Overview

- Background and the CCFAS
- The study process
- Collaborative study approach
- Key experiences and reflections
- Study outcomes

Background

- City Rail Link (CRL) – removes City Centre constraint (Britomart) in the Auckland rail network
- 2009 CRL study concluded with:
  - Lengthy review process
  - Focus on all access
- Assessment of alternatives was considered insufficient
- Auckland Plan aspirations
- City Centre as the ‘Engine Room’

City Centre Future Access Study (CCFAS)

- CCFAS was developed with the objective:
  - Development of a robust and achievable multimodal programme for transport to the City Centre to enable and sustain growth in the CBD to 2041 that will increase multimodal network reliability and reduce travel times.

Study Stakeholders

- Client: Auckland Transport
- Key Stakeholders:
  - Ministry of Transport
  - Auckland Council

Study Process

- Large number of tasks
- Focus on understanding important issues
- Workshop based approach
- Defined and agreed outcomes at each study phase before proceeding
- Maintain stakeholder engagement
- Not reinvent the wheel
Early Stages

- Individual stakeholder interviews and key individuals
- Working together through:
  - Initial workshops
  - Information provision
  - Reviews
  - Establish decision making and dispute resolution process

Comprehensive Long List of Options

- 46 options developed
- Rail
- Surface Bus
- U/ground Bus
- PRT
- Light Rail
- Variations on each

Changing Requirements

- Stakeholders required additional information
- Better understand the problem
- Quantitative, numbers based assessment

Establishing the Problem

- Interim assessment to identify scale and location of the problem
- Highlights capacity issues with assumed services
- Refocus solutions

Evaluating Options

- Stakeholder workshop was overloaded with information

Evaluating Options

- Wide stakeholder workshops failed
  - Varying levels of technical expertise
  - Concepts misunderstood
  - Inefficient use of time
Revising Working Together

- Our collaborative solution:

Key Lessons Learnt

- Working in a highly collaborative environment had benefits and presented challenges

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Challenges</th>
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<tr>
<td>• Reduce risk</td>
<td>• Flexibility</td>
</tr>
<tr>
<td>• No surprises</td>
<td>• Flexibility</td>
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<tr>
<td>• Resolve differences</td>
<td>• Changing demands</td>
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<td>• Stakeholder buy in</td>
<td>• Maintaining momentum</td>
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Positive Experiences

- Understand individual concerns
- Establish key relationships
- Small technical work sessions
- Agreement before proceeding
  - No complaints later
  - Reduce risk of rework
- Agreed dispute resolution process
- Maintain engagement

Challenging Experiences

- Never able to please everyone
- No guarantee of end agreement
- Scope change
  - Resources
  - Prioritisation
  - Time
- Requirement of flexibility
  - Client, time, cost
- Maintain engagement

CCFAS Outcomes

- Rail and bus will both play a crucial role
- PT must cater for City Centre growth
- Analysis agreed, not outcome
Questions