Reference: 20190632

TE TAI ŌHANGA
THE TREASURY

20 November 2019

s9(2)(a)

Thank you for your Official Information Act request, received on 8 September 2019. You requested:

> *On the advice referred to in this story (https://www.stuff.co.nz/national/politics/115195602/the-35-billion-brake-on-the-economy)*
>
> *What is Treasury's definition of "market ready"?*
> *What are the 12 large roading projects which Treasury says are "market-ready"?*
> *What makes each of the 12 market ready? Happy for this and the answer to the previous questions to be provided in a single table.*
>
> *Can I also please have all correspondence and communications between Treasury and NZTA had about this advice? Both in the formulation and any correspondence/communications about it after it was sent to the Minister's office 1 Feb 2019 to today.*
>
> *In addition, can I please have all correspondence and communications between Treasury and the Ministry of Transport about this advice? Both in the formulation and any correspondence/communications about it after it was sent to the Minister's office from 1 Feb 2019 to today.*
>
> *And finally the same as above but between Treasury and any private sector infrastructure consultants.*
>
> *Correspondence and communications includes but is not limited to letters, emails, text messages, messages through messaging apps (e.g. Whatsapp).*

We clarified with you that your request referred to our 8 April 2019 advice "Treasury Report T2019/862: Publication of Infrastructure Pipeline". This advice related to the first iteration of the New Zealand Infrastructure Pipeline. The Infrastructure Pipeline is available here: https://infracom.govt.nz/projects/pipeline/. This advice was prepared by the Infrastructure Transactions Unit, which has now been shifted to the New Zealand Infrastructure Commission.

We have also clarified your request for communications to include communications between the Treasury and the New Zealand Transport Agency (NZTA), Ministry of Transport, and private sector infrastructure consultants on the 12 large road projects referred to in our advice to Ministers on 8 April 2019. As per our clarification emails

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with you, we have limited our response to substantive communications between 1 February and 8 April 2019.

Response to your questions

"Treasury Report T2019/862: Publication of Infrastructure Pipeline" provided Ministers with detail on the intended publication of an industry facing pipeline of government infrastructure projects (the Infrastructure Pipeline).

The Infrastructure Pipeline is an industry facing pipeline of infrastructure projects that are relatively certain and committed and are due to come to "market".

The Infrastructure Transactions Unit defines "market ready" as ready to engage with the market with an intent to procure all or part of the project via a competitive tender process ahead of selecting a preferred contractor and negotiating a contract, prior to construction commencing.

"Market ready" may mean that a business case has been approved, or is near being approved, the project has been consented, acquisition of land has commenced (where required), and details of the procurement method may be known. 48% of the projects in the Infrastructure Pipeline's first iteration were in business case development.

"Market ready" is different to "construction ready" or "shovel ready", where a project has reached an advanced staged of planning, consenting and land acquisition that construction could commence in the short term.

Our advice described the NZTA pipeline of projects for inclusion in the first iteration of the pipeline. At the time, based on data supplied by the NZTA, 41 transport projects had been identified for inclusion in the Infrastructure Pipeline.

Our advice also noted that NZTA was undertaking a re-evaluation of 12 major roading projects for alignment with the Government Policy Statement on land transport in 2018. Information on these projects can be found be following this link: https://www.nzta.govt.nz/planning-and-investment/national-land-transport-programme/project-re-evaluations/. The project re-evaluations were also noted in the analysis accompanying the first iteration of the Infrastructure Pipeline, which is available here: https://infracom.govt.nz/projects/pipeline-analysis/analysis-by-sector/.

Our advice noted that the 12 major roading projects were not included in the Infrastructure Pipeline, or were to be included with reduced scope. Our advice noted that many of these projects were "market ready". From the individual project pages on the NZTA website, we have compiled an overview of the status of these projects at the time they were re-evaluated.

Project	Key work undertaken at time of re-evaluation.	Status
Whangarei to Te Hana	Community feedback received. Recommended programme of works developed	Investigation
East West Link	Community feedback received. Preferred route confirmed. Progressed design.	Design
SH1 Cambridge to Piarere	Recommended programme of works developed	Investigation
SH2 Pokeno to Mangatarata	Recommended programme of works developed. Environment and archaeological investigations complete	Design
SH29 Piarere to Tauriko	Recommended programme of works developed	Investigation
SH2 Waihi to Omokoroa	Business case approved. Tender for works.	Construction
Tauranga Northern Link	Recommended programme of works developed	Design
SH29 Tauriko West	Programme business case	Investigation
Otaki to North of Levin	Corridor selection	Investigation
Petone to Grenada Link	Option assessment	Investigation
SH2 Melling upgrade	Funding approved for consents	Investigation
SH2 Katikati Urban	Recommended programme of works developed, preferred route selected	Investigation

Information being released

We have identified several communications between the Treasury and the NZTA, as well as infrastructure consultants Advisian, as being within scope. The Treasury engaged Advisian to assist in the development of the first iteration of the Infrastructure Pipeline. We have not identified any substantive communications over this period between the Treasury and the Ministry of Transport relating to our 8 April 2019 advice. The Ministry of Transport was not a contributor to the infrastructure pipeline. All data on roading projects was supplied by the NZTA.

Please find enclosed the following documents:

Item	Date	Document Description	Decision
1.	4 February 2019	Email 4066993 – Attachment: ITU Infrastructure Project Pipeline Email from Advisian to the Treasury. The attachment is a paper updating the Expert Review Panel on the Infrastructure Transaction Unit's preparation for publication of the Infrastructure Pipeline	Release in part
2.	13 February 2019	RE: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb) Attachment: ITU – NZTA – Infrastructure Pipeline as at 123022019 This series of emails includes mention of the 12 re-evaluated roading projects and includes the NZTA's first data submission for the Infrastructure Pipeline as an attachment	Release in part
3.	13 February 2019	RE: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb) This series of emails includes Advisian's feedback to Item 2	Release in part
4.	24 February 2019	Slide for Ministers Meeting with Minister Jones Email from Advisian to the Treasury. The attachment mentions the 12 re-evaluated projects	Release in part
5.	11 March 2019	14 NZTA Projects being re-evaluated This series of emails between Advisian, the Treasury and the NZTA contains mention the 12 re-evaluated projects	Release in part
6.	21 March 2019	Draft Pipeline Test – ITU Infrastructure Pipeline Email from Advisian to the Treasury. Attachment contains proposed wording for the public commentary on the Infrastructure Pipeline	Release in part

I have decided to release the documents listed above, subject to information being withheld under one or more of the following sections of the Official Information Act, as applicable:

- personal contact details of officials, under section 9(2)(a) – to protect the privacy of natural persons, including that of deceased natural persons, and

- direct dial phone numbers of officials, under section 9(2)(k) – to prevent the disclosure of information for improper gain or improper advantage.

Direct dial phone numbers of officials have been redacted under section 9(2)(k) to reduce the possibility of staff being exposed to phishing and other scams. This is because information released under the OIA may end up in the public domain, for example, on websites including Treasury's website.

Some information has been removed as it falls outside the scope of your request.

In making my decision, I have considered the public interest considerations in section 9(1) of the Official Information Act.

Please note that this letter (with your personal details removed) and enclosed documents may be published on the Treasury website.

This reply addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my decision.

Yours sincerely

David Taylor
Manager, National Infrastructure Unit

OIA 20190632
Information for Release

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From: s9(2)(a) @Advisian.com>
Sent: Monday, 4 February 2019 10:45 AM
To: Lyn Holland [TSY]
Cc: Brendan Herder [TSY]
Subject: 4066993_1.docx
Attachments: 4066993_1.docx

Hi Lyn,

Apologies not sure what happened there,

Attached is the ERP paper.

Cheers

s9(2)(a)

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Infrastructure Body Establishment (IBEP)
Infrastructure Transactions Unit

Date: 4 February 2019

To: Expert Review Panel Members

From Karen Mitchell, interim head of ITU
Adam Wood, Senior Advisor

Cc: ITU Team

ITU Infrastructure Project Pipeline

Purpose

The purpose of this paper is to update the Expert Review Panel on the ITU's preparation for publication of an Infrastructure Project Pipeline (pipeline) by the end of February. The paper is intended to facilitate discussion concerning next steps, purpose, constraints, risks and future pipeline considerations in respect of the required delivery date of late February.

Recommendations

Note the contents of this memo and provide comments on the proposed approach.

Summary Update

The ITU is drawing together information on infrastructure projects (from business case to contract) from across government for publication late February. The information will presented by way of an Infrastructure Pipeline of upcoming projects with accompanying analysis.

The emerging picture shows a large boom of infrastructure projects in the medium term that will test the capacity of the construction industry to deliver. However, we are also hearing concern from the industry that there is insufficient certainty in the pipeline of projects that would incentivise investment in skills and capacity. Industry has also identified a potential bust in the pipeline of infrastructure projects in the near term and is looking to government to consider bringing some projects forward.

Our work with industry has identified that the most important factor that can influence investment (or even retention of current capacity) is visibility of certain, committed projects over the next three years, rather than a longer list of 'intentions'. The first release of pipeline information and analysis by the Infrastructure Transactions Unit will therefore include the following projects only:

- those for which a current business or investment case is underway (whether approved by Cabinet or internal Board etc), and
- those that have been funded and approved to proceed to procurement

We expect this may be a relative short list, but the focus on certainty is necessary at this stage.

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Purpose

The pipeline forms part of the ITU 'shop front' for market participants and provides certainty of prospective investment opportunities. Over time, the pipeline will become a central interface between the government and market. The pipeline will provide a forecast of procurement activity and provide market confidence. A 'single source of truth' will remove speculation, incentivise current market participants to invest and attract new entrants to the market.

Long-term, the pipeline will enable the independent infrastructure body to accurately track central and local government infrastructure projects from the perspective of investment and delivery timeframes and present back to infrastructure market participants a coherent and concise overview of when and to what quantum infrastructure projects are expected to come to market.

Other pipeline publications & ITU differentiation

Numerous infrastructure pipelines exist across both New Zealand and Australia, each with positive and negative aspects. Examples of prominent pipeline publications include:

- ANZIP (Australia and New Zealand Infrastructure Pipeline)
- The New Zealand Transport Agency (NZTA) Project Pipeline
- Infometrics NZ (available to market via subscription)
- New South Wales Infrastructure
- Infrastructure Queensland
- Infrastructure Victoria
- Infrastructure Outlook

Infrastructure pipeline publications take a variety of formats. However, many of the pipelines are static documents at a point in time and the majority do not allow the market to analyse or integrate findings.

The ITU led pipeline will differentiate itself from other publications by providing a greater level of data interrogation (the ability for users to filter, visualise and export the data in different ways). The ITU will also publish its independent analysis of pipeline trends, issues and opportunities alongside the project data.

Pipeline data collection and limitations

We sought to obtain a wide breadth of infrastructure activity data from central departments and agencies to understand proposed infrastructure project activity across government.

Treasury Investment Management and Asset Performance team (IMAP) data of agencies capital intentions details a long list of proposed investments, many of which are unlikely to be funded and brought to market. This dataset is therefore not useful or credible for the purposes of accurately forecasting a pipeline of infrastructure projects. We have formed a view the projects should not be published in the pipeline until there is a sufficient degree of credibility that they will proceed.

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The ITU has collected data on proposed infrastructure investments from the Crown Collaborative Construction Forum (a collection of DCE's from capital intensive agencies). This has been our most credible source of infrastructure investment activity across the sector to date and we are continuing to refine their data down to the following level of certainty:

- Projects for which a current business or investment case is underway (whether approved by Cabinet or internal Board etc)
- Projects that have been funded and approved to proceed to procurement

Example findings of early analysis

Our analysis of pipeline shows (see below) that only 5 new projects are anticipated to be "shovel ready" in 2019, total value $91m. Two large scale projects, the SH1 Papakura to Bombay and the Te Ahu a Turanga – Manukau (combined value around $800m), will be procured in 2019, but will not be shovel ready until 2020. There are 11 additional small to medium size projects funded via the PGF, but which again will not be shovel ready until 2020. The pipeline includes around 60 unfunded projects, which are ready to go as funding becomes available – again mostly small to medium size. Most of the large higher profile projects are not included in the pipeline as they are currently being re-evaluated (including some that had been consented or were in procurement). It is understood that the SH58 improvement project was recently shelved due to bids coming in well over budget and the Mill Road Project in Auckland was also shelved after contractors expended an estimated $2m in bid costs.

What is Achievable in the Short-Term

In the short-term it is achievable to lay the foundation for the pipeline that will enable the ITU to develop it overtime through interactive dialogue internally within the public sector and externally with market participants.

In the short term the ITU can provide the market with a pipeline view of infrastructure activity across central government that accurately reflects current undertakings over a short-term period of confirmed activity for the period of 3 years. This will provide the level of certainty that the market requires as soon as possible.

Based upon known requirements from both internal and external stakeholders the ITU is able to collect an initial central government data set detailing a current assessment of infrastructure activity underway and make an assessment on valid activity forecast over the next three years out to 2021.

Local government projects, and projects over a longer term horizon will need to follow in further updates to the pipeline.

Next Steps and Pathway for Infrastructure Pipeline

Once the pipeline is established the next step will be to embed process around the extension of pipeline deliverables as well as update and validation of market facing data. This will require open dialogue across government facilitated by the infrastructure body as to the process by which department and agency data is incorporated, updated and published. Extension of the pipeline by means of additional data fields, analysis and mandate should be

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considered alongside the market response and ongoing requirements. As the market undertakes their own analysis and requirement gathering the infrastructure body will need to work through market expectations and enable the delivery of added value to the sector.

In order to publish market facing public sector infrastructure activity the ITU will need to progress updated data collection from the public sector and subsequent analysis. The ITU will need to implement process and parameters by which initiatives that satisfy metrics are then in turn able to be delivered to the market by way of the pipeline. It is paramount the ITU takes a view on all infrastructure activity and only publishes that which they have confidence in resulting action and will deliver across the immediate to short term.

The infrastructure pipeline should seek to expand the parameters of the pipeline in respect to both procuring entities (e.g. local government and sectors, where appropriate) and project value (e.g. projects ranging in value from $5m - $50m). Moving on from a short term focused pipeline (3 Years) out to a pipeline that enables a forward look at infrastructure activity across a longer horizon (e.g. a 10 year view) will require significant engagement with the public sector and a potential reimagination of the way infrastructure investment is proposed, progressed and approved. Analysis and commentary overtime will become additional functionality that will enable the market to distinguish insights and opportunities over the longer term.

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From: Tara Macmillan <Tara.Macmillan@nzta.govt.nz>
Sent: Wednesday, 13 February 2019 9:45 AM
To: Karen Mitchell [TSY]
Subject: RE: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb)
Attachments: ITU - NZTA - Infrastructure Pipeline as at 13022019 .xlsx

Importance: High

Hi Karen,

Please find attached our completed Pipeline, noting:

1. Projects will follow funding stage gates and will only progress to construction if the funding is approved at each gate
2. Those under re-evaluation have been removed from this pipeline
3. Further work is being undertaken around:
    a. Opportunities to package projects together
    b. Consideration of how we smooth the programme

If you have any questions, please do not hesitate to contact me.

Thanks,

Tara Macmillan
Senior Manager, Procurement
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E Tara.Macmillan@nzta.govt.nz / W nzta.govt.nz
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From: Brendan Herder [TSY] <Brendan.Herder@treasury.govt.nz>
Sent: Tuesday, 29 January 2019 3:52 PM
To: Tara Macmillan <Tara.Macmillan@nzta.govt.nz>
Cc: Chris Hunt <Chris.Hunt@nzta.govt.nz>; Peter Spies <Peter.Spies@nzta.govt.nz>; Brett Rigden <Brett.Rigden@nzta.govt.nz>; Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Subject: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb)

[IN-CONFIDENCE]

Hi Tara

As you are aware, Ministers have decided to establish an Independent Infrastructure Body from late 2019. An interim Infrastructure Transactions Unit (ITU) was established within Treasury in November last year and will transition into the future Infrastructure Body. The role of the Infrastructure Body and ITU will be set out in legislation to be progressed through the House this year, with elements of the ITU's mandate also included in amended Rules of Sourcing and CO(15)5.

The role of the ITU includes the publishing of a pipeline that is credible and committed to allow industry participants to plan their investment and participation in procurement and potential delivery of infrastructure projects. An update on our approach to that process and the actions required from you are set out below.

Update: Publication of the Infrastructure Project Pipeline

The ITU is drawing together information on infrastructure projects (from business case to contract) from across government for publication late February. The information will presented by way of an Infrastructure Pipeline of upcoming projects with accompanying analysis. As the Construction Forum group has previously seen, when reviewing its aggregate capital intentions, the emerging picture shows a large boom of infrastructure projects in the medium term that will test the capacity of the construction industry to deliver. However, we are also hearing concern from the industry that there is insufficient certainty in the pipeline of projects that would incentivise investment in skills and capacity. Industry has also identified a potential bust in the pipeline of infrastructure projects in the near term and is looking to government to consider bringing some projects forward.

Our work with industry has identified that the most important factor that can influence investment (or even retention of current capacity) is visibility of certain, committed projects over the next three years, rather than a longer list of 'intentions'. The first release of pipeline information and analysis by the Infrastructure Transactions Unit will therefore include the following projects only:

- those for which a current business or investment case is underway (whether approved by Cabinet or internal Board etc), and
- those that have been funded and approved to proceed to procurement

We expect this may be a relative short list, but the focus on certainty is necessary at this stage. This is a high priority project for industry.

Action: Updating the attached template

We have updated the attached template to include fields required to present the project pipeline. It has been pre-populated with the most recent data made available to us. We need you to review the projects to ensure that all (and only) certain and committed projects that will come to market by 2021 are included (those in Business Case or funded and approved for procurement), and compete the remaining fields. Projects that have already been awarded to contractors should be excluded from this dataset.

Important Publicity Note: The information you provide will be made publicly available unless we are instructed otherwise. This may require liaison with your Ministers office. We understand precise project values may be sensitive so there is a drop down column to indicate whether we may publish the estimated project value or a value range only. If there are projects with a current business case or investment case underway that you do not wish to be publicly announced, please clearly highlight these in red and discuss them with us.

Please return the completed template to Karen Mitchell, interim Head of the Infrastructure Transactions Unit by **Monday 11 February** (Karen.Mitchell@treasury.govt.nz).

Brendan Herder | Senior Advisor – Infrastructure Transactions Unit | **The Treasury**
Tel: s9(2)(k) | **Mobile:** s9(2)(a) Brendan.Herder@treasury.govt.nz

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Infrasturcture Pipeline Website Material Input Data (Draft)
PLEASE COMPLETE
NZTA
Data Updated - XXXX
Data Input Table

Ministry / Agency	Project Name	Project Description	Project Status	Procurement Method	Ministry / Agency Procurement Identification Number	Business Case Start Date (Estimated)	Business Case Completion Date (Estimated)	Procurement Start Date (Estimated)	Procurement Completion Date (Estimated)	Construction Start Date (Estimated)	Project Completion Date (Estimated)	Region	Project Type / Sector	Project Value ($m) (Estimated)	Publication Value (Estimated)	Project Value Range (Estimated)
New Zealand Transport Agency	SH74 Marshlands to Burwood	Safety treatments including Median barriers	Under Construction	Construct only		NA	Complete	NA	NA	NA	31-Mar-19	Canterbury	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	SH6 Inangahua Junction to SH67 Slow Vehicle bays	One slow vehicle bay and three shoulder widening sections	Under Construction	Construct only		NA	Complete	NA	NA	NA	31-Mar-19	West Coast	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	SH7 Springs Junction to Reefton Slow Vehicle bays	Three slow vehicle bays	Under Construction	Construct only		NA	Complete	NA	NA	NA	31-Mar-19	West Coast	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	HPMV T2 West Coast connections (Contract 1)	Strengthening of bridges and structures between Hokitika and Waipara and connecting corridors of SH6/7/69/65/part67 to increase loading for HPMV and two bridges on SH73/67 for 50Max.	Under Construction	Construct only		NA	Complete	NA	NA	NA	31-May-19	West Coast	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	SH50: Hawke's Bay Expressway	This project seeks to deliver Safer Corridor treatments such as median and side barrier, roundabouts and/or grade separation to within Safe System (Harm minimisation) limits.	Under Construction	Construct only		NA	Complete	NA	NA	NA	31-Jul-19	Hawkes Bay	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH5: Wairakei to Mihi to SH38 - Stage 1	Safety improvements to respond to the National Safety Roads and Roadsides Programme (NSRRP) Business Case. The business case recommends safety treatments target three high risk areas to achieve consistent wide shoulders and a safe and appropriate speed of 100 kph. Corridor includes SH5 (Wairaeki to SH38).	Under Construction	Construct only		NA	Complete	NA	NA	NA	31/04/2020	Waikato	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH1: Dome Valley Safety Improvements	Introduce a combination of median barrier (9km) and wide centreline (5km) treatment along the full length of the corridor, as well as 14km of side barriers, and replacement of 2.4km side barriers at shoulder widening sections.	Under Construction	Other		NA	Complete	NA	NA	NA	31-Dec-20	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million
New Zealand Transport Agency	SH2: Waihi to Omokoroa (Trig Road to Omokoroa)	Corridor safety treatments as part of the SH2 Waihi to Tauranga (W2T) Programme Business Case	Under Construction	Construct only		NA	Complete	NA	NA	NA	31-Dec-20	Bay of Plenty	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	50 - 100 Million
New Zealand Transport Agency	SH2: Waihi to Omokoroa (Waihi to Trig Road)	Corridor safety treatments as part of the SH2 Waihi to Tauranga (W2T) Programme Business Case	Under Construction	Construct only		NA	Complete	NA	NA	NA	31-Dec-20	Bay of Plenty	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH3 Awakino Tunnel Bypass	Bypass of the single lane Awakino Tunnel on State Highway 3 in south-west Waikato between Hamilton and New Plymouth, as part of the Accelerated Regional Roading Package.	Under Construction	Design and construct		NA	Complete	NA	NA	1-Apr-19	2024	Waikato	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million
New Zealand Transport Agency	SH1 Papakura to Bombay	Improvements to SH1, between Papakura and Bombay. This is one of the early Supporting Growth projects from the South of Auckland.	In Procurement	To be determined		NA	Complete	underway	1-Mar-19	1-Feb-20	2027	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	250 - 500 Million
New Zealand Transport Agency	Old Mangere Bridge replacement - Manukau Harbour	Bridge replacement of the old Mangere bridge	In Procurement	To be determined		NA	Complete	underway	1-Apr-19	1-Jun-19	2021	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million
New Zealand Transport Agency	Te Ahu a Turanga Manawatu Taranua Highway	Manawatu Gorge new bypass route	In Procurement	To be determined		NA	Complete	underway	14-Jun-19	1-Feb-20	2024	Manawatu - Wanganui	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	250 - 500 Million
New Zealand Transport Agency	HPMV T2 GIS HNO Napier Port to Gis	Project is on a major freight route on a Regional Strategic state highway corridor and providing for HPMV along this route has the potential for a nationally significant contribution to economic growth and productivity.	Business Case / Investment Case Development	To be determined		underway	1-Apr-19	1-Oct-19	30-Nov-19	1-Dec-19	30-Dec-20	Gisborne	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	Waikare Gorge	PGF Activity - route realignment	Business Case / Investment Case Development	Construct only		underway	30-May-19	1-Jun-19	30-Dec-19	1-Mar-20	28-Feb-21	Hawkes bay	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH10 Waipapa Corridor Improvements	PGF Activity - Intersection improvements to address delays on exit from Waipapa Road and accesss to Waipapa Commercial Centre. Part of the Waipapa Road Intersection Improvements project.	Business Case / Investment Case Development	To be determined		complete	complete	30-Jun-19	30-Sep-19	1-Oct-19	30-Jun-20	Northland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH11 Kawakawa to SH10	This project is an amalgamation of both safety and resilience activities that have overlapping geographical locations along this corridor. This project seeks to deliver Safer Corridor treatments such as median and side barrier, roundabouts or grade separation, or speed managed to within Safe System (Harm minimisation) limits. Resilience improvements on SH11 to address flooding problems. This corridor provides the connection between SH1 and the Bay of Islands. It is a critical tourism route. The route suffers from flooding and slip problems in addition to safety problems.	Business Case / Investment Case Development	To be determined		underway	30-Apr-19	30-Jun-20	30-Sep-20	1-Oct-20	2021	Northland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH12 Rawene to Waipoua	PGF Activity - Outcomes sought: seasonal diversification, resilient and safe access, better integration of SH12 with Omapere and Opononi Likely focus: transport system that supports new & existing visitor attractions, slips, road safety, integration of coastal erosion measures, movement within townships & township plans	Business Case / Investment Case Development	To be determined		underway	30-Apr-19	30-Jun-20	30-Sep-20	1-Oct-20	TBC	Northland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH35 and connecting routes - resilience	PGF activity: Resilience improvements targeted at route security and network availability issues on SH35. Managing slope stability issues.	Business Case / Investment Case Development	To be determined		underway	30-Sep-19	1-Oct-19	1-Jan-20	1-Feb-20	TBC	Gisborne	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH35 and connecting routes - passing opportunities	Passing opportunities: targeting 21 No Passing opportunities SH2 Gisborne to Opotiki (3 ops) SH2 Gisborne to Napier (12 ops) SH35 (6 ops) on the State Highway network supporting improved journey time and route reliability for inter and intra-regional journeys for communities and industry within the region.	Business Case / Investment Case Development	To be determined		underway	30-Sep-19	1-Oct-19	1-Jan-20	1-Feb-20	TBC	Gisborne	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH35 Makoomuka Realignment	Responding to the ongoing maintenance, resilience and inefficiencies associated with two single lane bridges and one dual lane bridge.	Business Case / Investment Case Development	To be determined		complete	complete	30-Aug-19	30-Oct-19	1-Nov-19	2021	Gisborne	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed

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New Zealand Transport Agency	SH43 Forgotten Highway	PGF Activity - Single Stage Business Case funded from Provincial Growth Fund to understand the best approach to improvements along the SH43 corridor with a focus on sealing the 12km unsealed section. Included in the scope is consideration of the entire SH43 corridor as it may benefit from enhanced safety and resilience upgrades to ensure that the highway is able to provide a viable alternative route should SH3 north (New Plymouth - Te Kuiti) be closed.	Business Case / Investment Case Development	To be determined		underway	30-Apr-19	1-Oct-19	31-Dec-19	1-Feb-20	TBC	Taranaki	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	Passing and overtaking opportunities	Passing and overtaking opportunities on the Northland State highway network.	Business Case / Investment Case Development	To be determined		underway	30-Apr-19	1-Oct-19	31-Dec-19	1-Feb-20	TBC	Northland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	Loop Rd Nth to Smeatons Hill Sl	The SH1N/Portland Rd/ Loop Rd south is a safety concern due to poor geometric deficiencies / layout. There is forestry activity in the area resulting in a high proportion of heavy vehicles. Safety improvements are proposed, including two third clover interchange.	In Procurement	To be determined		complete	complete	complete	complete	7-Feb-19	30-Mar-21	Northland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	HPMV T2 West Coast connections (Contract 2)	Strengthening of bridges and structures between Hokitika and Waipara and connecting corridors of SH6/7/69/65/part67 to increase loading for HPMV and two bridges on SH73/67 for 50Max.	In Procurement	Construct only		complete	complete	underway	1-Mar-19	1-Apr-19	31-Aug-19	West Coast	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	Visiting Driver Signature Project Otago	Safety improvements to the Otago network for tourist drivers on key links: Queenstown - Milford (Otago section), Queenstown - West Coast, Queenstown - Christchurch (Otago section). ATP, pull-off areas, barriers.	In Procurement	Construct only		complete	complete	underway	1-Mar-19	1-Apr-19	31-Aug-19	Otago	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	SH30 Eastern Corridor Connect Rotorua (Phase 2)	Capacity improvements along SH30 eastern corridor of Rotorua.	In Procurement	Construct only		complete	complete	underway	1-Mar-19	1-Apr-19	31-Aug-20	Bay of Plenty	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	W2HV Link Programme: P2M section	The Project seeks to provide transport infrastructure that will improve safety and connectivity for walking and cycling between Wellington and Hutt Valley. It aims to provide dedicated walking and cycling facilities. This is the Petone to Melling section.	In Procurement	Construct only		complete	complete	underway	30-Mar-19	1-May-19	31-Jul-20	Wellington	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million
New Zealand Transport Agency	SH16: Brigham Creek to Waimauku	This project seeks to deliver Safer Corridor treatments such as median and side barrier, roundabouts and/or grade separation to within Safe System (Harm minimisation) limits.	In Procurement	Construct only		complete	complete	underway	30-Mar-19	1-May-19	30-Jan-21	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million
New Zealand Transport Agency	Katiki Coast Enhanced Resilience Stage 2	Resilience improvements for high risk erosion sites identified along the Katiki Coast which are threatening the security of State Highway 1.	In Procurement	Construct only		complete	complete	underway	30-Apr-19	1-Jun-19	31-Aug-20	Otago	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	SH88 Cycling and Pedestrian Facilities including Port Chalmers Safety Improvements	This is to implement various options of safety improvement along the 7 km SH88 road corridor through combination of improved delineation (e.g. ATP markings); wire rope barrier, and w-section guardrail barrier. Also to complete the final section of the SH88 shared walking and cycling path from Dunedin (St Leonards) to Port Chalmers.	In Procurement	Construct only		complete	complete	underway	30-Jun-19	30-Jul-19	TBC	Otago	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million
New Zealand Transport Agency	SH5: Wairakei to Mihi to SH3B - Stage 2	Safety improvements to respond to the National Safety Roads and Roadsides Programme (NSRRP) Business Case. The business case recommends safety treatments target three high risk areas to achieve consistent wide shoulders and a safe and appropriate speed of 100 kph.	In Procurement	Construct only		complete	complete	underway	30-Jun-19	30-Jul-19	30-Dec-20	Waikato	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	20Connect (SH20B)	A business case activity that may include the following activities:- SH20B increased capacity - SH20 between SH20A and SH1 increased capacity - SB motorway link between SH20A and SH20 - mass transit between Mangere and Botany, via Manukau - Puhinui rail station interchange upgrade - increased PT service frequency, geographic coverage, priority and infrastructure - Mobility as a Service marketplace - demand management campaign and supporting initiatives	Business Case / Investment Case Development	Construct only		underway	30-Jun-19	TBC	TBC	TBC	TBC	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	50 - 100 Million
New Zealand Transport Agency	SH18 Squadron Drive Imps - Enabling Works	Efficiency improvements and new west facing access.	Business Case / Investment Case Development	Other		underway	30-Apr-19	1-Aug-19	30-Nov-19	1-Dec-19	30-Apr-20	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	W2HV Link Programme: N2P section	The Project seeks to provide transport infrastructure that will improve safety and connectivity for walking and cycling between Wellington and Hutt Valley. It aims to provide dedicated walking and cycling facilities. This is the Ngauranga to Petone section.	Business Case / Investment Case Development	Design and construct		complete	complete	1-Dec-20	30-Mar-21	30-Apr-21	TBC	Wellington	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	50 - 100 Million
New Zealand Transport Agency	Hamilton to Cambridge Cycle Connection	New off-road, shared use path between Hamilton and Cambridge to provide a safe route for walkers and cyclists.	Business Case / Investment Case Development	To be determined		complete	complete	1-Apr-19	30-May-19	1-Jun-19	30-Apr-20	Waikato	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	Woodend Corridor Safety Improvements	A series of interim improvements required in the Woodend Corridor to deal with safety, severance and congestion issues prior to the Woodend Bypass being built	Business Case / Investment Case Development	To be determined		complete	complete	1-Apr-19	30-Jun-19	1-Jul-19	30-Mar-21	Canterbury	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	SH3: Awakino to Mt Messenger Corridor - Stage 3	This project seeks to deliver Safer Corridor treatments such as median and side barrier, roundabouts or grade separation, or speed managed to within Safe System (Harm minimisation) limits.	Business Case / Investment Case Development	Construct only		complete	complete	1-Apr-19	30-Jun-19	1-Jul-19	30-Mar-20	Taranaki	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	Accessing Central New Zealand SH3 Napier	Refine and develop interventions for the three intersections of Roberts Line, James Line and Stoney Creek Road, along SH3 (Napier Road), in order to improve safety and efficiency of the transport network.	Business Case / Investment Case Development	To be determined		underway	30-Mar-19	1-Nov-19	31-Dec-19	1-Jan-20	31-Dec-20	Manawatu - Wanganui	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	Waimak Bluffs Rock protection	Increased route resilience : - Paddys Bend: rock scaling with design and installation of a 2,000 kJ, 4 - 5 m high attenuator, Waimakariri Bluffs: rock scaling with mesh & bolt / throated drape rockfall mitigation system,	In Procurement	Construct only		complete	complete	1-Apr-19	1-Jul-19	1-Aug-19	1-Mar-20	Canterbury	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	< 5 Million
New Zealand Transport Agency	Lets Get Wellington Moving (N2A Programme)	Lets Get Wellington Moving is a joint initiative between Wellington City Council, Greater Wellington Regional Council and the NZ Transport Agency. The activity will consider the key problems facing the movement of people and freight, and have developed 12 principles to develop a strategic response that can deliver a transport system that moves more people, goods and services reliably without more vehicles.	Business Case / Investment Case Development	To be determined		underway	TBC	TBC	TBC	TBC	TBC	Wellington	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH60 Takaka Hill	Resilience improvements for the corridor following prolonged loss to connectivity following significant weather events	In Procurement	Construct only		complete	complete	30-May-19	30-Jul-19	1-Aug-19	44012	Nelson	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million

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New Zealand Transport Agency	SH26 Kirikiri Stream Bridge Replacement	Replacing bridge structure to reduce flooding issues associated with a central pier and inadequate waterway under the bridge. Also includes nearby intersection improvement (SH26/25A) to ensure safe sight distance to the new bridge.	Business Case / Investment Case Development	Construct only		complete	complete	30-May-19	1-Oct-19	1-Nov-19	TBC	Waikato	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH7 Ahaura River Bridge Replacement	Ahaura Bridge (built in 1929) is a one lane timber bridge located on SH7 immediately south of Ahaura Township. Numerous components of the bridge are heavily decayed and on-going regular inspections and maintenances are necessary. A replacement bridge has been signalled as necessary within the next 4-6 years in the National Bridge Replacement Programme. The bridge at end of life and is at risk of failing due to undetected decay, and the general strength and condition of the bridge.	Business Case / Investment Case Development	Construct only		complete	complete	30-May-19	1-Oct-19	1-Nov-19	TBC	Canterbury	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH30A Urban Revitalisation Connect Rotorua	SH30A Amohau Street network changes and form/function for revocation.	Business Case / Investment Case Development	To be determined		complete	complete	30-Jun-19	1-Nov-19	1-Dec-19	TBC	Bay of Plenty	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH16/18 Connections	SH16/18 Motorway connections and interchange upgrades at Brigham Creek and Northside Drive.	Business Case / Investment Case Development	To be determined		underway	TBC	TBC	TBC	TBC	TBC	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH8 Beaumont Bridge replacement	The existing bridge is 136 years old, and consists of composite wrought iron trusses supporting a timber deck and is at the end of it's life. The project scope is likely to require notable realignment and reconfiguration of local road connectivity, regardless of option. \n	Business Case / Investment Case Development	Construct only		complete	complete	1-Sep-19	1-Feb-20	1-Mar-20	TBC	Otago	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH30 Kopaki Bridge Replacement	Kopaki bridge is at the end of its life. Bridge replacement to enable HPMV movements	Business Case / Investment Case Development	To be determined		complete	complete	1-Oct-19	1-Feb-20	1-Mar-20	TBC	Waikato	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH6A Corridor Improvements	Corridor improvements to relieve congestion and ease access from side roads.	Business Case / Investment Case Development	To be determined		complete	complete	1-Oct-20	1-Feb-21	1-Mar-21	TBC	Otago	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	SH18 Squadron Drive Imps	Efficiency improvements and new west facing access.	Business Case / Investment Case Development	Construct only		underway	TBC	TBC	TBC	TBC	TBC	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	50 - 100 Million
New Zealand Transport Agency	Stanley St Corridor Improvements	A new town centre arterial will improve access and efficiency particularly for public transport and to facilitate access to a new town centre public transport hub and provides access to plan change 50 area. The development of the new town centre public transport hub is an integral part of this project. This will be a joint activity with QLDC.	Business Case / Investment Case Development	To be determined		underway	TBC	TBC	TBC	TBC	TBC	Otago	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	50 - 100 Million
New Zealand Transport Agency	City Centre to Mangere Light Rail	Rapid transit between Mangere and Auckland City Centre	Business Case / Investment Case Development	To be determined		underway	TBC	TBC	TBC	TBC	TBC	Auckland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	Grant Rd Kawarau Falls Bridge Corridor Improvements (Stage 2)	Work necessary to compliment development projects in the area including improvements for pedestrians, lighting, widening and utility integration. Includes surrounding projects for Glenda Drive, Frankton BP R/A Improvements and BP R/A to Kawarau Falls Bridge Corridor Improvements.	Business Case / Investment Case Development	To be determined		underway	30-Jun-19	TBC	TBC	TBC	2021	Otago	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million
New Zealand Transport Agency	SH1 Taupo to Waiouru ST Improvements	Corridor wide safety, journey and resilience improvements from Taupo through to Waiouru including replacement of Taurangа-Taupo Bridge.	Business Case / Investment Case Development	To be determined		underway	30-May-19	TBC	TBC	TBC	TBC	Waikato	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	Not Disclosed
New Zealand Transport Agency	SH10 Kaeo Bridge Upgrade	Two laning of existing one way bridge	Business Case / Investment Case Development	To be determined		Complete	Complete	TBC	TBC	TBC	1-Nov-20	Northland	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	5 - 25 Million
New Zealand Transport Agency	Waitara to Bell Block Route Improvements Bell Block to SH3A	Safety Route improvements on SH3 between Waitara to Bell Block including creation of safer roads and roadside and safer intersections as well as closing some side roads and restricting movements at others where possible.	Business Case / Investment Case Development	To be determined		underway	TBC	TBC	TBC	TBC	TBC	Taranaki	Transport	NA	Publish Value Range Only (Estimated Value Sensitive)	25 - 50 Million

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From: s9(2)(a)
Sent: Wednesday, 13 February 2019 7:24 PM
To: Karen Mitchell [TSY]
Cc: Adam Wood [TSY]
Subject: Re: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb) [External Sender]

Shall do! I've never been to NZTA so ill get to tick that off my office tour list. :)

Get Outlook for Android

From: Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Sent: Wednesday, February 13, 2019 6:41:10 PM
To: s9(2)(a)
Cc: Adam Wood [TSY]
Subject: RE: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb) [External Sender]

Thanks s9(2)(a)

Can you come to meeting tomorrow with NZTA at 11.30 at the Majestic Centre on Willis Street. Bring print-outs and questions.

Regards
Karen

From: s9(2)(a)
Sent: Wednesday, 13 February 2019 5:14 PM
To: Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Cc: Adam Wood [TSY] <Adam.Wood@treasury.govt.nz>
Subject: RE: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb) [External Sender]

Hey Karen and Adam,

Just a really quick look through the NZTA response, I think we will have to go back to them to provide clarification around a few things.

They haven't provided values for any projects, which is fine as we knew not all agencies would be comfortable publishing project value, although would not enable us to graph portfolio (agency) project volume against project value for NZTA and or overall unless we took the view that we would only publish all pipeline projects in the format of project volume against project value range (which is fine too, but unfortunately that limits us to one method of overall graphically displaying all pipeline results relating to value)

And in regards to project stage gates (business case, procurement etc) where they have provided dates for any period that has passed or is the stage the project currently falls within they have either put complete, or underway as their response and have only provided a completion date, no beginning date (and not in all

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cases have they provided a completion date, I imagine it would be because the procurement or business case hasn't dictated a completion date as yet)

In regards to what we potentially could present, there are only 7 projects at $50m plus. However, of those only 5 appear to be 'viable', and I think only 1 would be a project the market could participate in as the others are already under procurement. Which means for NZTA we would only be able to publish one project if our threshold was set at $50m as they others, whilst still 'viable' projects are already known to the market presumably as they are already within procurement and or in delivery.

Im not sure how we approach this, if we only seek clarification for projects we would consider publishing, or if we would ask for clarification for everything.

Happy to discuss,

Cheers

s9(2)(a)

From: Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Sent: Wednesday, February 13, 2019 4:12 PM
To: s9(2)(a)
Cc: Adam Wood [TSY] <Adam.Wood@treasury.govt.nz>
Subject: FW: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb) [External Sender]
Importance: High

Another one in.

From: Tara Macmillan <Tara.Macmillan@nzta.govt.nz>
Sent: Wednesday, 13 February 2019 9:45 AM
To: Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Subject: RE: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb)
Importance: High

Hi Karen,

Please find attached our completed Pipeline, noting:

1. Projects will follow funding stage gates and will only progress to construction if the funding is approved at each gate
2. Those under re-evaluation have been removed from this pipeline
3. Further work is being undertaken around:
    a. Opportunities to package projects together
    b. Consideration of how we smooth the programme

If you have any questions, please do not hesitate to contact me.

Thanks,

Tara Macmillan
Senior Manager, Procurement

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DDI s9(2)(k) M s9(2)(a)
E Tara.Macmillan@nzta.govt.nz / w nzta.govt.nz

Auckland Office / Level 11, HSBC House
1 Queen Street, Auckland 1143, New Zealand

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From: Brendan Herder [TSY] <Brendan.Herder@treasury.govt.nz>
Sent: Tuesday, 29 January 2019 3:52 PM
To: Tara Macmillan <Tara.Macmillan@nzta.govt.nz>
Cc: Chris Hunt <Chris.Hunt@nzta.govt.nz>; Peter Spies <Peter.Spies@nzta.govt.nz>; Brett Rigden <Brett.Rigden@nzta.govt.nz>; Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Subject: Infrastructure Project Pipeline for publication by the Infrastructure Transactions Unit (please respond by 11 Feb)

[IN-CONFIDENCE]

Hi Tara

As you are aware, Ministers have decided to establish an Independent Infrastructure Body from late 2019. An interim Infrastructure Transactions Unit (ITU) was established within Treasury in November last year and will transition into the future Infrastructure Body. The role of the Infrastructure Body and ITU will be set out in legislation to be progressed through the House this year, with elements of the ITU's mandate also included in amended Rules of Sourcing and CO(15)5.

The role of the ITU includes the publishing of a pipeline that is credible and committed to allow industry participants to plan their investment and participation in procurement and potential delivery of infrastructure projects. An update on our approach to that process and the actions required from you are set out below.

Update: Publication of the Infrastructure Project Pipeline

The ITU is drawing together information on infrastructure projects (from business case to contract) from across government for publication late February. The information will presented by way of an Infrastructure Pipeline of upcoming projects with accompanying analysis. As the Construction Forum group has previously seen, when reviewing its aggregate capital intentions, the emerging picture shows a large boom of infrastructure projects in the medium term that will test the capacity of the construction industry to deliver. However, we are also hearing concern from the industry that there is insufficient certainty in the pipeline of projects that would incentivise investment in skills and capacity. Industry has also identified a potential bust in the pipeline of infrastructure projects in the near term and is looking to government to consider bringing some projects forward.

Our work with industry has identified that the most important factor that can influence investment (or even retention of current capacity) is visibility of certain, committed projects over the next three years, rather than a longer list of 'intentions'. The first release of pipeline information and analysis by the Infrastructure Transactions Unit will therefore include the following projects only:

- those for which a current business or investment case is underway (whether approved by Cabinet or internal Board etc), and
- those that have been funded and approved to proceed to procurement

We expect this may be a relative short list, but the focus on certainty is necessary at this stage. This is a high priority project for industry.

Action: Updating the attached template

We have updated the attached template to include fields required to present the project pipeline. It has been pre-populated with the most recent data made available to us. We need you to review the projects to ensure that all (and only) certain and committed projects that will come to market by 2021 are included (those in Business Case or funded and approved for procurement), and compete the remaining fields. Projects that have already been awarded to contractors should be excluded from this dataset.

Important Publicity Note: The information you provide will be made publicly available unless we are instructed otherwise. This may require liaison with your Ministers office. We understand precise project values may be sensitive so there is a drop down column to indicate whether we may publish the estimated project value or a value range only. If there are projects with a current business case or investment case underway that you do not wish to be publicly announced, please clearly highlight these in red and discuss them with us.

Please return the completed template to Karen Mitchell, interim Head of the Infrastructure Transactions Unit by **Monday 11 February** (Karen.Mitchell@treasury.govt.nz).

Brendan Herder | Senior Advisor – Infrastructure Transactions Unit | **The Treasury**
Tel: (+64) 04 917 6903 | **Mobile:** s9(2)(a) | Brendan.Herder@treasury.govt.nz

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From: s9(2)(a)
Sent: Sunday, 24 February 2019 5:15 PM
To: Mitchell, Karen (Wellington); Karen Mitchell [TSY]
Cc: s9(2)(a)
Subject: Slide for Ministers Meeting with Minister Jones
Attachments: Ministers Meeting Transport Pipeline.ppt

Hi Karen and s9(2)(a)

Attached are the updated slides as per our conversation on Friday.

Hope the meeting goes well tomorrow.

Ill be tied up in a workshop all day tomorrow, although feel free to email or call and ill excuse myself if you need anything :)

Cheers

s9(2)(a)

s9(2)(a)
Consultant
Capital Projects Advisory

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THE TREASURY
Kaitohutohu Kaupapa Rawa

ITU Pipeline

Transport Focus

Infrastructure Transactions Unit

February 2019

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Pipeline

- Industry requirement for certainty – credible and committed – from business case to procurement ready
- Agency investment data – interpret with caution
- Multiple pipelines exist - with different data presentation
- Differentiate the ITU pipeline – with additional analysis and tools for interrogation
- ITU's initial focus on central government projects – local government, utilities and private sector to be included at a later date
- **Pipeline issues identified in transport – significant shift**
- Disparity between pipeline $ and BEFU 18 – Net Capital Expenditure of $42bn

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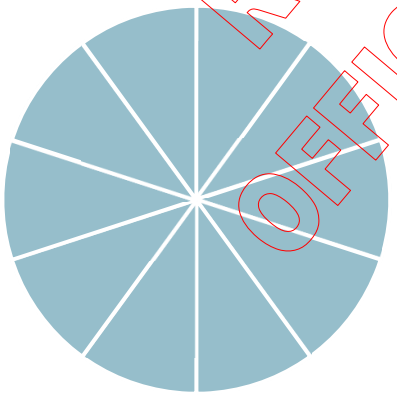
Moving from the 2015 GPS to the 2018 GPS

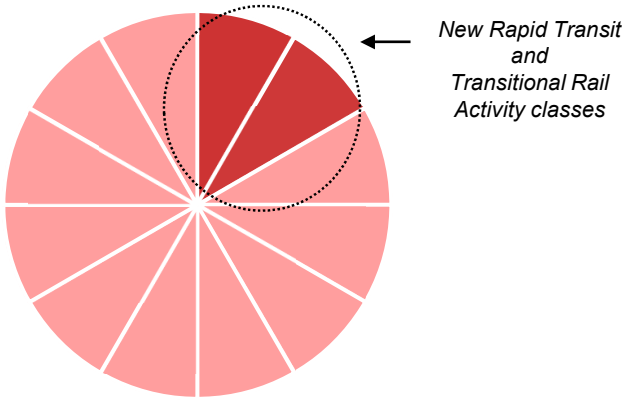
2015 GPS strategic direction	2018 GPS strategic direction
Economic growth and productivity	
Safety	Safety
Value for money	Value for money
	Access
	Environment

GPS 2015 - 10 activity classes



Does not represent actual funding allocation

GPS 2018 - 12 activity classes



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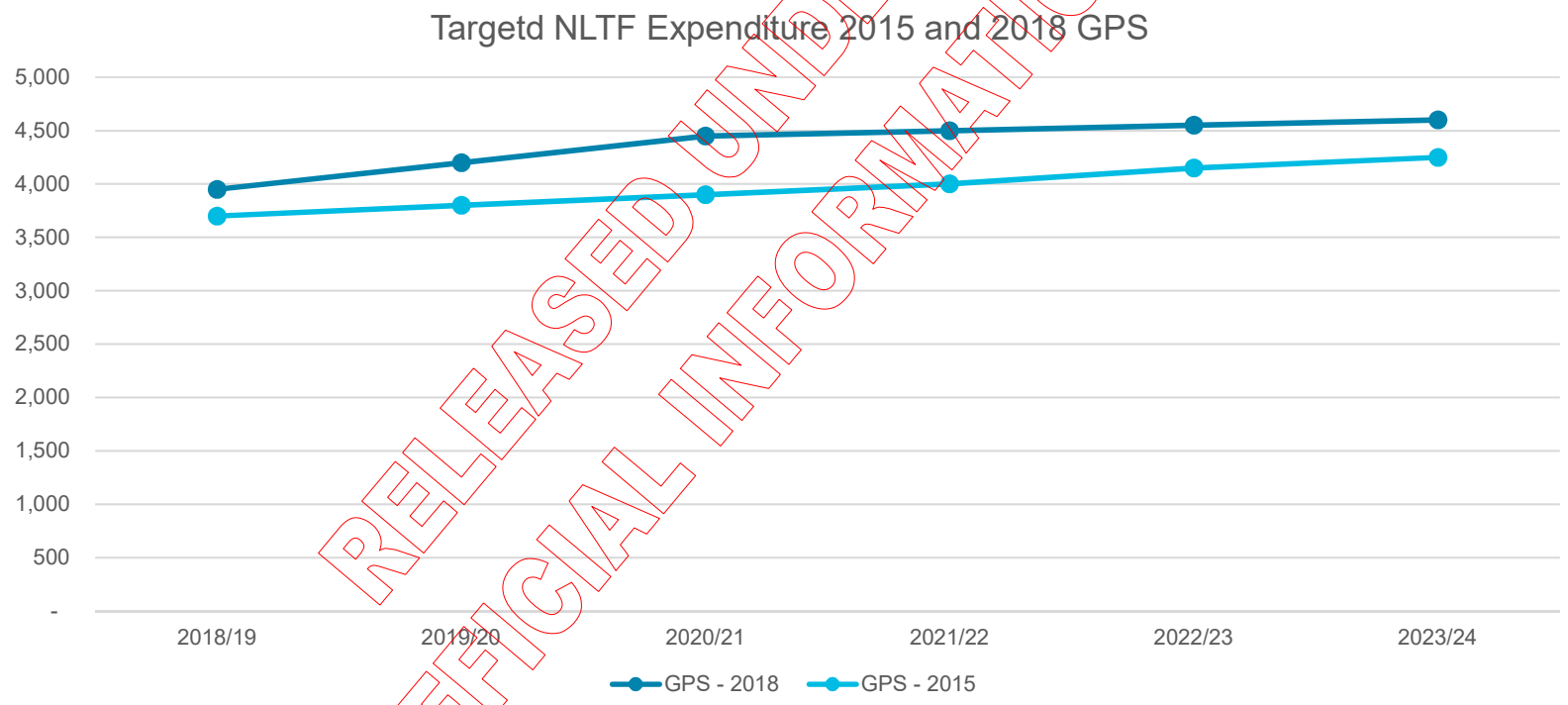
GP(4

Target NLTF expenditure: 2018 and 2015 GPS



	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Expenditure Target (Total)
GPS – 2018	3,950	4,200	4,450	4,500	4,550	4,600	***26,250***
GPS – 2015	3,700	3,800	3,900	4,000	4,150	4,250	***23,800***

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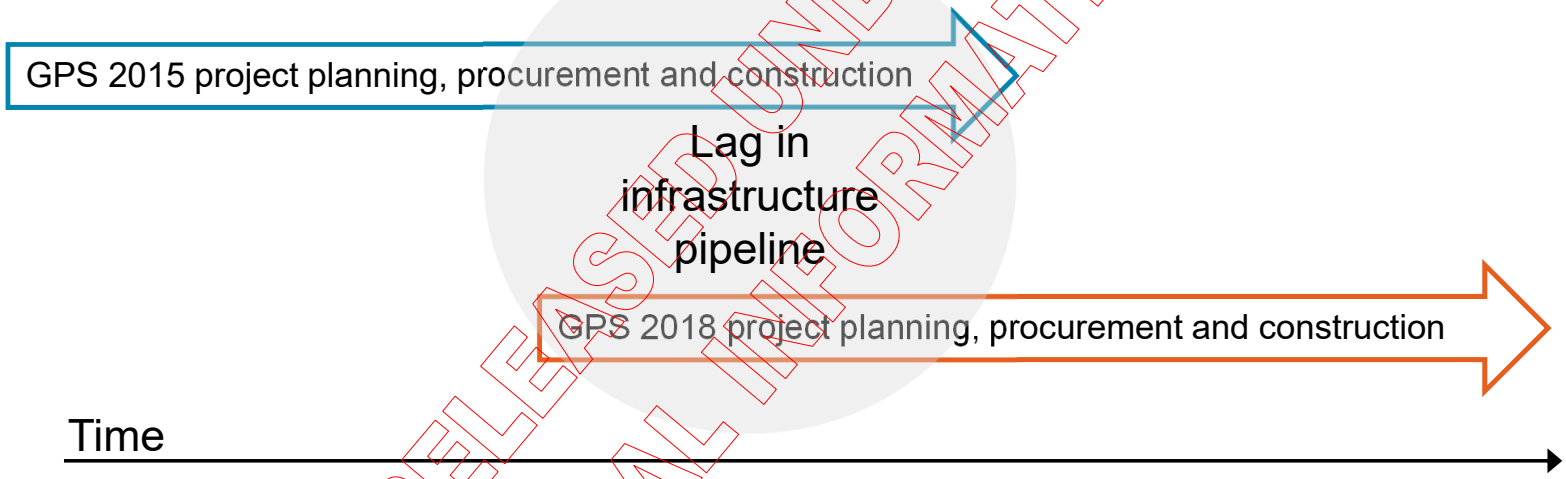
Moving from the 2015 GPS to the 2018 GPS



- Transition between the two government policy statements.
- Some projects are completed and others re-scoped or re-evaluated to fit with the 2018 GPS strategic direction
- Example: Waikato and BoP projects are being reprioritised

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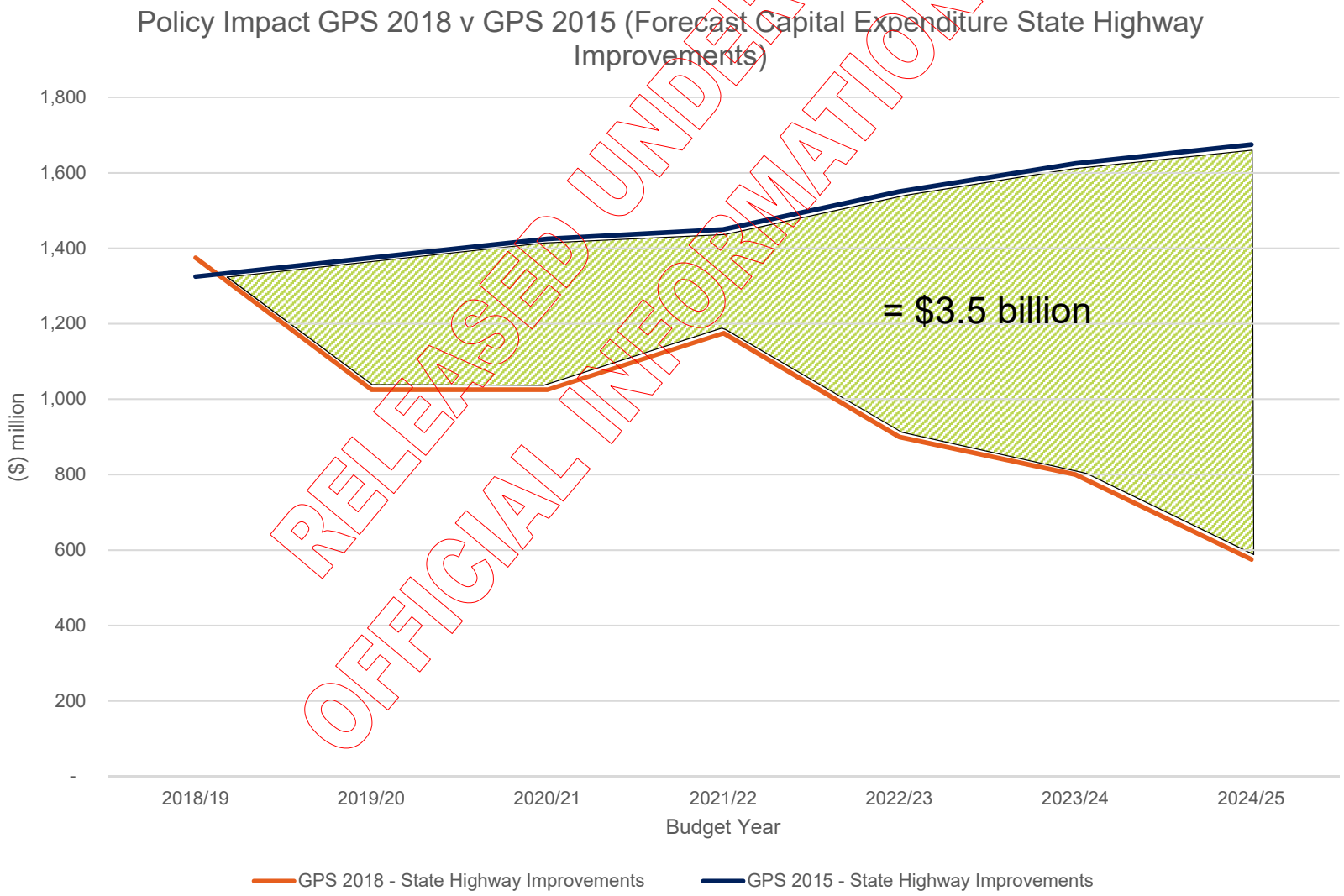
State Highway Improvements - Policy Impact



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GP(3

2024/25 FY: what's changed between the 2015 and 2018 GPS?

- By 2024/25 the change in policy direction becomes apparent in the forecasted budget, namely through the reduction in forecasted spending in state highway improvements. Funding in the State highway improvements activity class, in the 2018 GPS, are budgeted to decline from the 2021/22 FY.
  - In the 2024/25 FY the 2015 GPS forecasted spending 40% of the NLTF on state highway improvements, the 2018 GPS has now forecast a spend of 13% of the NLTF. This translates to a decrease forecasted spend of $1.1 billion.
- All other activity classes remain either the same or an increased proportion of the NLTF. Note the new activity class in the 2018 GPS, rapid transit, is forecasted to make up 13% of the 2024/25 NLTF. This equates to $585 million, soaking up some of the reduced spend on state highway improvements.

GPS Activity Class	GPS 15 ($m)	GPS 15 Activity Class Allocation	GPS18 ($m)	GPS 18 Activity Class Allocation	Shift Between GPS18 v GPS 15 ($m)
State highway improvements	10,425	39%	6,875	23%	(3,550)
State highway maintenance	4,100	15%	4,795	16%	695
Local road improvements	1,663	6%	2,120	7%	458
Local road maintenance	3,835	14%	4,740	16%	905
Public transport	2,843	11%	4,435	15%	1,593
Walking and cycling improvements	260	1%	685	2%	425
Regional improvements	585	2%	930	3%	345
Road safety promotion	261	1%	568	2%	307
Investment management	435	2%	513	2%	78
Road policing	2,340	9%	2,535	8%	195
Rapid transit		0%	1,620	5%	1,620
Transition rail		0%	560	2%	560
GPS Total	***26,746***	***100%***	***30,375***	***100%***	***3,629***

•2015 and 2018 GPS activity class forecasts are taken from the mid point and are illustrative

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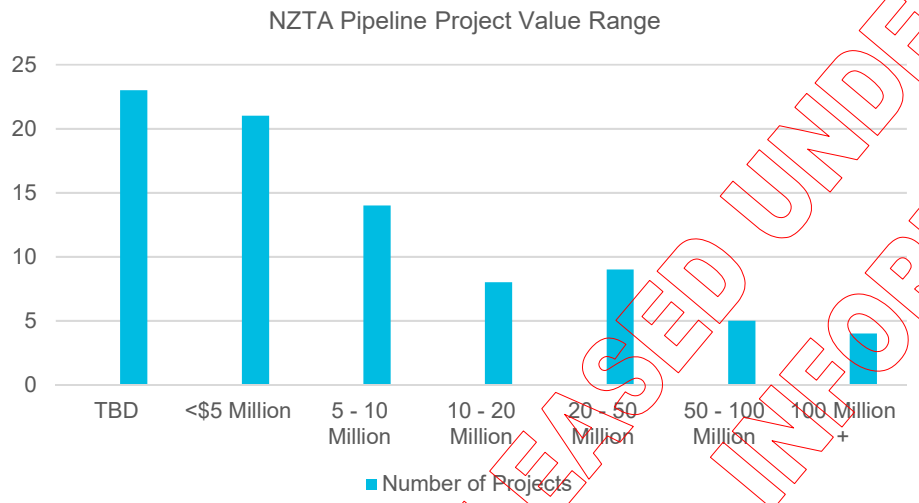
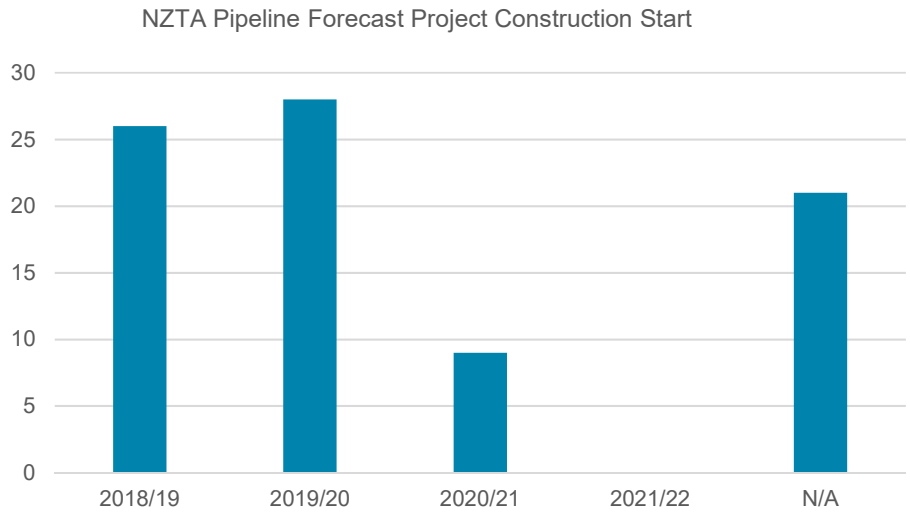
NZTA Pipeline – Tender Programme December 2018



- The majority of pipeline projects are smaller in nature with the bulk of project construction to commence 2018/19 and 2019/20 FY.
- 27% of projects in the December 18 Tender Programme costs are unknown and or unfunded at present.
- Only 11% (9) of projects in the pipeline are at a capital value above $50m of which only 4 are expected to be over $100m.

- 64% of all projects within the NZTA tender programme are expeted to commence construction in the 2018/19 and 2019/20 FY.
- 25% of projects in the pipeline have no formal construction start attributed the initiative.
- No projects are expected to commence in 2021/22 FY.



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From: Karen Mitchell [TSY]
Sent: Monday, 11 March 2019 3:19 PM
To: s9(2)(a) Adam Wood [TSY]
Subject: 14 NZTA Projects being re-evaluated

Hi s9(2)(a)

Here is the list of the NZTA projects being re-evaluated – to add to our updated Transport focus slide-pack. The Board has not yet made a decision as to which ones will go ahead etc.

Regards
Karen

From: Tara Macmillan <Tara.Macmillan@nzta.govt.nz>
Sent: Monday, 11 March 2019 12:52 PM
To: Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Cc: Darren Baars [TSY] <Darren.Baars@treasury.govt.nz>
Subject: RE: 14 Projects being re-evaluated

Hi Karen,

Please see the list of projects below and some additional contextual information surrounding the process, outcomes and next steps.

Re-evaluation was completed for the 10 state highway corridors (12 state highway projects). The re-evaluated projects are:

- SH1 Whangarei to Te Hana
- East West Link
- SH2 Pokeno to Mangatarata
- SH2 Waihi to Omokoroa
- SH2 Katikati Urban
- SH2 Omokoroa to Te Puna
- SH2 Tauranga Northern Link
- SH29 Tauriko Western Corridor
- SH1 Cambridge to Piarere
- SH29 Piarere to Tauriko
- SH1 Otaki to north of Levin
- Petone to Grenada.

Process:

- The review refocussed project designs on the ten corridors to align with the strategic priorities of the Government Policy Statement on Land Transport.
- Safety, access (including multi-modal access) and prudent route protection

Outcome:

- The revised directions have been endorsed by the NZ Transport Agency Board, subject to programme priority and funding
- A number of the re-evaluated corridors have already been identified and allowed for within the Safe Network Programme (SNP) to deliver online safety improvements
- Subject to funding, there is merit in progressing further investment in the 10 state highway corridors.
- Adding the re-evaluated projects to the 2018-21NLTP was reported to the Board in December 2018
- A number of scenarios were presented to best balance financial and reputational risk.

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- A preferred scenario was identified which provided targeted safety improvements in addition to developing multi-modal transport systems

Next Steps:

- The State Highway Activity class in the 2018-21 NLTP is financially constrained
- The Transport Agency is undertaking a review of the current state highway improvements programme including forecast project cost estimates and cashflows, project contingencies etc.
- The Transport Agency is exploring a range of options that may create headroom to further include re-evaluated activities in the 2018-21 NLTP,
- We anticipate reporting back to the Board in April 2019

Regards,

Tara Macmillan
Senior Manager, Procurement

DDI s9(2)(k) M s9(2)(a)
E Tara.Macmillan@nzta.govt.nz / W nzta.govt.nz

Auckland Office / Level 11, HSBC House
1 Queen Street, Auckland 1143, New Zealand

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From: Karen Mitchell [TSY] <Karen.Mitchell@treasury.govt.nz>
Sent: Monday, 11 March 2019 10:23 AM
To: Tara Macmillan <Tara.Macmillan@nzta.govt.nz>
Cc: Darren Baars [TSY] <Darren.Baars@treasury.govt.nz>
Subject: FW: 14 Projects being re-evaluated

Hi Tara

Any chance I could have this info for this afternoon.

Regards
Karen

From: Karen Mitchell [TSY]
Sent: Monday, 25 February 2019 9:01 AM
To: 'Tara Macmillan' <Tara.Macmillan@nzta.govt.nz>
Subject: 14 Projects being re-evaluated

Hi Tara

A quick question – do you have a simple list of the 14 projects being re-evaluated (i.e.not in the pipeline) that I could have urgently – thanks

Regards
Karen

Karen Mitchell | Interim Head – Infrastructure Transactions Unit | **The Treasury**

Mobile: s9(2)(a) karen.mitchell@treasury.govt.nz

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From: s9(2)(a) @Advisian.com>
Sent: Thursday, 21 March 2019 10:08 PM
To: Lyn Holland [TSY]
Cc: Karen Mitchell [TSY]; s9(2)(a) Mitchell, Karen (Wellington)
Subject: Draft Pipeline Text - ITU Infrastructure Pipeline
Attachments: 4079351_Draft pipeline text (KM) (002)- James Edits.DOCX

Hi Lyn,

Attached are my edits to the infrastructure pipeline commentary.

I think once we have received all the data updated form agencies we will need to discuss what projects are in and or out. However, I think either way the analysis section will need to be double checked once we have the final data set for upload and publishing.

I have highlighted all the figures in red that may need to be revisited based upon what we receive back from agencies through their updates, although hopefully this helps for now.

I know we haven't landed on the graphical representation of data to be used in the pipeline, but if possible id like to suggest a few for the final publication. I will turn these around tomorrow.

Happy to discuss.

Cheers

James

s9(2)(a)
Consultant
Capital Projects Advisory

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(text for pipeline landing page)

Infrastructure Pipeline

Providing visibility of timing, sequencing and scale of future infrastructure projects

The Infrastructure Transactions Unit is prototyping a visible pipeline of anticipated government infrastructure projects.

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(new page)

Analysis Overview

The prototype pipeline is initially focused on the five capital— intensive central government agencies:

- The Ministry of Education
- The Ministry of Health
- The New Zealand Transport Agency
- The New Zealand Defence Force and
- The Department of Corrections

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pages 3 - 6 not relevant to request

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The NZTA~~, traditionally responsible for a significant number of large infrastructure proje~~ are ~~represented~~ responsible for ~~by 40 project (~~26% of the pipeline projects (40 projects)~~)~~. The Infrastructure Transactions Unit is aware of 14 projects currently being re-evaluated by the NZ Transport Agency that are not currently included in the pipeline. The Infrastructure Transactions Unit will update the NZ Transport Agency pipeline data once the outcome of this re-evaluation is known. In addition, the pipeline does not include the Auckland Light Rail Project being led by the NZ Transport Agency and currently in business case phase as definitive investment and timings have not been confirmed with the ITU.

Commented [KM[27]: ? phrasing

Commented [KM[28]: Check whether link to NZTA website appropriate here

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New page

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Transport

The Transport sector is experiencing a shift from large scale projects toward smaller scale initiatives with a particular focus on Safety Improvements expected as a response to the Government Policy Statement. At present the ITU is aware of 14 Projects under re-evaluation and is awaiting the outcome of that process to inform movement in the Transport Sector Infrastructure Pipeline.

The majority of projects across the transport sector are smaller in nature than previous years, 7 projects propose investment propose capital investment of $50 Million and above 2 of which are expected to invest over $100 Million with the balance of transport related infrastructure projects expected to deliver below a capital investment of $50 Million.

rest of document not relevant to request