

2018–21 NLTP REVENUE AND INVESTMENT FLOWS

FUNDING WILL COME FROM...

Local share of NLTP activities \$3,377m

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

Fuel excise duty (net)¹\$6,610m

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

Road user charges (net)¹ \$5,073m

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

Motor vehicle registry fees (net)¹ \$685m

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

State highway property \$151m

Rentals and other charges on state highway property & sale of land surplus to transport requirements

Use of surplus & short-term debt movement \$494m

Use of surplus from previous NLTP and movement in short-term debt

SuperGold card \$91m

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

Kaikōura Earthquake Recovery Fund \$225m

Crown appropriation to fund the reinstatement of State Highway 1 following the Kaikōura-Hurunui Earthquake

Housing Infrastructure Fund loan \$109m

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

Auckland Accelerated Programme Ioan \$13m

Crown loan to fund acceleration of key Auckland roading projects targeted to reduce congestion

Accelerated State Highway Regional Programme \$94m

Crown appropriation to fund earlier delivery of regional state highway projects

Urban Cycleway Programme \$25m

Crown appropriation to accelerate delivery of urban cycleways by leveraging NLTF and local funding

Crash Analysis Sysytem \$2m

Crown appropriation to reflect collection and use of CAS for wider transport sector

TOTAL FUNDS

\$16,949 million

AND WILL BE INVESTED IN...

Walking & cycling improvements

\$390m

Public transport, transitional rail & rapid transit

\$3,924m

Road policing, road safety promotion & demand management

\$1,293m

Road, walking & cycling network operation & maintenance

minimising environment impacts

Value for money and

\$5,767m

Local, regional and state highway road improvements

\$5,280m

System development & management

\$237m

Miscellaneous²

\$58m

TOTAL FUNDS

\$16,949 million

...TO ACHIEVE

ROAD SAFETY

26% OF

EXPENDITURE

ACCESS TO OPPORTUNITIES 40% OF EXPENDITURE

IMPROVED TRANSPORT CHOICE 15% OF EXPENDITURE

IMPROVED RESILIENCE
19% OF EXPENDITURE

- 1. Net of refunds and administrative costs
- 2. Covers costs for bad debts, search & rescue, recreational boating safety awareness and revenue system management

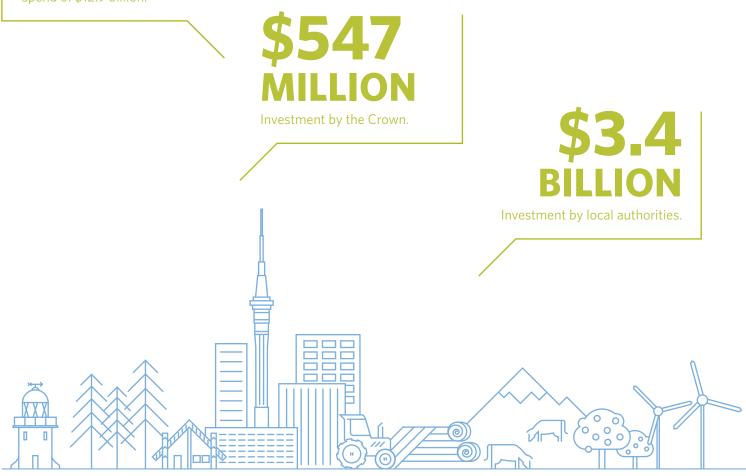
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BY THE NUMBERS

\$16.9 **BILLION**

Total investment in land transport under this NLTP. Includes NZ Transport Agency spend of \$12.9 billion.



\$3.1 BILLION

Investment in public transport – a record spend.

\$1.3 BILLION

Total investment in local road improvements over the next three years.

\$4.3 BILLION

Total spend during the next three years to reduce deaths and serious injuries on New Zealand roads.

\$390 MILLION

Total direct investment in walking and cycling facilities over the next three years.

\$1.1 BILLION

Forecast investment in road policing during the next three years.

\$5.7 BILLION

Total investment on state highway and local road maintenance.





INTRODUCTION

A modern, well-functioning transport system is crucial for New Zealand to thrive. The transport system connects people, communities and businesses, helps the economy grow, and shapes the development of our towns and cities. It must be easy to use and, above all, needs to keep people safe.

The Government's priorities for the land transport system are outlined in the Government Policy Statement for land transport (GPS), which was released in June 2018. GPS 2018 focuses on creating a safe, resilient, well-connected and multimodal transport system that enables new housing opportunities, liveable cities and sustainable economic development in regional New Zealand.

GPS 2018 guides decision-making on where investment and resources will be focused over the next 10 years. It provides strategic direction, sets out the Government's priorities for the land transport system, forecasts how much revenue will be raised for the National Land Transport Fund (NLTF) and specifies how this funding will be allocated across different types of land transport activities.

The National Land Transport Programme (NLTP) is a three-year programme of planned activities and a 10-year forecast of revenue and expenditure prepared by the NZ Transport Agency to give effect to the GPS. The NLTP is a partnership between the Transport Agency, which invests NLTF funding on behalf of the Crown, and local government, which invests local funding on behalf of ratepayers.

In preparing the 2018-21 NLTP, the Transport Agency has worked closely with local, regional and unitary authorities, Auckland Transport and other approved organisations, the Department of Conservation and Waitangi Trust.

The NLTP is composed of locally-led activities put forward by Regional Transport Committees in their Regional Land Transport Plans (RLTPs) and activities included in the Transport Agency Investment Proposal, which was released in April 2018 to set out a proposed programme of NLTF-funded activities.

All proposed activities have been assessed for inclusion within the NLTP and prioritised through the Transport Agency's Investment Assessment Framework (IAF) according to their value for money and alignment with the priorities, objectives and expected results within GPS 2018. The result is a planned programme of national and regional activities that responds to the GPS and will ensure our transport system meets the needs of all New Zealanders now and in the future.

The NLTP sets out forecast activities and expenditure. While some activities are committed for funding, other activities continue to be proposed only, awaiting further planning and information to confirm their priority. Given that local government had limited time to consider the extent of the changes in GPS 2018 before they finalised their RLTPs in June 2018, it is expected there will be a number of variations over the three-year period of the NLTP. The Transport Agency will continue over this time to support councils to take up the opportunities provided by GPS 2018.

GIVING EFFECT TO THE GOVERNMENT'S NEW DIRECTION

Based on GPS 2018, the Transport Agency will ensure that its investment decisions in the NLTP will support the Government's priorities for a land transport system that:

- is a **safe** system, free from death and serious injury
- improves **access** to economic and social opportunities, improved resilience, and transport choices for urban and regional New Zealand
- enables better environmental outcomes through reducing adverse effects of transport on the climate, the local environment and public health
- delivers the best possible **value for money** through investing in the right infrastructure and services to the right level at the best cost.

NEW STRATEGIC DIRECTION: GPS 2018



To achieve the Government's strategic priorities for the land transport system, the Transport Agency is guided by the three themes in GPS 2018 which set out how the Government intends the priorities will be delivered. The Transport Agency will be working with others to:

- apply a **mode neutral** approach to transport system investment
- use **technology and innovation** to achieve improved performance
- integrate land use and transport planning and delivery activities.

From the Transport Agency's investment perspective, key strategic shifts are:

- a step-change in reducing deaths and serious injuries
- an increased focus on environmental outcomes and greater parity across economic, social and environmental outcomes
- a proactive modal shift in urban areas from roads to public transport and active modes, with a particular focus on rapid transit
- a new emphasis on the role of transport infrastructure in 'urban place-making', to support liveable cities
- a substantial increase in local and regional investment through local road improvements, safety improvements, inter-regional passenger and freight connections, and resilience (including climate change adaptation)
- increased investment in optimising the efficiency of the system across modes, eg through integrated urban and transport planning, travel demand management and new technologies
- a reduced emphasis on state highway improvements, while keeping maintenance and resilience treatments at an optimal level.

The Transport Agency developed a new Investment Assessment Framework (IAF) to give effect to the Government's transport priorities, and to provide guidance to our co-investment partners on how investment proposals will be prioritised. It responded to the changes in GPS 2018, such as the revised priorities, objectives and results, and changes to funding ranges. The IAF is part of the Transport Agency's investment decision-making system, and is used to assess and prioritise NLTF funding for projects and programmes proposed for inclusion in the NLTP.



DELIVERING ON MINISTERIAL EXPECTATIONS

In preparing the 2018–21 NLTP, the Transport Agency has taken into account the Ministerial expectations that are outlined in GPS 2018. These include:

- taking a lead role in securing integrated planning of the transport system
- ensuring that all transport modes and alternatives have been considered when
 planning and investing in land transport, and making decisions based on the ability
 to deliver positive social, economic and environmental outcomes
- taking a lead role in advancing technology and innovation to deliver the best transport solution
- taking a lead role in securing prudent activity management and operations
- working with the Ministry of Transport to monitor and report on the results under the GPS to enable appropriate evaluation of the GPS
- monitoring and reporting on investment decision-making and investment efficiency
- taking a lead role in advancing the Government's priorities in Auckland.

The Transport Agency is responding to these expectations by showing leadership, sharing information with its investment partners, and refreshing its investment decision-making system to ensure a robust approach is taken to identify appropriate transport solutions.

SUPPORTING COUNCILS TO CO-INVEST

GPS 2018 provides new opportunities for local councils, particularly in the areas of regional improvements, local road improvements, public transport and active modes. All of these have local share requirements (usually in the order of a 50:50 ratio between NLTF and local share).

This new opportunity presents some challenges in relation to local share affordability. The Transport Agency has worked with local government to develop a range of support options to enable councils to take up new co-investment opportunities in the GPS.

A range of initiatives have been developed to support local government. As a first step, the Transport Agency is establishing five National Priority Programmes to accelerate activities aligned with the government's priorities including:

- safety on local roads
- public transport
- walking and cycling
- regional improvements
- network resilience.

The programme teams will include representatives from both the Transport Agency and local government.

The Transport Agency will also:

- introduce enhanced targeted funding assistance rates (FAR) for the priority programmes to help councils meet their local share of funding, enabling other activities to be brought forward and delivered during this NLTP
- streamline planning and development processes to help bring forward activities within each programme
- share capability and capacity with local government to accelerate planning, business case development and project implementation.



RESPONDING TO GOVERNMENT PRIORITIES

SAFETY

'Significantly reducing the number of deaths and serious injuries that occur on the transport network is a key priority for GPS 2018.' GPS 2018

GPS OBJECTIVE

A land transport system that is a safe system, free of death and serious injury.

Nobody should die or be seriously injured as the result of the land transport system. However, road deaths have increased from 253 in 2013 to 380 in 2017, while the total number of deaths and serious injuries has increased from 2,215 to 3,185 during the same period.

Reversing New Zealand's current trauma trends requires a transport system that is designed and operated for people, and one that considers their safety as the top priority.

The GPS 2018 reflects a significant lift in ambition for improving the safety of the land transport system. The NLTP responds to this by proposing a programme of initiatives that:

- is targeted to the most significant risks: Investment will focus on reducing the risk of head-on crashes, targeting high-risk intersections, making roads and roadsides more forgiving in the event of human error or mechanical fault, and protecting vulnerable users such as pedestrians, cyclists and motorcyclists.
- can be delivered swiftly: A focus on highest-value interventions that can be delivered within the next three years and immediately deliver significant safety benefits. For safety interventions that may take more time to design and deliver, the Transport Agency is investigating procurement approaches to expedite delivery as much as possible.

State highways and local roads are safer for everyone

GPS 2018 supports investment in safety improvements on state highways and local roads – targeting investment at roads and roadsides that will have the greatest impact on reducing deaths and serious injuries.

The Transport Agency is working with local government to sharpen core asset management practices through increased use of lower cost safety interventions such as improving skid resistance, improving signs and markings (including rumble strips), targeted seal widening, and maintaining cycling and pedestrian facilities to make routes safer for all modes.

There is an increase in investment in road safety through the 2018–21 NLTP, particularly through the introduction of the Safe Networks programme. The Transport Agency will work closely with local government and its road safety partners to deliver the programme, concentrating on high-risk routes across New Zealand.

Safe Networks will focus on safe roads and roadsides, safe and appropriate speeds and safe level crossings. These actions will make roads more forgiving of human error, which will lower trauma rates. This will be complemented by continued investment in road safety maintenance, advertising and education, road policing, and public transport, all of which support improved safety outcomes.

The GPS 2018 reflects a significant lift in ambition for improving the safety of the land transport system.



Interventions will typically include median and roadside barriers, intersection improvements such as roundabouts, measures to improve safety for motorcycles, safety enhancements for walking and cycling such as better lane separation, and speed management. This will make roads and roadsides more forgiving in the event of human error or mechanical fault, and will protect vulnerable users such as pedestrians, cyclists and motorcyclists.

Safe speeds

GPS 2018 supports investment in state highways and local roads to accelerate the implementation of the new *Speed management guide*, focusing on treating the top 10 per cent of the network which will result in the greatest reduction of death and serious injury as quickly as possible.

Speed affects both the likelihood of a crash and the severity of crash outcomes. Achieving safe and appropriate speeds across the network results in significant safety gains for all road users.

During the next three years, the Transport Agency will:

- work with road controlling authorities to accelerate the implementation of the Speed management guide, targeting the top 10 percent of the network
- focus in particular on the Auckland, Waikato and Canterbury regions where the greatest safety gains can be made
- invest in safety improvements, such as median barriers and rumble strips on selected roads to enable current limits to be maintained
- invest in an evidence-based national advertising and education campaign on speed management to support community engagement and help build public understanding and support for safer speeds
- work with the NZ Police to coordinate speed management with the enhanced fixed safety camera programme, and to consider introducing point-to-point cameras.

Safe road use through appropriate education and promotion activities and regulatory changes

GPS 2018 supports investment in initiatives to improve road user behaviour and community understanding of road safety through the road safety promotion activity class.

The Transport Agency will continue to invest in advertising and other behavioural change programmes to help the community understand and support the need for infrastructure improvements, speed management and other road safety initiatives.

The 2018–21 NLTP's education and advertising programme will support police enforcement activities and address a number of themes, including distraction, fatigue, young drivers and motorcycling.

The Transport Agency will invest in an evidence-based national advertising and education campaign to help build public understanding and support for safer speeds, and are working with the NZ Police to co ordinate the enhanced fixed safety camera programme and consider the introduction of point-to-point cameras.

Other activities include the BikeReady programme, which provides cyclists with the skills and experience they need to feel safe on our transport network, and exploring innovative ways for advertising campaigns to reach people who persistently don't wear seatbelts.

Effective enforcement activity to promote safe behaviour by road users

The GPS 2018 supports investment in effective enforcement activity to promote safe behaviour by road users.

The Transport Agency, Ministry of Transport and NZ Police have formed a road safety partnership to implement a new operating model and a new investment and funding approach to support joined-up delivery of the Road Safety Partnership Programme. The partnership will promote safe behaviour by road users and support greater uptake of technology needed to support the sector wide focus on safe speeds to reduce avoidable harm.

The 2018–21 Road Safety Partnership Programme will support the police to achieve their operational target of a 5 percent reduction in road deaths each year to 2030. Police will take an enforcement and prevention approach targeted to highest risk, including:

- speed management with a mix of manual and automated enforcement and intervention
- impairment including alcohol, drug and fatigue related impairment
- restraints including seatbelts, child restraints and helmets
- distractions including mobile phone use, careless use and distracting behaviours
- high-risk drivers including recidivist and high-end, risk-taking behaviours
- vulnerable and active users including the elderly, children, pedestrians, cyclists and motorcyclists
- network maintenance and efficiency through effective crash investigation practices
- vehicle and operator safety and compliance including regulatory compliance of commercial vehicles and driving.

Safer vehicles

GPS 2018 supports investment in improving the vehicle fleet.

Recent research shows that improving the proportion of light vehicles with high safety ratings will reduce road trauma:

- 66% of death and serious injury crashes are in 1 and 2 star safety rated vehicles that offer little safety protection these make up 45% of the light vehicle fleet.
- People lack awareness of the role their vehicle plays in keeping them safe either in reducing the likelihood of a crash or protecting occupants if a crash happens.

Improving the proportion of light vehicles with high safety ratings will reduce road trauma. The Transport Agency is developing an integrated communications programme, in partnership with the vehicle industry, to:

- raise awareness among consumers of the important role the vehicle plays in a crash, and highlighting the benefits of 4 and 5 star vehicles
- encourage those consumers who can afford to do so to scrap their 1 and 2 star vehicles
- ensure safety information is available at the point of sale.

ACCESS

'Access is defined as people's ability to connect with people, goods, services and opportunities and thereby engage in economic and social activity.' GPS 2018

Access can be achieved through:

- the transport system which enables physical mobility
- the land use system which brings people closer to opportunities
- technology that allows people to access opportunities virtually.

It also enables physical mobility and brings people closer to the social and economic opportunities associated with education, employment, healthcare and markets. Improving access across the transport system is about providing safe, easy and affordable travel choices, ensuring the network is resilient at its critical points, keeping people and communities connected, and getting goods to market efficiently and on time. Ensuring access is critical for growing New Zealand's economy and social wellbeing.

The NLTP has been developed in recognition that urban areas and regional New Zealand face different access challenges and require different investment approaches.

Metropolitan and high growth urban areas are better connected and accessible

GPS 2018 supports investment in liveable cities by improving walking, cycling and public transport and by increasing transport choice.

With the increasing growth of our urban centres, the transport system faces challenges in providing adequate access to social and economic opportunities. To sustain and improve access, particularly in high growth areas, the Transport Agency needs to be smarter in how it manages, operates and prioritises investments in the transport system.

The Transport Agency is taking a lead role in supporting urban growth and development by working with local government to expand public transport networks, increase the frequency and quality of services, and improve connections to public transport hubs. The Transport Agency is also investing to extend existing walking and cycling networks, establish better connections to public transport hubs, and improve safety and accessibility for pedestrians and cyclists.

This will help make towns and cities more accessible and liveable by reducing reliance on cars, providing more transport choices, easing congestion in urban areas, supporting people to be active, enabling people to get to their destinations more efficiently and decreasing the environmental impact of the transport system.

With effective planning, our streets are not just places to pass through, but are hubs for connecting people, bringing communities closer together and enabling a range of transport choices.

The transport system is about providing safe, easy and affordable travel choices, ensuring the network is resilient at its critical points, keeping people and communities connected.



Auckland

GPS 2018 has an initial special focus on Auckland given its scale and that it has the strongest population growth in New Zealand.

Auckland is New Zealand's largest urban area and home to about 1.5 million people, one third of New Zealand's population. Auckland's population has increased by over 250,000 people since 2010, and is expected to grow by up to 1 million people over the next 30 years.

To meet the challenges posed by this growth, a joint initiative between government agencies, Auckland Transport and Auckland Council, known as the Auckland Transport Alignment Project (ATAP), has been created to develop an integrated strategic approach to managing Auckland's transport system over the medium to long term.

ATAP calls for a mix of approaches to support planned residential and commercial growth with transport services and solutions that enable people and businesses to physically access the destinations or services they need without undermining the wellbeing of local and wider communities. This approach is based on three integrated components:

- Making better use of existing networks.
- Targeting new investment to the most significant challenges.
- Maximising new opportunities to influence demand.

A central part of this approach is investment in rapid transit to unlock critical housing and urban development opportunities, giving communities better access to jobs, health, education and recreation. This includes delivering light rail between the city centre and Māngere.

The NLTP also includes investment in the infrastructure and operation of the public transport network as patronage continues to grow. This includes extending the Northern Busway and supporting the introduction of more electric trains to provide a modern, integrated public transport system with seamless connections.

Key corridors around the city will continue to have strategic importance, especially as the city grows and changes. The Northern Corridor Improvements project will complete the connection for the Western Ring Route to the north, the Southern Corridor Improvements will result in a safer route between the city centre and the south, and the Transport Agency will continue to build the 18-kilometre extension of the Northern Motorway (SH1) from Pūhoi to Warkworth.

This investment approach will improve access across Auckland and support the city to grow in a smart way, with new communities being safely and effectively connected by a range of transport choices.

A central part of the ATAP approach is investment in rapid transit to unlock critical housing and urban development opportunities, giving communities better access to jobs, health, education and recreation.



Approach toward improving access in regional areas

In the regions, investment is targeted at establishing better interregional freight and tourism connections, supporting economic growth by improving access to labour, supplies and markets.

Investment will improve the resilience of regional state highways, particularly in high-risk locations and in areas prone to road closures because of their unique geology and topography. Work will include replacing end-of-life bridges and targeted infrastructure improvements on key freight and tourism routes to minimise disruption from unplanned events such as extreme weather and rock fall.

The Transport Agency is also responding to the effects of climate change and sea level rise on communities and infrastructure in low lying coastal areas, and investigating options to strengthen alternate routes to deliver appropriate levels of service in the event of network disruption.

The Transport Agency is also supporting the regions to continue to extend access for high productivity motor vehicles (HPMVs) in regional areas to allow fewer trucks to transport more freight.

Reliable movement of freight and enhancing visitor journeys

GPS 2018 supports investment that is supportive of regional priorities such as the movement of freight, enhancing visitor journeys and increasing resilience.

Over the last three years the Transport Agency has supported the increased uptake of 50MAX trucks, which have an additional axle to carry up to 50 tonnes with minimal additional impact on infrastructure. Almost all local roads and state highways are now available to 50MAX, and more than 10,000 permits have been issued to freight operators.

About half the state highway network has been opened up to HPMVs over the last three years, particularly in areas where there are limited options to transfer freight to use other transport options, such as rail or coastal shipping. HPMV sections allow fewer trucks to transport more freight, which not only helps the economy, but also reduces congestion and improves safety by removing trucks from the roads.

There is continued support for freight customers and operators during the next three years by extending the HMPV network and working with local government to upgrade local and regional roads to form an integrated transport system.

There is also a focus on ensuring heavy vehicles are not overloaded and freight operators pay their fair share of road maintenance. The Weigh Right programme will support a level playing field, helping to improve productivity and make our roads safer. Twelve Weigh Right sites will be installed in key locations by 2020, screening heavy vehicles that account for 46% of all freight kilometres travelled on our roads.

There will also be support for a multi-modal approach to key regional connections, with a particular focus on freight and tourism – eg to increase the movement of freight by rail rather than on roads; and to improve regional connections to key tourist routes.

Enhancing visitor journeys

The Transport Agency is enhancing visitor journeys across New Zealand and supporting ongoing growth in tourism. This includes working with partners to improve the resilience of interregional connections and key tourism routes, and carrying out a range of other enhancements.

In urban areas, the Transport Agency is working with councils to deliver a wide range of walking, cycling and public transport initiatives to deliver an integrated transport system that provides visitors with a range of safe and reliable connections to key local destinations.

There is continued support for the addition of new connections and routes to the New Zealand Cycle Trail. The Great Rides within the trail are popular destinations for recreational users, domestic visitors and international tourists alike, driving considerable economic activity and helping our regions to thrive.

The Transport Agency continues to invest in multi-agency Transport Operations Centres (TOCs) in Auckland, Wellington and Christchurch. These centres manage traffic flows during major events such as sporting fixtures and concerts, and provide real-time transport information that supports both visitors and locals to make informed transport choices.

A land transport system that enables transport choice and access

GPS 2018 supports transport and land use planning that reduces the need to travel by private vehicle.

Supporting multi-modal solutions

Through integrated land use and transport planning, the Transport Agency will ensure that there is a focus on supporting increased multi-modal transport choices for people in high growth areas.

Working with local government, this NLTP will deliver a wide range of walking, cycling and public transport initiatives in urban centres to provide transport choice, improve connections to social and economic opportunities, ease congestion, reduce greenhouse gas emissions and improve public health outcomes. The Transport Agency is supporting local government to deliver these initiatives by providing increased funding assistance and establishing National Priority Programmes to help bring forward activities that align with the government's transport priorities.

Actively managing demand to reduce congestion and emissions, and encouraging a shift from single-occupant vehicles to public transport, walking and cycling, will support more liveable cities and thriving regions.

The Transport Agency will continue to harness and refine its use of technology to actively manage demand and make the best use of existing networks and services. The continual development of new technologies will continue to influence how the transport system and sector operates, creating new ways for people and businesses to access opportunities.

Digital technologies and customer insights also provide the Transport Agency and its partners with the ability to provide real-time information to commuters and tourists. This helps them make informed choices about when and how they travel, and helps redistribute demand to reduce congestion.

The NLTP investment in state highways includes projects that:

- continue investment in multi-agency Transport Operations Centres and, with partners, seek new and innovative services to maximise throughput and predictability while minimising disruptions
- invest in technologies that provide information and enable mode-shift or transport choices that reduce congestion on the roads.

A land transport system that is resilient

Providing and enabling reliable access is the basis of a well-functioning transport system. New Zealand's transport system must be resilient, and able to quickly reconnect communities after crashes and natural events such as earthquakes and adverse weather (rain, flooding and snow). Resilience is about preserving and restoring access, making sure the transport system can absorb and withstand disruptive events by having planned alternative routes when key routes are closed, and ensuring transport connections are restored as soon as possible.

In our cities, public transport, walking and cycling infrastructure can play a significant role in improving the resilience of the transport system to disruptive events. Increased investment in these areas through this NLTP will make an important contribution toward providing alternative modes and routes to help people stay connected in the face of unplanned disruptions.

Strong and effective partnerships are essential to deliver a resilient land transport system. The Transport Agency is working collaboratively with other government agencies, and with local government through the Road Efficiency Group and other groups, to develop a shared resilience framework and programmes for better dealing with resilience challenges.

The Transport Agency is also supporting local government to improve the resilience of local and regional roads through a range of activities including slope stability improvements and bridge replacement projects, for example, and investigating options to strengthen alternate routes to deliver appropriate levels of service in the event of network disruption. It is also working with local government to respond to the effects of climate change and sea level rise on communities and infrastructure in low lying coastal areas.

The importance of improving the resilience of our state highways is underscored by the impacts of the 2016 Kaikōura earthquake and the ongoing challenges of providing a resilient journey through the Manawatū Gorge.

While most state highways provide a good level of day-to-day of resilience, this is not always the case along regional routes that have a lower One Network Road Classification (ONRC), and in areas where there is a lack of viable alternative routes.

The continual development of new technologies will continue to influence how the transport system and sector operates, creating new ways for people and businesses to access opportunities.



The 2018-21 state highway resilience component of the NLTP is largely aimed at preparedness and responding to the challenges of New Zealand's geology and topography, while also responding to more gradual climate change impacts where and when appropriate. Specific components of the programme include:

- constructing an alternative route to the SH2 Manawatū Gorge
- managing risks on the Kaikōura coast and similar locations
- replacing end-of-life bridges on the state highway network
- a rock-fall prevention programme on key freight and tourism routes
- scour protection near bridges to protect against damage
- mitigating the impacts of climate change (extreme weather events and sea level rise) in vulnerable locations.

This resilience programme will continue to improve the reliability and availability of access to areas that are more prone to closures.

ENVIRONMENT

'Transport accounts for 18 percent of New Zealand's greenhouse gas emissions and has been the fastest growing source of emissions since 1990. Within transport, road emissions grew by 78 percent.' GPS 2018

A land transport system that reduces greenhouse gas emissions, as well as adverse effects on the local environment and public health.

GPS 2018 supports investment a whole of system approach to reducing greenhouse gases, investment in lower emission modes of transport, increased uptake of active modes such as walking and cycling and integrated land use and transport planning.

The development of the 2018–21 NLTP by the Transport Agency and its partners has been guided by our Environmental and Social Responsibility Policy and Standard, Regional Plans and National Policy Statements, GPS 2018, and our legal obligations under the Land Transport Management Act 2003. Reducing greenhouse gas emissions from the transport system is an increasing area of focus as the Government transitions toward a low-carbon economy.

The Transport Agency will continue to work with our key stakeholders and partners, especially local government and communities, to proactively avoid or minimise potential adverse effects to the environment or public health, or any adverse effects on community cohesion and connectedness, that are associated with the land transport system.

Investments through the 2018–21 NLTP will help minimise environmental harm and deliver positive outcomes that meet international and national commitments by:

- promoting greater use of public transport and encouraging walking and cycling as alternatives to the use of cars
- more effective land use and transport planning to provide people with a range of alternatives to cars
- working with partners to lift the standard and safety of the country's vehicle fleet, and promoting greater use of electric vehicles, less polluting bio fuels, and lowemission vehicles
- supporting innovative technology to reduce travel demand, redistribute demand across non-peak periods, and encourage the use of other travel options.

We will continue to work with our key stakeholders and partners, especially local government and communities, to proactively avoid or minimise potential adverse effects to the environment.



The Transport Agency is also committed to delivering projects and programmes in a way that helps safeguard the environment, by:

- planning and designing roading improvements to minimise disruption and protect sites of significant ecological, cultural and heritage importance
- requiring all road improvement projects greater than \$15 million to seek a Greenroads sustainability certificate
- supporting the use of recycled and marginal materials in pavements
- supporting the use of LED street and road lighting
- reducing unreasonable impacts of road traffic noise
- retro-fitting storm water treatment measures to improve water quality in key catchments and where road runoff is a significant source of pollution
- supporting biodiversity, for example, by improving culvert fish passage in key catchments, as well as vegetation and pest management practices
- working with suppliers to continue to set the highest standards for health and safety so that all people working on our sites return home safely every day.

Continuing to work collaboratively and strengthen relationships with key partners, including local government, the Climate Commission and environmental and sector-related organisations.

VALUE FOR MONEY

'GPS 2018 increases the emphasis on value for money to maximise the impact of money spent to achieve the Government's outcomes. Value for money in infrastructure will deliver the right infrastructure and services, to the right level at the best cost.' GPS 2018

The Transport Agency constantly considers how to deliver the outcomes sought by Government in the most effective and efficient manner to obtain the best value for money. It has a responsibility to ensure costs are kept under control, and that all funding delivers the best possible outcomes for New Zealand.

Delivering the right infrastructure and services includes responding to the investment signals in GPS 2018

The development of the Investment Assessment Framework (IAF) ensures NLTF investment aligns with the GPS 2018-21 and investment is consistent across the country for all modes of travel. The IAF assesses the efficiency of proposed investments, comparing the benefits that are achieved with the inputs (primarily costs) used to achieve these benefits. The NLTP proposes only those projects assessed as having the highest priority, ensuring the right activities are being delivered at the right time, for the best price.

Ongoing advances in data collection and sharing will drive improved performance and customer insights for the whole transport system. This will help the Transport Agency better understand the customers' experiences and needs, both for individuals and businesses, and target access improvements where interventions are most needed.

Investments are at the best costs

Investment should represent the best use of resources.

By using best practice procurement techniques to encourage and maintain competition and subsequent price tension, assessment and delivery of the proposed programme of investment will ensure whole-of-life costs are balanced against upfront construction costs. The proposed programme also includes an ongoing commitment to monitoring and research to ensure that assessments, standards and methods are constantly improved and remain innovative.

Using these frameworks and practices ensures the proposed state highway maintenance, operations, and improvement programmes achieve value for money for the benefit of all New Zealanders.

The Transport Agency applies cost efficiency benchmarking to assess the costs and benefits of continuous programmes such as road maintenance, public transport and road safety promotion.

Improved returns from maintenance

The GPS increases the emphasis on improving the performance of the existing network through maintenance.

The Transport Agency works with local government through the Road Efficiency Group (REG) to improve value for money in road maintenance. This has included developing the One Network Road Classification (ONRC) system to define nationally consistent service levels for roads and identify where there are gaps in performance. This helps achieve value for money by supporting targeted investment, and informs the development of strategic objectives for the Network Operating Frameworks in place for each urban area.

The REG is also supporting value for money by sharing examples of best practice procurement and delivery across local government, helping councils avoid duplicated effort while supporting them to make smart procurement decisions that align with their needs.

The Transport Agency is working through REG to improve the ONRC to make it more fit for purpose, and to cover all modes of transport, such as walking, cycling and public transport, particularly in urban areas. This will allow a mode-neutral approach to comparing the performance of roads across the country, enabling better direct investment to benefit all New Zealanders.

The Transport Agency is also reviewing its current investment decision making system to ensure its evaluation practices are transparent, fit for purpose, mode neutral, and support a long term systems view.

These frameworks and practices ensure the proposed state highway maintenance, operations, and improvement programmes achieve value for money for the benefit of all New Zealanders.



Innovation and technology are used to increase the net benefits from land transport investment and use

Over the next three years the Transport Agency will continue to use and refine its use of technology to actively manage demand and make the best use of existing networks and services. The development of new technologies will continue to influence how the transport system and sector operates, creating new ways to access opportunities, both for people and businesses.

Ongoing advances in data collection and sharing will drive improved performance and customer insights for the whole transport system. This will ensure a better understanding of customers' experiences and needs, both for individuals and businesses, enabling targeted improvements where interventions are most needed.

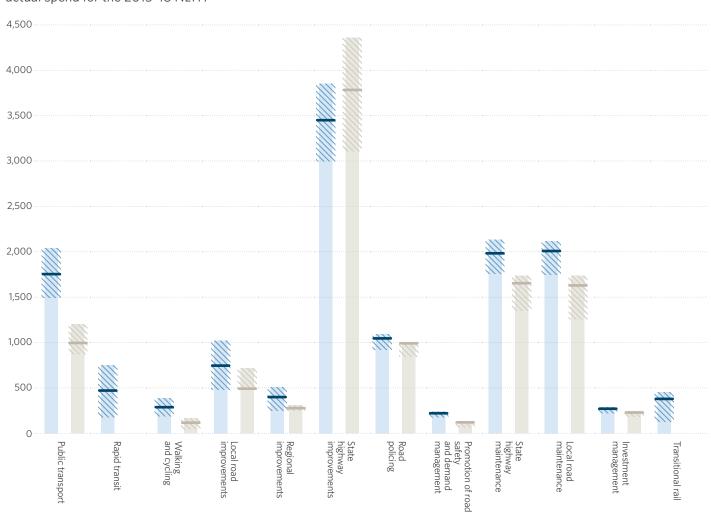
The Transport Agency will continue to use and develop the latest traffic operations technology to maximise throughput, reduce congestion and minimise disruptions, helping reduce vehicle emissions in key urban areas. Continued investment in digital technologies will provide real-time information to commuters and tourists, helping them make informed choices about when and how they travel.



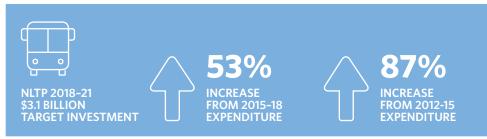
PLANNED INVESTMENT -BY ACTIVITY CLASS

The proposed investment levels for each activity class are shown by the solid line on the graph below. Each of these is within the GPS funding range which is shown by the shading area. For comparison, the graph also illustrates the funding ranges and actual spend for the 2015–18 NLTP.

2018-21 NLTP 2015-18 NLTP 2018-21 range 2015-18 range Forecast investment level 2018-21 Actual investment level 2015-18



PUBLIC TRANSPORT



Public transport has an essential role to play in reducing reliance on single-occupancy car trips, easing congestion in urban areas, enabling people to get to their destinations more efficiently, and decreasing the environmental impact of the transport system. It also provides a safe and affordable transport alternative for those who do not have easy access to a vehicle.

There will be a 53 percent increase in expenditure on public transport over the next three years compared to the previous NLTP. Public transport enhancements during the next three years will typically look to:

- increase the frequency of services
- establish additional bus lanes
- improve the quality and accessibility of infrastructure like bus stops and stations
- improve connections with other modes of transport such as walking and cycling,
- expand networks so more people can get where they need to go.

This NLTP's investment in public transport is also supporting the transport-disadvantaged to access education, employment, recreation and healthcare. The Total Mobility scheme, for example, assists eligible people with long-term impairments to access appropriate transport, while our Requirements for Urban Buses ensure accessibility features such as low floors and large signage.

The Transport Agency's 'Mobility as a Service' sees a continuation of investment in nationally-delivered technology applications aimed at providing customers with information around their travel choices. While multi-modal in nature, it is funded under the public transport activity class as the applications are seen to generally support the use of public transport modes.



RAPID TRANSIT



New activity class

The GPS 2018 includes a new rapid transit activity class which anticipates investing about \$4 billion over 10 years in busway and light rail infrastructure capable of moving large numbers of people. Forecast investment is about \$468 million during the 2018–21 period.

Moving large numbers of people more efficiently around cities and urban areas is a key focus of the GPS. Rapid transit (on dedicated corridors, by bus or light rail) provides an opportunity to achieve this in major centres, while also easing congestion across the transport system for other users and helping to reduce harmful emissions from transport. Rapid transit is also a significant component of the Government's stated direction for modal shift to public transport, which will have benefits for all users of the transport system.

In Auckland, the Transport Agency is working through the multi-agency Auckland Transport Alignment Project to ensure investment through this NLTP delivers the transport vision of Auckland Council and the Government. The goal is to provide a modern, integrated public transport system of buses, metro rail and light rail, with seamless connections across all transport options.

Establishing dedicated corridors for buses or light rail, for example from Auckland's CBD to Māngere, will increase capacity along with more frequent, reliable access to two of New Zealand's largest employment areas, supporting business, growth and tourism. The dedicated corridor will be largely unaffected by traffic and congestion, and will have fewer stops than current bus services.

Investment in rapid transit will include the planned extension of the Northern Busway as far as the Albany Park and Ride, supporting the extension of the Eastern Busway to Pakuranga, and progressing the development of a further new rapid transit corridor to improve access to the northwestern suburbs. This will unlock housing development opportunities and provide a critical connection for these suburbs in the form of a high capacity, frequent and reliable public transport service.

In Wellington, the Transport Agency is working with local government, through the Let's Get Wellington Moving initiative, to investigate options for an appropriate mass transit solution for Wellington City that integrates seamlessly with existing bus and rail services.

WALKING AND CYCLING IMPROVEMENTS



Walking and cycling facilities help make cities and towns more liveable and support tourism. During 2018-21 about \$390 million will be invested in walking and cycling initiatives, which will extend networks across the country and improve connections to a range of transport choices. This will improve safety and accessibility, and make a significant contribution to the revitalisation of town and city centres.

Improvments will be made to walking and cycling facilities along state highway corridors up and down the country, as part of our state highway improvement programme. This includes landscaping, new bridges and underpasses to establish safe routes to encourage more people to walk or cycle.

The Transport Agency continues to support the addition of new connections and routes to the New Zealand Cycle Trail. The Great Rides within the trail are popular destinations for recreational users, domestic visitors and international tourists alike. In addition to the public health benefits of increased cycling, the trail drives considerable economic activity and helps our regions to thrive.

There are a range of initiatives to increase the uptake of walking and cycling, particularly in and around schools. The national BikeReady programme, for example, provides people with the skills and experience they need to feel safe on our transport network, connecting school students and adult learners to training from professional instructors.

LOCAL ROAD IMPROVEMENTS



A total of \$1.3 billion will be invested through this NLTP on improving and establishing local roads throughout New Zealand to ensure safe and reliable journeys. Investment in local road improvements will also improve the liveability of our towns and cities by supporting urban placemaking and intensification, improving access to economic and social opportunities, and improving connections between different transport modes.



Local road improvements carried out by local government will include activities such as road resurfacing, pavement renewals, general maintenance, improvements to walking and cycling facilities, and HPMV strengthening at key locations.

A range of safety interventions will also be delivered within the next three years to make local roads and roadsides more forgiving in the event of human error or mechanical fault, and to protect vulnerable road users such as pedestrians and cyclists. Interventions will include median and roadside barriers, intersection improvements such as roundabouts, measures to improve safety for motorcycles, safety enhancements for walking and cycling such as better lane separation, and speed management.

REGIONAL IMPROVEMENTS



Over the next three years, \$456 million will be invested through this NLTP on regional improvements. This investment will support our regions to thrive by helping make key freight and tourism routes safer and more resilient.

The Transport Agency is taking a Safe Networks approach to improve the safety of our regional roads, concentrating on high-risk routes such as SH1 Loop Road to Smeaton's Hill in Northland. The Safe Networks approach is focused on delivering safe roads and roadsides, safe and appropriate speeds and safe level crossings. This will make regional roads more forgiving of human error, lowering trauma rates.

Resilience improvements to regional roads over the next three years include:

- replacing end-of-life bridges
- installing protection against scour from sand and gravel
- implementing a range of prevention measures against slips and rock-fall
- mitigating climate change impacts
- other targeted infrastructure improvements on key routes.

There is continued support for freight customers and operators by working with local government to extend the HPMV network where appropriate to link production sites with key distribution points to form an integrated transport system. This includes strengthening access to $\bar{O}p\bar{o}tiki$ Harbour in Bay of Plenty, for example, and replacing the Mangaweka Bridge to strengthen the connection between the Rangitīkei and Manawatū districts.

STATE HIGHWAY IMPROVEMENTS





The GPS 2018 promotes a strategic shift away from building new state highway capacity. Instead, the focus is on making the existing system more efficient where possible and improving the network where needed to address issues with safety, access to social and economic opportunities, and resilience.

During the 2018–21 period, the Transport Agency will invest about \$3.5 billion on new improvements to the network. New investments are focused on delivering the infrastructure needed to support a safe system free from death and serious injury, on improving the resilience of critical parts of the network such as interregional connections important for freight and tourism, and on supporting planned urban growth in metropolitan areas.

Safety of our state highways will be improved by investing in high-value interventions that can be delivered within the next three years and will immediately deliver significant safety benefits. The interventions within any given corridor will typically include median barriers, intersection improvements, measures to improve safety for motorcycles, support for walking and cycling, and speed management.

Over the next three years, significant improvements will be made to the resilience of our state highways, particularly in areas prone to road closures due to their unique geology and topography. This will include replacing end-of-life bridges and installing protection against scour from sand and gravel, and implementing rock-fall prevention measures on key freight and tourism routes. The Transport Agency will also respond to gradual climate change impacts where appropriate.

When delivering new state highway capacity or infrastructure, investment will be aligned with urban and regional growth strategies and supports planned residential and commercial development. Investment in state highways will complement local road projects, integrate with land use planning, and support connections to other transport modes such as public transport, walking and cycling.

To realise the Government's vision for the transport network, we have taken a fresh look at our transport investments. As a result, a number of proposed state highway projects are now being re-evaluated to ensure alignment with the Government's new strategic priorities. This work will take up to six months to complete as we establish what the right way forward is for these corridors. Once this work has been completed, work on these projects may proceed as originally planned, be staged differently or explore lower cost options.



ROAD POLICING



Road policing is an activity class within the GPS that covers investment in road policing for safe behaviour by road users and enforcement of economic compliance (for example, with road user charges).

The Transport Agency, Ministry of Transport and NZ Police have formed a road safety partnership to support joined-up delivery of the 2018-21 Road Safety Partnership Programme. The partnership will promote safe behaviour by road users and support the Police to achieve their operational target of a 5 percent reduction in road deaths each year to 2030.

Police take an enforcement and prevention approach that targets the behaviours that are likely to create the highest safety risks, alongside highly visible patrols to support and encourage safe driving behaviour. Targeted behaviours include:

- speed management a mix of manual and automated enforcement and intervention
- impairment including alcohol, drug and fatigue related impairment
- restraints including seatbelts, child restraints and helmets
- distractions including mobile phone use, careless use and distracting behaviours
- high-risk drivers including recidivist and high-end, risk-taking behaviours
- vulnerable and active users including the elderly, children, pedestrians, cyclists and motorcyclists
- network maintenance and efficiency through effective crash investigation practices
- vehicle and operator safety and compliance including regulatory compliance of commercial vehicles and driving.

The Transport Agency is also investing in an evidence-based national advertising and education campaign to help build public understanding and support for safer speeds, and are working with the NZ Police to co-ordinate the enhanced fixed safety camera programme and consider the introduction of point-to-point cameras.

PROMOTION OF ROAD SAFETY AND DEMAND MANAGEMENT



GPS 2018 provides considerably more funding as in 2015-18 for this activity class. In part, this is due to enlargement of the activity class to include travel demand management, consisting of behaviour-related activities to support modal shift to public transport and active modes, e.g. through advertising campaigns, and, potentially, use of pricing signals that incentivise modal shift from single occupancy vehicles.

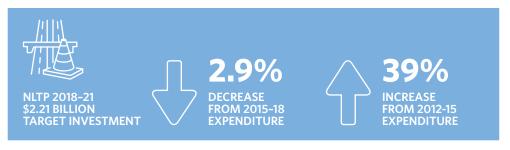
Increased investment in road safety promotion is proposed to support the GPS direction for a step-change in reducing deaths and serious injuries and will include funding for alcohol interlocks as well as the Transport Agency's safety advertising campaigns.

GPS 2018 signals a greater focus on improving access and reducing the negative impacts of the transport system on people and the environment. Actively managing demand to reduce congestion and emissions, and encouraging a shift from single-occupant vehicles to public transport, walking and cycling, will support more liveable cities and thriving regions.

The Transport Agency will continue to refine its use of technology to actively manage demand and make the best use of existing networks and services.

Ongoing advances in data collection and sharing will drive improved performance and customer insights for the whole transport system. This will help better understand customers' experiences and needs, both for individuals and businesses, and target access improvements where interventions are most needed.

STATE HIGHWAY MAINTENANCE



Alongside the Transport Agency's investment in state highway improvements, a total of \$2.2 billion will be invested over 2018-21 on maintaining the state highway network to ensure customers have quality access to economic and social opportunities. This is a decrease of 2.9% compared to the 2015-18 period due to the anticipated completion in 2019 of the Crown-funded Kaikōura earthquake response.



However, NLTF-funded investment in state highway maintenance will increase by 12.5% in 2018-21 to \$2.0 billion. This will support the Transport Agency to carry out necessary and outstanding renewal work at an accelerated rate, improving the resilience of highways across the network. Work will also include ensuring existing safety infrastructure continues to perform in the future by replacing safety barriers and rumble strips and taking other measures as required to maintain lane delineations, improving safety for all road users.

There will be continued investment in multi-agency Transport Operations Centres (TOCs) in Auckland, Wellington and Christchurch as part of our state highway maintenance expenditure. TOCs coordinate all transport operations during major events such as sporting fixtures or when there are road closures due to slips and flooding. This involves managing traffic flows and providing real-time transport information to commuters and tourists, empowering them to make good transport choices while reducing congestion and emissions.

LOCAL ROAD MAINTENANCE



A total of \$3.5 billion will be invested to support local government to operate, maintain and renew over 80,000 kilometres of local roads over the next three years.

The Transport Agency is supporting the sector-led Road Efficiency Group (REG) by coordinating and delivering national aspects of the REG programme to improve local road maintenance.

REG was established as the 'implementation authority' responsible for enabling the recommendations of the Government Road Maintenance Task Force to be embedded across the transport system. The cross sector delivery model involves the Transport Agency, Local Government New Zealand and local government representatives. The programme enables REG to continue supporting the sector to move to the delivery of agreed outcomes based on robust evidence delivered through smart procurement.

REG's work to improve road maintenance has included the ongoing development of the One Network Road Classification (ONRC) system, which defines nationally consistent service levels for roads and identifies where there are gaps in performance. This is helping councils target investment in local road maintenance and is informing the development of strategic objectives for the Network Operating Frameworks in place for each of our urban areas.

REG is also sharing examples of best practice procurement and delivery across local government, helping councils avoid duplicated effort while supporting them to make smart procurement decisions that align with their needs.



INVESTMENT MANAGEMENT



The investment management activity class covers three main activities:

- Transport planning.
- Sector research.
- Investment in the funding allocation system.

Transport planning activities include the Transport Agency's work in shaping the wider land use environment, recognising that transport can be a powerful enabler for new housing opportunities, liveable cities, and sustainable growth in regions. Significant effort will focus on integrated transport and land use planning activities to support shaping of the environment in both the long and short term so that land transport investment can achieve a wider set of outcomes and be better linked to placemaking and wider urban changes in particular.

The Transport Agency manages and fully funds the sector research programme from the investment management activity class. This programme consists of applied research into land transport topics, judged by the Transport Agency and sector representatives as having the greatest relevance and potential benefit to the sector.

Investment in the funding allocation system covers the Transport Agency's costs in developing and managing the NLTP and in fulfilling its legislative functions including 'to assist, advise and cooperate with approved organisations'.

TRANSITIONAL RAIL



The GPS supports an increased focus on public transport, reducing transport emissions, and reducing people's reliance on private vehicles to move around. Rail has an important role to play across all of these outcomes.

A total of \$376 million is being invested through this NLTP over the next three years to maintain and improve heavy rail infrastructure in areas where demand is outstripping capacity, reliability needs to be improved, or where there is a need to reduce conflict between freight and passenger trains. This is an interim measure while the Government considers how investment in rail is best managed through wider investment in the land transport system.

Initial investment will be focused in Auckland and Wellington, where large-scale and reliable public transport is essential to support forecast growth and minimise any increase to the number of vehicles on our roads.

Rail passenger volumes in Auckland have grown substantially since the opening of Britomart Station in 2003, leading to increasing network congestion between Wiri and Quay Park, and delays for some freight movements. The efficiency of the network is also affected by a lack of electrification to Pukekohe, which requires passengers to change trains in Papakura.

The Transport Agency is looking to invest in new electric trains, a third main line to Wiri and electrification to Pukekohe. These investments will help accommodate growth, improve efficiency and provide better separation of passenger and freight services. Improvements will also be made to safety at pedestrian crossings and carrying out other progressive improvements across the network.

The resilience of the network is of increasing importance as more and more people get on board public transport. The Transport Agency is looking to invest in an additional power supply together with a train control centre in Auckland to complement the existing facility in Wellington. This will ensure the network can cope with increased train movements and any future demands when the City Rail Link is completed in 2024.

In Wellington, the number of rail passengers commuting during peak periods is expected to exceed network capacity within the next five years. This NLTP responds by looking at investment in additional rolling stock to increase the number and length of trains operating during peak periods. At the same time, here is investent in a programme of track renewals to replace large sections of the Wellington network that is nearing the end of their economic life.

This will improve the safety and resilience of the network, maintain and improve service levels, and provide sufficient capacity to ensure passengers have reliable access to the employment, education, healthcare, and recreation opportunities that allow the region to thrive.

To support access to economic and social opportunities within our two largest cities and provide a viable alternative for commuters, the Transport Agency is planning to invest in refurbishing or replacing rolling stock to support the continuation of the existing Capital Connection service between Wellington and Palmerston North, and the possible establishment of a passenger service between Hamilton and Auckland.

