' workstations to accommodate the team indicated in the proposal. I will be moving into those premises from Friday of this week.

Great to have you on board.

Regards

Glenn

Glenn Bain | Executive Director  
**Office of the Coordinator-General** | Economic Development Directorate | **ACT Government**  
Phone **02 6207 6569** | Mobile **0403 502496** | Fax **02 6207 6621**  
Level 6 TransACT House 470 Northbourne Avenue Dickson ACT 2602 |  
GPO Box 158 Canberra ACT 2601 | [www.economicdevelopment.act.gov.au](http://www.economicdevelopment.act.gov.au)

---

**From:** Adam Boersma [<mailto:aboersma@manidisroberts.com.au>]  
**Sent:** Wednesday, 24 April 2013 10:09 AM  
**To:** Bain, Glenn  
**Subject:** Capital Metro, next steps

Hi Glenn.

I left a voicemail earlier today.

I'm very conscious of not being a mosquito irritating you with calls!

I was just calling to make sure that you weren't expecting us to be working on anything. Other than that bit of work last week on the agenda, we're sitting tight.

I expect you're still working hard trying to shuffle funds around to get things going, which is completely fine of course. I just don't want to let you down by missing a deadline, etc.

Hope you're well. Contact me whenever you get the chance; just wanted to keep you in the loop regarding our work.

Talk soon,  
Adam.

**Adam Boersma**  
Senior Executive – Project Development  
Manidis Roberts

T 02 9248 9800

M [REDACTED] 6

F 02 9248 9810

[aboersma@manidisroberts.com.au](mailto:aboersma@manidisroberts.com.au)

Level 9, 17 York Street, Sydney NSW 2000  
GPO Box 91, Sydney NSW 2001

[www.manidisroberts.com.au](http://www.manidisroberts.com.au)




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**Christie, Joan**

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**From:** Wilson, Chris  
**Sent:** Wednesday, 24 April 2013 1:53 PM  
**To:** Stewart, Daniel  
**Subject:** FINANCIAL MANAGEMENT - Tendering - Manidis Roberts - Capital Metro - Single Select Tender Engagement Request April 2013  
**Attachments:** FINANCIAL MANAGEMENT - Tendering - Manidis Roberts - Capital Metro - Single Select Tender Engagement Request April 2013.docx



**ACT**  
Government

Economic Development

# BRIEF

BM13/694

**SUBJECT: Capital Metro – Manidis Roberts Select Tender Approval**

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

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

**AGREED/NOT AGREED /PLEASE DISCUSS**

**Dan Stewart .....** / /

**Christie, Joan**

---

**From:** Ponton, Ben  
**Sent:** Sunday, 21 April 2013 11:10 AM  
**To:** Bain, Glenn  
**Cc:** Stewart, Daniel; Brady, Erin; Strudwicke, Kym  
**Subject:** Capital Metro...

Hi Glenn - any news on when you think you, Erin and I can meet to finalise the detail of transferring our remaining light rail related work and funding to the Capital Metro Agency?

When we last spoke you were going to arrange a time for this week.

I look forward to hearing for you soon. Thanks.

Cheers,

---

Ben Ponton | Deputy Director-General, Planning

Phone **02 6207 7248**

Environment and Sustainable Development Directorate | **ACT Government**

Dame Pattie Menzies House, Challis Street, Dickson | GPO Box 1908 Canberra ACT 2601 | [www.environment.act.gov.au](http://www.environment.act.gov.au)

**Christie, Joan**

---

**From:** Brady, Erin  
**Sent:** Sunday, 21 April 2013 7:04 PM  
**To:** Ponton, Ben  
**Cc:** Bain, Glenn; Stewart, Daniel; Strudwicke, Kym  
**Subject:** Re: Capital Metro...

Glenn

-----  
If we could meet Mon or Tues afternoon that would be good for me.

Thanks  
Erin

On 21/04/2013, at 11:10 AM, "Ponton, Ben" <[Ben.Ponton@act.gov.au](mailto:Ben.Ponton@act.gov.au)> wrote:

Hi Glenn - any news on when you think you, Erin and I can meet to finalise the detail of transferring our remaining light rail related work and funding to the Capital Metro Agency?

When we last spoke you were going to arrange a time for this week.

I look forward to hearing for you soon. Thanks.

Cheers,

B

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Ben Ponton | Deputy Director-General, Planning

**Phone 02 6207 7248**

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2601 | [www.environment.act.gov.au](http://www.environment.act.gov.au)

**Christie, Joan**

---

**From:** Cappie-Wood, Andrew  
**Sent:** Friday, 12 April 2013 3:30 PM  
**To:** Stewart, Daniel  
**Subject:** FW: Metro Capital Project

---

**From:** Ahmed, Khalid  
**Sent:** Friday, 12 April 2013 1:43 PM  
**To:** Cappie-Wood, Andrew  
**Subject:** Re: Metro Capital Project

Thanks Andrew. Exactly that was my concern - even the perception of inappropriate access would be a concern. I have declined but would leave it to EDD on how they deal with such things.

Sent from my iPhone

On 12/04/2013, at 11:44 AM, "Cappie-Wood, Andrew" <Andrew.Cappie-Wood@act.gov.au> wrote:

Khalid

I would advise against attending "events" as guest of a firm who may potentially tender .  
 It is different matter if a structured meeting was requested .

Regards

Andrew

---

**From:** Ahmed, Khalid  
**Sent:** Friday, 12 April 2013 11:37 AM  
**To:** Cappie-Wood, Andrew  
**Subject:** Fwd: Metro Capital Project

Andrew

Please see below message from Glenn re invitation from . My inclination is to decline (which I would have done even if I was in Glenn's position), however, just wanted to check with you if it would be an issue.

Obviously, if I do need to talk to him as part of the task that you are scoping, I could do so as necessary and in a more neutral setting.

Regards

Khalid

Sent from my iPhone

Begin forwarded message:

**From:** "Bain, Glenn" <Glenn.Bain@act.gov.au>  
**Date:** 12 April 2013 11:06:53 AM AEST  
**To:** "Ahmed, Khalid" <Khalid.Ahmed@act.gov.au>  
**Subject:** FW: Metro Capital Project

Hi Khalid

I will be in Melbourne next week, but before I decline the invitation from I thought I'd see if you would be interested in taking up his offer to meet.

I'll need to get back to them this afternoon, so could you please let me know in the next hour or so how you would be placed.

Thanks

Glenn

Glenn Bain | Executive Director

**Office of the Coordinator-General** | Economic Development Directorate | **ACT Government**

Phone **02 6207 6569** | Mobile **0403 502496** | Fax **02 6207 6621**

Level 6 TransACT House 470 Northbourne Avenue Dickson ACT 2602 |

GPO Box 158 Canberra ACT 2601 | [www.economicdevelopment.act.gov.au](http://www.economicdevelopment.act.gov.au)

---

**From:** Strudwicke, Kym

**Sent:** Thursday, 11 April 2013 6:46 PM

**To:** Bain, Glenn

**Subject:** FW: Metro Capital Project

Hi Glen

I have been advised by Ben Ponton that the invitation below is best directed to you.

Kind Regards

**Kym Strudwicke** | Executive Assitant to the Deputy Director-General, Planning

Environment and Sustainable Development Directorate | **ACT Government**

Dame Pattie Menzies House 16 Challis Street Dickson | GPO Box 158 Canberra ACT 2601 |

[www.environment.act.gov.au](http://www.environment.act.gov.au)

Phone: **02 6205 2654**

**Christie, Joan**

**From:** Matto, Richard  
**Sent:** Friday, 12 April 2013 9:41 AM  
**To:** Brown, Mike; Roulston, David; Bissell, John; Bain, Glenn  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Perram, Phillip; Purseglove, Jennifer; Thomas, Luke  
**Subject:** RE: Mitchell premises

All Good

15.30 AoK

**Richard Matto** CMILT CPL CPPD  
 Operational Support Branch  
 Phone 02 6205 4821 | Fax 02 6207 7484 | Mobile [REDACTED]  
 Territory and Municipal Services Directorate | ACT Government  
 L1 Macarthur House Lyneham ACT 2602 | GPO Box 158 Canberra ACT 2601




---

**From:** Brown, Mike  
**Sent:** Friday, 12 April 2013 9:33 AM  
**To:** Roulston, David; Bissell, John; Bain, Glenn  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Perram, Phillip; Purseglove, Jennifer; Matto, Richard; Thomas, Luke  
**Subject:** RE: Mitchell premises

David

I have just spoken to Glen and arranged to meet him at Mitchell at 3.30pm this afternoon I expect we will only need about 15 minutes or so. If Richard could meet us there that would be good as Glen will advise his requirements then. John Bissell is trying to find some executive style furniture and will advise by email how he gets on.

I will also discuss with Richard this afternoon access passes.

Cheers

**Mike Brown, Senior Manager**  
 Phone 02 6207 6908 | Fax 02 6213 0748  
 Tenancies | ACT Property Group | Territory & Municipal Services | ACT Government  
 255 Canberra Ave Fyshwick ACT 2609 | PO Box 777 Fyshwick ACT 2609 | [www.tams.act.gov.au](http://www.tams.act.gov.au)

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**From:** Roulston, David  
**Sent:** Friday, 12 April 2013 7:40 AM  
**To:** Brown, Mike; Bissell, John; Bain, Glenn  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Perram, Phillip; Purseglove, Jennifer; Matto, Richard; Thomas, Luke  
**Subject:** RE: Mitchell premises

Mike,

Thank you for that I will now wait for Glenn to give me some idea of what equipment he is looking for and we can get the ICT Infrastructure checked and the hardware required ordered.

Will leave this with Richard at this point in time but happy to discuss or meet at any time to ensure we meet the requirements

Regards,

David

DAVID ROULSTON AIPM CPPD  
DIRECTOR OPERATIONAL SUPPORT BRANCH AND CAPITAL WORKS COORDINATOR | DIRECTORATE SERVICES  
DIVISION |  
TERRITORY AND MUNICIPAL SERVICES DIRECTORATE | ACT GOVERNMENT  
PH: +61 2 6207 6628 | FAX: +61 2 6207 7484 |  
[david.roulston@act.gov.au](mailto:david.roulston@act.gov.au)



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---

**From:** Brown, Mike  
**Sent:** Thursday, 11 April 2013 5:48 PM  
**To:** Roulston, David; Bissell, John; Bain, Glenn  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Perram, Phillip; Purseglove, Jennifer; Matto, Richard; Thomas, Luke  
**Subject:** RE: Mitchell premises

David

Comments below

Cheers

Mike Brown, Senior Manager  
Phone 02 6207 6908 | Fax 02 6213 0748  
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**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Perram, Phillip; Purseglove, Jennifer; Matto, Richard; Thomas, Luke  
**Subject:** RE: Mitchell premises  
**Importance:** High

Mike,

Thanks for the email Richard will be the POC for all things that normally go to Meegan until further notice.

Mike, John or Glenn to assist with the planning and scope of the support my area will provide can you confirm a couple of things prior to the site visit:

- Is there ACTGOV connectivity to each of the workstation locations? Yes it is the area formerly occupied by ACT Property Group, upstairs in building 3. It has a lift and security card readers to control access.
- It is assumed that workstations in your email below refers to desks and chairs not IT and Phones? Correct - workstations only but no chairs. There is also no ICT equipment nor a MFD.
- The normal IT provide for each desk is:
  - 1 x PC and 1 x Screen and CISCO VoIP Phone – if a different configuration is required please advise

- Standard phones for the staff
  - 7960 for the exec – will there be an EA at all?
  - 1 Multi Function Colour Device (Printer – Scanner and Fax)
- TAMS may have some furniture but because my facilities staff are not here at this time I can say exactly what if anything we may have but please discuss with Richard what you would may require. We may even have spare desk top items such as in trays etc due to recent movements in the building. As indicated below there are a number workstations already, certainly enough to cover the initial six required. Unfortunately we do not have executive style furniture.

A response to this will allow my team to commence paperwork as there will be lead times for some of this equipment.

Happy to discuss but Richard and Luke will be able to make this happen.

Regards,

David

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 DIVISION |  
 TERRITORY AND MUNICIPAL SERVICES DIRECTORATE | ACT GOVERNMENT  
 PH: +61 2 6207 6628 | FAX: +61 2 6207 7484 |  
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**From:** Brown, Mike  
**Sent:** Thursday, 11 April 2013 5:17 PM  
**To:** Bissell, John; Bain, Glenn  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Roulston, David; Perram, Phillip; Purseglove, Jennifer  
**Subject:** RE: Mitchell premises

John, Glenn

I can meet at 1pm otherwise after 3.30pm, I have meetings till 11.30 and from 2-3, tomorrow. The workstations should not be an issue as there are a number in place. If you have executive type furniture available that would be good.

David as Meegan is on leave will Richard or Luke be the contact?

Cheers

Mike Brown, Senior Manager  
 Phone 02 6207 6908 | Fax 02 6213 0748  
 Tenancies | ACT Property Group | Territory & Municipal Services | ACT Government  
 255 Canberra Ave Fyshwick ACT 2609 | PO Box 777 Fyshwick ACT 2609 | [www.tams.act.gov.au](http://www.tams.act.gov.au)

---

**From:** Bissell, John  
**Sent:** Thursday, 11 April 2013 5:10 PM  
**To:** Bain, Glenn; Brown, Mike; Gavran, Meegan  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel  
**Subject:** RE: Mitchell premises

Mike,

Mitchell is confirmed, I will now formally advise ESDD the office space is definitely not available. Can you pls arrange a site meeting with Glenn and Meegan, I am happy to attend if needed, we may be able to offer one executive suite that is already under offer to another agency, I will follow that up tomorrow, we do have some sundry furniture in the Mitchell store that can be used.....John

John Bissell | Senior Manager  
**Phone +61 2 621 30742** | Fax +61 2 6207 5101 | Mobile 0419 200 329  
**Government Accommodation Strategy** | Shared Services | Commerce and Works Directorate | **ACT Government**  
Level 6 TransACT House 470 Northbourne Avenue Dickson ACT 2602 | GPO Box 158 Canberra ACT 2601

---

**From:** Bain, Glenn  
**Sent:** Thursday, 11 April 2013 5:01 PM  
**To:** Bissell, John  
**Cc:** Smith, Kim; Stewart, Daniel  
**Subject:** Mitchell premises

Hi John

As discussed, I would like to take up the premises in Mitchell as soon as possible after next week. At this stage, there will be a need for about six workstations and two executive offices to be furnished and set up with telephone and computer services.

To that end, would it be possible to attend the premises tomorrow with people from the appropriate property services areas to go through how best to meet that need and to discuss which stations and offices should be furnished and set up. I am available for such a visit any time apart from an 11:30 to 12:30 appointment back in TransACT House.

Thanks

Glenn

Glenn Bain | Executive Director  
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David

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**Importance:** High

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**To:** Bissell, John; Bain, Glenn  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Roulston, David; Perram, Phillip; Purseglove, Jennifer  
**Subject:** RE: Mitchell premises

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Thanks

Glenn

Glenn Bain | Executive Director  
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**Christie, Joan**

**From:** Roulston, David  
**Sent:** Friday, 12 April 2013 7:40 AM  
**To:** Brown, Mike; Bissell, John; Bain, Glenn  
**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Perram, Phillip; Purseglove, Jennifer; Matto, Richard; Thomas, Luke  
**Subject:** RE: Mitchell premises

Mike,

Thank you for that I will now wait for Glenn to give me some idea of what equipment he is looking for and we can get the ICT Infrastructure checked and the hardware required ordered.

Will leave this with Richard at this point in time but happy to discuss or meet at any time to ensure we meet the requirements

Regards,

David

DAVID ROULSTON AIPM CPPD  
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**Cc:** Smith, Kim; Stewart, Daniel; Bailey, Daniel; Perram, Phillip; Purseglove, Jennifer; Matto, Richard; Thomas, Luke  
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**Christie, Joan**

---

**From:** Bain, Glenn  
**Sent:** Thursday, 11 April 2013 7:34 AM  
**To:** Stewart, Daniel  
**Subject:** Re: Capital Metro

Will do. I hope to speak with GSO today at some stage and will mention that too.

Glenn Bain  
Executive Director  
Office of the Coordinator-General  
Economic Development Directorate  
ACT Government

On 11/04/2013, at 7:23 AM, "Stewart, Daniel" <[Daniel.Stewart@act.gov.au](mailto:Daniel.Stewart@act.gov.au)> wrote:

FYI – can you please have a think about content re: letters of comfort.

Thanks  
Dan

---

**From:** Dawes, David  
**Sent:** Monday, 8 April 2013 4:28 PM  
**To:** [fsaus@bigpond.com](mailto:fsaus@bigpond.com)  
**Cc:** Stewart, Daniel  
**Subject:** FW: Capital Metro

Hi John

Further to our conversation regarding the Chair's role for our major project. I have copied Dan Stewart into this email and he will follow this through while I am away. I also understand that Jamie Driscoll has caught up with you as well. If you could provide your CV that would be extremely helpful. Dan will also provide the necessary letters of comfort regarding KPMG for you.

I look forward to catching up on my return from holidays.

Regards David.

David Dawes  
Director-General, Economic Development Directorate/Chief Executive Officer, Land Development Agency  
Phone 02 6207 3331 | Fax 02 6205 0386  
Economic Development Directorate | ACT Government  
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**Christie, Joan**

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**From:** Pirani, Yuka on behalf of Dawes, David  
**Sent:** Monday, 8 April 2013 4:33 PM  
**To:** Stewart, Daniel  
**Subject:** FW: Speech Dot Points - Capital Metro 8 April 2013  
**Attachments:** Speech Dot Points - Capital Metro 8 April 2013.docx

FYI

Yuka Pirani | Executive Officer to David Dawes  
Phone 02 6205 3143 | Fax 02 6205 0386  
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**From:** Bain, Glenn  
**Sent:** Monday, 8 April 2013 4:02 PM  
**To:** Cameron, Lesley  
**Cc:** Morris, Dorena; Dawes, David; Valdivia, Jamie  
**Subject:** Speech Dot Points - Capital Metro 8 April 2013

Hi Lesley

As discussed this morning, please find attached some possible speaking points to be considered when you are drafting the Minister's speech.

Regards

Glenn

## **Capital Metro Dot Points – Next Steps 8 April 2013**

- 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.
- Given the complexity of the project and to advance this work to its next phase, we will establish from 1 July this year a Capital Metro Agency, overseen by a Project Board. I will act as its responsible Minister.
- This agency will be headed by a Project Director who will be responsible for overall project delivery and day-to-day operations. The Project Director will have the necessary powers and delegations

to make decisions and resolve issues related to the operations of the Agency.

- The Project Director will directly report to a Project Board to be chaired by an independent member and consisting of the Under Treasurer and Directors-General of the Environment and Sustainable Development Directorate, the Economic Development Directorate and the Community Services Directorate.
- The Project Board will be a decision-making board concentrating on strategic issues pertaining to the successful progression of Capital Metro.
- I will be advised by the Chair of the Board on all matters relating to Capital Metro.
- We are currently in the process of recruiting a Project Director to lead this agency, and a suitably qualified individual to Chair the Board. In the meantime, we have appointed an experience Senior Executive Officer to the Project Director role until that recruitment is concluded. This Senior Executive has had carriage of the project through the Gungahlin to City Project Office, and is well placed to ensure that the necessary financial, legal, governance and administrative arrangements are set in place in the initial life of the new agency and maintain the momentum on key elements of the Project.
- The 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.

- As part of this work, the agency would coordinate and liaise 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.
- 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.
- The successful tenderer to undertake the Light Rail Integration Study has been briefed and work is underway. The study is looking into 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.
- 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.

- 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 of transformation and future proofing our great City.

**Christie, Joan**

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**From:** Dawes, David  
**Sent:** Monday, 8 April 2013 4:28 PM  
**To:** fsaus@bigpond.com  
**Cc:** Stewart, Daniel  
**Subject:** FW: Capital Metro

Hi John

Further to our conversation regarding the Chair's role for our major project. I have copied Dan Stewart into this email and he will follow this through while I am away.

I also understand that Jamie Driscoll has caught up with you as well. If you could provide your CV that would be extremely helpful.

Dan will also provide the necessary letters of comfort regarding KPMG for you.

I look forward to catching up on my return from holidays.

Regards David.

David Dawes

Director-General, Economic Development Directorate/Chief Executive Officer, Land Development Agency

Phone 02 6207 3331 | Fax 02 6205 0386

Economic Development Directorate | ACT Government

Level 7 TransACT House, 470 Northbourne Ave, Dickson | GPO Box 158 Canberra ACT 2601 |

[www.economicdevelopment.act.gov.au](http://www.economicdevelopment.act.gov.au)

**Christie, Joan**

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**From:** Boogs, Monika  
**Sent:** Thursday, 10 January 2013 2:15 PM  
**To:** Ponton, Ben  
**Cc:** Cameron, Lesley; Guest, Clare; Cullen, Tanya; Dawes, David; Bain, Glenn; Stewart, Daniel; Brady, Erin  
**Subject:** RE: Update on Gold Coast Light Rail Study Tour - 24th and 25th January 2013

Thanks Ben

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**From:** Ponton, Ben  
**Sent:** Thursday, 10 January 2013 11:33 AM  
**To:** Boogs, Monika  
**Cc:** Cameron, Lesley; Guest, Clare; Cullen, Tanya; Dawes, David; Bain, Glenn; Stewart, Daniel; Brady, Erin  
**Subject:** Update on Gold Coast Light Rail Study Tour - 24th and 25th January 2013

Hi Monika – as plans for the Gold Coast Light Rail Study firm here is the latest, fyi.

- Travel to Brisbane on the evening of the 24<sup>th</sup>.
- 9am start on the Friday at TMR offices for:
  - Briefing by their Director-General and Project Manager
  - Presentations by relevant officers on the project and the issues we are looking to address (we sent through some information a few weeks ago)
  - Q&A / discussion as needed
- 11.30-ish – we board a big bus (hired by TMR) to take TMR and Goldlinc people and the ACT people for a trip along the corridor, stopping at the works depot for a bit of a site visit (there could be a photo opportunity here for the Minister if he is interested);
  - Bus trip will allow further discussions with TMR and Goldlinc people.
- 1-ish – we go to their project offices on the Gold Coast to meet with the City Council. Lunch provided.
  - Briefing by GCCC
  - Q&A / discussions
- 3pm-ish – back on the bus for the trip back to Brisbane in time for flight (they can drop us at the airport if needed)

Cheers,

B

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Ben Ponton | A/g Director-General

**Phone 02 6207 7248**

Environment and Sustainable Development | **ACT Government**

Dame Pattie Menzies House, Challis Street, Dickson | GPO Box 1908 Canberra ACT 2601 | [www.environment.act.gov.au](http://www.environment.act.gov.au)

**Christie, Joan**

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Ben Ponton | A/g Director-General

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