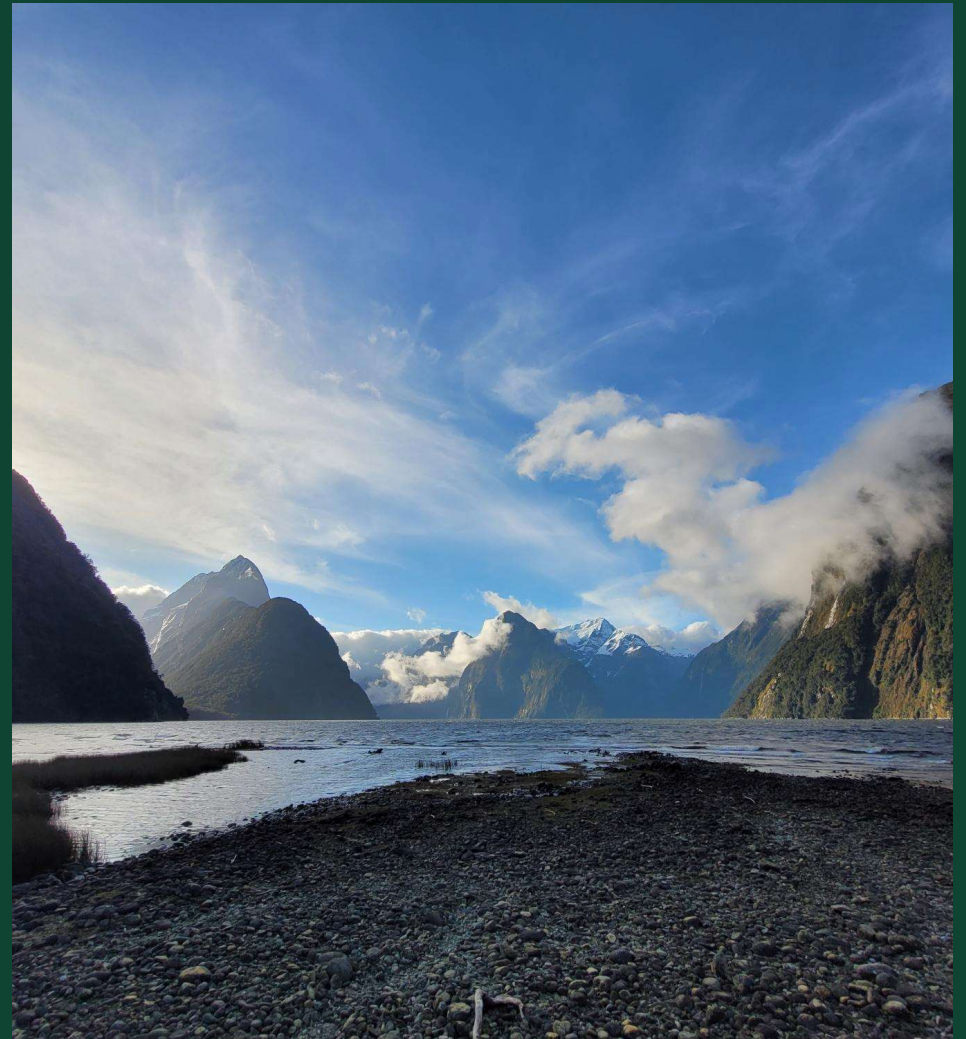


Stakeholder workshop

Sustainable Destinations

- Piopiotahi Milford

Queenstown, 16 July 2025



Welcome

Nau mai, haere mai ki tēnei hui nui

Welcome

Setting the scene - Ngāi Tahu

Whakawhanaungatanga

Purpose of this meeting

- Close out MOP and begin delivery phase
- Share and build the two-year transition plan
- Ensure we understand your priorities
- Confirm how we will work together to be successful



Agenda

Time	Topic	Presenter
11:30 am	Welcome and Introductions	Ngāi Tahu & Penny Nelson
11:50 am	MOP Journey: <i>From Masterplan to Business Case</i>	Jenn Bestwick (Ex-MOP Chair)
12:10 am	What is Government progressing from the MOP Business Case	Cat Wilson
12:30 pm	The proposed transition plan - <i>Work plan and legislative changes</i>	Cat Wilson
12:40 pm	Break - lunch	
12:55 pm	Round table discussion	All, facilitated by Penny Nelson
1:45 pm	Review and summary of the meeting, next steps	Penny Nelson
2.00 pm	Close	Ngāi Tahu

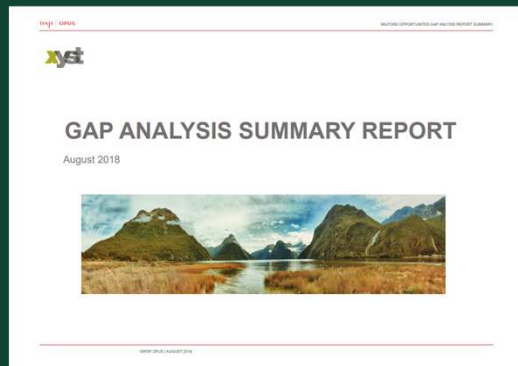
The Milford Opportunities Project (MOP) journey

Jenn Bestwick (Ex-MOP Board Chair)

MOP a collaborative approach

Stage 1 Gap analysis (2016 – 2018)

- Issue identification
- Public engagement
- Vision & values



Stage 2 Masterplan (2019 – 2021)

- Issue resolution
- Systems thinking
- Concept designs



Stage 3: Feasibility testing (2022 – 2024)

- Feasibility testing
- Stakeholder collaboration
- 'Better Business Case'



Stage 3: MOP Board & Unit

Key consideration?

- The place and experience are protected
- Congestion and road safety issues are resolved
- Infrastructure responds to natural hazards, future demand and sustainability needs
- Recognition that the current management settings weren't working and hampering investment
- Strategic resetting to enable shared decision-making
- Ensure that Ngāi Tahu was recognised

More than 600
engagements were held

Investment objectives used in the feasibility testing

- World-class visitor system enhances conservation, business and community
- The future model is self-funding, sustainable and commercially viable
- Governance and mgmt. of the area is significantly improved
- Infrastructure is improved for efficiency, resilience and sustainability
- The role of Iwi is acknowledged, and te ao Māori values are embedded

The preferred option (Option 4)

- Immersive cultural experience with new visitor opportunities and corridor accommodation
- New approach to managed access
- IVAC to fund facilities (\$592M) and conservation (\$114M) over 10 years
- Independent statutory board & delivery unit managing the place as a 'Special amenities Area'
- New commercial opportunities for private investment
- Give effect to Ngāi Tahu rights, interests and aspirations
- Retention of managed private vehicle access, aerodrome and cruise-ship access – with impacts managed
- More resilient accommodation options for staff and visitors provided for



Hand-over

- The MOP Board delivered the MOP Business Case to Ministers – 27 June 2024
- MOP has officially been dis-established
- Some ex-MOP Board members are likely to have some involvement in the next phase of work
- The Full Business Case (and supporting documents) are available on the Department of Conservation website



What DOC is progressing from the MOP Business Case

Catherine Wilson

It's evident from the Milford Opportunities Project work...

- We need a shared view of direction of travel over next 10, 20 years...
- We need to change how decisions are made
- We need to untangle statutory processes to unlock the regions potential
- We need to address the 'cultural wasteland' (complete lack of cultural representation)
- We need to address visitor and worker safety, including on the road

*“The MOP Business Case makes a
compelling case for change.”
(Cabinet Paper 2025)*

Government intends to:

- Be more prominent in the stewardship of Milford Piopiotahi
- Be an honourable Treaty partner
- Collaborate on the issues that matter
- Deliver improvements rapidly along the corridor
- Work with businesses and concessionaires to make meaningful and timely progress





What Government will progress from MOP Business Case

- Investment in new and improved visitor experiences
- Ngāi Tahu's cultural footprint and interests
- Collaboration on hazards and congestion solutions
- Spatial planning
- Revenue and investment opportunities
- New management tools such as a 'Special Amenities Area'
- Managing concessions differently, providing greater certainty where we can

What proposals are off the table?

- Milford Sound Piopiotahi will remain within the Fiordland National Park with no separate governance entity

Legislative reform

The aim is to have a modernising bill introduced by the end of the year and enacted by mid-2026

- Access charging to some conservation areas
- 'Special Amenities Area' provisions for places under tourism pressure
- Improved statutory planning with area plans
- Improved concession management and renewal processes
- Milford would be the first significant opportunity to implement the changes proposed



Concessions

DOC is making policy, technology and business changes that are delivering faster and smarter decisions on applications

We have reduced the backlog from 1300 to 550 in less than a year

Improving process speed by 180%

NEXT STEPS

Cabinet will soon make decisions on a more streamlined, purposeful and flexible planning system

We have committed to planning for implementation at Milford

The proposed transition plan ...

Sustainable Destinations – Milford Piopiotahi

Two-year work programme (Cabinet Paper (2025) Appendix Three Milford Sound Piopiotahi: Delivering change):

- Short-term investments to enhance visitor experience and cultural narrative
 - ✓ \$6.4m investment in place – includes gateway pou whenua
 - ✓ Ongoing pipeline of investment (employing 2026 IVL funding)
- Draft area plan and public consultation
 - ✓ Testing of a Special Amenities Area
- Develop concession outcomes and delivery plan
- Revenue and investment opportunities
- Short and medium-term transport improvements
- Infrastructure plans – working with ‘Crown Infrastructure Delivery’
- Long-term governance and operational management model



Sustainable Destinations Milford Piopiotahi	2025	2026	2026	2027	2027
	July - Dec	Jan – June	July - Dec	Jan - June	July - Dec
Milestones	Revised business case options	Draft area plan	Tranche 1 (T1) Developments		New operating environment & Tranche 2 (T2) Dev.
Workstream					
Statutory planning	Area plan and amenities area framework	Draft area plan Spatial plans Draft amenities area mgmt. plan	Public consultation New governance & mgmt. model designs		New statutory plan New governance Implement amenities area mgmt. plan
Revenue & finance	Levy design & testing	Draft access charge policy Public-Private Partnership (PPP) options	Levy integration plan	Dev. PPP's	New visitor levy Possible new PPP's (T2)
Visitor & cultural	Natural hazard mitigation Cultural narrative and footprint designs Transport planning Visitor experience designs		Implement soft interventions & permitted activities (T1)		World class visitor system improvement programme (T2)
Asset and infrastructure	Infrastructure prioritisation assessment	Integrated asset management plan	Initiate permitted infrastructure builds (T1)		Roll-out of new investments (T2)
Concession improvement	Concession outcomes	Draft concession strategy Ongoing renewals		Design new concession options	Improved concession mgmt. New opportunities (T2)
Short-term investments	Corridor and Deepwater Basin visitor experience improvements & cultural footprint				

Transitional governance

Cabinet has prioritised this programme for the Minister of Conservation, with progress monitored in the Prime Minister's regular updates

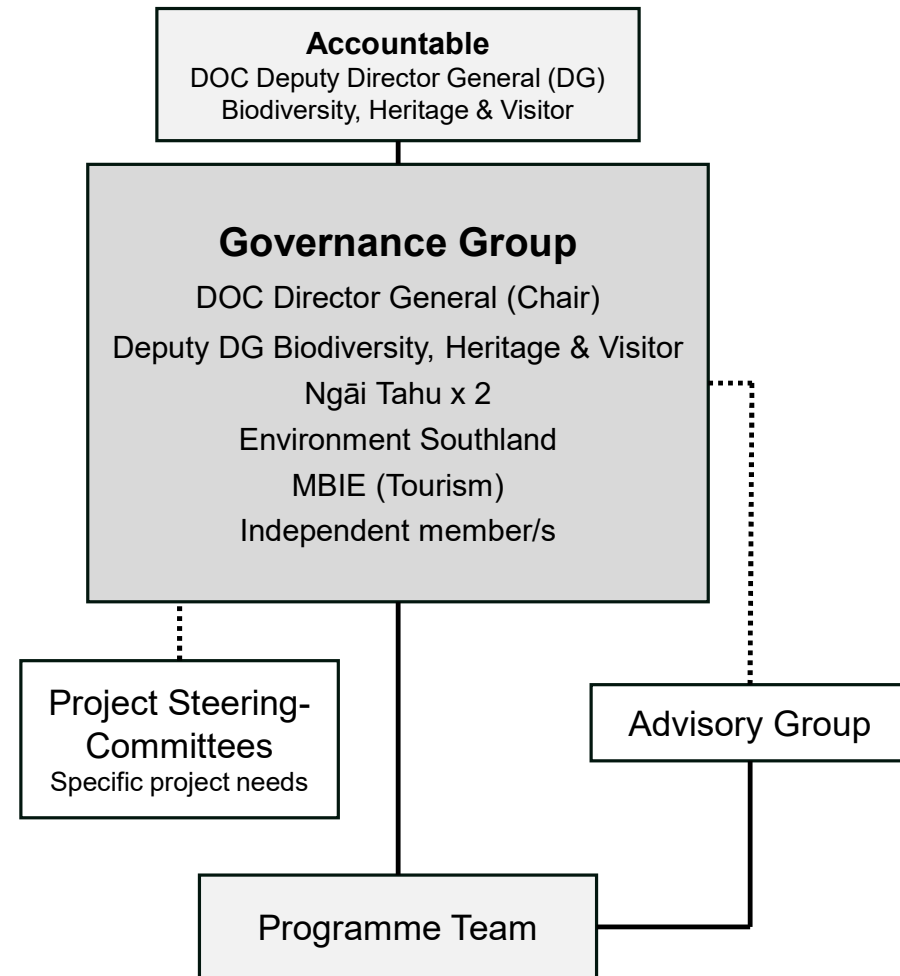
Transitional Phase (12–24 months):

- Focused on short-term delivery work
- legislative changes (modernisation and access charging)

Implementation Phase:

- Likely to involve more capital-intensive investment and delivery

Transitional governance (12 - 24 months)



Programme set-up

- Short-term investment work is being scoped and prioritised
- Governance and advisory groups are being stood up
- Collaboration across agencies and stakeholders
- Work beginning on key workstreams
- Establishing Advisory Boards



Break
15 mins



Round table discussion

Q1 Given the proposed work programme:

Which initiatives should we prioritise to deliver the greatest immediate impact?

- *New visitor experiences and cultural footprint*
- *Area plan and activity settings*
- *Improved concessions approach*
- *Medium-term infrastructure plans*
- *Access charge and funding models*
- *Transport plans*
- *Hazard mgmt. tsunami risks*



Q2

How should we sequence different components of the programme to ensure smooth progress?

- *Opportunities*
- *Dependencies*
- *Bottlenecks*
- *Roadblocks*



Q3

How can we best collaborate with you to deliver these initiatives?

- *Resources*
- *Channels*
- *Forums*
- *Frequency*
- *Focus*



Where to from here?

We will

- Provide you with a copy of the PowerPoint and meeting minutes
- Supply website links for the documents discussed in this meeting
- Advertise for Expressions of Interests (EOI) for the independent governance member
- Keep you informed on the next phase of work and engagement