

Auckland Council Transport Policy Statement

28th April 2026



The Auckland Council Transport Policy Statement was approved by Auckland Council's Transport and Infrastructure Delivery Committee on 28 April 2026, in accordance with resolution number TIDC/2026/48

The Transport and Infrastructure Delivery Committee resolved to:

- a. approve / whakaae the Auckland Council Transport Policy Statement.*
- b. note / tuhi tīpoka that the provisions of the Local Government (Auckland Council) (Transport Governance) Amendment Bill will require the Auckland Regional Transport Committee to consider the Auckland Council Transport Policy Statement when developing the 30-Year Transport Plan and Regional Land Transport Plan.*
- c. request / tono that all proposed transport investments put forward by Auckland Council or its Council Controlled Organisations for potential inclusion in the Long Term Plan and/or Regional Land Transport Plan demonstrate how they align with the direction of the Auckland Council Transport Policy Statement.*
- d. delegate / tāpae responsibility to the Mayor and Chair of the Transport and Infrastructure Delivery Committee to write to the Chair of the Auckland Transport Board (and the interim Board once the legislation has received Royal Assent) on behalf of the committee to communicate these resolutions and advise that further direction on how to give effect to the Auckland Council Transport Policy Statement will be provided via shareholder feedback on the Council Controlled Organisation's draft Statement of Intent.*

Auckland Council Transport Policy Statement

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Introduction

Auckland needs an effective transport system to support the ongoing prosperity of both the region and New Zealand as a whole. Auckland is New Zealand's global city; the region is home to a third of New Zealand's population, 38% of its GDP and serves as the nation's front door to the world. Transport represents one of the most complex and pressing sets of challenges facing Auckland, with consequences which are far-reaching and fundamental to achieving many of the strategic priorities of both Auckland Council and central government.

Auckland's transport system has changed a great deal over the past 30 years. Development of the rail network, investments in the motorway network, growth of the cycling network and delivery of new busways has brought the transport system into the 21st century and supported Auckland's rapid growth. Crucially, smaller-scale investments such as a simpler and more frequent bus network, integrated public transport ticketing, dynamic lanes and motorway ramp signals have shown that meaningful improvements to the transport system don't always require a large price tag.

Significant investment in new large-scale transport projects will remain part of Auckland's future, but building a better transport system is about much more than this. It requires making smart, coordinated decisions that deliver maximum value and balance competing demands for finite public funding. Auckland Council's approach to transport decision-making reflects this through an embedded investment hierarchy which prioritises integrated planning, demand management and lower cost interventions, before committing to major infrastructure projects.

Until now, fragmentation and misalignment within Auckland's complex transport planning, funding and governance systems, a lack of clear agreed outcomes between agencies and elected officials, and repeated re-litigation of decisions have stalled progress on addressing the region's most fundamental transport challenges. Nowhere is this more apparent than in the vast difference between the total cost of all the large projects planned for delivery over the next thirty years and the likely level of funding available to deliver them. It is no longer credible to assume that all of the large multi-billion-dollar projects sitting on the books of various agencies can be funded and delivered, even over a thirty-year period.

The current reforms to transport governance and planning processes in Auckland offer an opportunity to do things differently, through decision-making that is integrated, evidence-based and strategically aligned. Auckland Council and central government now have the chance to work together on a 30-Year Transport Plan that sets out their shared priorities and develop an investment package that delivers on those priorities. Joint work on the 30-Year Transport Plan also builds on the recently announced Auckland City Deal and the new era of partnership between central government and Auckland Council that it represents.

While the Government Policy Statement on Land Transport is central government's vehicle for expressing its transport investment priorities, Auckland Council has previously lacked a similar document. The Auckland Council Transport Policy Statement fulfils this role by articulating the principles, strategic investment priorities and investment objectives that Auckland Council believes should shape long-term transport decision making and investment. It serves to clearly outline Auckland Council's strategic positions on transport investment, informing the Council group, central government and the new Auckland Regional Transport Committee as work commences on the 30-Year Transport Plan and the Regional Land Transport Plan (RLTP).

Structure of the Policy Statement

The investment principles, strategic investment priorities and investment objectives contained in this policy statement provide an outline of Auckland Council’s strategic views on transport investment and provide clear direction to upcoming transport planning processes.

Investment Principles

In Summary: **How** transport investment decisions should be made.

Purpose: The investment principles set out the factors that should underpin all transport investment decision-making in Auckland, including decisions made in relation to the 30-Year Transport Plan and the RLTP. Transport investments of all scales should be able to demonstrate alignment with each of these investment principles where applicable.

Investment Principles	
Value for Money & Affordability	Transport investment delivers maximum benefits from the finite funding available and wasteful spending is avoided.
Deliverability	Transport projects are affordable, deliverable and logically sequenced to create a credible investment pipeline.
Transport & Land Use	Transport investment and land use planning are closely integrated to enable the city’s planned urban form and quality urban environments.
Te Ao Māori	Māori are involved in transport decisions and there is a focus on achieving better outcomes for Māori.
Listening to Aucklanders	The views of Aucklanders are reflected in transport investment decisions at both a regional and local level.
Evidence-Based Decisions	Transport investment decisions are rational, well-considered and supported by robust evidence.
Transparency & Accountability	Transport investment decisions are transparent to support democratic accountability and restore public trust.

Strategic Investment Priorities

In Summary: **Why** we should make investments in the transport system.

Purpose: The strategic investment priorities set out Auckland Council’s view of the primary strategic drivers of transport investment over both a 10-year and 30-year horizon. They represent the key outcomes Auckland Council expects transport planning and investment decisions to progress. Strategic planning processes such as the Long Term Plan, Regional Land Transport Plan and 30-Year Transport Plan should utilise these investment priorities to inform options analysis, package development and project prioritisation.

Strategic Investment Priorities	
Keep Auckland Moving	People and goods can move around Auckland quickly and reliably.
Transport Options	All Aucklanders have access to transport options that are affordable and meet their needs.

Fit for Purpose	The transport system is optimised for current and future demands and is resilient to risks.
Emissions	Transport emissions in Auckland are significantly reduced.
Safety	Auckland’s transport system is a lot safer so fewer people are killed and seriously injured.
Maintenance	Transport infrastructure is kept in a suitable condition and whole-of-life costs are optimised.
Affordable Growth	The transport system supports Auckland’s growth in a cost-efficient way.

Investment Objectives

In Summary: **What** specific objectives will contribute to our strategic priorities.

Purpose: The investment objectives articulate in greater detail where transport investment needs to be directed to deliver on Auckland Council’s strategic priorities. They link the higher-level direction in the policy statement to more tangible transport investment decisions. Some necessary investments will fall outside of these investment objectives, but it is expected that a significant proportion of funding should be explicitly directed towards achieving them. The investment objectives also serve as an additional lever for decision-makers to influence and direct the development of the 30-Year Transport Plan and Regional Land Transport Plan.

Investment Objectives	
Public Transport	Rail Network: Make the most of the investment in the City Rail Link by increasing the capacity, frequency and reliability of the rail network.
	Rapid Transit: Agree an integrated long-term plan for Auckland’s rapid transit network and make progress on delivering the highest priority corridors.
	Buses and Ferries: Expand the frequent transit network and enhance bus and ferry services across the region, providing a reliable and well-integrated public transport system.
Network Optimisation: Address bottlenecks across the network through technology, demand management and targeted infrastructure to improve reliability and productivity, and make the best use of existing assets.	
Maintenance & Resilience: Proactively maintain and renew transport assets to ensure they remain in a suitable condition and whole-of-life costs are optimised.	
Safety: Make evidence-based investments and increase enforcement to reduce the number of people killed and seriously injured across Auckland’s transport network.	
Walking & Cycling: Fill gaps and address deficiencies across Auckland’s walking, cycling and micromobility networks to provide more local transport options.	
Freight: Keep freight moving efficiently across the transport network to support the productivity of local, inter-regional and international supply chains.	
Enabling Growth: Deliver the transport infrastructure required to support growth in an affordable way, with a particular focus on rapid transit catchments.	

Purpose of the Policy Statement

The Auckland Council Transport Policy Statement sets out Auckland Council’s strategic views on transport investment and the future of Auckland’s transport system. It provides direction to the Council group and informs the work of the ARTC as they lead the development of the 30-Year Transport Plan and Regional Land Transport Plan.

Providing direction to the Council group

The Transport Policy Statement provides direction to the Council group in a number of ways. The strategic investment priorities and the investment objectives should shape the investment proposals put forward for consideration by elected members for inclusion in the LTP and RLTP. The investment principles complement the objectives and strategic priorities by serving as a checklist against which investment proposals should demonstrate alignment.

More specifically, the Transport Policy Statement:

- will be used by Auckland Transport (and subsequently Auckland Council and the new Public Transport CCO) to shape proposals for investment so that they are aligned with Council priorities before they are submitted for potential inclusion in the Council’s LTP transport programme and the Council group’s bids for RLTP funding.
- will drive the development of the assessment criteria to assess those proposals.
- will drive the development of investment scenarios for consideration by elected members.
- provides the strategic framework to guide input into the subsequent multi-agency RLTP processes.
- will underpin the development of future Council transport planning processes.

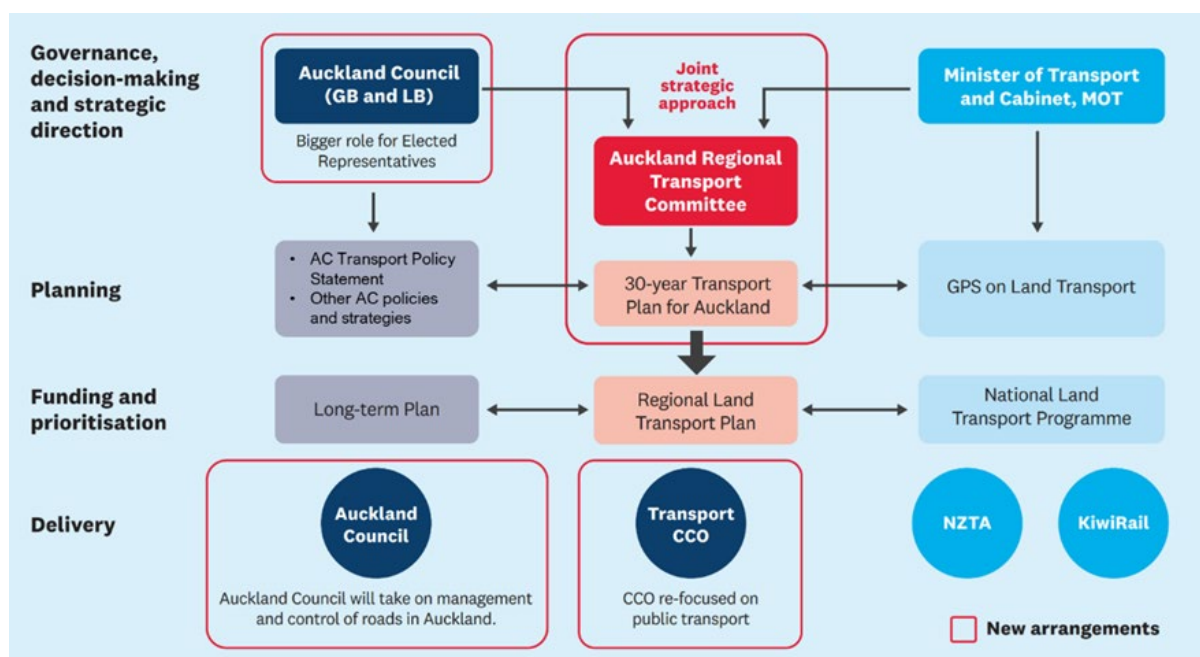


Figure 1: Simplified overview of the new transport planning framework for Auckland

Informing the work of the Auckland Regional Transport Committee

While the ARTC is not bound solely by Council direction, the Bill will require the ARTC to consider the Auckland Council Transport Policy Statement when developing both the 30-Year Transport Plan and the RLTP. Under the Local Government (Auckland Council) (Transport Governance) Amendment Bill, the ARTC must:

- have regard to any Transport Policy Statement approved by Auckland Council's Governing Body before submitting the RLTP to the Council for approval
- take into account any Auckland Council strategies and policies that have implications for transport and land use when preparing the 30-Year Transport Plan.

Given the statutory requirements created by the Bill, Auckland Council expects that the Transport Policy Statement will be an important consideration for the ARTC as it develops both the RLTP and the 30-Year Transport Plan ahead of their approval by Auckland Council's Governing Body. It also provides a clear mechanism for staff to advise Governing Body members on the extent to which the development of the 30-Year Transport Plan and RLTP have given effect to Auckland Council's strategic expectations, ahead of Governing Body deciding whether to approve the final version of each of these plans.

While ARTC members will ultimately determine how to fulfil their roles and responsibilities, the Transport Policy Statement provides direction for Auckland Council's representatives on the committee by setting out Auckland Council's agreed expectations for how transport planning and investment decisions should reflect the Council's strategic priorities and positions.

Part 1: Investment Principles

The investment principles set out the factors that Auckland Council expects to underpin all transport investment decisions in Auckland, ranging from the planning of specific projects to the development of the 30-Year Transport Plan and the Regional Land Transport Plan. The way that transport investment decisions are made and the processes which are followed are often just as important as the substantive nature of those decisions. All transport investments should be able to demonstrate alignment with all applicable investment principles.

Value for Money & Affordability: Transport investment delivers maximum benefits from the finite funding available and wasteful spending is avoided.

Ensuring planned transport investment is affordable and provides value for money underpins all other transport investment imperatives. The long-term transport budget faces significant financial constraints, compounded by escalating capital and operational costs. Delivering maximum value from every dollar spent is therefore essential to addressing Auckland's challenges within available funding. It is important to recognise that major new infrastructure projects are almost always the most expensive way to address transport challenges. While significant investment in some large projects will be required, it is essential that lower-cost and less infrastructure-intensive solutions are fully considered before Auckland commits to building major pieces of new infrastructure.



Figure 2: Investment hierarchy in Auckland Council's Infrastructure Strategy

Future transport plans will require a mix of both infrastructural and non-infrastructural solutions, underpinned by a clear investment strategy and a core focus on value for money. Auckland Council's Infrastructure Strategy sets out an investment hierarchy that prioritises integrated planning, demand management, and making the best use of existing assets before committing to new infrastructure. This approach reflects the reality of constrained funding and rising delivery costs. A more integrated approach, combining investment in major new pieces

of infrastructure with smaller-scale infrastructural investments and non-infrastructural initiatives, will be essential to ensure Auckland's transport system remains financially sustainable and fit for purpose. Optimisation and demand management shouldn't be solely seen as standalone programmes but should instead be considered as genuine alternatives to major new infrastructure projects where appropriate. Proposals for major new infrastructure projects should be able to clearly demonstrate why they provide better value than lower cost and less infrastructure-intensive alternatives.

Opportunities to realise the benefits of proposed transport projects more cost-efficiently could include consideration of alternative investment options, amended project scopes or a staged delivery approach. Interim solutions must also be considered as part of a long-term strategy to fully deliver a proposed project in stages over a longer-term horizon. This should occur as part of an integrated shift towards smarter, more targeted investment that leverages existing assets and concurrent investments. Consistent and systematic use of post-implementation reviews is also required to assess actual costs and benefits against business case estimates, and to ensure lessons from project delivery are captured and applied to future projects.

Regardless of who pays, it is very unlikely that Auckland will be able to afford all of the large-scale projects currently proposed or signalled over the next thirty years. Difficult decisions and trade-offs will need to be made to determine which projects will be prioritised for delivery and which may need to be downsized, deferred or potentially not proceed. Therefore, it is essential that all proposed projects are carefully scrutinised to confirm that they offer sufficient value for money. The 30-Year Transport Plan is the appropriate mechanism to provide this kind of scrutiny and enable an assessment of large projects against each other (see text box overleaf).

This does not mean that Auckland won't need major transport projects or that the cheapest option should always be chosen. But the opportunity cost of committing to multi-billion-dollar projects must always be considered, as the cost of a single major project could alternatively fund a large number of less cost-intensive projects across the region. These are complex trade-offs which will require an embedded and consistent focus on affordability and value for money, and a willingness to make difficult but necessary decisions. The bottom line is that projects should not be funded if they do not demonstrate good value for money for Auckland.

Transport investment decisions should align with this principle by:

- Adhering to the investment hierarchy embedded in Auckland Council's Infrastructure Strategy, and always robustly considering non-infrastructural or less cost-intensive options before any major infrastructural spending is confirmed.
- Assessing the Benefit-Cost Ratios (BCRs) for all proposed investments using a transparent methodology and consistent assumptions.
- Demonstrating that lower-cost alternatives have been robustly assessed as part of a project's development process. For major projects, marginal BCRs of alternative options and different aspects of the project should be presented to decision-makers.
- Scrutinising all proposed investments to identify opportunities for achieving better benefits realisation and value for money.
- Funding and delivering major projects in strict accordance with the priority and urgency accorded to them through agreed long-term plans, particularly the 30-Year Transport Plan and Regional Land Transport Plan.

Prioritising large projects

The government has prioritised several major projects for investment in Auckland, including:

- Mill Road
- East West Link
- North West Alternative State Highway (Kumeū Bypass)
- Warkworth to Te Hana Motorway
- Additional Waitematā Harbour Crossing

Auckland Council has not yet seen sufficient evidence to suggest that these projects are the highest priority investments for Auckland, nor to confirm an official position on most of them. The exception to this is the Additional Waitematā Harbour Crossing project, which Council considered in December 2023 and resolved that it could not support due to:

- a lack of clear problem definition
- concerns about affordability and value for money
- failure to adequately consider lower cost alternatives
- lack of Council involvement in project development and decision making
- proposal for delayed provision of public and active transport crossings
- uncertainty around scale of benefits

Auckland Council notes that the Infrastructure Commission's recently released National Infrastructure Plan (see page 67) expresses similar concerns about this project.

Auckland Council also supports the Infrastructure Commission's view that other lower cost interventions must be explored before decisions are made to invest billions of dollars in new infrastructure. The Commission's interventions hierarchy sets this out in detail.

More generally, Auckland Council notes that the development of the Rapid Transit Network should be prioritised over further expansion of the motorway system given the relative state of completion of both and the greater potential of public transport to more cost effectively enable Auckland's growth and deliver a wide range of other benefits.

Given these concerns and the severely constrained funding context, it is critical that all potential projects are assessed on an equal footing to ensure that the best value for money investments are prioritised. The 30-Year Transport Plan is the appropriate mechanism to enable this assessment as it would entail:

- agreement between government and Auckland Council on a set of joint strategic priorities for Auckland – drawing from this Auckland Council Transport Policy Statement and the Government Policy Statement for Land Transport
- development of an evaluation framework that reflects the jointly agreed strategic priorities
- rigorous evaluation of all potential large-scale investments using this framework
- estimation of likely funding envelopes over each of the next three decades to provide context for what is affordable
- analysis of relative need for projects, their relationship with each other, the role of interim solutions and the potential for staged delivery.

Auckland Council expects that the investment principles set out in this policy statement will underpin this process. Value for money, deliverability and integration with land use planning, for example, must be core to any consideration of potential major investments.

Deliverability: Transport projects are affordable, deliverable and logically sequenced to create a credible investment pipeline.

Transport infrastructure in Auckland faces growing affordability and deliverability challenges, which have cumulatively diminished the credibility of past attempts at developing enduring long-term transport plans. Both the cumulative cost of proposed new infrastructure projects and the cost of maintaining existing infrastructure have risen significantly in recent years, while funding has not kept pace.

Past approaches to transport investment have been impacted by systemic issues that drive inefficiencies and cost escalation. Individual projects have often attempted to address a wide range of problems, which has the potential to be a good thing if it forms part of a broader integrated approach to investment, but it can also create risks such as scope creep, budget escalations and poor benefits realisation if not managed carefully. Major projects have also historically been planned in an uncoordinated way which can result in competing proposals aiming to serve the same corridor and/or solve the same problems. Developing a logically sequenced transport investment pipeline which comprehensively considers the interfaces between different projects, including dependencies and opportunities to harness delivery synergies, is key to ensuring that transport investment remains affordable and credible.

Furthermore, assessments of proposed investments frequently overlook consequential costs beyond initial capital investment, including operational, maintenance and network integration costs. While funding and financing options have the potential to ease some of the most acute cost pressures, they are not a silver bullet and often come with a trade-off of higher long-term costs. A more rigorous, integrated approach to planning and funding is essential to ensure transport investment remains affordable, credible and deliverable in the face of rising financial pressures.

Opportunities to deliver proposed future transport projects more cost-efficiently need to be identified and assessed. Finding more cost-effective ways to design, procure and deliver projects is essential to getting the most value from every dollar spent. Taking advantage of opportunities for standardisation, where appropriate, is one way to achieve better value at a regional or even national scale. Auckland Council has developed a Better Value Projects initiative with ten principles to maximise value from capital investments. Approaches like these should be applied to the delivery of transport investment wherever possible, to ensure that deliverability is core to transport investment decisions.

Transport investment decisions should align with this principle by:

- Ensuring projects are designed and scoped within their agreed budget envelopes.
- Fully considering options for phased delivery of projects, including consideration of their integration with the existing network and interfaces with other proposed projects.
- Ensuring that effective benefits realisation is a core consideration as projects are designed, scoped and delivered, through proactive decision-making.
- Identifying opportunities for standardisation in project design and delivery.
- Applying Auckland Council's 10 Steps for Better Value Projects or similar frameworks for ensuring a strong focus on affordability and deliverability.

Transport and Land Use: Transport investment and land use planning are closely integrated to enable the city’s planned urban form and quality urban environments.

Closely aligning transport investment and land use planning is critical to ensuring growth is financially sustainable, enables the city’s planned urban form and supports wider regional outcomes. Land use planning should reflect the constraints and opportunities of the transport network, while transport investment should reinforce Auckland’s land use plans and strategies.

From a whole-of-life perspective, more meaningful integration of transport investment and spatial planning is the most cost-effective way to address many of Auckland’s long-term transport challenges. This is reflected through the investment hierarchy in Auckland Council’s Infrastructure Strategy (see above). When transport projects and land-use planning are disconnected, there is a significant risk of inducing inefficient development patterns, which can create unaffordable infrastructure requirements and place unmanageable strain on the transport network. By properly integrating transport and land use decision-making, Auckland can reduce the financial burden of growth while also supporting broader strategic outcomes.

Auckland’s spatial plan (currently the Future Development Strategy) sets out at a strategic level how the region should grow over the next 30 years. While there are limits to Auckland Council’s ability to control where growth occurs, enabling and encouraging growth in locations with sufficient existing transport infrastructure can reduce the cost burden of supporting the region’s growth. When growth occurs in locations which are not aligned with transport system capacity, it either requires unplanned investment which creates significant affordability challenges, or it generates poor outcomes in perpetuity. Integrating urban development with transport infrastructure investment is critical to supporting Auckland’s agreed spatial planning framework and ensuring Auckland gets the best value from its investment in infrastructure.

In the past, there have been a number of challenges to aligning transport investment with land use planning, including changing legislative settings and the difficulty of fully recovering the costs of delivering transport infrastructure to service new development. With a finite transport budget, it is essential that transport investment is utilised to support Auckland’s growth as efficiently as possible, through ensuring transport plans and urban development plans are well aligned and consistent with available funding.

Transport investment decisions should align with this principle by:

- Assessing all proposed transport projects against Auckland’s spatial plan and urban development strategies.
- Quantifying and assessing the full costs of servicing new development locations with transport infrastructure and services.
- Where transport projects are misaligned with Auckland’s spatial plans, either spatially or temporally, the full long-term cost implications should be comprehensively assessed and allocated fairly.
- Applying a user-pays or beneficiary-pays model of funding transport investment, especially where investment is required to support growth which does not align with Auckland’s spatial plan.

Te Ao Māori: Māori are involved in transport decisions and there is a focus on achieving better outcomes for Māori.

Engaging and working with Māori on transport investment decisions is essential to delivering equitable outcomes for Māori in Tāmaki Makaurau. Engagement must go beyond cursory consultation and involve genuine collaboration with mana whenua and mataawaka during the planning and delivery of projects. This includes working collaboratively on solutions that align with Māori values and ensuring decision-making recognises and responds to the needs and aspirations of Māori communities across Tāmaki Makaurau. By ensuring Māori perspectives are considered early and consistently in decision-making processes, central and local government can give effect to their Te Tiriti o Waitangi obligations, as set out in applicable legislation, while creating a transport system that supports better outcomes for Māori.

Considering Māori outcomes in transport decision-making sometimes requires a spatial lens, as the location of Māori communities, marae and other sites of significance shapes transport needs. Many marae and papakainga are situated in isolated rural locations, creating unique accessibility, connectivity and resilience challenges which differ from urban contexts. Māori populations are also concentrated in specific areas of Tāmaki Makaurau, particularly in parts of South and West Auckland. Ensuring the transport system in these locations supports reliable access to jobs, education and cultural destinations is an essential component of addressing existing inequities. However, Māori live and work across the entire Auckland region, so an approach predicated solely on spatially targeted actions will not be sufficient. Instead, a combination of place-based solutions and system-wide strategies will be needed to ensure equitable outcomes for Māori across Tāmaki Makaurau.

Tāmaki Ora, Auckland Council's Māori outcomes performance measurement framework, provides a clear foundation for how consideration of Māori outcomes can be embedded into transport decision-making. Tāmaki Ora reflects a holistic approach to Māori wellbeing, structured around seven interconnected pou:

- Iwi Ora (Iwi Wellbeing)
- Te Taiao Ora (Environmental Wellbeing)
- Tuakiri Ora (Cultural Identity Wellbeing)
- Huatau Ora (Future Wellbeing)
- Te Hapori Ora (Whānau and Community Wellbeing)
- Whai Rawa Ora (Economic Wellbeing)
- Marae Ora (Marae Wellbeing)

Embedding these pou into transport investment decisions ensures that transport investments contribute to Māori outcomes and the holistic wellbeing of Tāmaki Makaurau.

Transport investment decisions should align with this principle by:

- Ensuring that meaningful and sufficiently resourced engagement with mana whenua and mataawaka is conducted on major transport plans, programmes and projects.
- Recognising the importance of building long-term, enduring relationships with mana whenua and mataawaka of Tāmaki Makaurau, reflecting a Mana ki te Mana approach
- Assessing proposed investments against the Tāmaki Ora framework.

Listening to Aucklanders: The views of Aucklanders are reflected in transport investment decisions, at both a regional and local level.

Enabling Aucklanders and their elected representatives to more directly influence transport decisions is one of the key drivers of the reforms to transport governance.

The stated purpose of the reforms is to:

- ensure democratic accountability for transport decision-making in Auckland
- strengthen the role of the government and Auckland Council in long-term, integrated transport planning.

To fulfill this purpose, it is essential that the views and expectations of Aucklanders are integral considerations for transport investment decisions at both a strategic and a project level. Through Auckland’s framework of plans, policies and strategies, the collective views of Aucklanders on a range of issues relevant to transport investment are already clearly set out. Nonetheless, it is critical that issues raised by both elected members and the wider community are listened to and responded to throughout the development of specific transport investment proposals.

There are two primary avenues for this:

- appropriately involving Auckland Council’s Governing Body and/or Local Boards in transport investment decisions in their role as Auckland’s elected representatives.
- directly consulting with Aucklanders, either through full public consultations or targeted engagement with those affected by a proposed investment.

The level of engagement should be commensurate to the scale and impact of the decision being made. For major city-shaping decisions like the content of the 30-Year Transport Plan and Regional Land Transport Plan, comprehensive public engagement is essential. For some very minor projects and maintenance-focused activities, public consultation may not be required; but, whenever investment is occurring across the transport system, Aucklanders should always know what is being done, why it is being done and how it will impact them.

Transport investment decisions should align with this principle by:

- Aligning with the plans, policies and strategies adopted by Auckland’s elected representatives
- Involving Auckland’s elected representatives in decision-making.
- Directly engaging with the public on proposed investments and meaningfully reflecting their input in decisions.
- Working collaboratively with stakeholders and local residents to address any identified issues with specific projects or proposals.

Evidence-Based Decisions: Transport investment decisions are rational, well-informed and supported by robust evidence.

Aucklanders and New Zealanders deserve to have confidence that investment decisions are based on robust, transparent and relevant evidence. Evidence is not an optional input but a foundational requirement for understanding travel behaviour, forecasting demand, assessing

network performance and evaluating the impacts of different investment options. Embedding evidence-based inputs into transport investment planning processes allows investment decisions to be rigorous and defensible and ensures investment makes the best use of finite resources. Learning from the performance of comparable previous investments should also be a key part of the evidence base for investment proposals.

Modelling is an important tool to support transport decision-making, and evolutions in technology create opportunities for more detailed, robust and responsive approaches to simulating long-term transport investment scenarios. It allows detailed exploration of the spatial and temporal relationships between proposed projects as well as detailed comparisons of different scenarios and investment options. However, like most tools, transport modelling has limitations which need to be recognised and accounted for in decision-making processes.

At the project-level, decisions must be justified by demonstrable needs, measurable outcomes and transparent evaluation of impacts. At the macro-level, evidence must guide the sequencing, scale, and selection of transport projects for inclusion in the 30-Year Transport Plan and Regional Land Transport Plan. At all levels, a key tenet of evidence-based decision-making is reviewing the outcomes of decisions to assess impacts, verify assumptions and identify lessons which can be applied going forward.

Transport investment decisions should align with this principle by:

- Utilising a robust evidence-base to support decision-making and being willing to make changes to proposals in response to new evidence.
- Making use of modelling to support decision-making, while recognising its limitations.
- Directly assessing and weighing up the trade-offs involved in decisions.
- Monitoring the impact of investments and using the outcomes of past investments to inform future decision-making.

Transparency & Accountability: Transport investment decisions are transparent to support democratic accountability and restore public trust.

Transparent decision-making in transport investment is fundamental to democratic accountability and restoring public trust in the transport planning system. Transparency ensures that specific decisions about individual projects, and the rationale for prioritising them, are clearly communicated and open to scrutiny. This approach builds social license commensurate with the scale of transport investment, improves accountability, and enables informed public debate about trade-offs and long-term priorities.

Transparency must be embedded throughout the entire transport investment lifecycle, from problem definition through to benefits assessment, delivery and monitoring of outcomes. Publishing business cases, cost-benefit analyses, and timely information on key strategic decisions allows Aucklanders to understand how and why investment decisions are made and how they align with regional and national priorities. This not only meets the high expectations that Aucklanders rightly have of the transport planning system, but it also creates a foundation for more constructive and meaningful engagement, supporting better outcomes for Auckland and its communities.

There will always be a need to keep certain information and data confidential, for reasons such as commercial sensitivity or to allow free and frank advice to be prepared for elected officials. But withholding information from the public should be the exception, not the norm. Even when information cannot be publicly released, it must be made available to the democratically elected decision-makers responsible for approving the Regional Land Transport Plan and 30-Year Transport Plan, including Auckland Council's Governing Body. If details of proposed investments are not made available to elected decision-makers, regardless of the agency responsible for their delivery, these investments should not be included in the 30-Year Transport Plan or the Regional Land Transport Plan.

The implementation of the new transport planning framework for Auckland represents an opportunity to transform the level of transparency and accountability around transport decision-making. The recently signed City Deal signals a new way forward in terms of the level of joint working and partnership expected between central and local government on transport related matters in Auckland. The development of the 30-Year Transport Plan must reflect this level of collaboration.

Transport investment decisions should align with this principle by:

- Ensuring clear democratic lines of accountability exist for all major decisions.
- Making information about proposed investments available to the public, except where there is a justifiable reason not to do so.
- Ensuring that Auckland's elected decision-makers have access to sufficient information about all proposed investments in the Regional Land Transport Plan and the 30-Year Transport Plan before they approve these plans. Proposed investments should not be included in these plans, regardless of the agency responsible for their delivery, if sufficient information has not been shared with Auckland Council's elected members.
- Monitoring the impact of transport investment decisions and releasing this reporting to the public in an appropriate format.

Part 2: Strategic Investment Priorities

The following set of strategic investment priorities set out Auckland Council's view of the primary strategic drivers of transport investment over both a 10-year and 30-year horizon. They represent the outcomes Auckland Council expects transport planning and investment processes to make progress on achieving. Strategic planning processes such as the Long Term Plan, Regional Land Transport Plan and 30-Year Transport Plan should utilise these investment priorities to assess strategic alignment, develop investment options and prioritise major proposed investments.

Keep Auckland Moving: People and goods can move around Auckland quickly and reliably.

A productive and reliable transport system is a pre-requisite to a strong regional and national economy. Auckland's millions of residents and thousands of businesses rely on people and goods being able to quickly and reliably travel throughout the region and get to where they need to go efficiently and reliably. Congested roads, full buses and crowded trains are an impediment to this and are likely to get worse as Auckland continues to grow. Growing demand for goods and services has increased the size and complexity of Auckland's freight task, which increases pressure on supply chains and the timely distribution of goods and services to Aucklanders. Investment to support the efficient movement of goods and people will be crucial to Auckland's ongoing success.

A key factor determining Auckland's productivity is the total quantity of goods and people that can be carried by the region's transport system. Auckland is shaped by its geography. Its coastlines, islands and volcanic landforms are core to the region's identity but also create pinch points across the transport network. On constrained parts of the network, investing in modes of transport that can more efficiently accommodate increasing demand will be an important part of increasing corridor and network productivity.

A coordinated multi-modal approach to transport planning is essential to ensure the transport network functions as an integrated system to keep people and goods moving throughout the region. For example, public transport will need to carry an increasing share of people travelling to high-demand destinations such as the City Centre, Metropolitan Centres and the airport. This is important for Auckland's economic success as Aucklanders benefit from timely and reliable access to employment opportunities, and businesses benefit from access to a region-wide labour pool. Transport investment decisions need to focus on optimising network productivity to make the best use of existing infrastructure and finite funding available.

In tandem with population growth, Auckland's demand for goods and services has continued to increase, and it is essential that the transport system supports the efficient movement of the region's increasingly complex and dynamic freight task. A particularly crucial aspect of this priority is ensuring that freight has efficient and resilient access to and from the region's industrial areas, strategic industrial facilities and international transport nodes including the port and airport. As New Zealand's largest city and the home of two of New Zealand's largest import and export gateways, Auckland plays a pivotal role in the distribution of freight to the rest of the country, powering both the regional and national economy.

Transport investment should contribute to this strategic priority by:

- Improving the overall throughput of people and goods across parts of the transport network where capacity is constrained.
- Reducing the amount of time it takes Aucklanders to get to where they want to go.
- Making it quicker and easier for Aucklanders to access key destinations, including the City Centre, Metropolitan Centres, airport and other major employment nodes.
- Optimising the network to increase productivity and reduce the impacts of congestion.
- Improving travel-time reliability and reducing the impact of disruptions.
- Increasing the capacity of intra-regional and inter-regional freight corridors.
- Improving the efficiency of Auckland's freight supply chains.

Transport Options: All Aucklanders have access to transport options that are affordable and meet their needs.

An efficient transport system provides a range of transport options which meet the diverse needs of Aucklanders across the region. The role of different transport modes will vary across different parts of the region. For example, the transport options required to meet the needs of Auckland's City Centre and Metropolitan Centres are quite different from the options required to meet the needs of the region's rural residents. Providing Aucklanders with a range of genuine transport options, where it is viable to do so, will better enable them to get to where they want to go efficiently, affordably and conveniently.

Past and present investments have greatly improved access to genuine transport options across Auckland, particularly through the development of the Rapid Transit Network, the expansion of the Frequent Transit Network and improvement to the supporting network of bus and ferry services. Major investments like City Rail Link, Eastern Busway, upgraded ferry infrastructure and new train stations, in tandem with consistent improvements to the bus network over the past decade, have made public transport a viable option for a wider range of trips across the region. By 2027, it is projected that more than 50% of Aucklanders will live within walking distance of a public transport service that operates at least every 15 minutes, from 7am-7pm, 7 days a week. Future investment should leverage Auckland's past and present investments in public transport and continue to provide a reliable and well-integrated system that meets Aucklanders' needs.

Most urban parts of Auckland contain walking and cycling infrastructure, although the safety and quality of these networks vary significantly across the region. Several key arteries of the region's strategic cycling network have been delivered over the past decade, but a number of notable gaps exist, inhibiting the potential of some parts of the network where investment in safe infrastructure has occurred and constraining the number of Aucklanders connected to it. Future investment should focus on leveraging past investment by filling strategic network gaps, connecting to key destinations and addressing areas which lack safe walking and cycling infrastructure. Within urban areas, it should be a key priority to provide convenient walking and cycling links to rapid transit stations and ensure as many young Aucklanders as possible are able to walk or cycle to school.

Rural parts of Auckland have unique characteristics which impact the range of transport options that need to be provided to meet people’s needs. Walking, cycling and conventional public transport services are not always viable in rural areas, although they can form an important part of the transport system in many of Auckland’s growing rural settlements. The Hauraki Gulf Islands also have unique transport needs, primarily arising from their reliance on sea-based, and in some cases air-based, transport as their sole connection to the outside world. Providing resilient and reliable infrastructure and services for people and goods to travel to and from these islands is an important priority. There are also unique transport challenges at the urban periphery which make it difficult to meet people’s needs, particularly where urban development occurs in an uncoordinated manner and compromises the provision of well-integrated walking, cycling, public transport and road networks.

Providing affordable transport options is critical to economic resilience, social wellbeing and fairer outcomes for all Aucklanders. Ensuring all Aucklanders have access to affordable transport options also underpins Auckland’s economic growth and productivity. When Auckland households spend a disproportionate amount of their income on transport or have to forgo important trips because of a lack of affordable options, existing inequities are exacerbated and the region’s economy suffers. Transport investment must also focus on providing universally accessible transport options, to ensure that the transport system meets the needs of Aucklanders of all ages and abilities. Delivering the transport options necessary to meet all Aucklanders’ needs helps create an efficient and resilient transport network for both the present and the future.

Transport investment should contribute to this strategic priority by:

- Providing new or enhanced public transport services to Aucklanders.
- Expanding or enhancing the rapid transit network, providing more Aucklanders with access to frequent, reliable and fast transport options.
- Providing new or enhanced walking, cycling and micromobility infrastructure at reasonable cost.
- Improving transport options which meet the needs of non-urban parts of Auckland, including rural areas and the Hauraki Gulf islands.
- Ensuring Aucklanders have access to affordable transport options.
- Ensuring the availability of transport options which are accessible to people of all ages and abilities.

Fit for Purpose: The transport system is optimised for current and future demands and is resilient to risks.

Auckland has an extensive transport network but ensuring that it is fit for purpose, both now and into the future, is a major strategic challenge that requires ongoing investment and fresh thinking. As travel patterns, technology and network constraints continue to evolve, there is an almost endless list of possibilities for investment in new infrastructure. However, getting more out of existing infrastructure through optimisation will be key to delivering the greatest benefits from the finite transport budget. Ensuring this infrastructure is prepared for the demands, risks and challenges of the future is also crucial; as Auckland evolves, so must its existing transport system if it is to effectively meet the needs of future generations.

As well as ensuring the existing transport network is fit for purpose, new infrastructure must also be carefully scoped and designed with regard to current and future needs. Underbuilt infrastructure risks creating avoidable challenges in the future, while overbuilt infrastructure creates significant opportunity costs which Auckland can ill-afford. Price-based demand management mechanisms can also serve an effective role in optimising the efficiency of the network. Emerging technologies create further opportunities for network optimisation; however, technology should be seen as a means, not an end.

Another aspect of making Auckland's transport system fit for purpose is ensuring the network can adapt to emerging trends and risks. Resilience risks to transport assets across the region should be systematically identified and tracked. Rational, evidence-based decisions on how to manage these risks will need to be made, recognising that difficult trade-offs may be required in certain situations. Investment in the resilience of Auckland's transport system cannot be made in isolation and should be part of a broader strategic focus on ensuring the system is fit for purpose in both the present and the future.

Investments to ensure the transport system is fit for purpose include network optimisation measures such as dynamic lanes, bus and transit lanes, smarter traffic light technology and more strategic management of kerbside space, especially across the most constrained parts of the network. An integrated whole-of-corridor approach to optimising motorways, arterial roads, frequent bus corridors and strategic freight corridors should be adopted. Such approaches should facilitate the safe and productive movement of goods and people across Auckland's strategic networks, while also fulfilling the needs of local residents and businesses, recognising that many of Auckland's streets serve both transport and non-transport functions.

Transport investment should contribute to this strategic priority by:

- Optimising existing transport infrastructure to better meet current and future demands.
- Allowing existing transport infrastructure and road space to be used more productively.
- Encouraging more trips to be made, particularly freight trips, at times when the network has spare capacity, including at night.
- Addressing evidence-based deficiencies across the current transport network.
- Making the transport system more resilient to identified risks.
- Ensuring the transport system can adapt to future trends, demands and technology.

Emissions: Transport emissions in Auckland are significantly reduced.

Reducing Auckland's greenhouse gas emissions, including transport emissions, is a key priority for Auckland Council, as set out in the Auckland Plan, Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and the Transport Emissions Reduction Pathway. Transport accounts for around 40% of the region's emissions, so reducing transport emissions will be essential to meeting regional and national emissions targets. Efforts to reduce greenhouse gas emissions are also closely linked to efforts to reduce air pollution, which is another important priority for Auckland. Air pollution from the transport system, such as nitrogen dioxide and particulate matter, is estimated to cause 700 premature deaths and 4,000 hospitalisations in Auckland annually.

The role of transport investment in reducing transport emissions is multi-faceted. While price-based mechanisms such as the Emissions Trading Scheme (ETS) have a major role to play in

reducing emissions, relying solely on the ETS to reduce transport emissions, without sufficient investment in affordable low-emission transport options, would have significant adverse impacts on many Aucklanders. Reducing transport emissions should be seen as both a strategic driver of transport investment as well as a lens through which all proposed transport investments should be assessed. Investments that will increase transport emissions should be avoided as they move Auckland further away from achieving its climate targets, and, under an ETS-led approach to emissions reduction, directly contribute to the need for more sudden and significant increases in carbon prices in the future.

One of the most effective ways for transport investment to reduce transport emissions is through supporting an increase in the proportion of journeys undertaken using public transport, walking, cycling and other low-emission transport modes. Facilitating the decarbonisation of the region's vehicle fleet, through electrification and other low-emissions technologies is another important aspect of reducing emissions. This includes initiatives to accelerate the transition of public transport vehicles and other publicly owned or contracted fleets to low-emission or zero-emissions technologies including electrification and hydrogen. It also includes initiatives to support the broader transition of the region's vehicle fleet to low-emission or zero-emissions technologies, such as rolling out more electric vehicle charging infrastructure.

Transport investment should contribute to this strategic priority by:

- Facilitating increased utilisation of public transport, cycling, walking and micromobility.
- Decarbonising public vehicle fleets, such as buses and ferries, through electrification and other low-emission technologies.
- Supporting the decarbonisation of the region's broader vehicle fleet through electrification and other low-emission technologies.
- Reducing or mitigating the effects of air pollution arising from the transport system.
- Contributing to lower emissions through better alignment of transport and land use.
- Reducing emissions from freight transport, including by facilitating the movement of a greater share of freight by rail.

Safety: Auckland's transport system is a lot safer so fewer people are killed and seriously injured.

Improving the safety of Auckland's transport system and reducing the number of people killed and seriously injured across the network are key priorities for Auckland. Nationally, the number of people killed and seriously injured in transport accidents has declined from its peak in the 1970s and 1980s, but harm arising from the transport system remains significant. In the 2024/25 financial year, 49 people were killed across Auckland's transport system and a further 567 were seriously injured. Investment in improving transport safety should be coordinated through a whole-of-system strategy to reduce deaths and serious injuries across Auckland's transport system. Such a strategy needs to include specific targets to monitor the impact and effectiveness of safety investment.

The Safe System philosophy has been central to Auckland's approach to transport safety for more than a decade. This approach recognises that users of the transport network sometimes

make mistakes, but death or serious injury shouldn't be an inevitable consequence of such mistakes. Giving effect to this framework requires investment across four key pillars: safe roads, safe drivers, safe vehicles and safe speeds. Some of these pillars are primarily shaped by legislative settings while others are more directly tied to infrastructural investment, but all require ongoing investment and strategically aligned decision-making to deliver a safer transport system for Auckland.

Safety investment should include a particular focus on vulnerable road users, especially those walking, cycling or riding a motorcycle, given that they are disproportionately represented in transport deaths and serious injuries. Investment should also be targeted at the most high-risk parts of the network, as identified by evidence. This includes many of Auckland's rural roads, many of which have a disproportionately high rate of deaths and serious injuries. Specific safety issues associated with public transport, including violence targeting staff or passengers, should be another specific priority for investment.

Major investments focused on a specific corridor can be part of the approach to improving transport safety, although the opportunity cost of not spreading finite funding over a larger proportion of the network through more cost-effective interventions needs to be considered. The effectiveness of many safety interventions has been established through evidence, including in the specific context of Auckland, and this should be core to decision-making.

Increased enforcement of road rules and vehicle safety regulations is also required, supported by investment in education. To be effective increased enforcement and education must be a complement to, rather than a substitute for, investment in infrastructural improvements.

Transport investment should contribute to this strategic priority by:

- Making roads and roadside environments safer through infrastructural improvements that reduce the risk and/or impact of accidents.
- Supporting efforts to make Auckland's drivers and vehicles safer, including through education to discourage poor driver behaviour.
- Increasing enforcement to reduce dangerous and illegal activities on the transport network.
- Implementing safe and appropriate speed limits, bylaws and other regulations.
- Improving the personal safety of people walking, cycling and using public transport.
- Addressing other identified safety issues through evidence-based solutions.

Maintenance: Transport infrastructure is kept in a suitable condition and whole-of-life costs are optimised.

The maintenance and upkeep of Auckland's transport system is just as strategically important as investment in new infrastructure. As the number of people using the transport system continues to grow, and the network expands, more investment will be required to maintain and renew infrastructure and other assets. The cost of maintaining and renewing Auckland's transport system has increased significantly in recent years, placing considerable strain on available funding. While significant investment in maintenance and renewals is prudent and necessary, it is important to ensure that the scale of spending growth is appropriate and delivers best value for Auckland. Increased investment needs to be matched by greater

democratic oversight, more comprehensive consideration of investment options and clearer alignment with other strategic outcomes.

A strategic, co-ordinated approach is required that focuses on proactively maintaining transport assets in a condition appropriate to their role in the broader transport network while also optimising whole-of-life costs. Greater emphasis also needs to be placed on the optimisation of future maintenance and operating costs when planning new infrastructure. This will help mitigate the risk of Auckland facing even greater challenges with maintaining and renewing transport infrastructure in the future.

Maintenance has a critical role in supporting the resilience of Auckland's transport network. While a resilient transport system requires a holistic approach with a broader focus than just maintenance and renewals, ensuring that transport assets are regularly maintained and renewed when required is essential to prevent degradation of infrastructure and the risk of avoidable asset failures. Maintenance and renewal activities should also focus on preparing the transport assets for the risks posed by disruptive events such as severe weather, rising sea-levels and natural disasters.

While maintenance is essential to the functioning of the transport system, the short-term adverse impacts of maintenance activities should be minimised where possible, without compromising safety outcomes. This includes applying a 'dig once' philosophy that better co-ordinates transport network maintenance with other construction work (whether related to transport, other utilities or other works) within the corridor to reduce construction impacts and costs. For example, the delivery of planned improvements such as dynamic lanes or bus lanes should be more systematically co-ordinated with the resealing programme. Similarly, while Temporary Traffic Management arrangements must ensure safety is the top priority, there may be opportunities to reduce costs and disruptions without compromising this. Emerging technologies and evolving construction practices also create further opportunities for more efficient and effective approaches to maintenance and renewals that deliver maximum value for Auckland.

Transport investment should contribute to this strategic priority by:

- Facilitating a more strategic approach to investment in maintenance and renewals, centred on optimising whole-of-life costs.
- Ensuring transport assets are kept in a suitable condition.
- Mitigating resilience risks by ensuring assets are maintained to an appropriate standard.

Affordable Growth: The transport system supports Auckland's growth in a cost-efficient way.

The costs of providing new and upgraded infrastructure to support Auckland's growth is one of the most significant transport challenges facing the region. A more strategic and integrated approach to planning, funding and delivering the transport infrastructure necessary to support growth is urgently needed. Such an approach must recognise finite funding availability and the opportunity costs arising from the potential scale of these investments. To ensure financial sustainability and value for money, there needs to be much closer alignment between investment in transport infrastructure and strategic land use planning. This requires a clear understanding of all costs, including both transport and non-transport expenditure, of servicing development in particular locations.

Careful alignment between transport investment decisions and land use planning will continue to be essential, and will likely become even more crucial, as the full costs of servicing the region's growth continue to increase. The transport budget, even over thirty years, will not be sufficient to provide the transport infrastructure necessary to support quality growth in all locations where it is currently envisaged to occur. Even if additional funding became available, allocating such a large proportion of the transport budget to supporting growth will limit the ability to make progress on other strategic priorities. Difficult choices will need to be made to ensure available funding is deployed as efficiently as possible, but the bottom line is clear; Auckland can no longer afford to have inconsistent alignment between transport investment decisions and urban development decisions.

The alignment between transport investment and urban development decisions has the potential to either contribute to achieving Auckland's strategic priorities such as reducing emissions, managing congestion and protecting Auckland's natural environment, or to act against these desired outcomes. To harness the benefits of growth, a much greater focus is required on identifying latent capacity and development opportunities provided by existing transport infrastructure. It is essential that land use planning takes account of existing transport capacity when making decisions on which locations across the region are best able to support growth, with the catchments of rapid transit stations being a prime example of potential opportunities.

Investment in transport infrastructure has a key role to play in shaping Auckland's future urban form and creating the type of urban environments envisaged in the city's plans and strategies. Successful transport investment can be a major placemaking opportunity and support quality urban development, as outlined in Auckland's planning policies and strategies. Past investments such as Britomart Station, Manukau Station and the rebuilding of New Lynn Station helped to unlock development potential in the surrounding area while providing broader benefits to both public transport users and local residents. The current investments in projects such as the City Rail Link and Eastern Busway are also creating growth and development opportunities which are well-aligned with the vision for quality urban environments. Similar opportunities should be systematically identified and pursued in the future, as part of a much deeper alignment of transport investment with land use planning.

Transport investment should contribute to this strategic priority by:

- Facilitating better alignment of transport infrastructure with strategic land use planning.
- Responding to the demands of growth, while fully considering:
 - The total cost of publicly funded transport and non-transport investments required to facilitate growth in a particular location.
 - The overall cost-effectiveness of enabling growth in a particular location.
 - Alignment with land use plans and strategies.
 - Any risks, inter-dependencies and opportunity costs of the provision of transport infrastructure to support growth in a particular location.
- Ensuring the costs of enabling growth are fairly allocated and recovered.
- Ensuring transport investment supports Auckland's plans, policies and strategies and helps enable quality urban environments.
- Unlocking cost-effective opportunities for growth and development, including by leveraging the role of the rapid transit network to support intensification.

Part 3: Investment Objectives

The following set of investment objectives articulate how transport investment should be directed to deliver on Auckland's strategic priorities. They complement the investment principles and strategic investment priorities by providing a clearer link between the high-level strategic direction and more tangible transport outcomes. Each investment objective identifies the primary focus for investment in the corresponding aspect of the transport system and helps to signal the types of activities which should be prioritised for funding.

The statements under each investment objective provide more detailed direction for the Council group, ARTC and other agencies on how tangible progress can be made on achieving these objectives. It is not intended as an exhaustive list of all required investments, especially over a 30-year horizon, but it provides a clear signal of how Auckland Council believes its desired objectives for the transport system can and should be achieved.

The order and numbering of the objectives is not intended to signal their relative importance.

1. Rail Network: Make the most of the investment in the City Rail Link by increasing the capacity, frequency and reliability of the rail network.

To support this objective, Auckland Council:

- a) Expects rail timetable development and investment planning to focus on unlocking the full potential of the City Rail Link and providing more frequent, reliable, and faster rail services across Auckland.
- b) Expects operational and maintenance procedures to be fit for purpose for a high-frequency urban rail system and focus on meeting the needs of passengers.
- c) Supports a coordinated and holistic approach to addressing level crossings across the urban rail network including a prioritised and affordable programme to remove level crossings that present the greatest safety risks and/or impose the most significant constraints on rail network performance.
- d) Supports investment to increase the capacity of the rail network, especially along corridors where the existing infrastructure constrains projected growth in passenger and/or freight traffic.
- e) Supports efforts to encourage greater utilisation of the rail network to transport freight.
- f) Expects rail investment decisions to be comprehensively integrated with land-use planning at both a regional and local scale, to leverage the rail network's role as a key strategic backbone of Auckland's transport system.
- g) Supports transparent reporting on CRL benefit realisation and lessons learned to identify opportunities to unlock untapped benefits and to inform future major transport investment decisions.
- h) Supports transition to a new governance model for the Auckland rail network that includes joint management between KiwiRail and the Auckland Council Group, with the aim of improving system performance, managing conflicts between freight and passenger demands and providing value for money to funders.

2. Rapid Transit: Agree an integrated long-term plan for Auckland’s rapid transit network and accelerate delivery of the highest priority corridors.

To support this objective, Auckland Council:

- a) Expects to collaborate with central government on developing and agreeing a long-term rapid transit plan for the region, using the existing Auckland Rapid Transit Pathway as the starting point. This should consider inter-dependencies between projects, interfaces with the broader public transport network and potential funding options.
- b) Supports the role of rapid transit investment as an enabler of growth and expects rapid transit investment to be integrated with spatial planning.
- c) Expects projects that are already funded and have the support of both local and central government to continue progressing, ensuring these projects are not delayed by current reforms to transport planning processes.
- d) Supports the accelerated delivery of interim bus-based rapid transit solutions on corridors identified as potential future rapid transit corridors, building on the success of initiatives such as the Western Express (WX1) and AirportLink.
- e) Expects to work with central government to decide which corridors require the most urgent investment in rapid transit and accelerate delivery of these corridors.
- f) Expects that large-scale investment in new rapid transit corridors includes supporting infrastructure, committed operational expenditure, complementary land use policies and suitable funding mechanisms to ensure a good return on investment.

3. Buses and Ferries: Expand the frequent transit network and enhance bus and ferry services across the region, providing a reliable and well-integrated public transport system.

To support this objective, Auckland Council:

- a) Supports continued expansion of the frequent transit network (routes running at least every 15 minutes throughout the week), along with improving the frequency, capacity and reliability of existing services, leveraging improvements over the past decade.
- b) Supports continuing to supplement the core frequent transit network with a broader network of bus and ferry routes to provide a balance of patronage-focused services with those focused on broader spatial and temporal coverage to meet Aucklanders’ needs.
- c) Expects a focus on delivering the infrastructure needed to support faster, more reliable and convenient bus services, including dedicated lanes, layover facilities, and neighbourhood interchanges where multiple frequent routes intersect.
- d) Supports the prioritisation of road network and intersection upgrades required to implement planned bus network improvements.
- e) Supports investment in fit-for-purpose, cost effective ferry infrastructure and vessels which meet the needs of passengers and are resilient to the challenges of the marine environment.
- f) Expects Auckland’s public transport system to serve a major role in transporting people to and from major sporting, cultural, business and civic events across Auckland.
- g) Expects public transport stops, vehicles and facilities to be universally accessible, and for passenger safety, comfort and convenience to be prioritised.

- h) Expects Auckland's public transport system to provide excellent customer experience, wayfinding and real-time information, leveraging consistency and opportunities for standardisation.
- i) Supports continued electrification of the public transport fleet to reduce emissions, air pollution and fuel costs.

4. Network Optimisation: Address bottlenecks across the network through technology, demand management and targeted infrastructure to improve reliability and productivity, and make the best use of existing assets.

To support this objective, Auckland Council:

- a) Expects infrastructural investment in projects which will have the greatest impact on network productivity, but only after first considering non-infrastructural and lower-cost optimisations to ensure that finite funding is allocated as effectively as possible.
- b) Supports the continued roll out of special vehicle lanes, especially on high-demand corridors, the strategic freight network and the frequent public transport network.
- c) Supports investment in technological solutions to make existing infrastructure more productive, including dynamic lanes, bus booster technology and smarter traffic lights.
- d) Expects careful consideration of the role of pricing mechanisms to optimise the most constrained parts of the region's transport network, particularly through further development of a potential Time of Use Charging scheme for Auckland.
- e) Supports an integrated whole-of-corridor approach to optimising motorways and arterial roads, using network performance data to prioritise investment to the region's most congested and constrained corridors.
- f) Expects the safe and productive movement of goods and people across the arterial network to be a priority, while also considering the needs of local residents and businesses and recognising both the movement and place functions of different parts of the transport network.
- g) Supports a more strategic approach to the management of kerbside space in high-demand areas, considering the needs of all users.
- h) Supports the adoption of construction and temporary traffic management practices which are cost-effective and minimise impacts on road users, local residents and adjacent businesses without compromising safety, especially on arterial roads.

5. Maintenance and Resilience: Proactively maintain and renew transport assets to ensure they remain in a suitable condition and whole-of-life costs are optimised.

To support this objective, Auckland Council:

- a) Expects a more strategic approach to investment in maintenance across the transport network, recognising that the potential scale of investment required creates affordability challenges which are best addressed through a coordinated system-wide investment plan.
- b) Supports the proactive maintenance of transport infrastructure and assets, focused on keeping assets in an appropriate condition and optimising whole-of-life costs.
- c) Expects whole-of-life maintenance needs and costs to be key considerations when new infrastructure is designed and procured.

- d) Supports the application of a ‘dig once’ philosophy to align maintenance and renewals with planned improvements and/or other maintenance work within the corridor, including work on utilities infrastructure, to save money and minimise disruption.
- e) Expects that all agencies and their contractors coordinate and collaborate to deliver good outcomes for Auckland regardless of the division of responsibilities across different parts of the transport network.
- f) Supports a systematic approach to identifying and tracking resilience risks to transport assets across the region to support rational, evidence-based decisions on how to manage them, recognising that difficult trade-offs are likely to be required.
- g) Expects the transport system and other enabling infrastructure to be made resilient and adaptable to future trends, including both the opportunities and challenges posed by the projected ongoing electrification of the region’s vehicle fleet.
- h) Supports investment to address the specific resilience challenges and network vulnerabilities faced by the region’s rural and island communities.

6. Safety: Make evidence-based investments and increase enforcement to reduce the number of people killed and injured across Auckland’s transport network.

To support this objective, Auckland Council:

- a) Expects relevant agencies to develop, implement and monitor an updated whole-of-system strategy to reduce deaths and injuries across Auckland’s transport network. This should include specific targets to monitor the impact of safety investment.
- b) Supports safety investment aligned with the Safe System approach which recognises that drivers make mistakes, but death or serious injury shouldn’t be an inevitable consequence of such mistakes.
- c) Supports infrastructural improvements to address identified safety risks across the transport network, utilising an evidence-based approach to make the greatest impact with finite funding.
- d) Supports targeted investments to address particularly poor safety outcomes for vulnerable road users, including people walking, cycling, travelling by scooter, or riding motorcycles.
- e) Supports targeted investment to address the particular safety issues which exist across Auckland’s rural road network, through measures such as better separation of oncoming traffic in high-speed environments, appropriate curve treatments and safer intersection designs.
- f) Expects the specific transport safety issues which arise from growth and changing land uses to be remedied. This includes situations where the throughput of a road or the mix of road users changes significantly from what was anticipated when it was designed and built, a prevalent issue around the urban periphery.
- g) Supports a focus on safe speeds as an integral component of road safety investment; noting that, given the limited capital investment required, this has the potential to be one of the most cost-effective safety initiatives.
- h) Supports an appropriate balance of enforcement and education to tackle non-compliance with road rules and vehicle regulations, while emphasising that there must be zero tolerance for intentionally dangerous or reckless behaviour which puts other users of the transport system at risk of harm.

7. Walking and Cycling: Fill gaps and address deficiencies across Auckland’s walking, cycling and micromobility networks to provide more transport options for local journeys.

To support this objective, Auckland Council:

- a) Expects gaps and deficiencies across the region’s walking and cycling networks to be addressed through cost-effective infrastructural improvements to ensure these networks provide safe, connected and convenient transport options for Aucklanders.
- b) Supports investment in linking the strategic cycling network to locations and destinations which currently have poor access to the cycling network. These new links should leverage delivery opportunities such as aligning with broader road corridor investments, greenway plans and blue-green infrastructure where appropriate.
- c) Expects an increased focus on delivering walking and cycling infrastructure in tandem with other planned works, as part of a ‘dig once’ approach, on corridors identified as part of the future active modes network.
- d) Expects a particular emphasis on ensuring that Aucklanders have convenient walking and cycling links to nearby public transport stops, rapid transit stations and local amenities including schools, shops and community facilities. Enabling more young Aucklanders to safely travel to school via walking or cycling should be a key priority.
- e) Expects a focus on filling missing links which prevent existing walking and cycling infrastructure from being used to its full potential.
- f) Expects walking and cycling infrastructure to be safe and universally accessible for people of all ages and abilities, and appropriately meets the differing needs of people walking, cycling or using micromobility devices.
- g) Expects a stronger focus on ensuring footpaths are well maintained and free from unnecessary clutter and obstruction, so they are safe for all Aucklanders, including those with mobility needs.

8. Freight: Keep freight moving efficiently across the transport network to support the productivity of local, inter-regional and international supply chains.

To support this objective, Auckland Council:

- a) Expects the needs of freight to be considered throughout transport decision-making and investment processes, including through the Auckland Freight Plan.
- b) Supports a focus on providing fast and reliable connections between major areas of freight generation and attraction across the region, as well as to and from the regional boundaries and inter-modal nodes including the port and airport.
- c) Supports technology-based optimisations, demand management and targeted infrastructural improvements to fix bottlenecks across the strategic freight network.
- d) Expects overweight, over-dimension and high productivity motor vehicle routes across the region to be maintained, ensuring these networks are fit for purpose and responsive to changes in freight demand and spatial context.
- e) Supports increasing the capacity of the rail network to carry freight, including through investment in inter-modal facilities and separation of passenger and freight services through the rail network’s bottlenecks.
- f) Expects the freight needs of rural areas to be recognised, including the need for resilient access to goods and services, the challenges of dispersed land uses and the importance of agricultural and horticultural supply chains to the region’s economy.

- g) Expects the unique freight needs of the Hauraki Gulf islands to be recognised, including the integral role of intra-regional maritime and aviation in supply chains.
- h) Expects the needs of the freight network to be reflected through land use decision-making processes, especially in locations undergoing intensification or urbanisation, including specific consideration of the need for loading and servicing space.

9. Enabling Growth: Deliver the transport infrastructure required to support growth in an affordable way, with a particular focus on rapid transit catchments.

To support this objective, Auckland Council:

- a) Expects a more strategic and integrated approach to the planning, funding and delivery of transport infrastructure necessary to enable Auckland's growth, recognising the need to carefully manage costs given finite funding availability and the opportunity costs arising from the scale of this spending.
- b) Expects strong and consistent integration between transport planning and urban development decisions and require public spending on new transport infrastructure to be closely aligned with these strategic decisions.
- c) Supports the cost of providing new transport infrastructure to support growth to be allocated in a manner which is fair, clearly signalled and does not put unsustainable pressure on Auckland's current or future budgets. To ensure financial sustainability, the cost of this infrastructure must be carefully managed, and user-pays or beneficiary-pays models should be adopted where appropriate.
- d) Expects the significant investment required to enable growth to be leveraged to also make progress on Auckland's other strategic priorities, noting that investment to enable growth within existing urban areas creates opportunities to benefit both existing and new residents.
- e) Expects strategic planning processes to recognise that the availability of funding for new transport infrastructure is finite, and that the provision of transport infrastructure is likely to be an unavoidable constraint on when, where and how growth can occur.
- f) Expects careful assessment of the cost efficiency and affordability of projects and programmes predicated on delivering growth-enabling transport infrastructure. This assessment should also consider non-transport costs arising from enabling or encouraging growth in a particular location and should benchmark the cost per household of servicing growth in different locations with transport infrastructure.
- g) Supports prioritisation of smaller-scale infrastructure necessary to unlock the full growth-supporting potential of major investments such as City Rail Link. This includes investments in the catchments of rapid transit stations to support the growth enabled in these locations.

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