

Christie, Joan

From: Ponton, Ben
Sent: Thursday, 3 January 2013 9:50 AM
To: Boogs, Monika
Cc: Bourke, Katie; Cameron, Lesley; Guest, Clare; Goodrich, Rosetta; Cullen, Tanya; Dawes, David; Brady, Erin; Stewart, Daniel; Bain, Glenn; Pirani, Yuka; Wilson, Chris; Donaldson, Nyah
Subject: Gold Coast trip - indicative itinerary

Hi Monika – further to our recent discussion we have now confirmed with the Queensland Department of Transport and Main Roads (DTMR) and the Gold Coast City Council (GCCC) that their relevant officers are available to meet with the Minister on 25 January 2013.

DTMR have confirmed that their Director-General, Neil Scales, will be able to spend most of the day with the Minister and I understand he is looking forward to sharing his experiences on international light rail projects and the Gold Coast light rail.

Without firm and final details that accommodates both TMR and the Gold Coast Council, an indicative itinerary is elow:

- Thursday 24 January – depart Canberra on **Qantas flight QF960** leaving at 5.45pm arriving Brisbane at 6.30pm
- Stay overnight in Brisbane (hotel yet to be confirmed).
- Likely early start with TMR (possibly 8am) to allow discussions and travel to Southport (to be confirmed) for meeting with GCC. I understand it is about an hour's drive from Brisbane to the Gold Coast.
- Meet with GCCC in the afternoon.
- Site visits are expected to be part of the itinerary (we will also arrange car/van hire)
- Return drive to Brisbane to catch **Qantas flight QF959** leaving at 7.05pm arriving in Canberra at 21.55pm.

At this stage, I understand the GCCC reps will be:

- Darren Scott, Director, Economic Development and Major Projects; and
- Gail Connelly, Director, Planning, Environment & Transport.

We will continue to follow up with TMR and GCC to finalise an itinerary and keep you advised but we can confirm the travel arrangements in terms of flights.

From the ACT, in addition to the Minister, you and Lesley we have me, Erin Brady, David Dawes, Dan Stewart and Glenn Bain.

Cheers,

B

Ben Ponton | A/g Director-General

Phone 02 6207 7248

Environment and Sustainable Development | **ACT Government**

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Christie, Joan

From: Dawes, David
Sent: Monday, 24 December 2012 1:33 PM
To: Stewart, Daniel
Subject: FW: Draft Agenda - ACT Govt/KPMG Light Rail Workshop

As discussed

DD

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

From: Sloan, Craig J [mailto:cjsloan@kpmg.com.au]
Sent: Thursday, 20 December 2012 5:35 PM
To: Dawes, David
Subject: Draft Agenda - ACT Govt/KPMG Light Rail Workshop

David,

Thanks again for your time last week to outline your requirements for the ACT Light Rail Workshop. We have given some further thought to the agenda for the workshop and I have outlined this below. I will call you to discuss and we can refine as necessary – It's a big agenda for a half-day workshop so we will need to be focused. In terms of potential dates for the workshop, we suggest either Tues (22nd Jan) or Wed (23rd Jan) i.e. immediately prior to your visit to the Gold Coast. We would be happy to host the workshop at our premises if that is convenient.

DRAFT Agenda - ACT Light Rail Workshop

Funding large scale infrastructure Projects

- Optimising scarce Government resources
 - Value Capture and applicability in Canberra
 - Staging and release of large land banks (ring-fence)
 - Case Studies: Crossrail (UK), GCRT
2. Maximising commercial viability
- Procurement, packaging and key issues – particularly regarding PPP
 - Flexibility –operationally and regarding additional lines
 - Case Studies – Cross River Rail, Dublin Metro
 - Delivering value for money (private finance) – Sydney Convention Centre (Capital contributions, bullet payments post completion etc)

- Lessons Learnt
3. Governance: Creation of a Delivery Authority
 - Necessary? Powers?
 - Is the strategic need been clearly defined and accepted by those responsible for delivering the outcomes?
 - Are these stakeholder clear on the accountabilities
 - Degree of land to be included if created. Solely corridor?
 - Case Studies: Regional Rail Link, Moorebank What outcomes is the project seeking to achieve (transport, land use, etc)?
 4. Interface issues
 - Bus Network
 - TWU – transfer of employees?
 5. Timeframe: Delivery by 2016
 - Getting 'market ready'
 - Procurement of Advisers - timeframes
 - Examples from comparable projects

Also, we believe there is probably a foundation piece of work focused on related to project governance and how best to configure your internal resources and project management to achieve all this in very tight timeframe. We recognise that there is a strong political mandate, but is there a clearly articulated view across ACT Government that supports this, defines the challenge or outlines the potential of Light Rail and in its ability to transform the City. Some of the questions under project governance could include:

- What outcomes is the project seeking to achieve (transport, land use, etc)?
- Who needs to be part of delivering these outcomes?
- Is the strategic need been clearly defined and accepted by those responsible for delivering the outcomes?
- Are these stakeholder clear on the accountabilities
- What project governance and project management structure is to be adopted?

Please give me a call whenever you get a moment (I know that this is difficult this time of year). My mobile is 0412302027 if you can't get me in the office.

Best Regards,

Craig Sloan

Partner, Government Advisory Services
Advisory

KPMG
20 Brindabella Circuit

000024

Christie, Joan

From: Bain, Glenn
Sent: Tuesday, 11 December 2012 9:02 AM
To: Dawes, David; Collett, David; Overton-Clarke, Bronwen; Stewart, Daniel; Reynolds, Chris; Howson, Natalie; Wood-Bradley, Ian
Cc: Humphries, Linsey
Subject: Light Rail Property Strategy Agenda 11 Dec 2012
Attachments: Light Rail Property Strategy Agenda 11 Dec 2012.docx

Hello all

Please find attached a draft agenda for the meeting later this morning.

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



Light Rail Property Strategy

Tuesday 11 December 2012

11.00am - 12.30pm

LDA Eucalypt Function Room - Level 6 TransACT House, 470 Northbourne Ave Dickson

Agenda

Item 1. Welcome and introduction

Item 2. Business for this meeting

2.1 Capital Metro Project context

- Land Release studies associated with Capital Metro
- Timetable
- Threshold questions
 - Roles and Responsibilities
 - Roof for Roof or other basis for replacement housing sites
 - Cost of replacement and funding sources

2.2 Project plan

- Identification of potentially affected CSD sites
- Audit of needs
- Identification of potential replacement sites

2.3 UDC paper – discussion of draft Table of Contents forwarded by David Collett

Item 3. Next steps

- Need for, and timing of further meetings
- Input required for progressing the project

Christie, Joan

From: Bain, Glenn
Sent: Monday, 10 December 2012 3:02 PM
To: Pirani, Yuka
Cc: Stewart, Daniel; Neiberding, Rachael; Humphries, Linsey
Subject: Re: Light Rail Property Strategy

Hi Yuka

I think that can be made work. I'll get an agenda out as soon as I can. Probably first up in the morning.
Glenn

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

On 10/12/2012, at 2:52 PM, "Pirani, Yuka" <Yuka.Pirani@act.gov.au> wrote:

Natalie Howson's Office just informed that she has to attend a Cabinet meeting til 11.30 and has another meeting from 12.15, so she can only attend 15 minutes.
She asked if the meeting can be moved to the afternoon but David has a meeting with Minister, so we cannot.

David has a catch up with Natalie on Wednesday 12 at 4.00, so I guess David can discuss further with Natalie if necessary.
Would this work?

Yuka

Yuka Pirani | Executive Officer to David Dawes
Phone 02 6205 3143 | 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

From: Pirani, Yuka
Sent: Friday, 7 December 2012 10:04 AM
To: Stewart, Daniel; Bain, Glenn
Cc: Neiberding, Rachael; Humphries, Linsey
Subject: FW: Light Rail Property Strategy

Dan/Glenn

Meeting is scheduled for Tuesday 11 December.
David asked if you could discuss and prepare an agenda for this meeting.

Yuka

Yuka Pirani | Executive Officer to David Dawes
Phone 02 6205 3143 | Fax 02 6205 0386
Economic Development Directorate | ACT Government
Level 7 TransACT House, 470 Northbourne Ave, Dickson | GPO Box 158 Canberra ACT 2601 |
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From: Stewart, Daniel
Sent: Thursday, 6 December 2012 9:36 AM
To: Neiberding, Rachael; Pirani, Yuka
Subject: Light Rail Property Strategy

Hi Rach/Yuka

Can you please organise a meeting for next week on the above...LDA Boardroom for 90 minutes.
Attendees to be:

David Dawes
Chris Reynolds
Glenn Bain
Natalie Howson
Bronwen Overton-Clarke
David Collett
Dan Stewart

It might be better for the invite to come from Yuka as the light rail project office rests with LDA...this has been discussed with David and Natalie.

Thanks

Dan Stewart | A/g Under Treasurer
Phone 02 6207 0260 | Fax 02 6207 0304
ACT Treasury | Chief Minister and Treasury Directorate | ACT Government
Level 1, Canberra Nara Centre, 1 Constitution Avenue, Canberra City ACT 2601 | GPO Box 158
Canberra ACT 2601 | www.treasury.act.gov.au

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Dan Stewart | A/g Under Treasurer

Phone 02 6207 0260 | Fax 02 6207 0304

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From: Bain, Glenn
Sent: Friday, 7 December 2012 1:10 PM
To: Stewart, Daniel
Cc: Humphries, Linsey; Neiberding, Rachael
Subject: Light Rail Property Strategy Agenda 11 Dec 2012
Attachments: Light Rail Property Strategy Agenda 11 Dec 2012.docx

Hi Dan

Please find attached my first cut of an agenda. I'd appreciate your input or if easier, a conversation with you to get a better feel for the context of the meeting, and the key elements of what we need to get out of it.

Thanks

Glenn



Light Rail Property Strategy

Tuesday 11 December 2012

11.00am - 12.30pm

LDA Eucalypt Function Room - Level 6 TransACT House, 470 Northbourne Ave Dickson

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Regards

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Christie, Joan

From: Cappie-Wood, Andrew
Sent: Thursday, 6 December 2012 5:42 PM
To: Davoren, Pam; Stewart, Daniel; Dixon, Brook
Cc: ODonnell, Michelle
Subject: FW: Invitation | Light Rail for Canberra, Monday 17 December

Andrew Cappie-Wood

Head of ACT Public Service and Director General, Chief Minister and Treasury Directorate
Australian Capital Territory Government

Ph: +61 2 62050246 Fax: +61 2 62055450 Mobile: 0412 277 874

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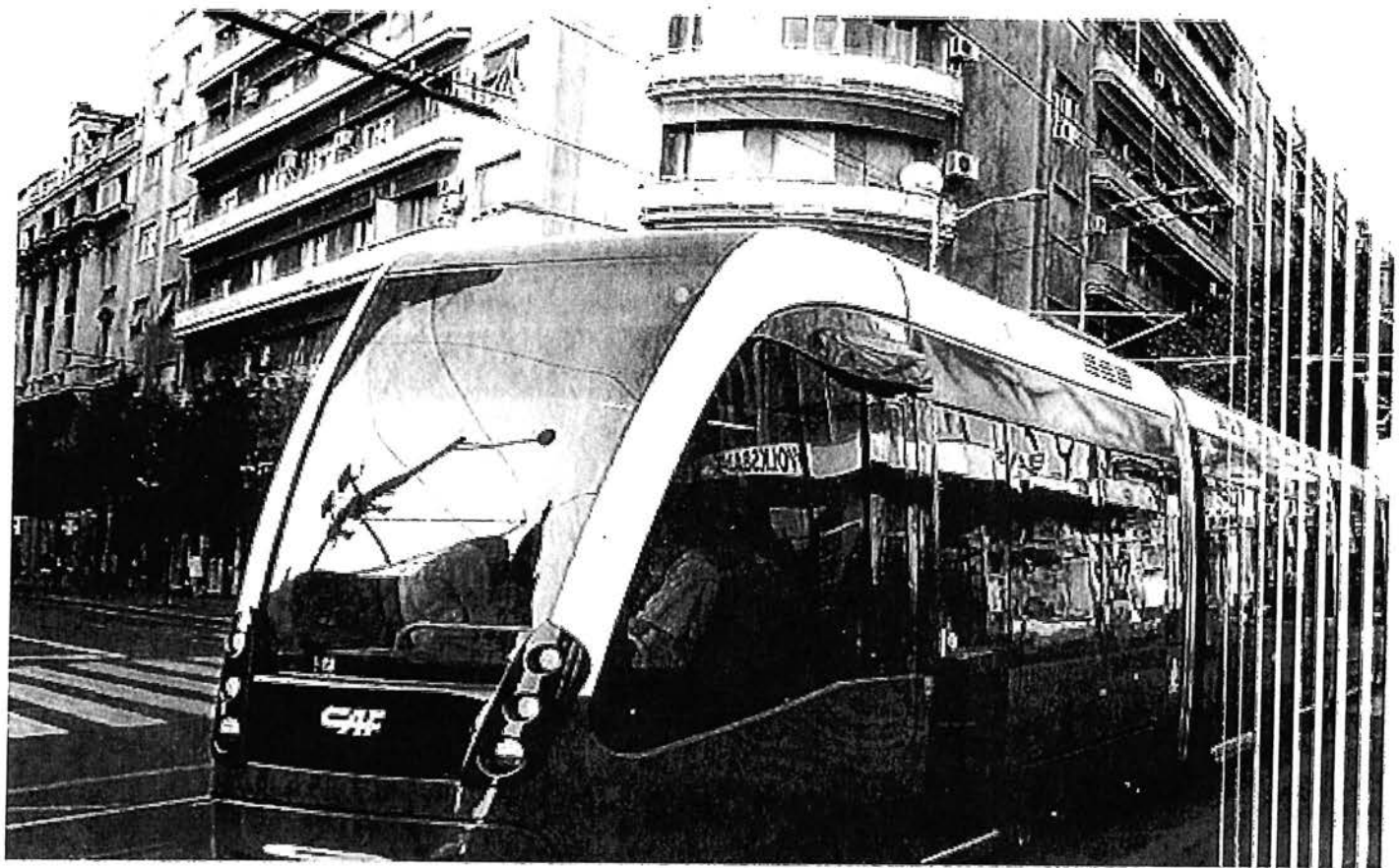
From: Josevska, Tanya [<mailto:Tanya.Josevska@aecom.com>]
Sent: Wednesday, 5 December 2012 5:57 PM
To: Cappie-Wood, Andrew
Subject: Invitation | Light Rail for Canberra, Monday 17 December

Dear Andrew,

You are invited to join the Urban Development Institute of Australia (UDIA) for an event focused on light rail and urban renewal in the ACT.

Please see below for more information on the event and speakers.

RSVP to Tanya.Josevska@aecom.com by 13th December, 2012.



LIGHT RAIL FOR CANBERRA

Please join the UDIA for an event focused on light rail and urban renewal in the ACT. Kevin Brake from AECOM will discuss the implementation of light rail and urban renewal projects in Portland Oregon. Shane Macsweeney from KPMG will present on the latest innovations in funding, deal structure and public private partnership models from Australian and international project experience. This event is a pre-cursor for a series of workshops to be held in the new year to delve more deeply into the key issues.

Kevin Brake

Principal Urban Designer, AECOM

Kevin Brake has recently joined AECOM in Canberra after 7 years working with the Portland Development Commission, and previous to that working in Sydney for the NSW Department of Infrastructure and Planning and Lend Lease. Kevin comes from a diverse background in urban design, real estate investment, project management, and construction management. He has been actively involved in Portland's urban renewal projects and their integration with the Light Rail System.

During his time in Portland he worked on the Ankeny Burnside Framework project where the PDC successfully leveraged private and public investment to revitalise the historic core of the City. He

Shane Mac Sweeney

Director, KPMG

Shane Mac Sweeney is a Director within KPMG's Inland and Projects Group in Australia, and has over 12 years working on transport Projects globally. Shane's focus is on commercial and financial advisory services in the field of public private partnerships (PPP) transactions - with clients in Europe, the Middle East and Asia. Shane's experience includes project implementation and leadership, business case development, feasibility assessment, commercial structuring, financial modelling, project management, tender evaluation, pre-qualification and evaluation, payment mechanism structuring, and

Christie, Joan

From: Ponton, Ben
Sent: Tuesday, 4 December 2012 12:45 PM
To: Dawes, David; Bain, Glenn; Stewart, Daniel
Cc: Goodrich, Rosetta; Pirani, Yuka; Humphries, Linsey; Neiberding, Rachael; Cullen, Tanya
Subject: FW: Gold Coast Light Rail Study Tour - January 2013

Importance: High

Hi David, Glen and Dan – please see below, latest update, fyi.

Can you please lock in the 25th of January 2013 into your diary for the Gold Coast Light Rail Study Tour and I will advise further as details are finalised. Thanks.

Cheers,

B

Ben Ponton | Deputy Director-General

Phone 02 6207 7248

Planning | Environment and Sustainable Development | ACT Government

Dame Pattie Menzies House, Challis Street, Dickson | GPO Box 1908 Canberra ACT 2601 | www.environment.act.gov.au

From: Guest, Clare
Sent: Tuesday, 4 December 2012 12:40 PM
To: Ponton, Ben
Subject: RE: Gold Coast Light Rail Study Tour - January 2013

Hi Ben

The Minister has advised he would to proceed with the tour on 25 January 2013.

Monika has asked that all flights be discussed with Monika before they are booked.

Kind Regards

Clare Guest | Directorate Liaison Officer | Office of Simon Corbell MLA | Minister for the Environment and Sustainable Development | Legislative Assembly Building | GPO Box 1020 CANBERRA ACT 2601 | t: 02 6205 0493 f: 02 6205 0157 | e: Clare.Guest@act.gov.au

From: Ponton, Ben
Sent: Monday, 3 December 2012 10:55 AM
To: Boogs, Monika
Cc: Guest, Clare
Subject: Gold Coast Light Rail Study Tour - January 2013

Hi Monika – are you ok for us to proceed with the Gold Coast trip on **21 January 2013**? Or the other option put to us by Queensland is **Friday 25 January 2013**. Let me know which you (and the Minister) would prefer so that we can finalise the arrangements. Thanks.

Cheers,

B

Ben Ponton | Deputy Director-General

Phone 02 6207 7248

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Christie, Joan

From: Ponton, Ben
Sent: Friday, 30 November 2012 1:44 PM
To: Papps, David; Dawes, David; Stewart, Daniel; Bain, Glenn; Boogs, Monika
Cc: Bourke, Katie; Goodrich, Rosetta; Hallett, Alison; Guest, Clare
Subject: FW: Gold Coast Light Rail - trip to Gold Coast
Attachments: Capital Metro - project background.doc

Importance: High

Hi All – I have been advised that the tour set for the 6th of December 2012 has been cancelled.

We will be working towards the study tour occurring in January 2013 as outlined under the heading 'possible alternative option' below.

The short timeframe to achieve the 6th was considered to result in less than optimal learning when compared to who we can talk to and what we can achieve with a January tour.

Apologies for the change; can you please cancel travel arrangements and I will confirm details for the January 2013 tour once finalised.

Tanya – can you please contact Qld and advise accordingly and I understand that the new arrangements are preferred by Qld also.

Cheers,

B

Ben Ponton | Deputy Director-General

Phone 02 6207 7248

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From: Ponton, Ben
Sent: Thursday, 29 November 2012 3:54 PM
To: Boogs, Monika
Cc: Papps, David; Guest, Clare
Subject: Gold Coast Light Rail - trip to Gold Coast

Hi Monika – further to our conversation earlier today here is an update on the current arrangements for the possible Gold Coast Light Rail trip. We have had a few cancellations and possible changes.....

6 December 12pm-2pm

Department of Transport & Main Roads (TMR) officers available to meet with us:

- Project Director (Peter Papantoniou)
- Property Manager
- Manager, Legal Services
- A planning manager from Gold Coast City Council is also available
- No CEOs/DGs or relevant executives of any of the relevant agencies are available on that date;

The DG of TMR changed only last week

Not all of the questions we'd like to explore (see attachment that was sent to TMR) would be able to be answered by the available officers; in particular, financing and PPP options and the role of the statutory authority would not be supported.

Discussion could focus on transport planning, project delivery and community consultation.

Possible alternative option

The DG and Deputy DG of TMR responsible for transport planning and the project overall are available to an entire day with the Minister on a day during the weeks commencing either 14 or 21 January 2013. Executives from the statutory authority (TransLink) are also likely to be available as are appropriate senior executives from Gold Coast City Council and the PPP consortium (Goldlink) that is delivering the project. With that bit more time as proposed in this option, a site visit/tour of the corridor could also be arranged.

In particular, the DG of TMR (Neil Scales) has extensive experience in running and managing transport networks (including light rail) and statutory transport authorities in the UK and Europe. His Executive Officer advises that he is keen to share his experience with the Minister and ACT officials and would appreciate the opportunity to do so - a trip in later January would allow Qld to better tailor the visit to help the Minister to examine the key issues.

As discussed, in light of this information, I would be most grateful for your advice on how the Minister would like to proceed. That is, proceed with a visit on 6 December or postpone until mid January.

Cheers,

B

Ben Ponton | Deputy Director-General

Phone 02 6207 7248

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

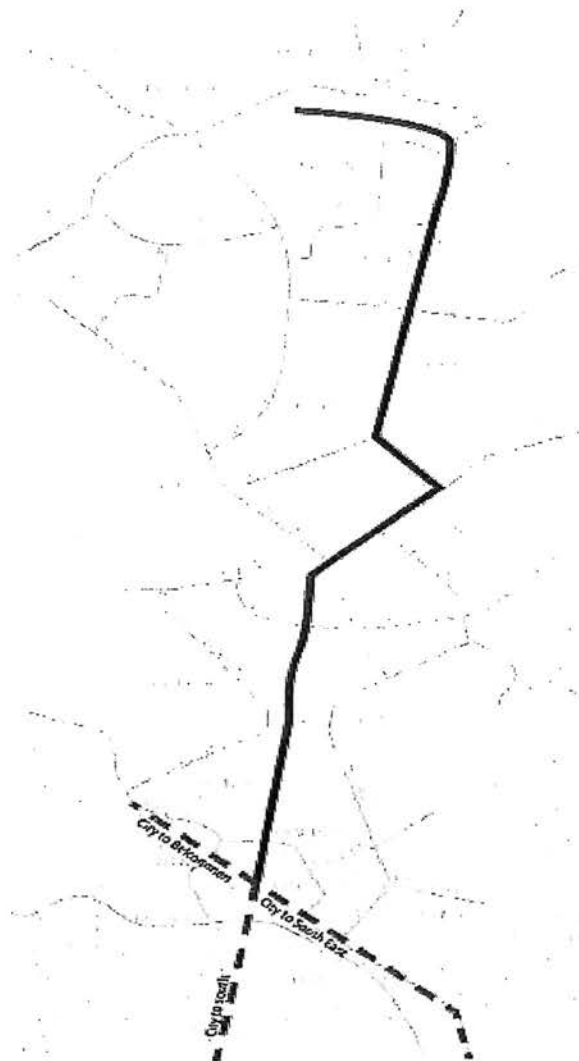
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CAPITAL METRO – CANBERRA'S LIGHT RAIL NETWORK

Project Background

During 2011 and 2012, the ACT Government conducted the *Gungahlin to City Transit Corridor Study* (the Study) that examined options for introducing rapid transit to the fastest growing urban corridor in the ACT. The Study explored both bus rapid and light rail transit options for this single corridor, but with a view to its connection with existing bus networks and expansion to wider parts of the city over time.

The City to Gungahlin Transit Corridor is a 12.5km rapid transit link between Gungahlin, Canberra's fastest growing district, and the City. The corridor comprises Flemington Road and the nationally significant Northbourne Avenue and is the primary transport corridor connecting Canberra's growing northern suburbs with the City and the South.



The Government considered the economic outcomes of investing in either bus rapid transit (BRT) or light rail transit (LRT) under a business as usual land use setting and against higher population and employment densities in the Project Corridor and has determined that a light rail is its preferred transit mode.

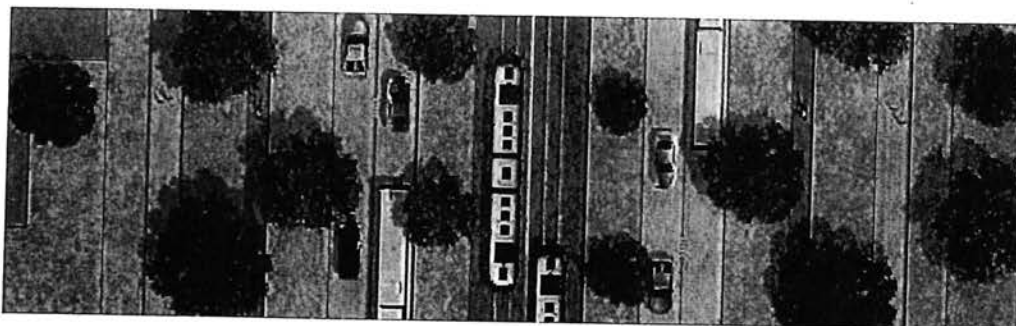
The newly re-elected Government has entered into a Parliamentary Agreement with the ACT Greens that commits the Government to:

- Establishing a statutory independent authority to implement the light rail project and associated development in the corridor;
- Undertaking the necessary design studies, preparatory works, financing, procurement and tendering arrangements with a target date for the laying of the tracks for the first route commencing in 2016; and
- Creating a Canberra wide light rail network master plan.

The Project

The Project broadly comprises the following for the Project Corridor:

- The development of a 12.5km segregated rapid transit corridor between City and Gungahlin separated from general traffic and located in the median;
- LRT powered by electricity, and depending on the costs, could have overhead wires or another form of battery-operated power;
- Supporting off-road infrastructure in the form of bus stations at City, Dickson and Gungahlin to facilitate interchanging with the existing ACTION bus network;
- LRT specific infrastructure including rolling stock, signalling, power supply, substations and depots;
- A separated off-road cycleway and footpaths along the length of the Project Corridor to facilitate access and egress from the corridor and to encourage higher levels of active transport;
- High density, mixed use residential and commercial developments along Northbourne Avenue and Flemington Road;
- Providing greater retail and commercial frontages adjacent to the kerbside in appropriate locations; and
- Increasing parking charges to encourage public transport use and to ensure that the costs of the Project are shared by all beneficiaries.



Initial economic analyses undertaken for the LRT show the following indicative costs:

LRT Cost Components	Cost (\$m)	Prop.
Preliminaries, design and government costs	\$113	18%
Enabling, general construction planning and management	\$28	5%
Below rail infrastructure	\$102	17%
Bridges	\$14	2%
Separated rapid transit lanes	\$25	4%
Road works and medians	\$10	2%
Utilities and drainage	\$33	5%
Footpaths and cycle paths	\$4	1%
Signalling	\$10	2%
Electrical supply	\$88	14%
Passenger interface and communications	\$42	7%
Depots	\$91	15%
Fleet	\$55	9%
Total	\$614	100%

and cost benefit ratios:

Economic Indicator	LRT	LRT
	with BAU Land Scenario	with Higher Density Land Scenario
Benefit cost ratio	1.02	2.34
Net present value (\$m)	\$10.8	\$701.1
NPVI	\$0.01	\$0.87
Internal rate of return	7.2%	15.7%

Current activities

- A pre-feasibility study has been completed;
- Pre-feasibility light rail-specific production identification and network integration studies are underway;
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- Governance arrangements for the establishment of a light rail transit authority are being explored.

Key issues:

While the project is at preliminary economic analysis and planning stages, the Government has committed to a delivery timetable of construction commencing in 2015 (early works) and 2016 (track infrastructure). The Government has also committed to the use of a Public Private Partnership model to defray the costs of delivering the project.

The ACT has not delivered an infrastructure project of this nature, complexity or scale in its history with a resulting level of inexperience within the bureaucracy and a lack of relevant expertise and skills in the broader ACT economy (eg ACT electricians cannot be accredited to work on such a project).

Unpacking these issues, the ACT Government representatives would appreciate discussion and experience across these issues, based on GCRT experience:

- Funding options and models:
 - An explanation of the PPP model in operation for the GCRT, why it was chosen, its strengths and weaknesses;
 - As a principally government funded project, some explanation of how government intends to recoup costs;
 - The level of clarity required around transit and land use outcomes to determine an appropriate PPP model;
 - Some assessment of private sector push/pull factors in establishing a PPP (market sounding);
 - Some assessment of the reality of PPPs as a delivery model for projects with less-than-optimal timeframes;
 - Identified risks in the funding model adopted and strategies used to manage them.

- Governance models:
 - An explanation of the governance model in place for the GCRT. What works and what could be improved?
 - How do you manage the cross-government and cross-sector relationships?
 - The role and functions of the transit authority in project management, delivery and then network operation;
 - What continuing/residual role would be optimal for a project office within Government?
 - What, if any, facilitating law have you had to put in place?
 - How independent/separated should government be from any statutory entity it establishes?

- Integrating land use, transport and investment outcomes
 - What model have you used to manage land use approvals (some examples have seen statutory authorities given 'temporary' planning powers to support project delivery)?
 - How has the GCCC been able to ensure its local policy objectives are being met through the delivery of a state-significant project?

- A key to the ACT project is the maximising of population densities and commercial opportunities along the corridor. How has this project been able to address these issues for the GCCC?
- Managing community and government expectations while keeping the project moving. There is broad support for a LRT network in Canberra, but underlying worries about costs and it being a 'white elephant' are in play.
 - Beyond regular project updates, how important has deeper community engagement been?
 - Has community support shifted with particular elements of the project (eg traffic disruptions, removal of trees etc) and how has that been managed?

From: Ponton, Ben
Sent: Thursday, 29 November 2012 6:41 PM
To: Stewart, Daniel
Subject: Re: Gold Coast Light Rail - trip to Gold Coast

Hi Dan - I have recommended to Monika that the trip would be far more worthwhile if we go with the 'possible alternative option' as outlined in my e-mail below.

When I spoke with Monika she indicated that she tended to agree but that wanted to talk with the Minister before making a final call.

Realistically, I think the trip on the 6th of December will be postponed until January. The short timeframe to achieve the 6th is likely to result in less than optimal learning when compared to who we can talk to and what we can achieve with a January tour.

I will let you know as soon as I can.

Cheers,

B

Ben Ponton | Deputy Director-General
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On 29/11/2012, at 6:06 PM, "Stewart, Daniel" <Daniel.Stewart@act.gov.au> wrote:

Is this still likely to go ahead?

From: Ponton, Ben
Sent: Thursday, 29 November 2012 3:55 PM
To: Dawes, David; Stewart, Daniel; Brady, Erin; Bain, Glenn
Cc: Cullen, Tanya
Subject: FW: Gold Coast Light Rail - trip to Gold Coast

...fyi.

Cheers,

B

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From: Ponton, Ben
Sent: Thursday, 29 November 2012 3:54 PM

To: Boogs, Monika
Cc: Papps, David; Guest, Clare
Subject: Gold Coast Light Rail - trip to Gold Coast

Hi Monika – further to our conversation earlier today here is an update on the current arrangements for the possible Gold Coast Light Rail trip. We have had a few cancellations and possible changes.....

6 December 12pm-2pm

Department of Transport & Main Roads (TMR) officers available to meet with us:

- Project Director (Peter Papantoniou)
- Property Manager
- Manager, Legal Services
- A planning manager from Gold Coast City Council is also available
- No CEOs/DGs or relevant executives of any of the relevant agencies are available on that date;

The DG of TMR changed only last week

Not all of the questions we'd like to explore (see attachment that was sent to TMR) would be able to be answered by the available officers; in particular, financing and PPP options and the role of the statutory authority would not be supported.

Discussion could focus on transport planning, project delivery and community consultation.

Possible alternative option

The DG and Deputy DG of TMR responsible for transport planning and the project overall are available to an entire day with the Minister on a day during the weeks commencing either 14 or 21 January 2013. Executives from the statutory authority (TransLink) are also likely to be available as are appropriate senior executives from Gold Coast City Council and the PPP consortium (Goldlink) that is delivering the project. With that bit more time as proposed in this option, a site visit/tour of the corridor could also be arranged.

In particular, the DG of TMR (Neil Scales) has extensive experience in running and managing transport networks (including light rail) and statutory transport authorities in the UK and Europe. His Executive Officer advises that he is keen to share his experience with the Minister and ACT officials and would appreciate the opportunity to do so - a trip in later January would allow Qld to better tailor the visit to help the Minister to examine the key issues.

As discussed, in light of this information, I would be most grateful for your advice on how the Minister would like to proceed. That is, proceed with a visit on 6 December or postpone until mid January.

Cheers,

B

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Christie, Joan

From: Ponton, Ben
Sent: Thursday, 29 November 2012 3:55 PM
To: Dawes, David; Stewart, Daniel; Brady, Erin; Bain, Glenn
Cc: Cullen, Tanya
Subject: FW: Gold Coast Light Rail - trip to Gold Coast
Attachments: Capital Metro - project background.doc

...fyi.

Cheers,

B

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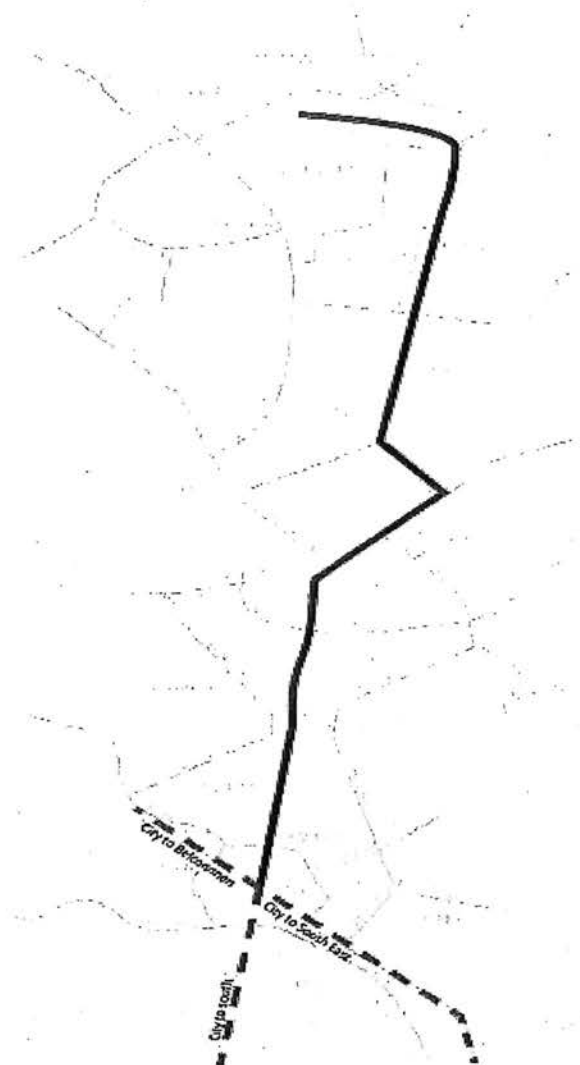
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CAPITAL METRO – CANBERRA'S LIGHT RAIL NETWORK

Project Background

During 2011 and 2012, the ACT Government conducted the *Gungahlin to City Transit Corridor Study* (the Study) that examined options for introducing rapid transit to the fastest growing urban corridor in the ACT. The Study explored both bus rapid and light rail transit options for this single corridor, but with a view to its connection with existing bus networks and expansion to wider parts of the city over time.

The City to Gungahlin Transit Corridor is a 12.5km rapid transit link between Gungahlin, Canberra's fastest growing district, and the City. The corridor comprises Flemington Road and the nationally significant Northbourne Avenue and is the primary transport corridor connecting Canberra's growing northern suburbs with the City and the South.



The Government considered the economic outcomes of investing in either bus rapid transit (BRT) or light rail transit (LRT) under a business as usual land use setting and against higher population and employment densities in the Project Corridor and has determined that a light rail is its preferred transit mode.

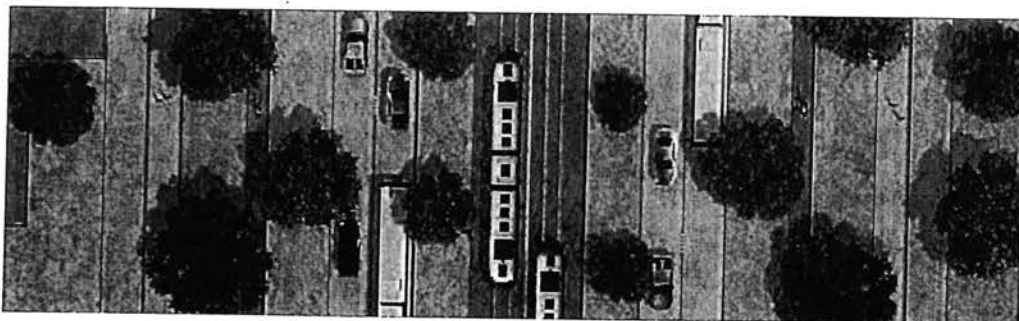
The newly re-elected Government has entered into a Parliamentary Agreement with the ACT Greens that commits the Government to:

- Establishing a statutory independent authority to implement the light rail project and associated development in the corridor;
- Undertaking the necessary design studies, preparatory works, financing, procurement and tendering arrangements with a target date for the laying of the tracks for the first route commencing in 2016; and
- Creating a Canberra wide light rail network master plan.

The Project

The Project broadly comprises the following for the Project Corridor:

- The development of a 12.5km segregated rapid transit corridor between City and Gungahlin separated from general traffic and located in the median;
- LRT powered by electricity, and depending on the costs, could have overhead wires or another form of battery-operated power;
- Supporting off-road infrastructure in the form of bus stations at City, Dickson and Gungahlin to facilitate interchanging with the existing ACTION bus network;
- LRT specific infrastructure including rolling stock, signalling, power supply, substations and depots;
- A separated off-road cycleway and footpaths along the length of the Project Corridor to facilitate access and egress from the corridor and to encourage higher levels of active transport;
- High density, mixed use residential and commercial developments along Northbourne Avenue and Flemington Road;
- Providing greater retail and commercial frontages adjacent to the kerbside in appropriate locations; and
- Increasing parking charges to encourage public transport use and to ensure that the costs of the Project are shared by all beneficiaries.



Initial economic analyses undertaken for the LRT show the following indicative costs:

LRT Cost Components	Cost (\$m)	Prop.
Preliminaries, design and government costs	\$113	18%
Enabling, general construction planning and management	\$28	5%
Below rail infrastructure	\$102	17%
Bridges	\$14	2%
Separated rapid transit lanes	\$25	4%
Road works and medians	\$10	2%
Utilities and drainage	\$33	5%
Footpaths and cycle paths	\$4	1%
Signalling	\$10	2%
Electrical supply	\$88	14%
Passenger interface and communications	\$42	7%
Depots	\$91	15%
Fleet	\$55	9%
Total	\$614	100%

and cost benefit ratios:

Economic Indicator	LRT	LRT
	with BAU Land Scenario	with Higher Density Land Scenario
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 - How has the GCCC been able to ensure its local policy objectives are being met through the delivery of a state-significant project?

Christie, Joan

From: Ponton, Ben
Sent: Tuesday, 20 November 2012 3:52 PM
To: Dawes, David; Stewart, Daniel; Bain, Glenn
Subject: FW: Minister's Study Tour - Gold Coast Light Rail

....fyi; I will let you know as the itinerary is refined. Looks as though we can fly in and out in one day.

Cheers,

B

Ben Ponton | Deputy Director-General

Phone 02 6207 7248

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From: Boogs, Monika
Sent: Tuesday, 20 November 2012 3:37 PM
To: Ponton, Ben
Subject: Re: Minister's Study Tour - Gold Coast Light Rail

Okay thanks

From: Ponton, Ben
Sent: Tuesday, November 20, 2012 03:18 PM
To: Boogs, Monika; Bourke, Katie
Cc: Papps, David; Cullen, Tanya; Guest, Clare
Subject: Minister's Study Tour - Gold Coast Light Rail

Hi Monika – further to our discussion earlier today, the Project Director for Goldling is now not available on the 5th so we have now booked in (tentatively) the 6th of December starting at 12pm for three or four hours...we will hopefully get a site visit in as well. We are refining the content of the session.

We will have everyone all together (Department of Transport and Main Roads, Translink, Goldling and Gold Coast City Council) and the session will be coordinated by the equivalent of their Project Office.

This means we can fly in and out of the Gold Coast in one day.

Katie – now that we are narrowing down the itinerary I will get the flight details to you soon.

Cheers,

B

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Christie, Joan

From: Wood-Bradley, Ian
Sent: Wednesday, 14 November 2012 1:20 PM
To: Stewart, Daniel
Subject: Light rail workshops
Attachments: Canberra Light Rail.docx.docx

Dan

Following my discussion with Kevin Brake (I sent through his resume) last week we have prepared an outline for a possible 3 part workshop series. See attached draft outline.

I am not sure who should drive this? Can we discuss with David?

Ian

Ian Wood-Bradley
Urban Development Strategy & Policy Advisor
Economic Development Directorate

Level 6 TransACT House, 470 Northbourne Avenue, Dickson ACT 2602
Phone: 02 6207 6647 | Fax: 02 6207 6110 | Mob: 0409 512213 | Web: www.lda.act.gov.au
ian.wood-bradley@act.gov.au

Canberra Light Rail – Project Planning Workshops

__-__ December 2012

Summary: An intensive three day workshop (four hours per day?) to identify action items and deliverables for the planning, design, and implementation of a light rail transit network in the ACT.

Session One: Global Learning

Light Rail Best & Worst Practice Case Studies – Dublin, Perth, Portland, Phoenix, Adelaide (?), Sydney (?)

- System types / expansion timelines
- Rail priority / transit mode shift
- Funding
- Partnerships
- Lessons learned – Successes / Failures
- Governance Models
- Economic development opportunities
- Next Steps

Session Two: Project Scoping

Go / No-Go & Data Collection

- Previous Studies – Summarize and discuss key findings – identify gaps in previous work for further exploration.
- Issues for further study:
 - Corridor Alignment Options Analysis / Selection
 - Design Development of preferred option
 - Costing
 - Cost Benefit Analysis
 - Environmental Benefit Analysis – 90% renewables goal as a shared outcome?
 - Real Estate Development scenarios (Northbourne Ave)
 - Public–Private Partnership white paper
 - Private funding opportunity analysis
 - New Public Funding Opportunities – Tax Increment Finance (TIF)
 - Contingency Plan for No-Go on LRT – IS BRT an acceptable backup plan?

Session Three: Action Plan

Action Items for Project Implementation

Outputs -

- List of studies to & timelines for completion
 - High level scoping / key deliverables
 - Draft Deliverables Schedule

- Recommendation for assignment of roles amongst governmental bodies
- Timeline for Go/ No-Go decision
- Work Breakdown Structure

Christie, Joan

From: Ponton, Ben
Sent: Monday, 12 November 2012 4:49 PM
To: Stewart, Daniel; Yates, Brooke
Cc: Brady, Erin; Blume, Kristin
Subject: FW: Minister's Study Tour for Light Rail

Hi Dan and Brooke - fyi only at this stage.

Clare Guest is our Directorate Liaison Officer within Minister Corbell's Office.

Cheers,

B

Ben Ponton | Deputy Director-General

Phone 02 6207 7248

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From: Ponton, Ben
Sent: Monday, 12 November 2012 4:15 PM
To: Guest, Clare
Cc: Papps, David
Subject: Minister's Study Tour for Light Rail

Hi Clare – as discussed I have been advised by the D-G that the Minister would like the Directorate to organise a study tour of the Gold Coast Light Rail project. We will work through a possible itinerary here.

I have been advised that the Minister would like this to be organised for this calendar year.

That does not leave us very long so we need to identify a few days that the Minister would be available. I am advised that it is to be at least two days and one night. If we can find time in his diary for three days and two nights that would allow a more fulsome tour.

I would be most grateful if you could work with the Minister's staff to identify an appropriate time so that we can make the necessary arrangements. Thanks.

Cheers,

B

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