



Briefing to the Incoming Associate Minister

June 2022

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Foreword

Tēnā koe Minister,

Congratulations on your appointment as Associate Minister of Transport.

Waka Kotahi NZ Transport Agency is the government's land transport delivery agency and the kaitiaki of a safe and sustainable land transport system that is used to help Aotearoa New Zealand thrive.

Waka Kotahi understands the vital impact of the transport network on New Zealand's economy. Our vision is a safe, accessible land transport system that connects people, products and places; provides choice in how we access social and economic opportunities and moves people and freight efficiently.

We're also gearing up for a more sustainable future. Reducing transport emissions is a vital part of meeting New Zealand's climate change commitments and we have adopted new practices and ways of thinking about how we, and our partners, manage and develop the transport system.

It's our role to ensure everything in the system – the people, infrastructure, services and vehicles – are integrated to work together. When everything works together, people are able to travel easily and safely, and products and produce get to markets on time.

This briefing is designed to provide you with an overview of our land transport delivery role in the areas that are relevant to your delegated responsibilities to support you in your first weeks as Associate Minister of Transport. It does not make any specific recommendations or ask for any decisions.

Once you are settled into your new role, I would welcome meeting with you to understand how you would like to work together in the future.



Nicole Rosie
Chief Executive

Our executive leadership team

Managing our organisation is our chief executive and our executive leadership team.



Nicole Rosie – Chief Executive



Karen Jones – General Manager
Te Waka Kōtuia, Engagement and Partnerships



Brett Gliddon – General Manager
Transport Services



Liz Maguire – Chief Digital Officer



Kane Patena – General Manager
Te Roopu Waeture, Regulatory Services



Richard May – Chief of Staff



Chris Lokum – General Manager
Pūmanawa Tāngata, People



Anna Moodie – General Manager
Corporate Support (Acting)

Board members

The Waka Kotahi Board is appointed by the Minister of Transport.



Sir Brian Roche – Chair



Patrick Reynolds



Cassandra Crowley – Deputy Chair



Victoria Carter



David Smol



John Bridgman



Catherine Taylor



Hon. Tracey Martin



Ngarimu Blair

Introduction to Waka Kotahi

Waka Kotahi NZ Transport Agency is a Crown entity and its functions are set out in the Land Transport Management Act. These functions include investing in, managing and regulating most aspects of the land transport network, and give Waka Kotahi an important role in supporting New Zealand to achieve social, economic and environmental outcomes now and into the future.

Our role is to provide a safe and efficient land transport system that delivers value for money and improved transport services for the benefit of New Zealand.

What we do:

- Deliver on the government's strategic direction for transport, the Government Policy Statement for land transport (GPS 2021) as well as Road to Zero and the Emissions Reduction Plan.
- Manage and maintain 11,052kms of sealed and unsealed state highway, supporting economic growth and tourism.
- Work in partnership with councils and iwi to plan for growth in cities, towns and regions, ensuring the whole transport system is integrated.
- Co-invest in the development and maintenance of 80,000kms of local roads.
- Work with local government to co-invest in the development of urban cycleways, walkways and public transport networks.
- Manage driver and vehicle licensing.
- Manage clean car and public transport incentive schemes.
- Regulate the transport industry making it safer for everyone.

Our transport network is changing and so is the way we plan and manage it. Roads are important but there is an increasing emphasis on different ways of moving people and freight – rail, coastal shipping, public transport, and walking and cycling.

We're preparing for a more sustainable future. Reducing our transport emissions is a vital part of meeting New Zealand's climate change commitments, and adopting new practices and ways of thinking about how we move around, will be part of this response.

Who we are

Waka Kotahi is a Crown entity and part of the state sector. Our organisation reports to a board appointed by the Minister of Transport. The board is responsible for making independent decisions on allocating and investing funds from the National Land Transport Fund. The current board chairperson is Sir Brian Roche.

Waka Kotahi consists of nine business groups:

- Chief Executive Office
- Transport Services
- Te Rōpū Waeture – Regulatory Services
- Haumarū Taiao – Safety, Health and Environment
- Te Aukaha – Digital
- Corporate Support
- Pūmanawa Tāngata – People
- Te Waka Kōtuia – Engagement and Partnerships.

Working with us

As Associate Minister, you will set the working style, including how we build and maintain our relationship with you. You will be an invited attendee for Minister Woods' weekly transport meetings and we expect

there will also be a regular meeting with you separately. We provide your office with a weekly report on a range of matters, although significant matters may be raised directly at meetings with the Chief Executive.

We would also encourage and welcome you to meet with the Board at a convenient time.

Waka Kotahi provides regular reporting to the Minister's and Associate Minister's Office. This reporting includes:

- weekly reports
- quarterly performance reports
- quarterly reports on borrowing facilities and Public Private Partnerships (PPP)
- Regional Fuel Tax (RFT) quarterly reports.
- Waka Kotahi annual report and National Land Transport Fund (NLTF) annual report.



Working with regional communities and councils

Waka Kotahi works in partnership with local government to deliver transport projects and programmes that make it safer, simpler and more sustainable for people and products to move around New Zealand. We also work closely with people and organisations affected by our work, and in partnership with local governments, we engage with communities about the risks on our roads and work together to find solutions.

Our regional model

Waka Kotahi operates using a regional engagement model to strengthen our presence in local communities. The model is broken into five regional groupings:

- Northland/Auckland
- Waikato/Bay of Plenty
- Tairāwhiti/Hawke's Bay/Taranaki/Manawatū-Whanganui
- Wellington/Wairarapa/Tasman/Nelson /Marlborough
- West Coast/Canterbury/Otago/Southland.

Each of these regional groups has a cross-functional regional leadership team that champions Waka Kotahi and works closely with our partners and the community to deliver local outcomes. The Regional Leadership teams consist of:

- Director Regional Relationships
- Regional Manager System Design
- Regional Manager Infrastructure and Delivery
- Regional Manager Maintenance and Operations
- Pou Ārahi
- Regulatory Services regional leader
- Regional Communications and Engagement Manager.

The regional leadership teams are led by the Directors of Regional Relationships who are responsible for building, maintaining and enhancing the Waka Kotahi presence, performance and reputation across the regions by engaging with senior local government, iwi and other significant and influential community, private and public sector relationships.

Regional relationships



Northland/Auckland

Steve Mutton



Bay of Plenty/Waikato

David Speirs



Gisborne/Hawke's Bay/ Taranaki/Manawatū- Whanganui

Linda Stewart



Wellington/Upper South Island

Emma Speight



West Coast/Canterbury/ Otago/Southland

James Caygill



Regional summaries

This section contains high-level snapshots of the regions in our engagement model. Many of the themes and issues highlighted in these snapshots are covered in more detail in the subject specific sections of this document. We will arrange a time with your office for the regional leadership teams to meet with you in person and provide more in-depth presentations on their respective regions.

Across the regions, there are consistent cross-cutting issues and opportunities, including:

- Funding state highway and local road maintenance to the specified minimum level of service as well as providing for new infrastructure to service growth, is challenging for councils and Waka Kotahi due to the current funding model.
- Transport network resilience, especially for coastal communities, is a threat to both infrastructure and livelihoods as the impact of climate change increases the frequency and intensity of weather events, which can have a major impact on regional roads.
- Regional communities can feel that their needs don't always fit with the national framework, and our local government partners perceive their situation and challenges have not been fully understood when funding decisions are made.
- Managing the impact of key freight corridors on network maintenance, efficiency and safety.
- Waka Kotahi has limited capacity to invest in transport infrastructure to unlock urgent housing development which is a source of frustration for councils who perceive the Waka Kotahi investment process as a barrier to their growth aspirations.
- Relationships with Iwi Māori are a high priority for regional leadership teams. While Waka Kotahi is working hard to build and sustain these relationships, there is room for improvement across the country, to ensure we enable true partnership that honours Te Tiriti.

Te Tai Tokerau (Northland)/Tāmaki Makaurau (Auckland)

Te Tai Tokerau is a diverse and fast-growing region, which presents significant challenges for transport. With a population dispersed over a vast geographical area, car dependency is high and public transport and active mode share is limited. As one of the country's fastest growing regions, pressures on housing and services is increasing and there is heavy reliance on the state highway network to transport products to market and to support the strong growth in the region's manufacturing and agriculture sectors. Ensuring inter-regional connectivity is key for Northland's economic prosperity and this is driving the high public and elected member preference for the four-laning upgrade of State Highway 1 south of Whangārei and a stronger Auckland – Whangārei corridor.

Road safety is a particular focus for Te Tai Tokerau given the region has the highest road deaths per 100,000 population in the country. The road safety programme is therefore critical for the region.

As our largest urban centre with a forecast population of 2.4 million by 2050, Tāmaki Makaurau faces significant challenges and opportunities in responding to rapid growth and building a liveable, climate-friendly and productive city. To achieve this vision, we need to change our culture and the way we travel. This will require integrated transport solutions that address the current lack of competitive travel options, high car dependency, a network that is becoming increasingly harmful, and access and connectivity issues which are resulting in inability for the network to keep pace with increased travel demand.

Partnering with Auckland Council and Auckland Transport to deliver the Auckland Transport Alignment Project (ATAP) and Auckland's Climate Plan is integral to support change and deliver a network that can reduce emissions, improve access and connectivity, as well as safety outcomes.

Waikato/Te Moana a Toi-te-Huatahi (Bay of Plenty)

Outside of the large urban centres, both regions have dispersed towns and districts with poor safety records and communities with high levels of deprivation and unemployment. For these smaller communities, the transport issues are the same – the small populations don't attract the investment based

on the current model but experience the same pressures and challenges as the urban centres albeit on a smaller scale.

The infrastructure networks in these regions are critical to connect New Zealand's key growth areas and support the majority of national economic activity. The country's highest travel demand is found in and around Hamilton, Tauranga and Auckland, and the road and rail freight routes between Tauranga and Auckland via Hamilton form the country's most important freight corridor. Linking the Port of Tauranga, Ruakura inland port and Auckland, maintaining these connections and the operation of the road and rail networks is important to the economic success of the region.

Across both regions, responding to exponential growth is a key challenge. While there is a focus on intensification in urban areas and managed expansion into emerging greenfield areas, there are still issues with greenfield areas being developed in Waikato and Tauranga, resulting in urban sprawl around the city edges and in the smaller satellite towns where transport connection options are often limited to private cars.

Tairāwhiti/Hawke's Bay/Taranaki/Manawatū-Whanganui

These regions encompass the Central North Island – a strategic location with freight journeys converging on Palmerston North as the primary logistics and distribution hub for products exported through the ports of Napier, New Plymouth, Wellington, Tauranga and Auckland. There is an aspiration to strategically position these regions as a rival to the other transport and logistic centres in the country.

Forestry is also a high growth sector across these regions which has led to economic opportunities but is also resulting in safety, maintenance and regulatory challenges for transport. The harvesting of the 'wall of wood' is expected to continue to drive these issues.

While the regions are experiencing growth due to availability of affordable housing, flexible working and rural lifestyle, there are also pockets of high deprivation in Gisborne, Northern Hawke's Bay, and parts of Taranaki and Manawatū-Whanganui. Combined with challenging geography and connectivity between cities, towns and small communities, this has resulted in access challenges for those who do not have the means to access a private vehicle, afford public or multi-modal transport.

Wellington/Wairarapa/Tasman/Nelson/Marlborough

The Greater Wellington Region is New Zealand's second largest regional economy with four high growth cities and a concentration of jobs in the Wellington CBD. To accommodate growth, the region is seeing significant investment from Waka Kotahi through *Let's Get Wellington Moving*, Kāinga Ora and local government. Co-governance arrangements with mana whenua are in place for key projects, which are embedding partnership approaches as we plan and construct the region's future infrastructure.

The region still faces significant challenges in terms of resilience, housing availability, three waters, electricity and transport infrastructure. Delivering the scale of essential infrastructure and urban development will challenge every part of the region, including the provincial centres in Kapiti and Wairarapa.

The Top of The South's economy is driven by the primary industries, so safe and resilient access to ports, airports and other distribution centres is critical for the region. For the urban areas, achieving mode shift will be a significant challenge – while the regional councils have supported mode shift through the current planning, the smaller populations in these regions struggle to deliver the scale of mode shift that the larger urban centres can demonstrate. Across these regions, resilience of the state highway and local roading networks has also been an ongoing challenge and local councils' ability to afford to maintain levels of service of their more vulnerable and low volume roads.

Between the North and South Islands, Te Moana-o-Raukawa (Cook Strait) is a key connection for people and freight, and investment in new KiwiRail ferries and the related landside infrastructure is an important part of the infrastructure and transport networks in both Wellington and Picton.

West Coast/Canterbury/Otago/Southland

The population in these regions is concentrated in its urban centres. The distinct rural communities in sparsely populated areas rely on transport networks as lifelines to access essential services and to transport products to market. The rural communities are looking for improved connections to urban areas for work, education and essential services, and for getting their products to market.

Outside the main centres of Christchurch and Dunedin, reliable, safe and productive freight journeys, resilience and improved safety are key challenges. Under the current funding models, funding the maintenance of transport networks and services to appropriate levels of service as well as providing for new infrastructure to service growth is challenging for councils and Waka Kotahi. Many councils are dealing with deteriorating asset condition and require prudent asset management and investment approaches given small ratepayer bases. The West Coast in particular faces resilience challenges for roading infrastructure in the face of climate change impacts and natural disasters, including improved alternative routes that can accommodate heavier vehicles.

Queenstown has faced specific challenges as the fastest growing district in New Zealand pre-COVID-19. Growth pressures and congestion were still evident even with closed borders. The scale of mode shift required for Queenstown is unprecedented, and can only be achieved with effective and integrated land use and transport planning, infrastructure, services and travel behavioural change.

Waka Kotahi Planning and Investment System

Waka Kotahi manages the National Land Transport Fund (NLTF) and works closely with local partners to prioritise investment in the land transport network across New Zealand. The NLTF is under considerable strain due to high levels of demand for land transport infrastructure and services, decreased revenue due to COVID-19 and increasing costs due to inflationary pressures. Working closely with our partners will be essential as we manage these pressures while delivering the National Land Transport Programme 2021–24 (NLTP 2021–2024).

Background

2021-24 revenue and investment flows

Funding will come from...

National Land Transport Fund

Road user charges (net)¹ **\$6 billion**

End customers of freight carriers in the prices paid for goods and services. Light diesel vehicle owner payments

Fuel excise duty (net)¹ **\$6.7 billion**

Excise collected at source (fuel shipments & refinery) and recharged in petrol, LPG and CNG prices

Motor vehicle registry fees (net)¹ **\$690 million**

Public road users through registration & licence fees to access the roading network

Use of opening balance **\$260 million**

Use of surplus from previous NLTP

Rail Network Investment Programme **\$830 million**

Crown top up

NLTF debt financing **\$2 billion**

Crown loan

Other funding

Local share of NLTP activities **\$4.8 billion**

Local residents through the rates and charges paid for local authority provision of transport infrastructure and services

New Zealand Upgrade Programme (NZUP) **\$2.5 billion**

- additional Crown funding

SuperGold card **\$90 million**

Taxpayers through the subsidies paid to fund SuperGold card for off peak public transport travel via Ministry of Transport

Crown Infrastructure Package/economic stimulus package **\$70 million**

- additional Crown funding

Provincial Growth Fund **\$100 million**

- additional Crown funding

NZUP Regional Investment Opportunities **\$50 million**

- additional Crown funding

Housing Infrastructure Fund loan **\$300 million**

Crown loan to fund acceleration of roading projects to support of high growth urban development in Auckland, Hamilton, Tauranga and Queenstown

¹ Net of refunds and administrative costs

² Covers costs for bad debts, search & rescue, recreational boating safety awareness and revenue system management

TOTAL FUNDS

\$24.3 billion

and will be invested in...

Walking and cycling improvements

\$1 billion

Road to Zero safety improvements

\$3 billion

Public transport, infrastructure

\$2.3 billion

Road, walking and cycling network operations and maintenance

\$7.2 billion

Local, regional and state highway road improvements

\$6.6 billion

Public transport services

\$2.6 billion

Rail improvements

\$1.3 billion

Miscellaneous²

(includes coastal shipping and long term planning)

\$450 million

TOTAL FUNDS

\$24.3 billion

Our funding

Waka Kotahi is responsible for managing the funding for the land transport system, which is primarily through the NLTF. Most of the revenue in the NLTF comes from fuel taxes and road user charges, with a smaller amount from vehicle licensing, property rental and the sale of surplus land bought for state highway projects.

Our investment decisions for the NLTF are shaped by the Government Policy Statement on land transport (GPS), which sets out the government's strategic priorities for investment in the land transport system. The GPS provides direction and guidance to us as we plan, assess and make decisions about where investment and resources need to be focused. It includes a forecast of how much revenue is expected to be raised through the NLTF and outlines how this funding will be spent across the different activity classes, such as walking and cycling, public transport, rail, state highways and local road maintenance and improvements.

The NLTF is used to fund 100 percent of state highway maintenance, renewals and improvements and other national activities. The NLTF is also used to provide funding to councils for local road maintenance and improvements, walking and cycling facilities and public transport services and infrastructure based on the council's Funding Assistance Rate (generally 51 percent).

Outside of the NLTF, there is also targeted Crown funding, through programmes such as the NZ Upgrade Programme (NZUP) and the Climate Emergency Response Fund and local government also has the option to fund their own regional and community-specific projects. Central and local government are also considering new transport funding sources such as congestion charging.

Waka Kotahi is responding to increased responsibilities, technology changes, rising costs and labour shortages which are affecting its budgets.

Successive governments have signalled increasingly ambitious land transport investment programmes, which when combined with increasing revenue pressures on the NLTF has meant that the NLTF is no longer able to fully deliver on all of the government's land transport commitments. For example, when developing the NLTP 2021-24, the government provided Waka Kotahi with a \$2 billion loan to support the delivery of the priorities and commitments set out in GPS 2021.

The NLTF is likely to face additional pressure as the \$2 billion facility was provided on the expectation that it would be repaid from future NLTF revenue. In addition, while the additional Crown capital investments (for example, NZUP) will deliver a range of benefits, it also creates long-term challenges for the land transport revenue system, specifically the ongoing operating and maintenance costs of these projects.

A review of the current funding model is being undertaken by the Ministry of Transport which is essential for ensuring there is sustainable funding to future-proof our land transport network.

Our programme

The NLTP is our joint investment and delivery plan for the land transport system over a three-year period. It is developed in partnership with local government and our other transport sector partners. The NLTP details how we will create a safer, more accessible, better connected and sustainable transport system and sets out the activities that can receive funding from the NLTF.

Local activities included in the NLTP are selected from Regional Land Transport Plans (RLTPs). An RLTP sets out land transport objectives, policies and measures for a region during the next 10 financial years and includes regional land transport activities to be considered for inclusion in the NLTP.

The NLTP 2021–24 was released in August 2021 and detailed a record of \$24.3 billion investment in the land transport system from the NLTF and other government funding sources, such as the NZUP, along with a \$2 billion loan from government to deliver better outcomes across Aotearoa. It is an ambitious programme of transformational change supporting reduced carbon emissions while at the same time ensuring our communities are better places to live.

The government is currently developing GPS 2024 which will guide our investment in the land transport system through the 2024–27 NLTP. Planning for the next NLTP is underway and RLTP development will begin again in early 2023.

Our long-term strategic plan

In 2019/20, Waka Kotahi released *Arataki*, our 10-year view of what is needed to deliver on the Government's priorities and long-term objectives for the land transport system. It shares the evidence base that informs our view and shapes the way we partner with others through planning and investment tools, such as spatial plans, network plans, RLTPs and the NLTP.

Waka Kotahi is taking an even longer-term outlook through the development of *Arataki: 30-year plan*. *Arataki: 30-year plan* will set out our view of what the land transport system needs to look like in 30 years and steer what Waka Kotahi should do with our partners to achieve this desired future state to support the government's long-term outcomes. This will include defining and identifying strategic networks across all modes, including current networks, future networks and where major future interventions are likely to be required.

Arataki is a tool that supports our engagement with local government. It will support integrated, consistent planning and decision making and help Waka Kotahi and our local government partners to deliver the right things in the right place at the right time, focusing on the highest impact combinations of interventions that deliver on priority outcomes.

NLTP 2021–24 delivery

At the time of publication, \$24.3 billion of funding was forecast to be managed under the NLTP 2021–24 representing a 44 percent increase compared to the NLTP 2018–21. This included an estimated investment of \$15.6 billion from the NLTF (including \$2 billion of financing), \$4.8 billion of local share and \$800 million of Crown funding to help fund the Rail Network Investment Plan. Significant Crown funding is being managed by Waka Kotahi alongside the NLTP for the NZUP and the Provincial Growth Fund.

Regional summaries were prepared as a part of the NLTP 21–24 which outline significant investment in each region and how this investment will achieve key outcomes. These summaries are attached for your reference.

At the time of publishing, the NLTP was expected to be allocated across different activities as follows:

- Walking and cycling improvements – \$1 billion
- Road to Zero safety improvements – \$2.9 billion
- Public transport infrastructure – \$2.3 billion
- Road, walking and cycling network operations and maintenance – \$7.2 billion
- Local, regional and state highway road improvements – \$6.6 billion
- Public transport services – \$2.6 billion
- Rail improvements – \$1.3 billion
- Other investment including coastal shipping and long-term planning – \$450 million.

However, the investment targets set at the start of the NLTP 2021–24 will be challenging to meet given the deterioration in actual and forecast NLTF revenue since the NLTP 2021–24 was published. Net revenue (including the opening NLTF balance) is forecast to be approximately \$600 million lower due to COVID-19 related lockdowns and other changes in economic conditions. Project costs are also increasing given COVID-19 related delays and significant inflationary pressures.

Despite these challenges some significant delivery progress has been made in the first year of the NLTP 2021–24:

- Transmission Gully was opened to traffic on 31 March 2022.
- Construction on the Waikato Expressway has progressed well with the final section expected to be open to traffic in July 2022.

- A significant maintenance programme was delivered covering thousands of kilometres of roads and tens of thousands of individual jobs.
- Detailed design, consultation and construction are underway for projects in the Let's Get Wellington Moving three-year programme.
- Physical works got underway on Te Ara o Te Ata (Mt Messenger Bypass), starting with the installation of a cableway to carry machinery and personnel into the heart of the route.
- Significant progress was made on the Te Ahu a Turanga (Manawatū–Taranaki Highway) including moving three million cubic metres of earth since construction began in January 2021.
- The Streets for People programme was established and councils have been invited to participate in the first phase of the programme.
- A new rail planning and funding model was implemented, working alongside KiwiRail, Ministry of Transport, Treasury and local partners.
- We worked with the wider freight industry and the Ministry of Transport to select four applicants for co-investment in new and enhanced coastal shipping services through the NLTP.

Our annual report will provide a more detailed update on the NLTP 2021–24. We will also provide you with updated regional summaries highlighting investment and delivery in each region in the first year of the NLTP 2021–24.

National Ticketing Solution

The National Ticketing Solution is a contactless ticketing and payment solution being delivered through the NLTP which will make it easier and more convenient to access and pay for public transport anywhere in New Zealand. The single ticketing national solution will replace Auckland's HOP, Wellington's Snapper, Canterbury's Metrocard and the regionally used BEE Card (10 Regional Council's consolidated solution). More people travelling by public transport will contribute to a safer land transport network and reduce congestion, consequently reducing emissions and air/noise pollution.

Waka Kotahi is the lead agency for the National Ticketing Solution partnership. Our role, together with our partners, is to procure the solution on behalf of all Public Transport Authorities and for Waka Kotahi to provide back office shared services. Waka Kotahi is currently in commercial negotiations to procure a solution provider and will work with the Public Transport Authorities to design and transition onto the National Ticketing Solution, with all regions expected to have transferred before 2026.

Delivering the NZ Upgrade Programme

The New Zealand Upgrade Programme (NZUP) is designed to support growing communities across the country with better travel choices that help people get where they're going safely. Waka Kotahi and KiwiRail are delivering the government's \$8.7 billion transport investment in our main growth areas and other regions across the country. When complete, the transport improvements will provide more reliable connections for new housing areas, businesses and for goods to get to market.

We're moving ahead strongly to deliver the programme, with six projects completed and projects worth more than \$2.1 billion under construction. Several projects are at, or close to, the consenting stage and further projects will start construction this year. Some projects have been adversely impacted by COVID-19 related delays as well as cost escalation due to the constrained labour market and supply chain issues.

The programme also supports the economy as it is being delivered, with local businesses working on projects and more than 1,100 people already employed throughout New Zealand to design, consent and build projects.

The below table outlines each of the Waka Kotahi managed NZUP projects.

Project	Project phase	Funding allocation (\$m)
Penlink	Pre-implementation	830.0
NZUP Otaki to North of Levin	Business case	1,500.0
NZUP SH1/29 Intersection	Pre-implementation	40.0
NZUP Takitimu North Link Stage 1	Implementation	655.0
NZUP SH58 – Stage 2	Implementation	105.0
NZUP SH2 Melling	Pre-implementation	420.0
NZUP Brougham Street Corridor Improvements	Business case	90.0
NZUP Rolleston Access	Business case	125.0
NZUP SH75 Halswell Road	Business case	40.0
NZUP SH73 Weedons-Ross Road Intersection	Pre-implementation	15.0
NZUP Walnut Avenue Intersection Improvements	Implementation	15.0
NZUP SH1 Tinwald Corridor Improvements	Pre-implementation	15.0
Queenstown Package	Pre-implementation	115.0
NZUP SH1 Papakura Drury South Stage 1	Implementation	655.0
NZUP Takitimu NorthLink Stage 2 (consenting and route protection only)	Pre-implementation	57.0
Northland Package	Rescope	192.0
South Auckland	Rescope	874.0
Northern Pathway active mode/public transport investment	Rescope	785.0
Total		6,528.0

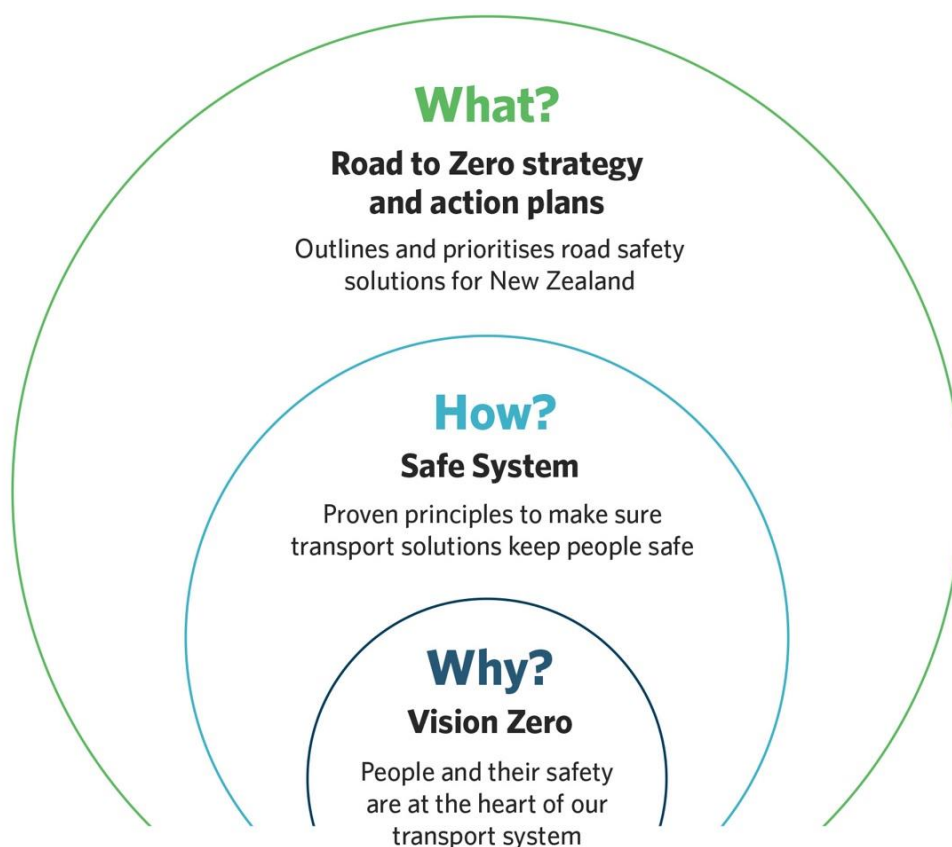
An additional 13 regional state highway improvement projects in Northland, Bay of Plenty, Hawke’s Bay, Taranaki, West Coast, Canterbury and Otago are being delivered by Waka Kotahi as part of the wider NZUP regional investment opportunities funding which is managed by Kānoa – Regional Economic Development & Investment Unit.

Project phase key:

Business case	Preferred option being confirmed through detailed analysis.
Pre-implementation	Procurement, enabling or other works prior to commitment of implementation underway.
Implementation	Physical and/or operational works required to deliver an activity underway.
Rescope	Scope of the project being reconsidered.

Road safety

Delivering on the Road to Zero strategy is central to achieving road safety targets for New Zealand and keeping our transport network safe.



Road to Zero and the Safe System

Death and injuries on our roads have a devastating and wide-reaching impact on our communities, with a social cost to New Zealand estimated at nearly \$4.7 billion a year. The average social cost of road crashes is \$4,464,400 per fatality, \$467,700 per serious injury and \$25,300 per minor injury. Often a crash can involve multiple fatal, serious and minor injuries.

People being killed and seriously injured on our roads is preventable and it is time to stop accepting that a certain amount of death and serious injury is just the price we all pay for moving around. The government is committed to a Road to Zero strategy built around a bold vision – a New Zealand where no one is killed or seriously injured in road crashes.

Road to Zero is the government's road safety strategy which is supported by key partners including Ministry of Transport, Waka Kotahi, NZ Police, ACC, Worksafe and local councils.

Road to Zero takes a 'system view', which accepts that humans are vulnerable and we make mistakes. Preventing deaths and serious injuries is about more than just how we drive – it is about all the various parts of the system. We need to invest in safer infrastructure, get people into safer vehicles which protect them in a crash, ensure speed limits are safe for each road, and enforce and promote behaviours that ensure safe, sober drivers who wear their seatbelts and focus on the task of driving.

The Road to Zero Action Plan 2020–22 sets a target of achieving a 40 percent reduction in deaths and serious injuries by 2030. Reaching that target would mean reducing annual road deaths to 227 and serious injuries to 1,560 per year by 2030. To put that in context, last year 320 people died on our roads, and around 2,300 (provisional) were seriously injured (noting periods of substantially lesser travel due to COVID-19).

It is predicted Road to Zero will require an investment of approximately \$11.8 billion over its 10-year lifespan. The 2021–24 NLTP will invest \$2.9 billion to deliver on the strategy.

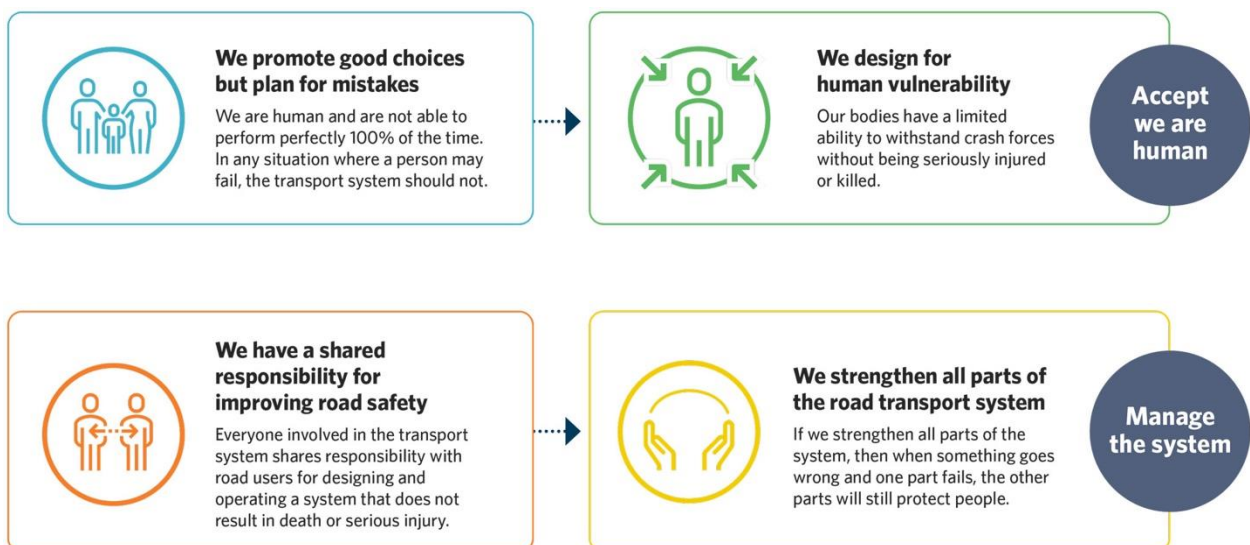
The key Road to Zero programmes for Waka Kotahi are:

- Speed and Infrastructure Programme
- Road Safety Partnership Programme (road policing)
- Tackling Unsafe Speeds Programme (speed management)
- Road Safety Promotion and Advertising Programme.

Road to Zero overview



Safe System principles



Speed and Infrastructure Programme

The Speed and Infrastructure Programme is focused on improving the safety of New Zealand's road network by implementing safety infrastructure such as median and roadside barriers, roundabouts, raised safety platforms, wide centre lines and rumble strips, as well as speed management to align more of the network to safe and appropriate speed.

Infrastructure

The Road to Zero Action Plan 2020-22 indicates that achieving the 2030 target reduction in deaths and serious injuries requires an investment of at least \$5 billion in speed and infrastructure over the 10-year period.

Over the 2018 to 2021 NLTP period, Waka Kotahi delivered 50km of median barriers, as well as 260km of side barriers, 584km of speed limit changes and 12 high-risk intersection upgrades on state highways.

The strategic target for new median barriers under the Speed and Infrastructure Programme is 1,000kms by 2030. The forecast delivery of median barriers is below target and lifting this component of the programme is a core focus.

Speed management

The strategic target for kilometres of the whole network treated through speed management is 10,000kms by 2030. The forecast delivery of speed limit changes is currently exceeding the target. Local authorities are forecasting 17,000km of speed changes in the current three-year NLTP period, with another 3,000km of changes on the state highway network, contributing to a forecast total of 31,000kms of the roading network treated through speed management by 2030.

Road Safety Partnership Programme 2021–24

The Road Safety Partnership Programme (RSPP) was established by the NZ Police, Waka Kotahi and Ministry of Transport in 2018 to develop and implement a new operating model and investment approach for road policing. Waka Kotahi provides funding to NZ Police to deliver the activities contained in the RSPP. The current funding is \$400 million per annum for the 2021–24 period.

The RSPP focuses road policing activity on the high-risk behaviours of restraints, impairment, distraction and speed, and contributes to other operational priority areas, such as high-risk drivers. GPS 2021 gives a clear signal to sustain the current investment levels in road policing, allowing for cost increases over time.

In 2021, the Ministry of Transport commissioned an independent review into how road policing activities and safety infrastructure investments are prioritised, delivered and monitored. Actions in response to the review are underway, including work to review governance arrangements and measures of police activity. The revised RSPP governance structure will allow Waka Kotahi to have a more detailed monitoring and assurance role.

Tackling Unsafe Speeds Programme

The Tackling Unsafe Speeds Programme is a key action under the first Road to Zero action plan. The programme will:

- improve how road controlling authorities and Waka Kotahi plan for, consult on and implement speed management changes
- introduce a new approach to safety cameras to reduce unsafe speeds on our highest risk roads including transfer of ownership and operation of safety cameras from the NZ Police to Waka Kotahi
- transition to lower speed limits around schools to improve safety and encourage more children to walk and cycle to school.

Road Safety Promotion and Advertising Programme

Waka Kotahi develops, designs and delivers advertising campaigns and education programmes to positively influence and incentivise desired action and behaviour in the transport system. The Road Safety Promotion and Advertising Programme supports the Waka Kotahi regulatory function and NZ Police enforcement.

In the NLTP 2021–24, we'll be investing about \$197 million in national, regional and local road safety promotion and education campaigns supporting Road to Zero programmes. This includes a campaign to raise public awareness of Road to Zero, to build trust and acceptance among communities to support the implementation of key interventions necessary to achieve Road to Zero and ultimately Vision Zero aspirations.

Our knowledge of how the road environment, vehicles, travel speed and road users can interact to form a Safe System has significantly increased since the original idea was presented more than 20 years ago. Increasingly jurisdictions around the world are adopting a timeframe to achieve Vision Zero or near-zero levels of serious road trauma (2050 is a frequently adopted milestone).

Social licence challenges

An important part of the Road to Zero strategy is bringing people in New Zealand on the journey and ensuring they have confidence that we are delivering the right things. It can be challenging to gain public support for key interventions that we know will improve the safety of our road transport system.

Our research into public attitudes to road safety shows there is good support for speed reductions in urban centres (64 percent support in 2020/21, up from 58 percent in 2019/20) and for lower speed limits around schools (74 percent support in 2020/21, up from 58 percent in 2019/20). However we have seen resistance to proposals to reduce speed limits on some roads. This is despite there being a body of national and international evidence that shows that reducing speeds leads to substantial reductions in the number of people dying or being injured on our roads.

We use insights from our social licence monitoring research when we plan social marketing work to raise awareness of Road to Zero and increase support for road safety interventions. When planning speed reviews, we consider where we have support from the public and where communities are asking us to make changes.

We hear some concerns that we and other road controlling authorities are choosing to lower speed limits because it is a more cost-effective way to make our roads safer, compared to investing in infrastructure such as median and side barriers. Speed limits on New Zealand's roads are not up to date with our current understanding of risk, the likelihood of a crash and the crash severity, and don't consider the comfort and safety of people not traveling in vehicles. Median barriers are very effective, but they are also time consuming and relatively expensive to install. They are not suitable for all roads and other work often needs to be completed as part of the installation, such as widening roads, moving utilities, improving intersections and providing safe turning facilities to allow people to access properties.

The Tackling Unsafe Speeds Programme includes the new Land Transport Rule: Setting of Speed Limits 2022, which changes the way speed limits are set and ensures decisions about speed limit changes are made (and described) in the context of safety-related infrastructure improvements and the placement of safety cameras. It also ensures Māori are involved in developing plans and that road controlling authorities engage with communities to get their feedback and prepare them for the proposed changes.

Driver licensing and Regulatory Fees and Funding review

Access to driver licensing is a key issue for regional communities and helps to support Road to Zero outcomes.

Background

New Zealand introduced a graduated driver licensing system (GDLS) in 1987 primarily to reduce deaths and injuries on our roads by creating condition-bound stages for young and novice drivers.

On a day-to-day basis, Waka Kotahi has a responsibility for maintaining operational policy settings, standards and guidelines related to the licensing system and ensuring service delivery expectations are met.

Enabling access to the licensing system supports Road to Zero and enables wider benefits such as social, economic and justice outcomes. Significant work is underway to improve access to the GDLS, including collaborative efforts between the Ministry of Social Development, Te Manatū Waka and Waka Kotahi.

The Waka Kotahi Driver Licensing Improvement Programme

Waka Kotahi has recently established the Driver Licensing Improvement Programme with the aim that driver licensing is accessible to all those who want or need it. To achieve this, Waka Kotahi is reviewing a range of operational processes and practices, recognising the current system is not equitable, nor a seamless service for those using it.

The Driver Licensing Improvement Programme will provide ongoing improvements to the complete system, including developing a future state driver licensing system and a driver licence framework. In the meantime, Waka Kotahi is addressing immediate access issues by improving and increasing driver testing capacity. For example, we have implemented a remedial plan with Vehicle Testing New Zealand (VTNZ) to address the recruitment and onboarding of new staff, focusing on areas where capacity is low, and drivers are waiting in excess of 60 days for a practical test.

Waka Kotahi recognises there is significant effort being applied by many stakeholders in the driver support and training parts of this system, but these are being hampered by bottlenecks at the regulatory 'gates' owned by Waka Kotahi. Put simply, there is insufficient testing capacity nationally with a range of rural and some metropolitan centres identified as being significantly impacted.

Two 'proof of concept' trials are currently underway in Te Tai Tokerau and Tairāwhiti. The trials are being carried out in partnership with local community-based providers and have been set up to run for 12 months, initially. The learnings from these trials will help inform Waka Kotahi of the options ahead in regard to testing coverage and options to provide these services.

As a result of Budget 2022, Waka Kotahi will receive just under \$17 million over four years to support equitable access to driver testing, including mobile theory testing and delivering practical testing in commercially uneconomic areas. This funding will enable Waka Kotahi to:

- increase the driver testing officer capability and capacity to improve access to licensing services, particularly in remote areas
- introduce group booking functionality for driver licence testing
- establish new regional roles that will oversee and support community driver training by ensuring instructors, driver testing officers, volunteers, and community services/organisations have the right capability and access to training resources and ongoing development
- provide additional mobile testing services for learner theory tests into locations such as community centres, schools, marae and remote communities

- further develop DRIVE resources (an online learning tool) to be more accessible for people who speak different languages.

Extended driver testing wait times due to COVID-19

Under COVID-19 alert level 3 and 4 restrictions, VTNZ could not undertake testing due to the social distancing restrictions in place. Auckland, Waikato, Hauraki and Northland were impacted on a larger scale due to the extended alert level lockdowns.

In response to the high demand in Auckland, VTNZ has recruited additional driver testing officers and opened a new practical testing site in Manukau. VTNZ continues to focus on demand and work continues to address wait times across all regions.

As of 23 June 2022, there was an average wait across the country of 23 days for a full licence practical test and 28 days for a restricted licence practical test.

Our expectation for driver licence practical testing is for customers to be able to sit a practical test within 30 days of making their booking. Our expectation for driver licence practical testing is for customers to be able to sit a practical test within 30 days of making their booking.

We have been working closely with VTNZ to mitigate the issue. VTNZ has recruited 25 driver testing officers across regions since July 2021 and there are currently 148 driver testing officers as of 18 May 2022.

Planned recruitment and training courses are being held in July, September and November 2022 to increase resource further. By September, practical testing wait times should be back to the expected timeframe of 85 percent of our customers gaining a practical test within 30 days of booking a test.

Regulatory Fees and Funding review

Waka Kotahi collects fees and charges to cover the cost of regulatory services provided by Waka Kotahi and its agents (eg Automobile Association, NZ Post and mechanics). These services include things like driver licences, vehicle licensing and registration, warrants of fitness and certificates of fitness, along with wider regulation of the land transport system.

Waka Kotahi is working with the Ministry of Transport to complete a review of regulatory fees and funding to ensure the Waka Kotahi regulatory function is sustainably and appropriately funded in the long-term. Consultation on proposed changes to land transport regulatory fees, charging and funding was run April – May 2022 and the final proposal is expected to go to Cabinet in February 2023.

We expect some fees to go up and some to go down, with increases in Crown funding and new levies on groups that benefit from a safe, well-regulated, system proposed to avoid significant increases in user fees. Generally, driver licence costs are expected to decrease if the new proposed fees are adopted.

Climate change response

Waka Kotahi has a key role in implementing the Emissions Reduction Plan including delivering initiatives funded by the Climate Emergency Response Fund. The development and delivery of vehicle kilometres travelled reduction plans funded by the Climate Emergency Response Fund will require us to work closely with our local partners.

Transport in the Emissions Reduction Plan

On 16 May 2022, the government released the first Emissions Reduction Plan (ERP), *Te hau mārohi ki anamata – towards a productive, sustainable and inclusive economy*. The ERP sets out the actions needed to achieve the first three emissions budgets out to 2035 and lays the foundations for greater reductions in the future to meet our 2050 net zero emissions target.

Transport has a significant role to play. The plan calls for a 41 percent reduction in emissions from the transport sector by 2035 (from 2019 levels). Three focus areas guide the approach to reducing transport emissions:

1. Reduce reliance on cars and support people to use active transport modes, and public transport.
2. Rapidly adopt low-emissions vehicles.
3. Begin work now to decarbonise heavy vehicles and freight.

Four transport targets will support these focus areas and align with achieving a 41 percent reduction in transport emissions by 2035:

- Target 1 – reduce total vehicle kilometres travelled by the light fleet by 20 percent by 2035 through improved urban form and providing better travel options.
- Target 2 – increase zero-emissions vehicles to 30 percent of the light fleet by 2035.
- Target 3 – reduce emissions from freight transport by 35 percent by 2035. This target for freight transport includes emissions from trucks, rail, and ships, and excludes light vehicles and aviation.
- Target 4 – reduce the emissions intensity of transport fuel by 10 percent by 2035.

There are over 70 transport actions within the ERP, and more than half of these sit under focus area 1.

Waka Kotahi role in implementing the ERP

Waka Kotahi is a lead or co-lead for 20 of the focus area 1 actions, and two of the focus area 2 actions. Waka Kotahi is identified as a 'supporter' for several actions across most focus areas, and as a 'stakeholder/partner' for most transport actions.

Along with local government partners, Waka Kotahi is expected to lead the planning, design and delivery for national and urban light vehicle kilometres travelled (VKT) reduction programmes, covering public transport, walking and cycling, reshaping streets, school travel and equity considerations.

Waka Kotahi will continue to lead administration of the Clean Car Discount, the Clean Car Standard and road user charges (RUC) exemptions.

The climate actions required under ERP bring more complex programmes into Waka Kotahi and will present a challenge to the traditional revenue base.

Funding to deliver the ERP

In Budget 2022, a number of key initiatives were funded through the Climate Emergency Response Fund (CERF) that will support immediate emissions reductions and help lay the foundations for future reductions and removals.

The CERF initiatives with significant involvement from Waka Kotahi include the following:

- \$350 million to fund mode shift activities, services, and infrastructure investments that reduce reliance on cars and support uptake of active and shared modes.
- \$20 million for a vehicle social leasing scheme which will lease low-emission vehicles to low-income New Zealanders.
- \$569 million for an equity-orientated scrap-and-replace scheme trial, which will provide targeted assistance to low- and middle-income households to purchase low emissions vehicles after scrapping their old vehicle.
- \$25 million to develop national and urban VKT reduction programmes.
- \$61 million to support a sustainable, skilled workforce of bus drivers.
- \$40 million over four years to accelerate the decarbonisation of the public transport bus fleet.
- \$20 million to accelerate the decarbonisation of freight transport.

The release of the ERP also has an impact on NLTP investment decisions. The GPS 2021 states that all NLTP investment decisions will need to be consistent with the transport component of the ERP. This introduces a new requirement for NLTF investment decisions, which will have an impact on future investment decisions for the NLTP 2021–24 period.

Resilience and emergency management

The transport system is subject to many risks, including many from natural hazards, and these risks are in many cases becoming more significant, often as a result of climate change.

Resilience and adaptation

Resilience is an important characteristic of all aspects of the transport system. Our strategic context for resilience includes Treasury's Living Standards Framework 2021, Te Manatū Waka Ministry of Transport's Transport Outcomes Framework and the Government Policy Statement on land transport 2021 as well as the draft National Adaptation Plan (due to be finalised in August 2022).

Addressing resilience is not necessarily the ability to prevent an event or disruption from occurring. It also includes the ability to recover services provided and return to a normalised state in as short a time as possible, keeping customer disruption to a minimum.

Waka Kotahi has established a resilience framework which helps guide our priorities and provides the structure for a resulting resilience work programme.

The resilience programme has a focus on creating robust assets, relocating assets, adding redundancy and alternatives to the system which are adaptive (including in partnership with other actors in the land transport system), faster to repair and recover, maintaining and operating the system in order to minimise impacts, and enhancing information provision to users. The programme has identified and rated more than 380 risk locations across the country and is engaged with external entities researching resilience.

Due to funding constraints and competing priorities, we are not able to provide the level of funding for proactive resilience improvements that the system ideally requires. For example, in this NLTP we have only been able to fund the business case phases of the most critical resilience risk locations.

Adaptation relates to the process of adjusting to actual or expected climate and its effects, in order to moderate harm or exploit beneficial opportunities. Waka Kotahi contributed to the development of the Ministry for Environment led National Adaptation Plan and a Waka Kotahi climate change adaptation action plan (Tiro Rangi) is under development which we hope to release in October 2022. Tiro Rangi will present our climate resilience ambition, the key levers we anticipate using, the priority gaps and objectives we will focus on along with an implementation plan that will propose our staged activities related to adaptation of the transport system to changing climate risks.

Emergency management

There is pressure on the amount of funding allocated to emergency works due to increasing resource costs, increased costs due to COVID-19, an increase in the frequency and intensity of weather events, and the increase in geographic scale of emergency events.

Waka Kotahi has observed that the level of investment required from the NLTF to respond to these emergency events is increasing. Since 2018, we have recorded seven events that have resulted in costs between \$15 million and \$50 million, compared with two between 2013 and 2017.

Due to the unexpected nature of these events, resources and materials can be challenging to procure, creating a strain on local resources. Estimating costs and developing robust solutions in a dynamic situation can be very challenging, sometimes requiring constant changes to construction methods and designs. These complexities can all add to timeframes and extend the recovery period. Despite these events having greater impacts, emergency works teams are often able to reinstate corridors and reconnect communities quicker and more effectively than in previous years.

The following table shows the state highway emergency works spend over the last five financial years:

	2016/17	2017/18	2018/19	2019/20	2020/21
Spend	\$31,502,896	\$79,313,091	\$75,930,827	\$75,312,881	\$88,524,120

Updates on emergency work projects

SH4 Te Oreore slip emergency works

The slip at State Highway 4 (SH4) near Te Oreore occurred at the end of September 2019. Construction of a temporary road through farmland was completed in December 2019. A permanent design is in place and Waka Kotahi is working in partnership with local iwi and regional council regarding consenting requirements for the permanent works. It is expected the permanent works will commence in 2023. The total cost of the works, including maintenance of the temporary road is estimated at \$22 million.

West Coast Cyclone Fehi and SH7 Omoto emergency works

The West Coast has been affected by several events in the last few years, including the wash out of the Waiho Bridge, river erosion on SH6 at the Gates of Haast, damage to the sea wall at SH6 near Punakaiki and flooding around SH6 Westport. In February 2022, a significant rain event caused damage to both state highway and local road networks including washouts on SH6 at Mahitahi River Bridge and Nissan Bluff and slips in the Fox Hills along SH6.

The cost for emergency works on the West Coast since 2017 is approximately \$100 million.

SH1 Mangamuka Gorge emergency works

In February 2022, final works were completed on the repairs to SH1 Mangamuka Gorge. This road was closed in July 2020 following a one in 500-year storm which caused eight slips along this section of road and reopened in July 2021. The major slips required the construction of 49 piles to stabilise the road. The overall costs are estimated to be \$23.1 million.

Marlborough local roads

In July 2021, a flood event caused significant damage to the road network in the Marlborough region, in particular the local road network. Most of the roads have now reopened, although there will be ongoing restrictions and journey disruptions in some places until later in 2023 when it is expected the majority of the recovery works will be completed. The overall costs are estimated to be \$85–93 million.

East Coast recovery

In March 2022, the East Coast of the North Island was hit hard by a slow-moving front, which brought heavy rain and winds to the region and resulted in significant flooding and damage to local roads. The worst hit areas were the Tairāwhiti and Hawke's Bay regions, with some areas and communities completely cut off and inaccessible by road. Work to understand how we might undertake repairs are in the early stages. We are unable to give an indication of costs at this stage.

The Tokomaru Bay Bridge (Mangahauini No.1 Bridge) sustained significant damage to an abutment. Engineers immediately assessed the bridge and deemed it structurally sound, so repair work began straight away and was completed 11 days ahead of schedule.

Additionally, SH35 between Tokomaru Bay and Te Puia Springs sustained considerable damage. Full lane widths were washed away in some places, making the road impassable since 23 March 2022. This section reopened to all traffic between 7am and 7pm on 8 April 2022 while crews continue vital repairs.

Milford Opportunities Project

The Milford Opportunities Project masterplan contains recommendations for a new transport and access model which will enable the government endorsed objectives for Piopiotahi (Milford Sound).

Background

The Milford Opportunities Project was established in 2017 to look at how visitors are managed at Milford Sound and along the Milford Corridor. The Milford Opportunities Project provides a test case for exploring mechanisms that address challenges with tourism in New Zealand and finding solutions that could be used for other high-pressure areas.

The Milford Opportunities Project was designed as a three-stage process: strategic framing, master planning and implementation. Stage one of the Milford Opportunities Project established the context, vision, objectives and pillars and was completed in September 2018. Cabinet subsequently endorsed the development of a masterplan in June 2019.

The masterplan was prepared for Southland District Council by a multi-disciplinary masterplan development team. Several technical appendices were also developed and form the foundation of the masterplan.

In April 2021, the Milford Opportunities Project Governance Group signed off on the final masterplan. The masterplan was subsequently taken to Cabinet by the Ministers of Tourism, Conservation and Transport. On 28 June 2021, Cabinet noted the recommendations of the masterplan and agreed to the formation of a dedicated unit and establishment board so that the detailed planning and feasibility phase of stage three could commence. The masterplan was launched publicly on 28 July 2021.

Waka Kotahi role in the Milford Opportunities Project

Waka Kotahi has a supporting role in the Milford Opportunities Project. During the masterplan development, Waka Kotahi was represented on the Governance Group and provided support and guidance through representation on the working group.

Waka Kotahi will continue to support the Milford Opportunities Project by providing advice and expertise to the Milford Opportunities Project unit that is being established.

Waka Kotahi is supportive of the masterplan purpose and objectives, particularly to ensure access is effective, efficient, resilient and sustainable. Waka Kotahi supports alignment of the masterplan with other strategic goals for land transport such as reducing emissions, increasing the use of public transport, and improving safety and resilience.

The recommendations in the masterplan are intentions of future direction, and detailed planning and feasibility assessments are required to understand what is possible and in what timeframe. Waka Kotahi will continue to provide advice and expertise to the dedicated planning unit as these issues are worked through during stage three of the Milford Opportunities Project.

The recommendations in the masterplan that are most relevant to Waka Kotahi are:

- Restricting private vehicle access to Milford Sound Piopiotahi through a permit and public transport system.
- introducing a new governance and management structure for Milford Sound Piopiotahi village and inland waters to the Tasman Sea and the Milford Road corridor to improve efficiency and function.

These recommendations will require detailed feasibility testing covering legislative, policy and funding implications.