



MILFORD
OPPORTUNITIES

MILFORD OPPORTUNITIES PROJECT

A MASTERPLAN FOR MILFORD SOUND
PIOPIOTAHĪ AND THE JOURNEY

3 MAY 2021 (A)

FOREWORD

MICHAEL R SKERRETT

Nā te korekore I takea mai te pō, te pō tangotango, te pō whāwhā, te pō namunamu, ki te kitea, ki te whaiao, ki te Ao Mārama, ko tēnei tatou nga whakatupuranga kua waihotia ki muri, hei kaitiaki mō ng taonga kua mahue mai ki runga te ao tūroa

Tihewa mauriora

From nothingness came the realms of darkness, the dark black night, the groping night, the fading darkness, then seeing, the environment, the world of light and understanding, all of us that remain after creation, have the responsibility as kaitiaki for the treasures that are spread upon this long-standing world.

Aah such is life.

As Tangata Whenua, we welcome this exciting opportunity for a reset of the way that Te Rua o Te Moko, including Milford Sound Piopiotahi, and its access is managed and protected from inappropriate use and development.

It is an honourable kaupapa that, through this project, we make our best endeavours to restore and respect this treasure as near as possible to Aotearoa as it was. Today, only some of Ngāi Tahu Whānui experience Aotearoa as it was, on our Titi Islands which has no moorings and hasn't been invaded by predators and rodents. This is a wonderful project that compliments other projects under development that are addressing the pest issues and working toward restoring Aotearoa as it was.

Te Rua o Te Moko enables all manuhiri to experience the dynamic, rugged wildness of Aotearoa, if only for a day, enhancing their connections with nature, the elements, and for some, their whakapapa.

Tangata Whenua exercise mana whenua over their ancestral lands; however, with that comes responsibilities. We must remember that people are part of the environment, and like the environment must be provided for – in other words, manaakitanga. A huge amount of mahi has gone into understanding the needs of people and place.

As an iwi, we Titiro ki te Pae Tawhiti / look to the Distant Horizon, taking an intergenerational and holistic approach. We must be consistent with our values and tikanga. This project is consistent with our intergenerational, holistic and values-based approach. It is really pleasing that our values of manaakitanga, kaitiakitanga, mātauranga, hauora and rangatiratanga have been threaded through this Masterplan.

The Crown acknowledges that Ngāi Tahu hold rangatiratanga in our takiwā and, therefore, it is appropriate that we have been working in partnership with stakeholders on this project. We look to continue our relationships and shared vision for Te Rua o Te Moko, mō ngā Michael whakatupuranga kei te heke mai / for the generations to come.

Michael R Skerrett QSM, JP, Hon SIT Fellow, Kaumatua

DR KEITH TURNER

Milford Sound Piopiotahi and the journey to get there is an extraordinary experience of pristine wilderness that holds World Heritage status. It was once called “The Eighth Wonder of the World” by Rudyard Kipling. It is the crown jewel of Aotearoa New Zealand's tourist attractions.

But it has lost its “essence of place”. It is crowded, rushed, noisy and unsafe. It fails to tell the story of its rich culture and history. It is not organised as an eighth wonder would, or should, be. It is cluttered with aging infrastructure.

Milford Sound Piopiotahi is a drawcard for international visitors to Aotearoa New Zealand. Visitor numbers in 2019 were around 870,000, almost double those in 2012. Nearly half visited in a single long return day trip from Queenstown, and only 17 percent were Aotearoa New Zealanders.

This Masterplan has been four years in the making. It came about because a collection of agencies and visionary people, organised as the Milford Opportunities Project (MOP), recognized that the status quo was damaging Aotearoa New Zealand's “brand” and its prime conservation estate. No one agency could solve the problems by itself. And the Department of Conservation (DOC), with legal jurisdiction, is not well equipped to manage rapid change and is limited in its ability to manage Aotearoa New Zealand's tourist experience with current tools. The rapid growth in visitor numbers was at risk of ‘killing the goose that lays the golden egg’.

The Masterplan has been developed through a wide range of stakeholder engagement, consultation and using the best of Aotearoa New Zealand expertise. It is underpinned by substantial fact driven analysis. It has a 50-year horizon. And it will not please everyone. In making difficult trade-offs, the project has leant heavily on the project vision of “ Piopiotahi - New Zealand As It Was For Ever”, acknowledging the rarity of what we have and the need to protect it in its natural state as far as possible, yet provide access.

The Masterplan will take a dedicated focus and passion to deliver. It will require complex negotiation to revise existing commercial arrangements. Its funding model will be precedent setting. The role that iwi play to intertwine their history, culture, Treaty rights and commercial interests into the experience will also be complex.

But the prize will be renewal of assets, far better organisation, a wide range of nature experiences, a light environmental footprint, a rich and deep engagement for every visitor with the place and journey and serious investment into the conservation estate of Te Rua-o-Te-Moko Fiordland National Park.

The journey and place cannot stay as it is. The natural hazard risks present are under-appreciated and substantial. Destructive floods, avalanches, rockfalls, a significant Southern Alpine Fault earthquake and tsunamis are all present and observable risks. Should a significant event have occurred on a peak visitor day in

2019, we could have seen 5,000 or more people trapped or lost. This would have a momentous impact on loss of life and cause significant Aotearoa New Zealand brand damage. Even the road itself is hazardous. It carries the third highest risk for personal injury of all Aotearoa New Zealand roads.

This Masterplan is a holistic effort to dramatically improve a place all Aotearoa New Zealanders' hold dear. It is designed to make Aotearoa New Zealand proud of its special place in the world, to protect and enhance that place for future generations and to share more fully the benefits of Aotearoa New Zealand's prize attraction throughout the wider Southland Region.

While COVID-19 intervened in 2020 and collapsed visitor numbers in the short term, Milford Sound Piopiotahi will remain a star attraction and, over time, the visitor numbers we saw in 2019 are expected to return. The intervening period provides a unique opportunity for implementation of the Masterplan while the visitor pressures are low.

This plan has been the subject of vigorous and testing debate by a diverse and passionate Governance Group. They have brought a wealth of experience, knowledge and selfless commitment to the master plan development, for the betterment of New Zealand. And we did not always all agree. Specifically, I wish to acknowledge that Mayor Jim Boulton did not agree with the Governance Group conclusions on the Milford Sound Piopiotahi air strip.

Those who developed this plan are deeply proud to be a part of restoring “Piopiotahi - New Zealand As It Was Forever”. I also want to acknowledge Mana Whenua for their partnership, participation and contribution throughout this project.

Dr Keith Turner (Independent Chair)

Milford Opportunities Project Governance Group

Governance Group Members

Gary Tong	Mayor Southland District Council
Jim Boulton	Mayor Queenstown Lakes District Council
Muriel Johnstone	Ngāi Tahu
Bruce Parkes	Department of Conservation
Richard Lauder	until March 2020 - CEO Wayfare
Geoffrey Thomson	Distinction Hotels
Iain Cossar	Hikina Whakatutuki / Ministry of Business, Innovation & Employment
Jim Harland	Waka Kotahi New Zealand Transport Agency

A close-up photograph of a person's hand reaching out from the right side of the frame, with the index finger touching the surface of a body of water. The water is a deep blue, and the background is a bright, hazy sky. The hand is fair-skinned and appears to be reaching out from a boat, as a portion of a yellow boat is visible in the bottom right corner. The overall mood is serene and contemplative.

MILFORD OPPORTUNITIES

EXECUTIVE SUMMARY

OVERVIEW

Many paths lead to the jewel in the crown – Milford Sound Piopiotahi. Revered by Ngāi Tahu as the final masterpiece of Tū te Rakiwhanoa and described as the Eighth Wonder of the World, this glacier-carved fiord is a national treasure. Jaw dropping in any weather, waterfalls abound during heavy rainfall giving an otherworldly, mystical experience.

Milford Sound Piopiotahi is Aotearoa New Zealand's premier visitor attraction and world class iconic destination. It is located within Aotearoa New Zealand's largest National Park (Fiordland) and is a UNESCO World Heritage site Te Wāhipounamu. While boasting high visitor numbers, the current management of recreation and tourism along the Milford Corridor and Milford Sound Piopiotahi needs new thinking to protect its World Heritage status, cultural and conservation values and overall visitor experience.

A Masterplan has been developed for the Milford Opportunities Project (MOP) to sustain and protect this inspirational hikoi, or journey experience. The Masterplan looks past the now with its various challenges and into the future at how to ensure the wairua or spirit of the place is preserved. It provides a plan that responds to stresses on the road corridor and Milford Sound Piopiotahi from the previous rushed and congested visitor experience. The Masterplan creates new beginnings moulded from the present and past – working together to ensure a strong future for Murihiku, Fiordland and Milford Sound Piopiotahi for years to come.

Ngāi Tahu are tangata whenua of Te Rua-o-Te-Moko Fiordland and eight Papatipu Rūnanga exercise mana whenua in Milford Sound Piopiotahi. Mana whenua see MOP as a way to address the expression of Ngāi Tahu rangatiratanga and kaitiakitanga and provide economic pathways for Ngāi Tahu Whānui.

The Covid-19 pandemic dramatically impacted the tourism industry in Milford Sound Piopiotahi as it has throughout Aotearoa New Zealand and the world. Of the 870,000 visitors to Milford Sound Piopiotahi in 2019, 83 percent were international. Over the last 13 years, visitor growth went up annually by 4.1 percent; those numbers are expected to return. Wilderness areas that hold World Heritage status will become prime attractions due to recent decline in this status globally. Milford Sound Piopiotahi is expected to attract visitors who want an authentic nature experience, different to the adventure experiences in Queenstown. The Masterplan seeks to contribute to the wider climate change and biosecurity issues that require a significant investment to preserve the natural flora and fauna that makes Milford Sound Piopiotahi a world class destination.

THE MASTERPLAN PROCESS

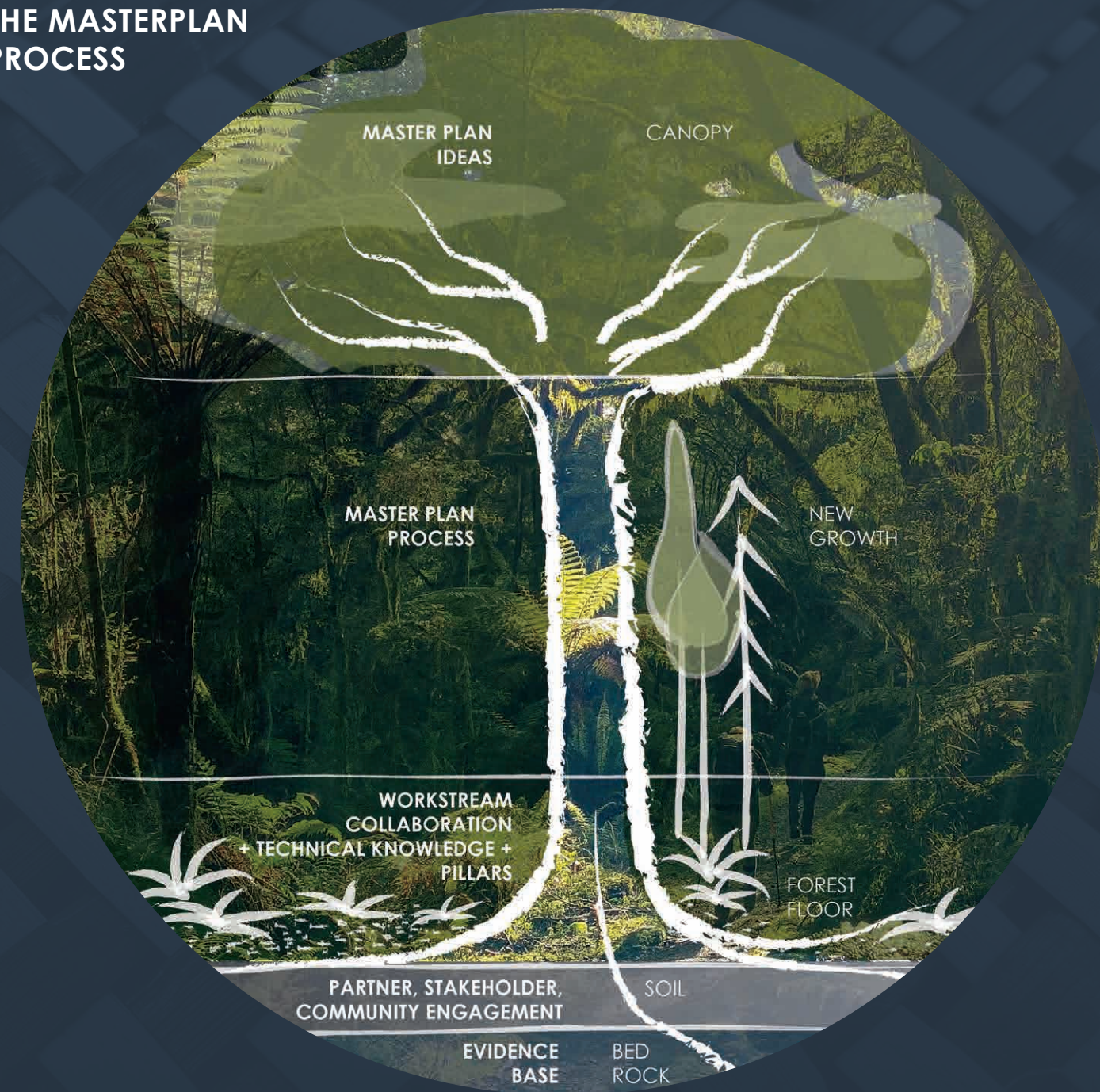


Figure 1: Masterplan Process Diagram

KEY ISSUES

The issues and challenges facing the area require an integrated Masterplan that ensures that Milford Sound Piopiotahi and the Milford Road Corridor is protected now and into the future. These key issues include:

1. The core wilderness experience and conservation values are being compromised by increasing visitor numbers and the way they are managed. Unless changes are made, this will continue to compromise the visitor experience. International visitors want to see Milford Sound Piopiotahi when they come here – it is a world class iconic destination, and there is a risk in ‘killing the golden goose’ of our tourism industry.
2. There is limited acknowledgement of Ngāi Tahu identity and its cultural heritage that binds the area with Aoraki Mount Cook, the Pacific and our global indigenous stories and those of Ngāi Tahu.
3. Milford Sound Piopiotahi is not well organised for the spectacular experience it offers. It has not changed significantly in response to increasing visitor numbers over the last seven years.
4. Milford Road hosts a series of key experiences; however, these are often missed as most visitors focus on getting to Milford Sound Piopiotahi as quickly as possible and within a one-day visit from Queenstown.
5. An all-day return trip from Queenstown is not the best way of showcasing the wonders of Milford Sound Piopiotahi and allowing visitors to share in the ‘world class experience’.
6. The pattern of visitation creates intense congestion between 11am and 3pm, as a large proportion of visitors travel from Queenstown and back in a 12 hour round trip. This allows very little time to do anything other than the boat cruise at Milford Sound Piopiotahi and is at the limit of allowable passenger driver hours.
7. Milford Road is ranked third for personal risk of any Waka Kotahi New Zealand Transport Agency administered road in Aotearoa New Zealand and is considered challenging for international and inexperienced domestic drivers. The road is costly to maintain, keep open in the winter, and is limited in its potential development due to terrain and natural hazards (especially avalanches).
8. Milford Sound Piopiotahi has numerous natural hazards that are not known by visitors and place a huge risk to safety, including the potential for an Alpine Fault earthquake, tsunami risk, rock fall, extreme flooding and avalanches.
9. Some activities detract from the beautiful natural setting, including: cruise ships blocking key views and releasing “smog” conflicting with and detracting from the overall experience and environment; aircraft tours that are booked by a small proportion of visitors and an aerodrome that occupies a large portion of the flat area at Milford; and a road used by experienced bus drivers and inexperienced international visitors that is a hazard for all drivers.
10. The Milford Sound Piopiotahi aerodrome is not in a sustainable condition. The runway floods at high spring tide, which will worsen as sea levels rise. The tarmac is also weakening due to decaying trees within the foundation, and the Cleddau River ground water is undermining the runway foundation.
11. Most infrastructure in the village is old and in poor condition, including underground infrastructure that services Milford Sound Piopiotahi. Obtaining funding to invest in upgrades is challenging.
12. Visitor spending is not being maximised throughout the Southland Region despite the significant numbers of visitors going to Milford Sound Piopiotahi.
13. The private sector controls much of Milford Sound Piopiotahi’s visitor activities, however conservation and National Park values are not always the main focus of their operations.
14. Funding mechanisms to support investment, including in conservation management, are not optimal. The current concession system is ‘first in first served’ and incumbents are given priority. Because of this, funding is gradual and not planned or coordinated. The Department of Conservation (DOC) is in a difficult position between trying to preserve and protect core conservation values while also facilitating visitation.



PURPOSE, VISION, SEVEN PILLARS AND MASTERPLAN OBJECTIVES

PURPOSE

The purpose of the Masterplan is to:

Ensure that Milford Sound Piopiotahi maintains its status as a key Aotearoa New Zealand visitor 'icon' and provides a 'world class' visitor experience that is accessible, upholds the World Heritage status, national park and conservation values and adds value to Southland and Aotearoa New Zealand Inc.

VISION

Our vision is to ensure:

“**PIOPIOTAHİ –
NEW ZEALAND AS IT WAS,
FOREVER**”

SEVEN PILLARS

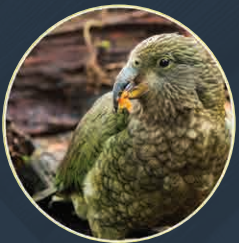
To support this vision, the solutions to address the key issues in the Masterplan are focused around Seven Pillars that represent the project’s **desired future state**:



**MANA WHENUA
VALUES WOVEN
THROUGH**
Iwi’s place in the landscape and guardianship of mātauranga Māori me te taiao (Māori knowledge and the environment) are recognised. Authentic mana whenua stories inform and contribute to a unique visitor experience.



**A MOVING
EXPERIENCE**
Visitors experience the true essence, beauty and wonder of Milford Sound Piopiotahi and Murihiku Southland through curated storytelling, sympathetic infrastructure and wide choices suited to a multi-day experience



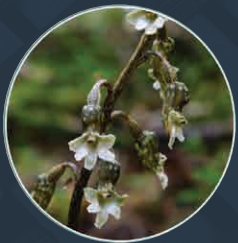
**TOURISM FUNDS
CONSERVATION
AND COMMUNITY**
The visitor experience will become an engine for funding conservation growth and community prosperity.



**EFFECTIVE VISITOR
MANAGEMENT**
Visitors are offered a world class visitor experience that fits with the unique natural environment and rich cultural values of the region.



**RESILIENT TO
CHANGE AND
RISK**
Activities and infrastructure are adaptive and resilient to change and risk, for instance avalanche and flood risks, changing visitor trends, demographics, and other external drivers.



CONSERVATION
Manage Te Rua-o-Te-Moko Fiordland National Park to ensure ongoing protection of pristine conservation areas, while enabling restoration of natural ecological values in other areas.



**HARNESS
INNOVATION
AND
TECHNOLOGY**
Leading technology, innovation and infrastructure is employed to ensure a world class visitor experience now and into the future.

MASTERPLAN OBJECTIVES

The development of the masterplan was also guided by a series of wide ranging masterplan objectives. For the purposes of evaluation of the options these were refined into the following five overarching objectives:

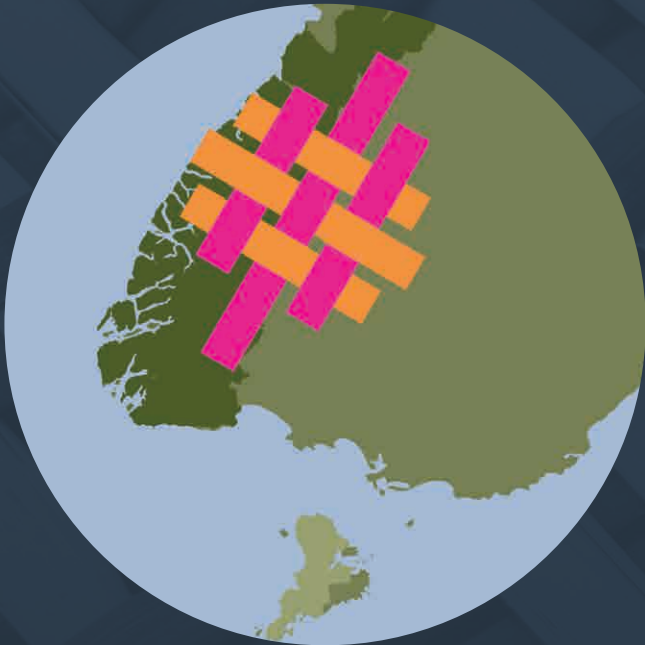
1. The role of Ngāi Tahu as mana whenua and Treaty partner is acknowledged, and Te Ao Māori values are embedded throughout.
2. Milford Sound Piopiotahi is protected now and into the future, recognising its World Heritage status.
3. The visitor experience is world class and enhances conservation and community.
4. Infrastructure is effective, efficient, resilient and sustainable (including access methods).
5. Visitors benefit the communities of Te Anau, Southland and Otago.

THE MASTERPLAN

KEY CONCEPTS

The concepts / solutions for addressing the key issues are:

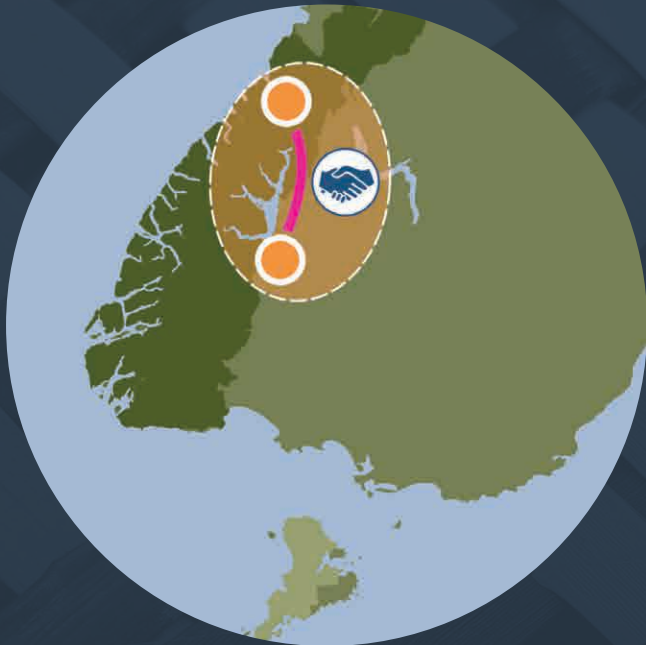
1. RECOGNISE AND DEVELOP LANDSCAPE, CONSERVATION AND CULTURAL EXPERIENCES



While the Milford Corridor and Milford Sound Piopiotahi would be promoted as one destination, there is a diversity of landscape and conservation experiences that could be encountered by visitors and rich cultural layers associated with each place, both tangible and intangible.

- Develop experiences and infrastructure that respond to the landscape character, natural ecosystems and cultural heritage, including recognising sites of significance to Ngāi Tahu.
- Enable mana whenua and visitors to experience the wairua and essence of the place.
- Provide more possibilities for visitors, recreationalists and mana whenua to engage with nature and understand conservation values.
- Consolidate infrastructure and pare it back to sensitively integrate into the landscape.
- Tell authentic and engaging stories, including Ngāi Tahu narratives.

2. ESTABLISH A NEW GOVERNANCE MODEL



Establishing a new governance model is necessary to deliver the Masterplan and will require a collective effort across a wide range of central and local government, mana whenua, local enterprise and community stakeholders. Two options have been identified for future governance of Milford Sound Piopiotahi, legislative action and within existing frameworks.

- Legislative action (option 1) would create a new statutory entity that would deliver the purpose, objectives, role and principles of the master plan and replace the existing bodies' functions.
- Within existing frameworks (option 2) would establish a dedicated business unit potentially through an Order in Council or Ministerial Committee that would have a strong mandate for the management and governance of Milford Sound Piopiotahi but would operate using existing legal and policy tools.
- Taking a phased approach (recommended), it would be possible to begin changes within existing frameworks and with a dedicated team, while developing legislation for a special Jurisdiction over the corridor and Milford Sound Piopiotahi. This approach would allow early progress to be made.

3. FACILITATE BROADER MURIHIKU AND SOUTHLAND BENEFITS



Although the Masterplan focuses on Te Anau, the Milford Corridor and Milford Sound Piopiotahi, it will increase the number of overnight stays and be a catalyst for growth in other areas. Considerable scope exists to develop other complementary destinations and experiences, especially south of Te Anau.

- Encourage travel to Manapouri, Rakiura, the Catlins and south coast.
- Create connections between Te Anau and the wider Southland cycleways.
- Reinforce Milford Sound Piopiotahi, Te Anau and Southland as the centre for wilderness and nature tourism.

4. INTRODUCE A MANAGED ACCESS AND TRANSPORTATION MODEL



Access will be controlled. An express hop on/hop off park and ride service from Te Anau using zero emission (H2 or EV) buses and smart technology will improve safety and provide a better visitor experience.

- Distribute access over the day to reduce Milford Sound Piopiotahi congestion and road traffic crowding.
- Use smart technology for hop on/hop off at key experiences along the corridor.
- Reduce car parking at Milford Sound Piopiotahi and require car parks to be booked in advance.
- Reduce congestion at Piopiotahi, but allow greater overall numbers while preserving character of the place.
- Promote Te Anau as the starting point of the journey and as a destination.
- Allow time for and access to a range of experiences along the journey.
- Slow the journey down and provide a richer experience overall.

5. CHARGE INTERNATIONAL VISITORS AN ACCESS FEE



Requiring international visitors to pay a fee for entry into Milford Sound Piopiotahi will help fund infrastructure and operational costs, as well as local conservation initiatives. Access for Aotearoa New Zealanders should continue to be free of charge but managed through a permit system.

- The international visitor fee would be collected as part of the booking process for accommodation and/or transport into the national park. Smart technology will be used to manage this process.
- Pre permit international visitors for a fee with pre permits for Aotearoa New Zealanders being free.
- Pre permit parking spaces for Aotearoa New Zealanders at Milford Sound Piopiotahi (limit vehicles to parking availability).
- Pre permit camping and campervans at Cascade Creek and not beyond (travel to Milford Sound Piopiotahi by bus), with exceptions for those pre-booked at Milford Lodge.
- Special permits (free) for pre-qualified commercial users, operators and service staff.
- Special permits (free) for Aotearoa New Zealanders fishing, hunting, climbing or tramping.

6. ESTABLISH NEW TE ANAU HUB AND ENHANCED DEVELOPMENTS



Developing visitor infrastructure in Te Anau will support its growth to become a stand-alone destination, the beginning of the journey to Milford Sound Piopiotahi and central departure hub for Fiordland and the wider Murihiku Southland destinations. Grouping transport, accommodation, activity access and information/interpretation services around a regenerated town centre will unify this location with more visitors and generate growth and longer stays.

- Establish a visitor experience centre that includes a park and ride ticketing facility in Te Anau and more parking facilities.
- Expand accommodation and service facilities within the township.
- Enhance local community activities and services (free public toilets, recreational centre, medical facilities, lake activities).
- Enhance other visitor activities and services (glow worms, lake activities/crossings, trails, cycle tracks, Kepler Track).
- Increase usage of the Te Anau Airport Manapouri.

7. DEVELOP MULTIPLE EXPERIENCES ALONG THE CORRIDOR STRUCTURED AROUND KEY NODES



Having a broad international appeal attracts a diverse set of visitors and provides an opportunity to offer a wide range of experiences. Visitors can choose the way they want to engage with the place through a range of experiences and accommodation at a series of key nodes. Grouping activities at select points of interest (nodes) protects biodiversity and the wildness/landscape from spreading into more sensitive locations.

- Create a consistent theme and quality at all nodes along the corridor.
- Facilitate multiple experiences at key nodes with hop on/hop off access.
- Enable a shared cycling and walking trail within the Eglinton Valley via the nodes.
- Enhance accommodation within the corridor, including redevelopment of Te Huakaue Knobs Flat with accommodation (camping, cabins and campervans), day and night nature experiences and river flats/grassland walks and cycling (better services and solar/hydroelectricity).

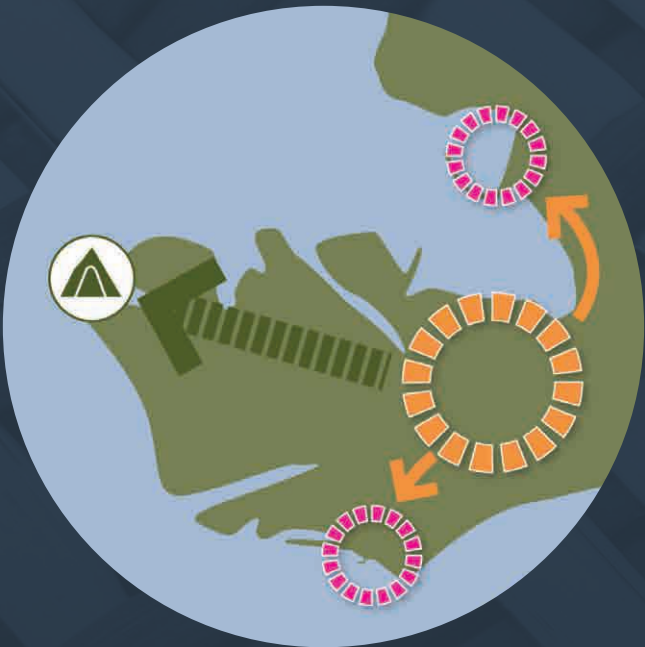
8. REDEVELOPMENT TO ENCOURAGE SUSTAINABLE PRACTICES, USE OF GREEN TECHNOLOGY, MINIMISE VISITOR RISK FROM NATURAL HAZARDS



Introducing sustainable development and operation that achieves zero carbon goals and aligns with mana whenua and conservation values.

- Access model that utilises hop on/hop off buses, express coaches and boats that use zero carbon technology.
- Consolidation of built infrastructure to minimise human footprints to protect conservation areas.
- Building infrastructure that is located, designed, constructed and operated to minimise energy use and utilise renewable sources.
- Restoration of modified landscapes using endemic native planting and habitat creation.
- Minimise impermeable surfaces and use of water sensitive design approaches.
- Operation of visitor experiences that minimise waste generation.
- Design and build to minimise risk from natural hazards.

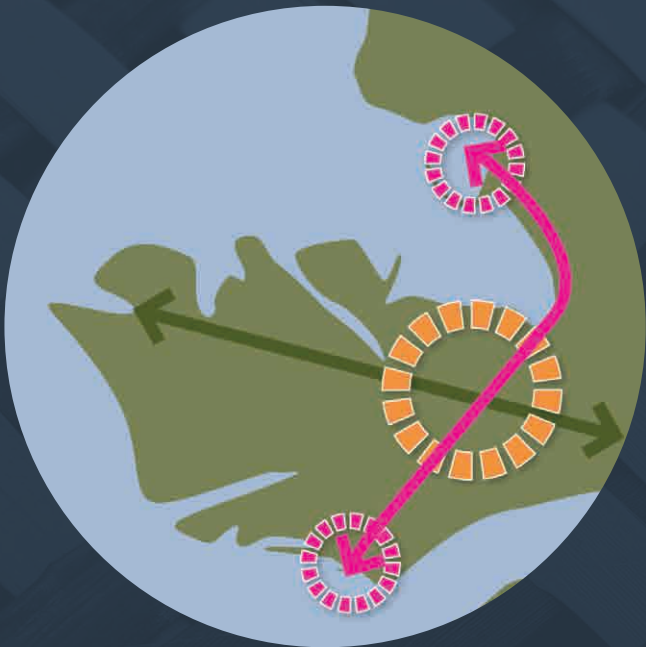
9. REORGANISE MILFORD SOUND PIOPIOTAHİ TO REMOVE VISITOR CONFLICTS



Introducing changes to how activities take place in Milford Sound Piopiotahi will remove conflicts between users and impacts on the core values.

- Prohibit cruise ships from entering Milford Sound Piopiotahi as it is causing visual impacts that are not in keeping with the beautiful natural setting and intent of the vision of the plan. Integrate management of surface activities on Milford Sound Piopiotahi to the Tasman Sea as a part of the Governance and Management model.
- Phase out fixed wing airplane flights and the aerodrome to repurpose and reconnect place, enabling improved access to a range of services and attractions.
- Mayor Boulton has a view that developments in aircraft technology will bring logic to the retention of the Milford air strip and he does not support the Governance Group's view of closure.
- Create a Mitre Peak reveal at arrival and a clear orientation point through layout changes that focus on a stronger sense of place.

10. MODERNISE INFRASTRUCTURE AT MILFORD SOUND PIOPIOTAHİ



Outlining a series of new fit-for-purpose facilities and supporting infrastructure at Milford Sound Piopiotahi will create a cohesive place and reflect its world class setting whilst reducing risk for staff and visitors. The Milford Sound Piopiotahi Plan, located on page 11, sets out the following key proposals:

- Enable a transformed visitor's hub where people can come together, pause, reflect, learn about Milford Sound Piopiotahi and understand the natural hazards.
- Link Milford Sound Piopiotahi from basin to basin by walkways and lookouts, places to stop and gaze at the surrounding splendour.
- Be respectful of the heritage, values and narratives of Ngāi Tahu while managing a range of limitations to improve conservation and landscape and provide a high-quality experience for mana whenua, visitors, recreationalists and locals.



Figure 2: Landscape typologies and experiences along the corridor

MILFORD CORRIDOR, HUBS AND NODES PLAN

Between the Te Anau and Milford Sound Piopiotahi visitor hubs at the southern and northern end of the Milford Corridor, there is an opportunity to establish nodes and short stop experiences.

Locations that offer multiple trails and experiences have been designated as nodes. Infrastructure will be tailored to service the size, type and duration of visitors. The locations will also be enhanced or established where experiences represent special landscapes, higher conservation values and/or places significant to mana whenua.

Mirror Lakes Waiwhakaata and The Chasm remain important short stop destinations. A wide range of minor short stop experiences and controlled camping opportunities will continue to be available.



Figure 3: Milford Corridor, Hubs and Nodes Plan



MILFORD SOUND PIOPIOTAHİ PLAN

Milford Sound Piopiotahi is the most northern fiord in Fiordland and at the furthest extent of Milford Road (State Highway 94), making it both remote and the last destination along the Milford Corridor. While the surrounding fiord landscape towers over the place, the Cleddau Delta and foreshore areas around Freshwater and Deepwater Basins provide relatively level terrain where existing development has progressively built-up over time. Opportunities exist to enhance this infrastructure, integrate new development or revert to nature.

The Masterplan was developed to be respectful of the heritage, values and narratives of Ngāi Tahu while managing a range of limitations to improve conservation and landscape and provide a high-quality experience for mana whenua, visitors, recreationalists and locals at Milford Sound Piopiotahi.

The Milford Sound Piopiotahi Plan proposes to:

- Replace the old hotel with a new eco-concept hotel that offers premium and standard services to meet visitor demands.
- Develop a new visitor centre for information, Mitre Peak views, central gathering area and departure point for a range of experiences.
- Enhance and create a variety of Milford Sound Piopiotahi experiences, including:
 - Boat trips
 - Bowen Falls cable car, walks and lookouts
 - Barren Peak Spur treetop lookout (above visitor hub)
 - Foreshore/forest nature walks with regular viewing points
 - Commercial/recreational marine interface (provides facilities and addresses issues between commercial operators and recreational boats)
- Upgrade, replace and expand all infrastructure, especially drinking water and electricity (hydro).
- Reorganise car parking to ensure low visual impacts and introduce permit parking.
- Provide layover facilities for the hop on/hop off and express bus fleet.
- Redevelop staff accommodation to improve living arrangements, reduce exposure to natural hazards and repurpose the land.
- Develop new heliport to allow current aerodrome runway to be removed and repurposed.

- KEY
- 1

Lower Bowen Falls link

2

Bowen Falls cable car

3

Upper Hine-Te-Awa Bowen Falls walk and viewing platform

4

Staff accommodation and parking

5

Barren Peak Spur viewing platform

6

Bus terminal

7

Regenerative landscape spine

8

Visitor car parking

9

Bus layover area

10

Heliport

11

Long stay boat trailer park

12

Boat parking

13

Visitor viewing area & food carts

14

Boat ramp/recreational area

15

Kayak launch/ramp & storage

- Existing buildings
- Proposed buildings
- Boardwalks
- Covered walkways
- Paths & trails
- Viewing areas
- Public gathering areas
- Shelters
- Refuges
- Existing vegetation

Figure 4: Milford Sound Piopiotahi Masterplan

KEY OUTCOMES

Delivering the Masterplan will achieve the following key outcomes:

- Protection of the essential character of the place “As It Was For Ever” by managing access through time distribution.
- Ngāi Tahu culture and history is woven through a fully immersive experience of place and people, and provides the context for all design, change and preservation.
- A world class experience for all visitors that is authentic and immersive, and will provide a deeper and richer encounter for international visitors and Aotearoa New Zealanders alike.
- Improved governance and management of Milford Sound Piopiotahi activities and related infrastructure.
- Funding for Fiordland improvements and support of the World Heritage National Park, including bird recovery, predator free initiatives, flora and fauna, high quality tracks and successful integration of culture and history.
- Zero emissions tourism with a focus on hydrogen or electric bus fleet, progressive standards on all other vehicles and hydroelectricity at Milford Sound Piopiotahi.

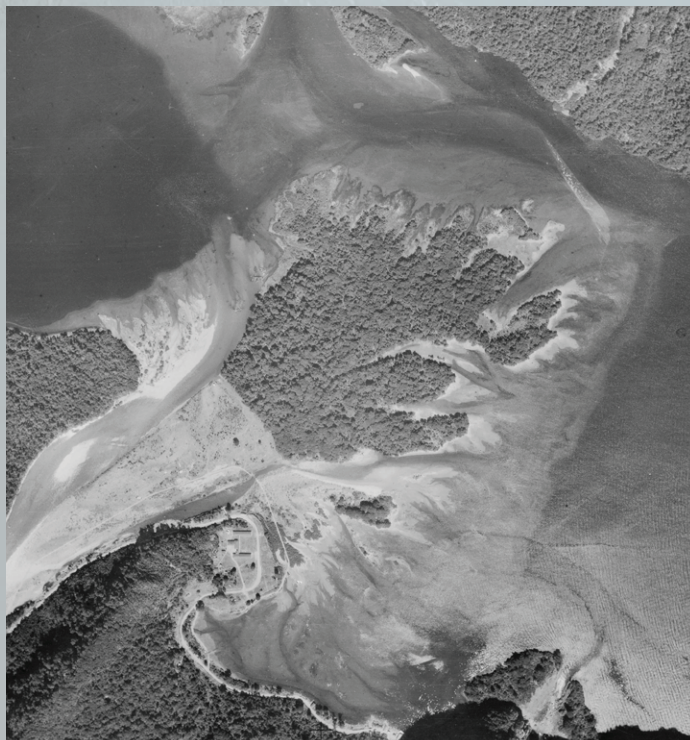
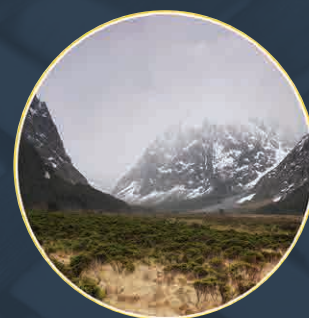


Image: Milford Sound in 1938

Source: Creative Commons <http://retrolens.nz> licensed by LINZ CC-BY 3.0



HOW THE SOLUTIONS RESPOND TO THE SEVEN PILLARS



MANA WHENUA VALUES WOVEN THROUGHOUT

- The Masterplan recognises Treaty Partnership.
- The Ngāi Tahu narrative provides context for decision making and understanding what is appropriate for Milford Sound Piopiotahi.
- Ngāi Tahu are acknowledged as proprietors of their own stories, history and culture that are eternally bound to the land and seascape.

A MOVING EXPERIENCE

- Creation of an integrated transport network for all visitors, domestic and international, and recreationalists alike.
- The moving experience factors in different needs and enables Aotearoa New Zealanders to continue accessing and participating in activities and experience a quality journey.

TOURISM FUNDS CONSERVATION AND COMMUNITY

- The Masterplan recommends an access fee for all international visitors and free access for Aotearoa New Zealanders.
- An international visitor access fee would provide income to fund local conservation and community initiatives and cover the cost of visitor infrastructure.

EFFECTIVE VISITOR MANAGEMENT

- Visitor numbers are proactively managed through access control. This will reduce congestion in Milford Sound Piopiotahi and spread demand more evenly across the day.
- Greater use of bus services, limits on car parks in Milford Sound Piopiotahi, a plan-and-book parking system and management of the departure schedule for buses and/or boat cruises to incentivise more uniform visitor flows.
- Effective management will improve the visitor experience, commercial sustainability of visitor assets and result in greater economic benefits for local communities.

RESILIENT TO CHANGE AND RISK

- Larger consolidated building(s) that can withstand Alpine Fault earthquakes and a rapid landslide-induced tsunami.
- Smaller shelters to offer protection away from the main visitor centre.
- Careful location of key infrastructure in the safest places along the corridor and within Milford Sound Piopiotahi.
- Activities grouped in key places to manage risks.
- Culture of understanding with clear communications concerning residual risk and safety strategies.
- Traffic flow reduction within the Milford Corridor high risk areas coupled with experienced bus drivers.

CONSERVATION

- Tourism revenue re-invested back into conservation to restore and enhance the natural ecological values of the wider area.
- Visitor activities consolidated at a series of key nodes rather than spreading visitor impacts.
- Visitor infrastructure within existing modified/built areas (except for some new walking and cycling tracks) and ecological restoration.
- Visitor facilities located, designed, constructed and operated in an environmentally friendly way that does not threaten existing ecosystems and species.

HARNESS INNOVATION AND TECHNOLOGY

- Transition to a zero-carbon bus fleet to deliver a quieter, more sustainable and low carbon transport solution.
- Electric car and bus chargers available at Te Anau for visitors using the bus and at Milford Sound Piopiotahi for those driving.
- Interpretive information within the bus shelters with advanced displays and reporting.
- High-tech, multi-lingual on-board information to be introduced within the buses.
- LED and motion activated lighting, smart paving, energy metering and other Smart City upgrades, along with Net Zero carbon emissions.
- Energy and water efficient measures such as passive heating and greywater reuse will make the most efficient use of available resources.

MILFORD OPPORTUNITIES PROJECT

GOVERNANCE GROUP

Dr Keith Turner	Independent Chair
Gary Tong	Te Rohe Pōtae o Murihiku / Southland District Council Mayor
Jim Boulton	Queenstown Lakes District Council Mayor
Muriel Johnstone	Ngāi Tahu
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Richard Lauder	Wayfare CEO (until March 2020)
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This is a heartfelt acknowledgement to the mana whenua who have supported the MOP. Those who genuinely cared for the gifts left by those who have passed on and gave generously to this project as we move forward into the future.

Further acknowledgement goes out to the support and guidance provided by the MOP Project Working Group that includes:

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- Abby Cheeseman (Hīkina Whakatutuki / Ministry of Business, Innovation & Employment)
- Kevin Thompson (Waka Kotahi New Zealand Transport Agency / Milford Road Alliance)
- John Twidle and Rachael McMillan (Te Papa Atawahi / Department of Conservation)
- Michael Skerrett (Ngāi Tahu)

A special thank you to Ken Bradley, Te Anau, for compiling the European history.

THE CONSULTANT TEAM

The consultant team comprises of the following organisations:

- | | |
|---------------------|-------------------------|
| • Stantec | • Martin Jenkins |
| • Boffa Miskell | • Natural Resources Law |
| • Kauati | • Build Media |
| • Visitor Solutions | • ECPC |
| • Fresh Info | • Richard Aquino |

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MILFORD OPPORTUNITIES
BACKGROUND

INTRODUCTION

OVERVIEW

Milford Sound Piopiotahi is Aotearoa New Zealand's premier visitor attraction and a world class iconic destination. It is located in part of Aotearoa New Zealand's largest National Park (Fiordland) and holds UNESCO World Heritage status. The current model used to manage visitors and recreationalists along the Milford Corridor and Milford Sound Piopiotahi is under stress due to a rushed and congested visitor experience and requires new thinking to safeguard the World Heritage status, conservation values and the visitor experience. A record 870,000 visitors went to Milford Sound Piopiotahi in 2019 (the most recent figures before COVID-19), with tourism demand forecast to reach 1.1 million by 2030 and 1.5 million by 2050.

The Milford Opportunities Project (MOP) was established as a multi-agency project to look at how visitors are managed into the future at Milford Sound Piopiotahi and along the Milford Corridor. The MOP is included in the Southland Regional Development Strategy Action Plan that was launched in November 2016. The main deliverable was development of a Masterplan for the Milford Corridor and Milford Sound Piopiotahi sub regional area to address the challenges and issues.

The Masterplan outlines a shared vision and strategy that has been developed in partnership with mana whenua and key stakeholders that will provide a comprehensive, long term plan through several regional and local concepts to address growth pressures and inform the nature and extent of future development. The Masterplan is a dynamic document that includes several conceptual layouts to guide changes and take Milford Sound Piopiotahi from its current state to a future state within a strategic framework. It explores and recommends strategic, statutory, management, commercial and operational changes to the Milford Corridor from a multi-agency approach.

The Masterplan has been prepared for Southland District Council, on behalf of the Milford Opportunities Governance Group, that encompasses a multi-disciplinary Masterplan development team led by Stantec and Boffa Miskell. Several technical appendices are included in a separate volume and form the foundation of the Masterplan.

MASTERPLAN STRUCTURE

This Masterplan document is structured as follows:

Background – Overview of how the Masterplan was developed, including the vision, seven pillars, objectives, summary of current state, key issues and challenges from technical assessments and process for preparing the Masterplan.

The Masterplan – Explains key concepts supported by Ngāi Tahu narrative and values along with ecological, landscape and governance objectives. Key concepts were established for the region, corridor and local hubs and nodes with a more detailed plan for Milford Sound Piopiotahi.

Next steps – A series of actions to deliver the Masterplan (see page 66). The Masterplan phase is to be followed by an implementation phase after key Government decisions and therefore not within the scope of this document.

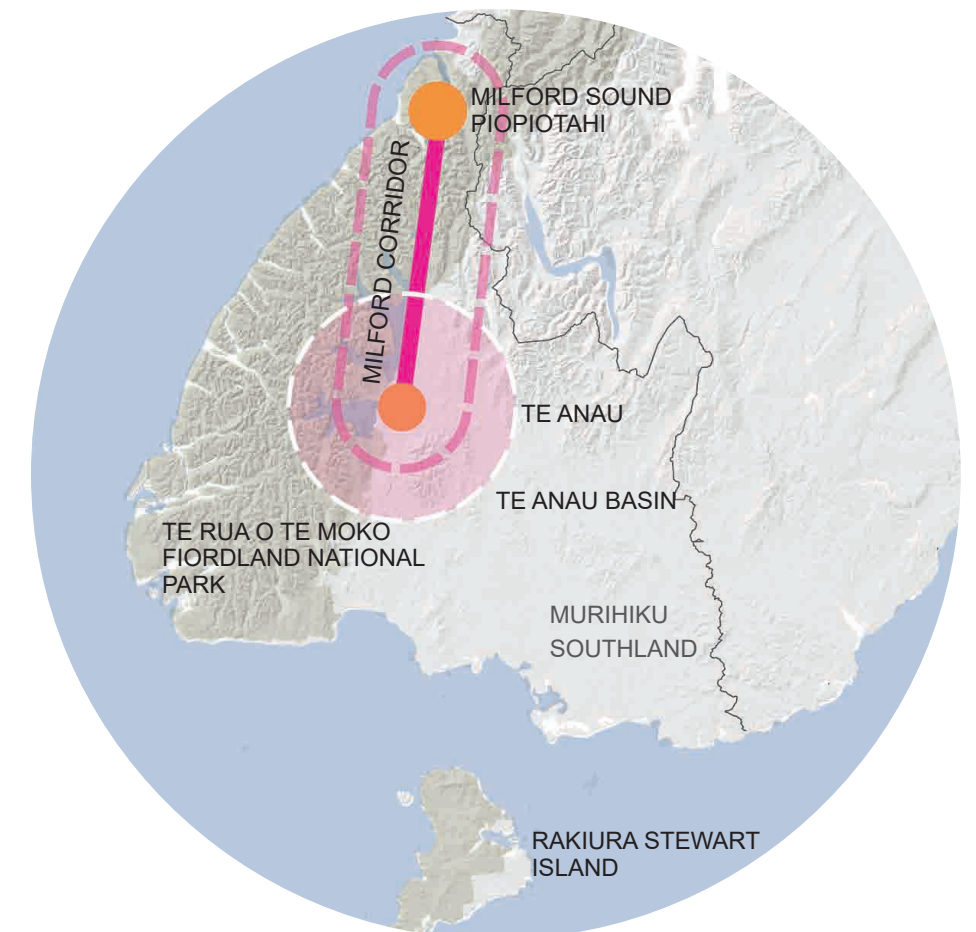
A supplementary 3D multi-media flyover of the MOP has been developed. It can be found at <https://www.milfordopportunities.nz/>

GEOGRAPHIC CONTEXT

The Masterplan considers three interdependent areas that make up the geographic area of the MOP Masterplan:

- **Pan Regional Level** – Key considerations include mana whenua values, visitor flows and transport connections, particularly to and from Te Anau to the wider Southland and Otago regions including Queenstown.
- **Milford Corridor Level** – Master planning for the Milford Corridor, Te Anau to Milford Sound Piopiotahi.
- **Local Level** – Master planning recognises the need for a greater level of detail and certainty for Milford Sound Piopiotahi.

The Te Anau Basin is part of the Masterplan, however detailed planning for it lies with the Fiordland community.



NGĀI TAHU – TANGATA WHENUA, MANA WHENUA

Ngāi Tahu stories and connections with the land and sea scapes of Te Rua-o-Te-Moko/Fiordland are a continuum of whakapapa and time that blends the metaphysical and physical, celestial and terrestrial. The narrative is not just story telling but a context for understanding and decision making.

WHAKAPAPA

Te Rua-o-Te-Moko/Fiordland is the final piece in the works of the master earth-shaper, Tū Te Rakiwhānoa, the primordial ancestor of Ngāi Tahu. He carved the landscape and formed the deep gouges, coasts and plateaus of Fiordland to provide safe havens for the arrival of humankind.

Fiordland represents south-western edge of Te Waka o Aoraki (the canoe of Aoraki - the South Island). Tū Te Rakiwhānoa came to this island in search of his tūpuna, Aoraki. He found that Aoraki, his brothers, and their waka had turned to stone, now manifested in the highest peaks of Kā Tiritiri o Te Moana the Southern Alps.

This creation story is the template for Ngāi Tahu identity, these are the primal genealogies from which the progeny of Ngāi Tahu descend. In this context, Te Rua-o-Te-Moko/Fiordland is the ‘cradle of mythology’ for southern Māori.

Fiordland is laden with ancient names carried from Hawaiiki to Aotearoa New Zealand. No place was too remote for Ngāi Tahu to explore and name. These names form part of our historic knowledge system; oral maps to assist current and future generations to understand Fiordland and find their place within it.

PEOPLE

Historically, Waitaha settled in the Te Waipounamu South Island approximately 800 years ago and were later followed by Kāti Māmoe and Ngāi Tahu during the major domestic migrations that occurred between the 1500’s and 1700’s. They constantly travelled around their takiwā in whānau and hapū groupings and this ‘created a complex and far-flung network of relationships which in turn were strengthened by marriage.’[1]

Ngāi Tahu are tangata whenua of Te Rua-o-Te-Moko/Fiordland and eight Papatipu Rūnanga exercise mana whenua in Milford Sound Piopiotahi. The Papatipu Rūnanga with shared interests are:

Te Rūnanga o Ōraka Aparima; Te Rūnanga o Makaawhio; Te Rūnanga o Awarua; Waihōpai Rūnaka; Hokonui Rūnaka; Te Rūnanga o Moeraki; Kāti Huirapa ki Puketeraki; Te Rūnanga o Ōtākou.

PLACE

Ngāi Tahu has maintained a connection with Te Rua-o-Te-Moko/Fiordland for centuries, through whakapapa and through place-based practices such as mahinga kai. Ngāi Tahu had an extensive transport network that included coastal and inland routes. In the southern regions, the large distances between kaika (villages) necessitated nohoanga sites, which could be occupied short term or for a season, and were a base for mahinga kai and other resources that define the material culture of Ngāi Tahu.

The significance and importance of mahinga kai and nohoanga are noted as a special part of Ngāi Tahu cultural identity, and it is these practices that binds tangata whenua to its culture. The importance around protection and access of these sites cannot be understated or lost.

The seascapes of Fiordland remain crucial for Ngāi Tahu. Historically, expert navigators frequently travelled across Foveaux Strait and around to Fiordland for resources, including pounamu and kaimoana. This practise continues today, as both Ngāi Tahu whānui and the commercial arm of Te Rūnanga o Ngāi Tahu have private holdings in Te Rua-o-Te-Moko/Fiordland. Tourism, fisheries and pest control are the principal commercial activities that Ngāi Tahu whānau undertake in this area today.

[1] Dacker, B. (1990) *Te People of the Place: Mahika Kai*, p. 6



Figure 5: Māori place names in Murihiku



MITRE PEAK MILFORD SOUND PIIPIOTAH

EUROPEAN HISTORY



Image: Rising, Robert Alfred, -1936. Rising, Robert Alfred :[Mitre Peak and Milford Sound]
/ R A Rising. - 1889. Ref: G-587. Alexander Turnbull Library, Wellington, New Zealand. /
records/23165438

Captain James Cook sailed into Dusky Sound in 1773, but it was not settled until 1792 when sealing began. The first European women arrived in 1795. Captain John Grono was the first European to visit Milford Sound Piopiotahi in 1810.

Settlement started in Preservation Inlet in 1829 when a whaling station was set up. In 1851, the first European visitors arrived. The first run holders – Freeman Jackson and Donald Hankinson – divided up the Te Anau Basin into two stations in 1854: Manapouri and Te Anau.

Fiordland’s first major track construction was from the Routeburn Valley to Martins Bay. This became the Routeburn Track, completed after World War I.

Donald Sutherland was the first settler in Milford Sound Piopiotahi in 1877. In 1880, Sutherland and John Mackay were the first Europeans to see both the large falls, later named after them. In 1881, Samuel Moreton walked over the Mackinnon Pass, which was surveyed by Quinton Mackinnon in 1888.

Conservationist Richard Henry settled on the shores of Lake Te Anau in 1883, and the first accommodation was built there in 1890. The steamer Tawera was built on the lakeshore in 1898. It transported walkers to the Milford Track for 98 years.

Between 1890 and 1908 the Milford Track was built. The two passes – Homer Pass and Gertrude Saddle – were found in 1889 and E H Wilmot carried out a full survey in 1890.

In 1894, local MP Sir Thomas Mackenzie declared that all Fiordland should be set aside as a National Park. The Government built the Milford Hostel for track walkers in 1928, and in 1929, construction of the Milford Road began.

In 1929, Davy Gunn arrived in the Hollyford Valley and started a tourist venture. He was drowned on Christmas day 1955. His son Murray stayed in the valley for over 50 years running Gunn’s Camp.

Milford Road had reached the saddle between the Eglinton Valley and Hollyford by 1934 and, in 1935, there was a rough road to the start of the Homer Tunnel. The tunnel was bored through in 1940, but was interrupted by World War II and eventually completed in 1954.

In 1948, the first new tourist vessel was bought for Milford Sound Piopiotahi. In 1955, the Government set up the Tourist Hotel Corporation (THC), which managed some of the accommodation and activities in the area.

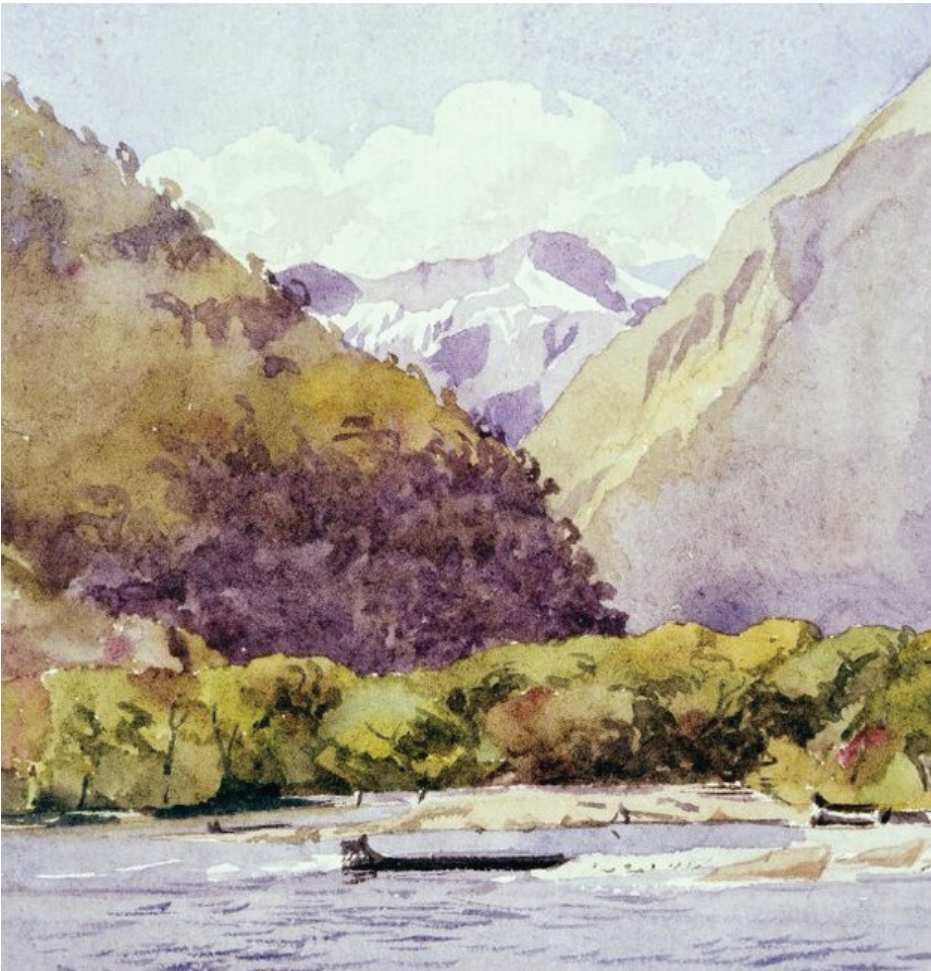


Image: [Lister Family] :Head of Milford Sound. W. Coast sounds of N. Zealand. Jan. 1889. Lister, Joseph Jackson 1857-1927 :[Lister album] 1886-1890 [Watercolours by Joseph, and possibly Isabella and Gulielma Lister]. Ref: E-394-f-033-2. Alexander Turnbull Library, Wellington, New Zealand. /records/22734734

Te Rua-o-Te-Moko Fiordland National Park came into existence in 1954, and the National Park Board was set up in 1958.

The Lands and Survey Department began Aotearoa New Zealand’s biggest land development in 1959, giving Te Anau a huge boost. Soon after, the Manapouri Power Scheme was developed. In the 1960’s, tourist trips to the West Arm Power Station began.

Competition began in Milford Sound Piopiotahi in 1969, with Fiordland Travel Ltd operating. A consortium of THC, Fiordland Travel Ltd and Queenstown Lakes District Council (QLDC) met in the late 1980’s to determine how to manage the infrastructure. After 1989, Southland District Council (SDC) replaced QLDC on the consortium, which was itself replaced in 1990 by a company structure, Milford Sound Development Authority Limited. When the Government sold THC, Southern Discoveries replaced it on the board alongside Fiordland Travel and SDC.

Visitor numbers to Milford Sound Piopiotahi increased in the 1980’s, revealing major infrastructure issues. By the end of the 1990’s, the airport was upgraded and all of Milford Road was sealed. The Government allocated more than \$14 million in 2011 to rebuild the staff village, improve services and provide river protection. The authority changed its name to Milford Sound Tourism.

Reference: John Hall Jones – Fiordland Explored – Published 1976 by A.H. & A.W. Read

UNDERSTANDING THE EXISTING STATE AND KEY ISSUES AND CHALLENGES

AHI KĀ ROA

“I want to take my mokopuna and great mokopuna there to show them their heritage, their whakapapa ... for them to arrive and experience a feeling which really enhances a connection to the place and to their heritage, so that they look around and feel that they belong here”.

- SUSAN WALLACE

There is little tangible evidence of Ngāi Tahu cultural heritage in the built environment or visitor offerings in Milford Sound Piopiotahi or Te Rua-o-Te-Moko Fiordland. Tools in the Treaty Settlement to encourage the use of traditional place names and recognition of Ngāi Tahu values have not had the impact anticipated over 20 years ago.

Mana whenua feel reactive to what is happening in the area and their stories extracted and poorly understood. Regulation significantly hinders their ability to undertake cultural practices and they are overwhelmed by prevailing attitudes about the purpose of the National Park and World Heritage Area.

Mana whenua often referred to Milford Sound Piopiotahi as a ‘cultural wasteland’ where they felt disconnected with the place. This is a harrowing point when considered against the rich history Ngāi Tahu have with Te Rua-o-Te-Moko/Fiordland and the esteem in which they hold it. Their references contained grief and despair as well as a strong desire as kaitiaki to remedy this issue.

Embedding the mana whenua narrative into both the Masterplan and the experiences of Ngāi Tahu Whānui, manuhiri and visitors revives the stories, places names and insight needed to recognise Ngāi Tahu as mana whenua and proprietors of its own culture.

Mana whenua want to exercise rangatiratanga and kaitiakitanga how they see fit, taking a ki uta ki tai approach supported by all the necessary information. They want to continue their associations with the area and undertake their cultural practices, including mahinga kai; thus, enabling the intergenerational active transfer of mātauranga. They want their mokopuna to see their whakapapa in the land and sea scape and experience the wairua of the place.

Ngāi Tahu does not seek permission to exercise its rangatiratanga in an area where it holds mana whenua; it seeks the space and opportunities to do so. Mana whenua want to ensure that the Masterplan strengthens and supports mana whenua aspirations and values and does not undermine or diminish what is already provided for.

WORLD CLASS CONSERVATION AND LANDSCAPE VALUES



Image: Rock Wren at Gertrude Saddle

The core wilderness experience and conservation values of the place are being compromised by poor organisation of the area and conflicting uses. To continue on this path will compromise the very foundation of the places’ attraction for visitors and Aotearoa New Zealanders alike. International visitors want to visit Milford Sound Piopiotahi when they come here - it is the star attraction for the global visitor, and we run the risk of ‘killing the golden goose’ of Aotearoa New Zealand’s tourist industry. The private sector also governs much of the Milford Sound Piopiotahi activities, and their objectives can conflict with core conservation, National Park and wilderness values.

Milford Sound Piopiotahi, the Milford Corridor and Te Rua-o-Te-Moko Fiordland National Park have exceptionally high conservation value. The area supports a wide range of intact ecosystems that are nationally and internationally important for a high diversity of indigenous species, including Threatened and At-Risk plant, bird, insect, lizard, bat and marine mammal species. Some of the habitats and species in the area are globally unique. This is recognised by its status as a National Park (Te Rua-o-Te-Moko Fiordland National Park) and UNESCO World Heritage status (as part of Te Wāhipounamu World Heritage Area). The area continues to be a major focus of ongoing conservation efforts and scientific study.

In terrestrial habitats, the impact of new mammalian predators are a concern, as many native species’ populations are vulnerable to these predators and subsequently their populations are now substantially diminished and/or in decline. In terrestrial and marine areas, human impacts by visitors and commercial users cause ongoing pollution,

physical disruption of habitats, disturbance of fauna and further introduction of pest and weed species. Other challenges include climate change, marine biosecurity and over-fishing, road maintenance/ improvement activities and ensuring there is sufficient and sustained funding for conservation management.

The landscape within the wider Te Rua-o-Te-Moko Fiordland National Park area and along the Milford Corridor is of exceptional value. The landscape values throughout the Milford Corridor and beyond are high and development must uphold the World Heritage status and conservation values, including landscape values, specified in the National Park Management Plan. These values come under pressure in key locations, and alleviating pressure at hotspots is necessary by utilising areas within the landscape that have a high capacity to receive change. The Te Anau Basin and Fiordland landscape contain areas that can change if undertaken in a sensitive way. Site selection for future interventions and development opportunities identified in the Masterplan ensure the landscape, amenity and scenic values of the Fiordland landscape are respected and protected for future generations.

EXTENT OF HAZARDS AND VISITOR RISKS

Milford Sound Piopiotahi has numerous natural hazards that are not known by visitors, including the Alpine Fault earthquake, tsunami risk, rock fall, extreme flooding and avalanches. These place large numbers of visitors and staff at risk.

Milford Road is ranked third for personal risk of any Waka Kotahi New Zealand Transport Agency administered road in Aotearoa New Zealand and is considered challenging for international and inexperienced local drivers. The road is costly to maintain and keep open in the winter and is limited in its potential development due to terrain and natural hazards (especially avalanches).

During development of the Masterplan, visitor hazards and risks were an important consideration, particularly in locations of key nodes and future visitor development. The remote location of Milford Sound Piopiotahi was also considered in terms of visitor risk, including road accidents (driving conditions and driver fatigue), tree falls and rockfalls/landslides through to seasonal avalanches and periodic flooding (such as the February 2020 incident).

The Masterplan factors in the high probability of an Alpine Fault magnitude 8+ earthquake in the next 50 years, which could trigger a catastrophic landslide-induced tsunami. Most are unaware of these risks, and the existing infrastructure does not provide any protection.

VISITOR ACCESS AND THE JOURNEY



Image: Just come out of the tunnel by Jocey K CC

The Milford Road runs for 120 kilometres from Te Anau to Milford Sound Piopiotahi. It is one of the world’s most scenic drives, where the experience of the scenery is as important as the destination in Milford Sound Piopiotahi. The series of key experiences along the road are often missed, as most visitors focus on getting to Milford Sound Piopiotahi as quickly as possible and within a one-day visit. There is an even split of visitors using private vehicles or bus to get there. This heavy focus on day-trips from Queenstown means that Te Anau does not benefit as it could from being the starting point of Milford Road.

Around 3.5 percent of visitors arrive by airplane, and 1.2 percent by helicopter. The vast majority of air passengers travel from Queenstown for cruises in Milford Sound Piopiotahi and do not experience the scenic road-trip down Milford Road. There are numerous challenges with flying into Milford Sound Piopiotahi.

Milford Road is not busy, but during the middle of the day in the tourist season, there is a strong flow of traffic toward Milford Sound Piopiotahi in the late morning and back toward Te Anau in mid-afternoon. The consequence is that the road, and key destinations along the way, have a crowded, rushed feel at peak times which detracts from the visitor experience. This round trip provides little time to do anything other than the boat cruise at Milford and is at the limit of allowable driver hours.

This carries safety implications as well, as the road is challenging in several areas with a high crash rate. Visitors also underestimate travel times, time spent at places en route and time queuing for the one-lane traffic-signal controlled Homer Tunnel.

QUALITY OF INFRASTRUCTURE AND FUTURE INVESTMENT

Milford Sound Piopiotahi is not well organised for the spectacular experience it offers. It has not changed in response to increasing visitor numbers over the last seven years (visitor numbers have increased from approximately 435,000 to 870,000 between 2012 and 2019) with a lack of investment. Most infrastructure within the village is aged and in poor condition. It is inadequately sized for current visitor demands and is challenging to obtain funding for upgrades.

Infrastructure is necessary to service both visitors and supporting businesses. Without adequate infrastructure, Milford Sound Piopiotahi could not accommodate growth or meet visitor expectations. A balance is needed to ensure the plans, activities, infrastructure and visitor experience are resilient to change and risk and aligns with the principles of sustainability while allowing an increase in the connection of people with nature and the landscape.

Te Anau and Manapouri have sufficient infrastructure with planned improvements to accommodate growth. Infrastructure in the Milford Corridor and surrounding area, however, is constrained both in development and capacity to service future needs.

Wastewater treatment and disposal is currently consented to 1,000 m3



Image: Freshwater Basin terminal

per day, which requires management of water resources within this limit. Power is provided through a small-scale hydropower scheme that, while scalable, will require careful management of service to avoid over extension. Current cellular and fibre coverage is also limited. There are short term plans to extend this coverage, but areas of limited service will remain due to terrain in the corridor.

The Milford Sound Piopiotahi aerodrome is not in a sustainable condition. The runway floods at high spring tide, which will worsen as sea levels rise. Decaying trees within the foundation are weakening the tarmac, which is also becoming undermined by groundwater from the Cleddau River. The aerodrome also has restricted capacity due to length of the runway and cracked pavement. Approximately 300m of the runway is low lying and occasionally floods, which will only become worse due to global warming and sea level rise.

VISITOR EXPERIENCE

Approximately 870,000 people visited Milford Sound Piopiotahi in 2019 (most recent full calendar year before COVID-19). The number of visitors has grown by 69 percent over the last 13 years, with the most significant growth occurring in the last five years.

Visitors are predominantly international (83 percent) with 17 percent from Aotearoa New Zealand. More people visit Milford Sound Piopiotahi (and other Fiordland locations) than any other tourist attraction in Aotearoa New Zealand, reflecting its importance as an Aotearoa New Zealand visitor icon.

Existing challenges to tourism include:

- Daily peaks - About 45 percent of visitors to Milford Sound Piopiotahi come from Queenstown which is a 14 hour round trip. This results in a high volume of visitors arriving around the same time in the middle of the day, creating congestion (e.g., parking overflow and overcrowding) and underutilisation of assets and staff at other times.
- Seasonality - Visitation is highly seasonal, with 62 percent of visitors arriving between November to March and 27 percent arriving in the two busiest months: January and February. The high seasonality creates infrastructure pressure in peak months and leaves operators with low income the rest of the year.

Some activities detract from the beautiful natural setting including: cruise ships blocking key sight lines, releasing "smog", interrupting the overall experience and environment; aircraft tours that are booked by a small proportion of visitors and an aerodrome that occupies a large portion of the flat area at Milford; and a road used by experienced bus drivers and inexperienced international visitors that is a hazard for all drivers.

THE VISITOR ECONOMY



Image: Visitors at Mirror Lakes

The Ministry of Business, Innovation & Employment (MBIE) estimates that domestic and international visitors spent \$249 million in the Fiordland economy in 2019, which includes Te Anau, Manapouri and Milford Sound Piopiotahi. Further analysis indicates that approximately 77 percent of this spend, or \$191 million, is by people who visit Milford Sound Piopiotahi. This estimate does not include the spend in the Queenstown Lakes District, where around 45 percent of the visitors are travelling to and from when visiting Milford Sound Piopiotahi. This emphasises the importance of Milford Sound Piopiotahi to the local economy and wider cross regional economy, while also highlighting the opportunities an optimised Milford Sound Piopiotahi would create for social and economic development in the region. Further economic analyses will be required during the implementation phase of the Masterplan process.



Image: Te Anau marina

TE ANAU BASIN

An outcome in Aotearoa New Zealand’s Tourism Strategy is for regions and communities to benefit from tourism. Recently, the Parliamentary Commissioner for the Environment recommended any future central government funding for tourism infrastructure is conditional on environmental criteria and aligns with mana whenua and the community’s vision for tourism development. Incorporating the communities’ objectives at the first stages of planning can make tourism more sustainable and inclusive.

Visitor numbers to Milford Sound Piopiotahi and Te Anau has grown rapidly in the past decade. Managing tourism and the pressure of consistent visitor growth involves planning for infrastructure and services in and around the local destinations. The development of infrastructure and services should not only adapt to the growth in visitor numbers, but also to the needs of local communities.

Development and tourism bring financial benefits to localities, as well as social and infrastructure costs that also need considered. Changes to tourism might enhance community wellbeing, but there can also be externalities, such as impacts that are unintentional or produced through the design.

Stakeholders were asked to develop a vision and values for development of Milford Sound Piopiotahi. The result of that early engagement identified the importance of Te Anau as the closest township, as it is less constrained by development and able to provide infrastructure and services to better support the visitor experience and relieve pressure on Milford Village.

The distribution of visitors through the Southland Region is critical and viewed as a solution to dealing with the pressure experienced in major tourist centres. Te Anau is the key town on the Milford Sound Piopiotahi journey, along with Manapouri. However, Te Anau mainly serves as a stop for visitors travelling from Queenstown to Milford Sound Piopiotahi. Minimal economic benefits to Te Anau are being generated due to current visitor experience mostly operating from Queenstown.

There is potential to bring increased visitor numbers within the Te Anau Basin. Te Anau can be a hub for visiting Milford Sound Piopiotahi and a destination in its own right. Te Anau is essential to supporting the Fiordland Community Board, and Great South in developing and implementing a destination management strategy.

Gaining the support of local communities is crucial for any tourism development project. It is paramount to understand residents’ views and support for tourism. Assessing Te Anau residents’ perceived social impacts of tourism will help develop the visitor economy and ensure the role Te Anau has in enhancing the visitor experience for those attracted to Milford Sound Piopiotahi. Most importantly, it will optimise the benefits to the wider Te Anau and Manapōuri community. This undertaking will provide insights into how benefits can be shared within and around the Te Anau Basin as a significant gateway for visitors to Milford Sound Piopiotahi.



CURRENT MANAGEMENT AND FUTURE GOVERNANCE

Funding mechanisms to support investment, including in conservation management, are not optimal. In addition, the concession system could be optimised to generate more holistic outcomes instead of the existing situation where it is ‘first in first served’ and incumbents are given priority. Because of this, funding is gradual and not planned or coordinated. DOC is in a difficult position between trying to preserve and protect core conservation values while also facilitating visitation. While the primary regulatory and policy framework for the management of Milford Sound Piopiotahi is under the National Parks Act and Conservation Act, there are also several other relevant regulatory procedures and management processes, mostly under the Resource Management Act and various transport related legislation. Current management and governance of the Milford Corridor is divided across multiple parties and legislative frameworks. The overarching strategic framework is set by the Te Rua-o-Te-Moko Fiordland National Park Management Plan that intersects with other management frameworks, including general conservation strategies and concession granting frameworks from the DOC, Resource Management Act and local government planning processes.

The figure opposite illustrates the existing legislative framework.

Stakeholders support a change to the current framework due to a range of challenges to efficient and effective governance of Milford Sound Piopiotahi, including:

- Lack of coherent, up to date, strategic guidance – The current National Park Management Plan (primary source of guidance on decisions) was established in 2007. Stakeholders have indicated the process to update the plan is slow and does not provide strategic direction on the relationship between private commercial interests, concession rights and the desire to achieve world-leading conservation and tourism.
- Complex mix of ownership and concession arrangements operating within a geographically isolated area – Some ownership and concession arrangements are not ordinarily observed in National Park settings.
- Misaligned statutory policymaking and consenting processes with slow responsiveness – Leads to poor spatial planning outcomes and visitor experience. Stakeholders expressed frustration about the time taken to secure concessions and consents for improvements within the township.
- Lack of rigour in concession framework – Inability to require, monitor and enforce commercial activities achieving conservation and recreational outcomes that are world leading. This includes

a lack of competition of contractual performance pressure among concessionaires, reducing the incentive to invest or innovate.

- Fragmented funding and under-investment – Despite a significant number of visitors to Milford Sound Piopiotahi, the cost of these visits are not adequately reflected in the fees that could be used to improve infrastructure.
- Difficulty resolving conflicting priorities – Complex ownership arrangements limit the ability or incentive to undertake coordinated works or investments.

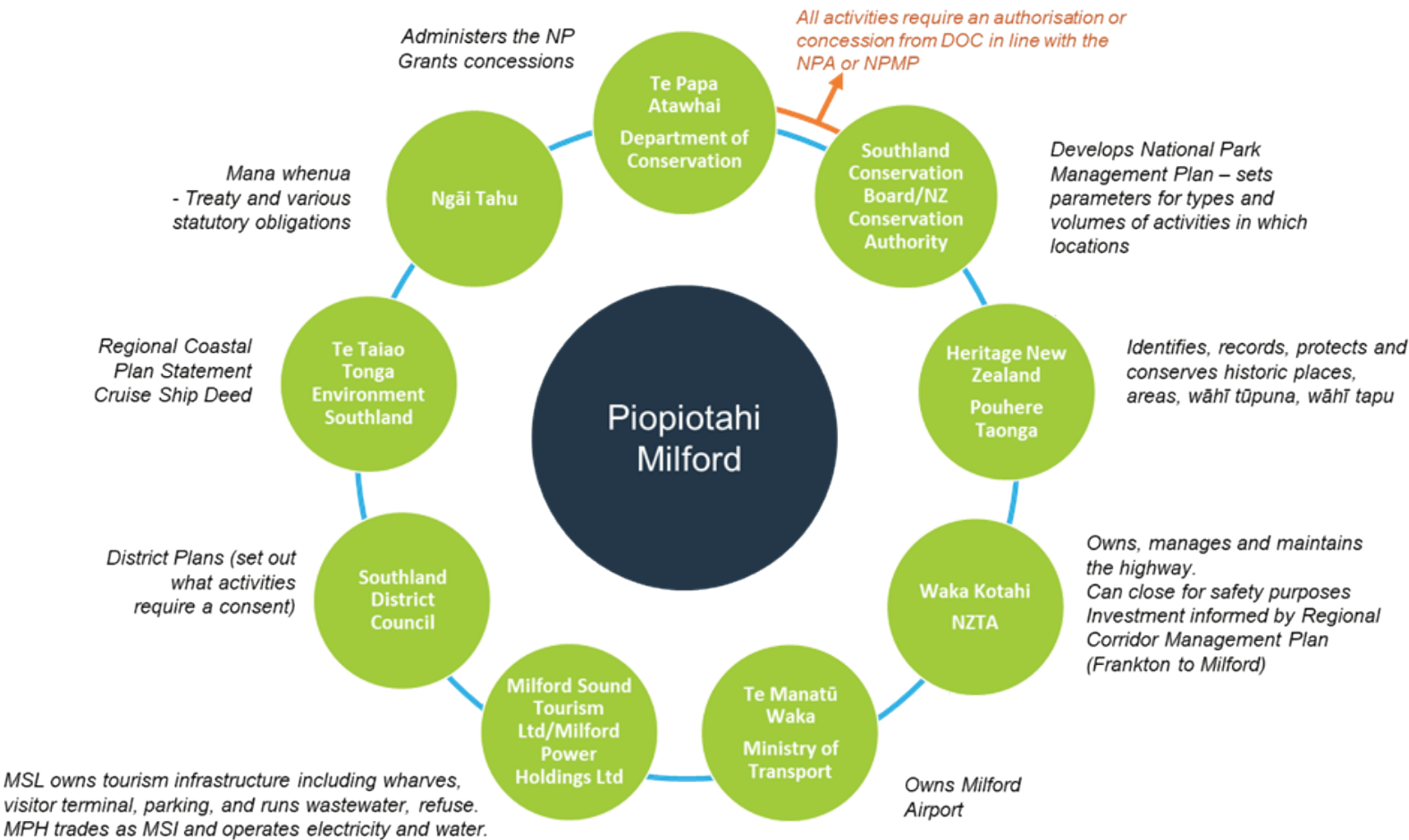


Figure 8: Legislative Framework

THE OPPORTUNITY

KEY OPPORTUNITIES

Key opportunities were identified through engagement with key stakeholders, the public and research.

NGĀI TAHU CULTURAL HERITAGE

- It is Ngāi Tahu’s expectation that the mana whenua narrative, recognising Tū te Riwhānoa and Hine Tītama, is the context in which to inform and inspire appropriate implementation of the Masterplan opportunities. It is also through this cultural lens that mana whenua wish visitors to view Milford Sound Piopiotahi and the surrounding area. The visitor will benefit from the opportunity to be well informed of the rich mana whua relationship within the place, including understanding the broader connections Milford Sound Piopiotahi and Te Rua-o-Te-Moko/Fiordland have across the whenua and moana to Aoraki and the Pacific.
- All people should have the opportunity be immersed in te taiao, the environment.
- Tūturu wāhi ingoa (traditional place names) and ngā ara tawhito (traditional routes) should be promoted and deliberately used regularly.
- Mana whenua are aware of resources needed to build capacity and skills across all agencies and operators to present mana whenua narratives. It is critical that high quality, authentic narratives are conveyed appropriately from the outset, such as through the efficient use of audio-visual technology, with the opportunity for mana whenua to convey them more personally over time.

GOVERNANCE AND MANAGEMENT

- Create an integrated governance and management structure to achieve the ambitions of the Masterplan and assist with optimised

planning, better service and asset delivery that covers the Milford Road corridor and Milford Sound Piopiotahi including the surface of the Sound to the opening with the Tasman Sea.

ACCESS MODELS

- Optimise the way visitors and recreationalists access Milford Sound Piopiotahi and the Milford Corridor to create better and safer journey experiences by establishing a transport model that is largely public transport-based using zero carbon buses and their future derivatives with limited self-driving.
- Establish a proactive management of visitor flows (hourly cap on arrivals) to reduce congestion and spread demand more evenly across the day. This would allow more people to visit Milford Sound Piopiotahi while maintaining a high-quality visitor experience and improve asset utilisation for operators.
- Collect access fees from international visitors to Milford Sound Piopiotahi to enable them to fund infrastructure that they use and “give back” to the land and host communities, consistent with the principles of regenerative tourism.

TE ANAU AND SURROUNDS

- Establish a Te Anau visitor hub as a starting point for a Te Rua-o-Te-Moko Fiordland experience that helps Te Anau become a more dominant visitor destination in the region and to support other complementary investment opportunities within the town and surrounding Te Anau Basin.
- Create more lakefront activities for the community and visitors to enjoy year-round.

- Increase the significance of Te Anau as a visitor hub by developing new accommodation, a transport hub and family-friendly activities to draw more visitors and residents.

THE MILFORD CORRIDOR

- Enable a more immersive visitor experience with a wilderness and cultural focus to achieve an enhanced journey experience and a place to dwell longer.
- Create a more immersive experience for a broader spectrum of visitors, recreationalists, residents and park users, including but not limited to trampers, hunters, climbers and cyclists through family-friendly camping, extensive walking and cycling trails and better infrastructure.
- Establish nodes as a key feature of the destination management approach to create a journey experience that brings together Milford Sound Piopiotahi, Te Anau, Te Rua-o-Te-Moko Fiordland National Park and the surrounding area.

MILFORD SOUND PIOPIOTAHİ

- Create a wider range of high-quality visitor experiences by expanding activities and integrating other water and elevated viewing experiences.
- Consolidate infrastructure and operational activities to create better, more accessible and safer visitor experiences with opportunities to regenerate the balance of the land and foreshore.
- Establish a visitor hub to communicate stronger conservation and mana whenua messages while increasing environmental outcomes.

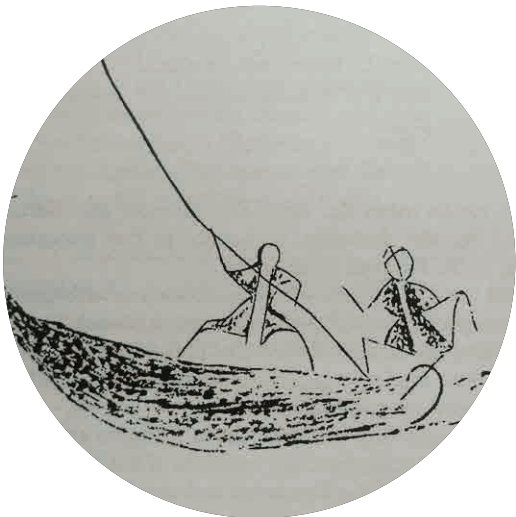


Image: Courtesy of Kauati



Image: Te Anau



Image: <https://www.canadianaffair.com/holidays/canada/rocky-mountaineer-holidays>



Image: The High Line. Pinterest. https://www.fastcompany.com/3017462/turning-urban-infrastructure-into-art?utm_source=facebook



Image: Pinterest. <https://www.heritagehotels.com/kandalama/>

DEVELOPING THE MASTER PLAN

MASTERPLAN OBJECTIVES

The development of the Masterplan was guided by the vision, Seven Pillars, and the following Masterplan objectives.

- Recognise iwi's place in the landscape, guardianship and values.
- Protect and conserve the place as it was now and into the future.
- Increase the connection of people with nature and the landscape.
- Offer a world class visitor experience that is unique and authentically Aotearoa New Zealand.
- The visitor experience funds conservation, growth and community prosperity.
- Reduce visitor exposure and risk to natural hazards.
- Identify sustainable access opportunities into Milford Sound Piopiotahi.
- Increase the effectiveness, efficiency and resilience of infrastructure.
- Identify parts of the built environment that are surplus to requirements or could be shifted to improve visitor function and resilience.
- Identify opportunities to create additional economic benefit for the communities of Southland and Otago, including Queenstown via the pulling power of Milford Sound Piopiotahi.

For the purposes of evaluation of options, the MOP objectives were refined into five overarching Masterplan objectives:

1. The role of Ngāi Tahu as mana whenua and Treaty partner is acknowledged, and Te Ao Māori values are embedded throughout.
2. Milford Sound Piopiotahi is protected now and into the future, recognising its World Heritage status.
3. The visitor experience is world class and enhances conservation and community.
4. Infrastructure is effective, efficient, resilient and sustainable (including access methods).
5. Visitors benefit the communities of Te Anau, Southland and Otago.

These overarching Masterplan objectives can be found throughout the Technical Reports as the basis for idea generation and shortlisting.

TECHNICAL REPORTS

The preparation of this Masterplan is based on a series of technical reports that make up this plan. These form the evidence base and underpin the key concepts outlined in the Masterplan. The technical reports are outlined below and can be found in a separate volume 2.

- Communications and Engagement Report
- Conservation Impact Analysis Report
- Governance, Management and Legislation Report
- Hazards and Visitor Risk Review Report
- Infrastructure Assessment Report
- Land Analysis Report
- Mana Whenua Aspirations and Values Report
- Te Anau Basin Study
- Tourism Report
- Transport and Access Report

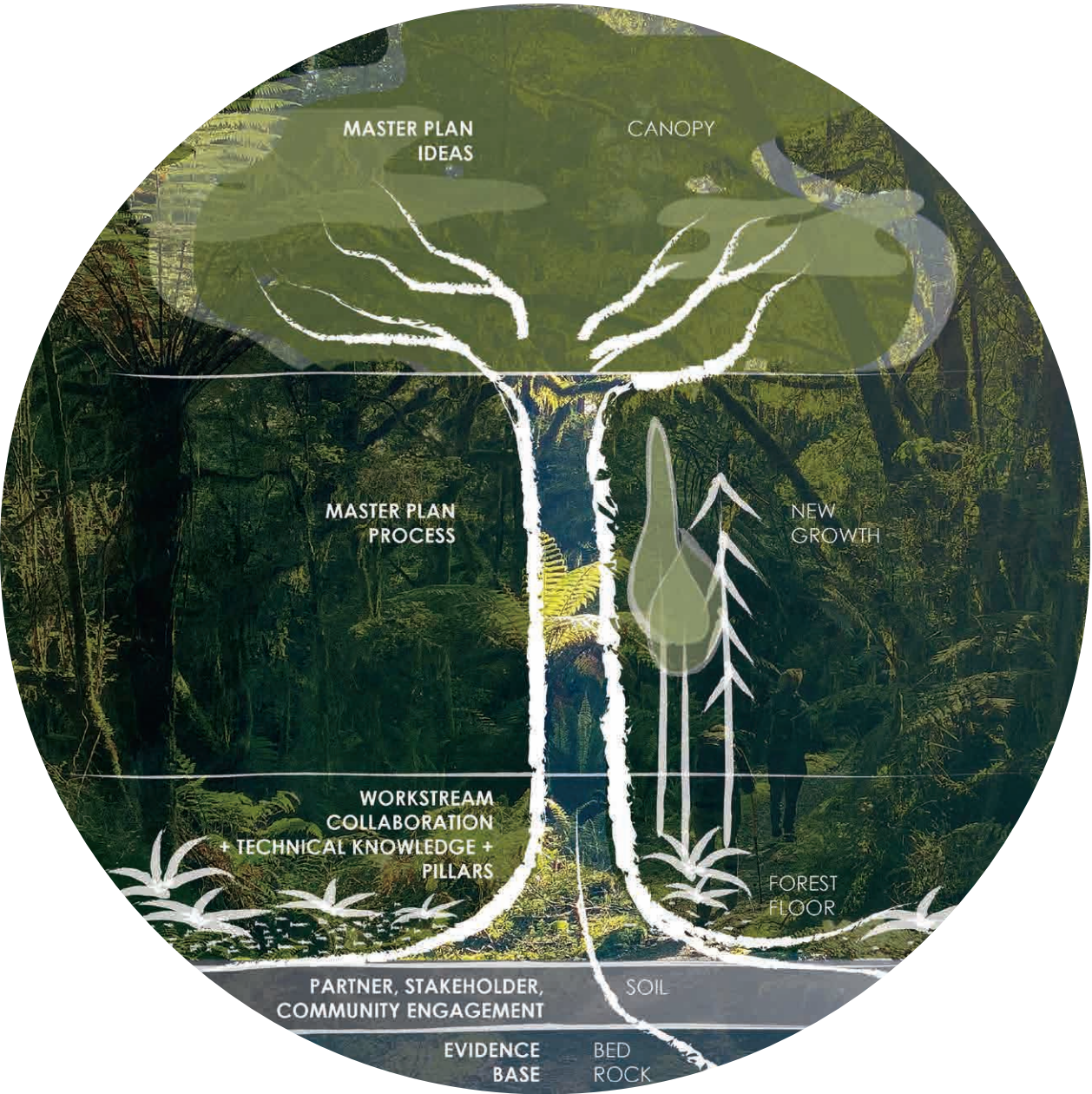


Figure 9: Masterplan Process Diagram

OVERVIEW OF MASTERPLAN PROCESS

The Masterplan Process was drawn from best practice master planning and a standard business case methodology that develops long and short list ideas with a Multi Criteria Analysis (MCA) to test and discount options. Additional background on the Masterplan Process can be found in Volume 2.

The MOP Masterplan Process was divided into three phases:

PHASE 1 – CURRENT STATE, BASELINE AND FUTURE DEFINITION

The first phase of the project focused on understanding the baseline conditions and environment and reviewing and validating the vision. An early site visit and hui were undertaken for the team to come together and begin exploring key issues and ideas. Meetings were held with the Governance Group and Project Working Group to discuss key issues and confirm the direction of the Masterplan. Work began on each of the core technical workstreams to understand project challenges and inform discussions around opportunities. Some of the technical workstreams focused on establishing baselines for the state of the environment, framed the conservation values and sensitivities, mana whenua aspirations and values, and the natural hazard constraints and challenges. These supported the evaluation of potential solutions later in the process.

PHASE 2 – IDEA GENERATION AND SHORT LISTING

The second phase of the project focused on stakeholder engagement, idea generation and evaluation. A hui, workshops, and reference groups were held to explore and develop a range of issues, opportunities and perspectives generated during this phase. The evaluation framework developed in phase 1 was used to analyse how the various options could weave together to ensure all components provided a workable system appropriate for the future of Milford Sound Piopiotahi and the Milford Road corridor that met the project vision, seven pillars and objectives. An MCA was then conducted to test and discount non-viable options. Key to this stage was applying spatial ideas with a physical component and themes at different geographical scales. A series of Governance Group and Project Working Group meetings guided the validation of these concepts to work toward a preferred option (discussed in more detail under Idea Generation).

PHASE 3 – MASTERPLAN

The final phase of the project produced the Masterplan. Background technical documentation was finalised to align with the Masterplan components and record the process, including evaluation of each short list option and approach to the preferred option to inform the Masterplan. A supplementary 3D multi-media flyover was developed outlining the key features of the MOP.

ENGAGEMENT PROCESS

When the MOP project was initiated in 2017, a communications and engagement strategy, coupled with specific communication protocols, was developed. The objective of engagement was to ensure key stakeholders and the public understood the purpose of the MOP and were provided with an avenue for open feedback and communication. A wide range of engagement tools and techniques were used to reach the different audiences for the project. The engagement process became challenging due to many unforeseen situations, including the Fiordland flooding in February 2020 followed by the COVID-19 lockdown. However, non-contact methods were used to engage with stakeholders, such as Zoom meetings and online communication in place of face-to-face events.

One additional engagement event was held in February 2021 to focus more on the Te Anau Basin community to identify potential opportunities and impacts concerning increasing visitor numbers.

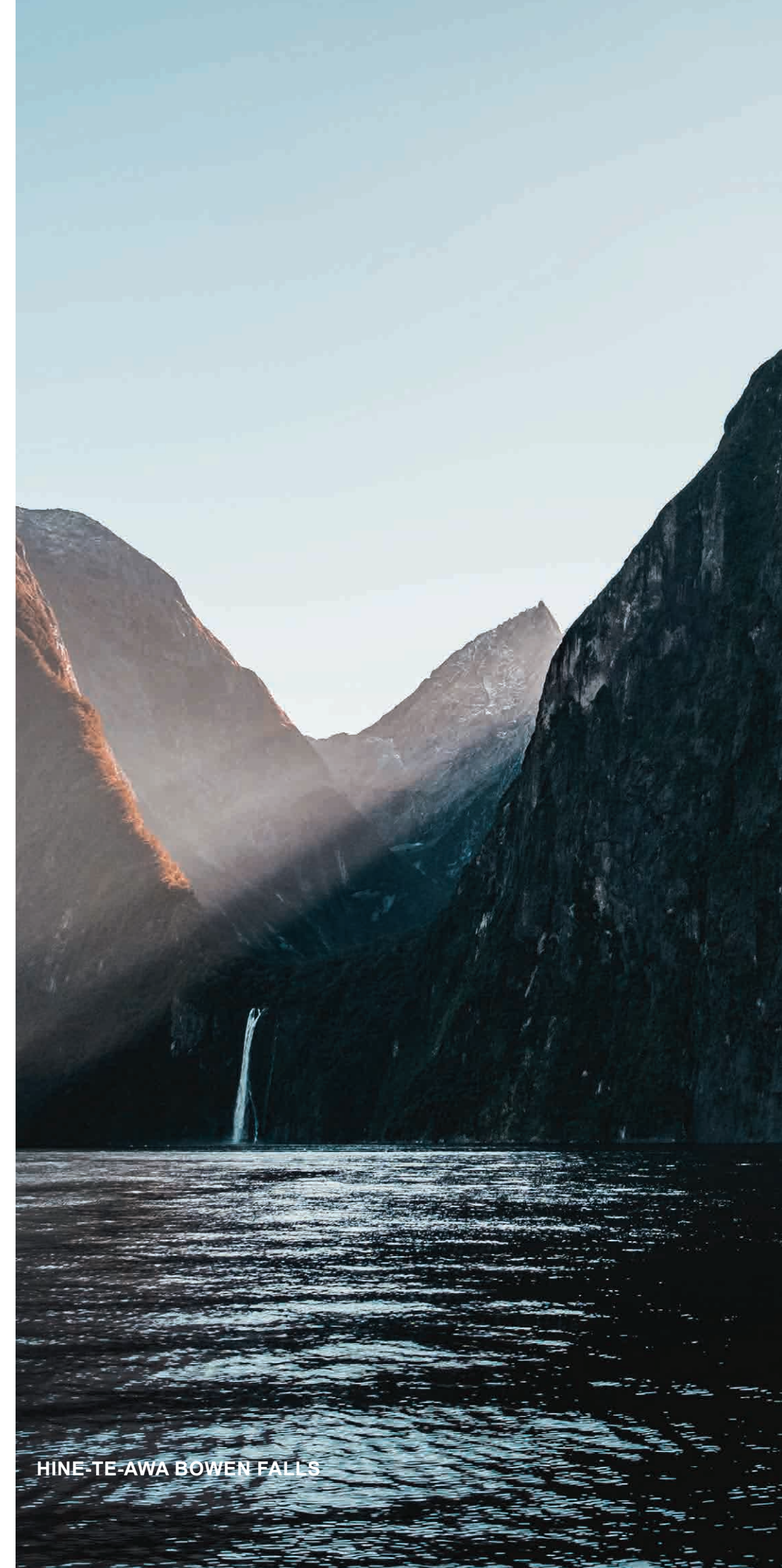
In general, those that participated in the engagement process agree that something needs to be done within the region. Incumbent operators had a range of views reflecting their interests and the public broadly supports the project. Refer to the Communications and Engagement Report and the Te Anau Basin Report in Volume 2 for more detailed information and responses from the public and stakeholders.

A peer review by AR & Associates and Popamono found the project had applied a robust approach to communications and engagement and achieved a broad reach, facilitating the flow of meaningful inputs into the planning process.

Refer to the Communications and Engagement Report for more details on the engagement process.



Image: Photo from initial site visit/hui



HINE-TE-AWA BOWEN FALLS

IDEA GENERATION

A key aspect of the project was stakeholder engagement and idea generation with various hui and workshops held to explore a range of issues, and develop opportunities.

Idea generation and evaluation was used when moving from long list ideas to short list ideas. The purpose, vision, Seven Pillars and Masterplan objectives were used as a guide the evaluation process, as illustrated in the below graphic.

After the rigorous process of longlisting and shortlisting of potential interventions, a recommended Masterplan option was reached. This involved a suite of interventions that collectively add value to the visitor experience whilst also improving visitor safety and creating revenue opportunities to help fund the destination.

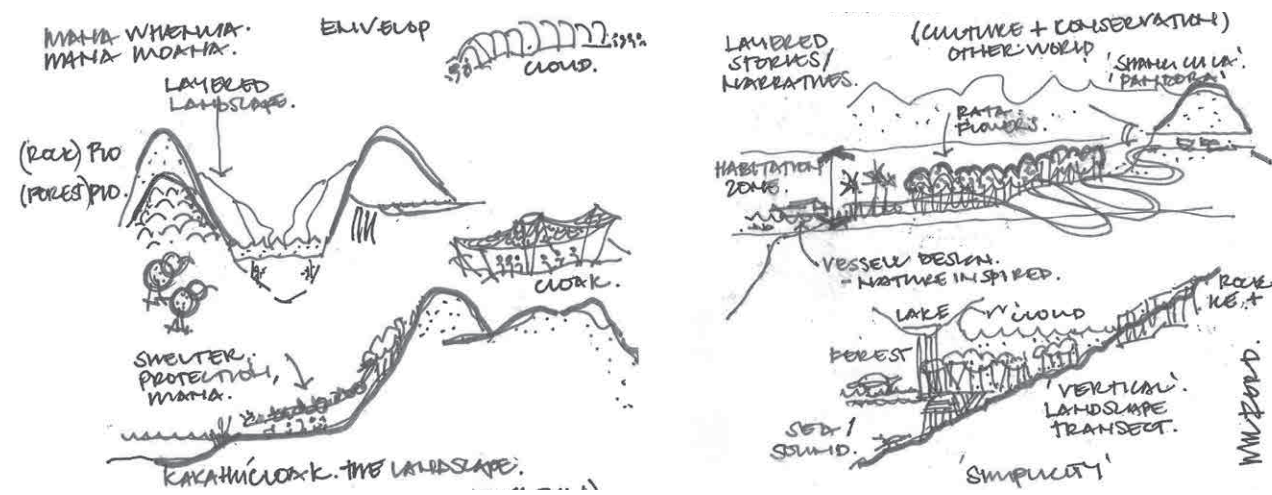
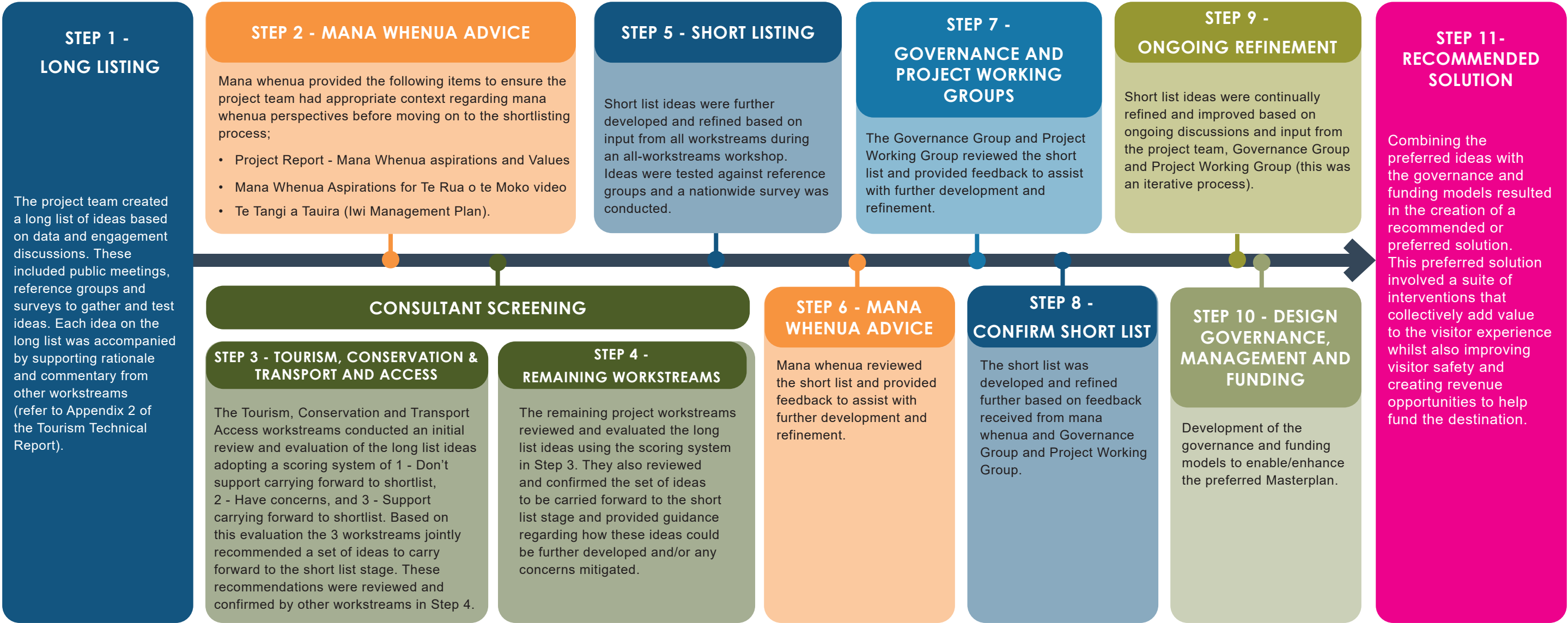


Figure 10: Idea generation





MILFORD OPPORTUNITIES
**THE
MASTERPLAN**

THE MASTERPLAN

INTRODUCTION

The Masterplan provides a foundation for addressing and supporting mana whenua, conservation, landscape and World Heritage status values and achieving greater regional tourism investment and incentives for growth and enhanced experiences. The solutions in the Masterplan have been designed to meet the purpose, vision, Seven Pillars and objectives through:

- Re-planning and re-developing the experience to live up to the expectations of both Aotearoa New Zealanders and international visitors by:
 - Better organising visitor flow and removing peak congestion.
 - Addressing elements that conflict with delivery of a world class visitor experience.
 - Enabling the place to be viewed through a Ngāi Tahu lens.
 - Modernising required assets.
 - Integrating with wilderness while ensuring preservation.
 - Ensuring that Te Anau becomes the beginning of the journey.
- Spreading visitation over the whole day to reduce congestion and better preserve the natural experience.
- Slowing down the journey to enable more experiences, richer appreciation of the place and its culture and history.
- Improving safety in Milford Sound Piopiotahi and the corridor.

MANA WHENUA ASPIRATIONS

CULTURAL INTEGRITY

The cultural heritage of Ngāi Tahu is its paramount consideration and fundamental to its expression and exercise of tino rangatiratanga and kaitiakitanga in Te Rua-o-Te-Moko Fiordland. This is both an aspiration and a means to evaluate opportunities and how they are illustrated in the Masterplan.

The Masterplan applies this fundamental point by recognising the mana of Tū Te Rakiwhānoa and the purpose of his work to shape Te Rua-o-Te-Moko/Fiordland with Hine Tītama and others. The application is both tangible and intangible, and extends across Treaty Partnership, management and development to design and tourism offerings.

For this aspiration to be achieved, the authenticity and integrity of Ngāi Tahu cultural heritage needs to be upheld. Ngāi Tahu are the proprietors of their own culture, stories, practices and rituals. This stance does not exclude others from telling Ngāi Tahu stories but identifies who holds the indigenous intellectual property and authority to speak on such matters.

Telling indigenous stories needs to come from a place of knowing; understanding the paradigm in which these stories are formed and conveyed. By doing so returns Ngāi Tahu place names and pūrākau to the land and sea scape and Milford Sound Piopiotahi can be seen through a Ngāi Tahu lens. This lens opens the visitor and Ngāi Tahu whānui to the connections Milford Sound Piopiotahi has with Aoraki, the Pacific and our global indigenous stories thus enhancing our international connections to place.

CULTURAL AND WORLD HERITAGE

Mana whenua regard nature and culture as interdependent, and to divide them is at odds with their thinking. The World Heritage status recognising only natural heritage is challenging. It is not the primary consideration of mana whenua in managing their heritage in Milford Sound Piopiotahi and Te Rua-o-Te-Moko Fiordland with Ngāi Tahu determining and valuing its cultural heritage using its own social constructs and knowledge.

Mana whenua regard World Heritage as ‘the icing on the cake’ – a means to promote the international significance of Te Wāhipounamu World Heritage Area and provide economic opportunities to whānau. Mana whenua aspire to realise these economic opportunities and for visitors to have cultural experiences while immersed in the natural environment.

WHĀNAU AND VISITOR EXPERIENCES

Mana whenua aspire for whānau and visitors to be able to experience the wairua of Milford Sound Piopiotahi and Te Rua-o-Te-Moko/Fiordland, and to be energised by that experience. The experience is to be multi-sensory and in harmony and balance with the natural environment.

Mana whenua are focused on drawing visitors to experiences and places rather than a defined list of ‘no-go’ areas.

Mana whenua want everyone to have a point of experiential ‘arrival’ at both the National Park and Milford Sound Piopiotahi. For Ngāi Tahu, Milford Sound Piopiotahi is entered both from the land and sea, and the

connection between land and water is to be recognised in design and planning. The connection is a tangible means to show the place through a Ngāi Tahu lens.

In the Masterplan, mana whenua has deliberately not written a script for operators. They were concerned that if they did, the necessary shift in practice to understand and tell authentic Ngāi Tahu stories might not happen. Resources, time and relationships are needed to upskill those telling Ngāi Tahu stories.

While this Masterplan focuses on the visitor experience, a measure of success for mana whenua is that it enables Ngāi Tahu to feel connected to their whakapapa and heritage when in Milford Sound Piopiotahi, both day and night.

TE HAUORA O TE TAI AO

Ngāi Tahu philosophies and policies relating to environmental management are in their Iwi Management Plans, notably Te Tangi a Tauira The Cry of the People, and referenced in regulatory documents such as the Southland Regional Policy Statement.

Mana whenua encourage deliberate and concentrated development in Milford Sound Piopiotahi and the Milford Corridor, with redevelopment options considered when current infrastructure diminishes the hauora (wellbeing) of the environment. The overall outcome they seek from development is utu – a mutual benefit for the environment and its setting.

Sustainable practices by visitors, operators and agencies are to be promoted and supported, and a ki uta ki tai approach applied in managing the environment. Buildings should give to the environment, not take. Any development should restore and enhance the mana of Milford Sound Piopiotahi, and the quality befitting status of this place; the last work and masterpiece of Tū te Rakiwhānoa.

NGĀI TAHU ECONOMIC RESILIENCE

Ngāi Tahu see a strong economic base as critical in meeting the needs of whānau, hapū and iwi. Twenty plus years after Treaty Settlement and its economic redress, Ngāi Tahu is now moving from building its tribal equity to a new phase; focusing on regional rangatiratanga and Papatipu Rūnanga development.

Mana whenua aspire to ensure a physical Ngāi Tahu presence in Piopiotahi and Te Rua o te Moko, as well as a resilient economic base across sectors. The Masterplan provides investment, transport, construction and hospitality opportunities for Ngāi Tahu Whānui and Papatipu Rūnanga alongside the more traditional occupations in the area of tourism, fisheries and pest control. Ngāi Tahu is also interested in emerging business and vocational opportunities, including green technologies.

The broad scale of economic investment and enriched visitor experiences articulated in the Masterplan present Ngāi Tahu with opportunities to assist, advise and lead initiatives. These opportunities also recognise the unique skill sets whānau can bring to the area.

LANDSCAPE INTEGRATION AND PERCEPTION OF WILDERNESS

Development along the Milford Corridor considers the sensitivities of the landscape and protects these special places in a sustainable way, as they are the reason visitors are attracted to the area. While the landscape values throughout the Milford Corridor and beyond are high, the Te Anau Basin and Te Rua-o-Te-Moko Fiordland landscape also contain areas that have the ability to change if undertaken in a sensitive way.

The outcomes of the Land Analysis Report have informed the Masterplan through an understanding of landscape features, nodes of existing modification, enhanced visitor destinations and the landscape's ability to change for the Milford Corridor and Milford Sound Piopiotahi. This includes an evaluation of the areas most suited for development and recommendations provided on the design of buildings, structures and tracks.

For the Milford Corridor between Te Anau and Milford Sound Piopiotahi hubs, four sections were identified that provide a variety of experiences as a visitor progresses through the area. The UNESCO World Heritage Status is due to its 'superlative natural phenomena' and 'outstanding examples of the earth's evolutionary history'. Te Rua-o-Te-Moko Fiordland's steep and crenulated coastline, with fiords extending from U-shaped glaciated valleys carved out from the southern part of the Southern Alps, is unique in Aotearoa New Zealand and rare globally. Inland and coastal Te Rua-o-Te-Moko/Fiordland form a unique part of Aotearoa New Zealand having a vast range of rock types, landforms, habitats and landscapes found nowhere else in such a combination.

Baseline information on the existing conservation values of the area were used to inform development of the Masterplan to ensure the proposed options were appropriate. The Masterplan will avoid or minimise direct and indirect effects on conservation values through:

- Consolidation of infrastructure within existing modified or built areas (mapped as part of the process).
- Consolidating visitor activities at a small number of locations rather than dispersing visitor impacts.
- Ensuring any visitor facilities, including infrastructure, are sensitively located and designed, constructed and/or operated in a way that is sympathetic to the natural environment.

Wilderness: "Wilderness in the context of this master plan means the ability for a visitor to stand in a setting and have the opportunity to perceive a sense of an uncultivated and uninhabited natural environment around them".



Figure 12: Brainstorming nodes and experiences



MISTAKE CREEK
(SOURCE: TIM CHURCH)



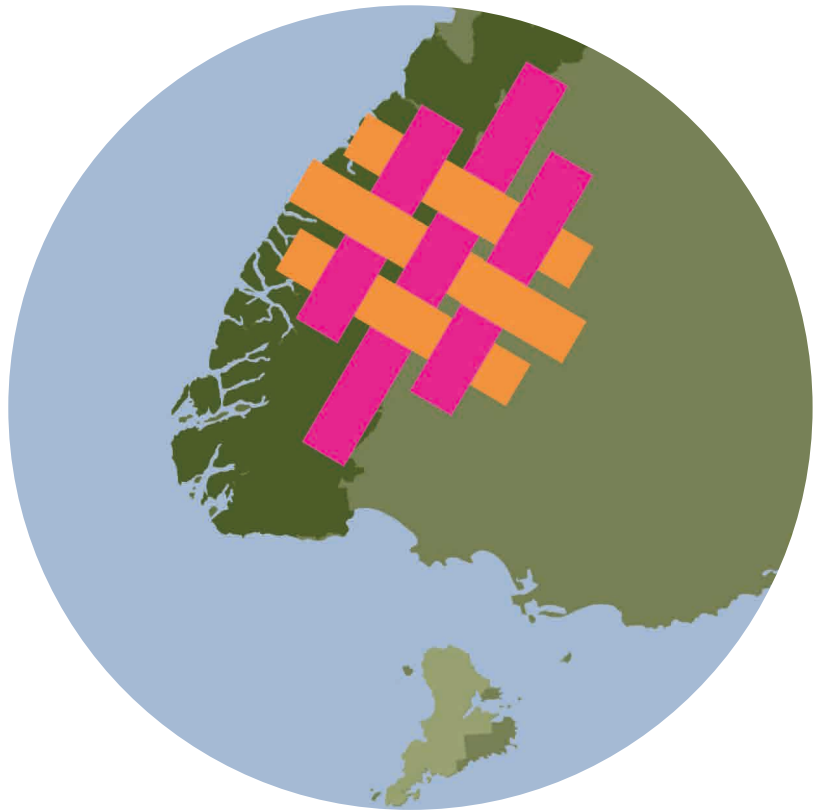
RAKATU WETLAND
(SOURCE: TIM CHURCH)

MASTERPLAN CONCEPTS

KEY CONCEPTS

The concepts / solutions for addressing the key issues are:

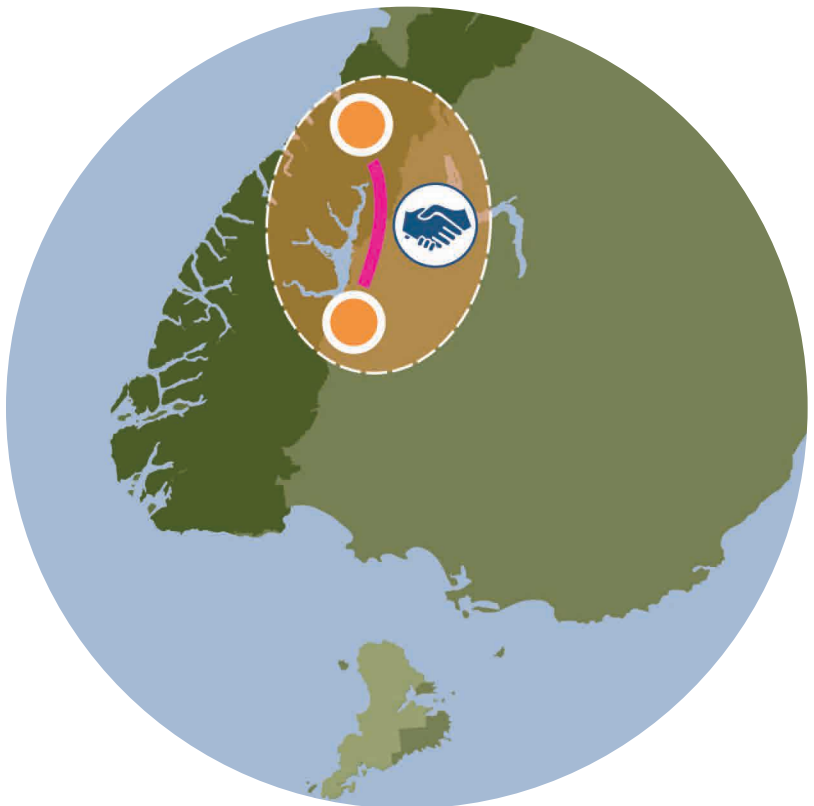
1. RECOGNISE AND DEVELOP LANDSCAPE, CONSERVATION AND CULTURAL EXPERIENCES



While the Milford Corridor and Milford Sound Piopiotahi would be promoted as one destination, there is a diversity of landscape and conservation experiences that could be encountered by visitors and rich cultural layers associated with each place, both tangible and intangible.

- Develop experiences and infrastructure that respond to the landscape character, natural ecosystems and cultural heritage, including recognising sites of significance to Ngāi Tahu.
- Enable mana whenua and visitors to experience the wairua and essence of the place.
- Provide more possibilities for visitors, recreationalists and mana whenua to engage with nature and understand conservation values.
- Consolidate infrastructure and pare it back to sensitively integrate into the landscape.
- Tell authentic and engaging stories, including Ngāi Tahu narratives.

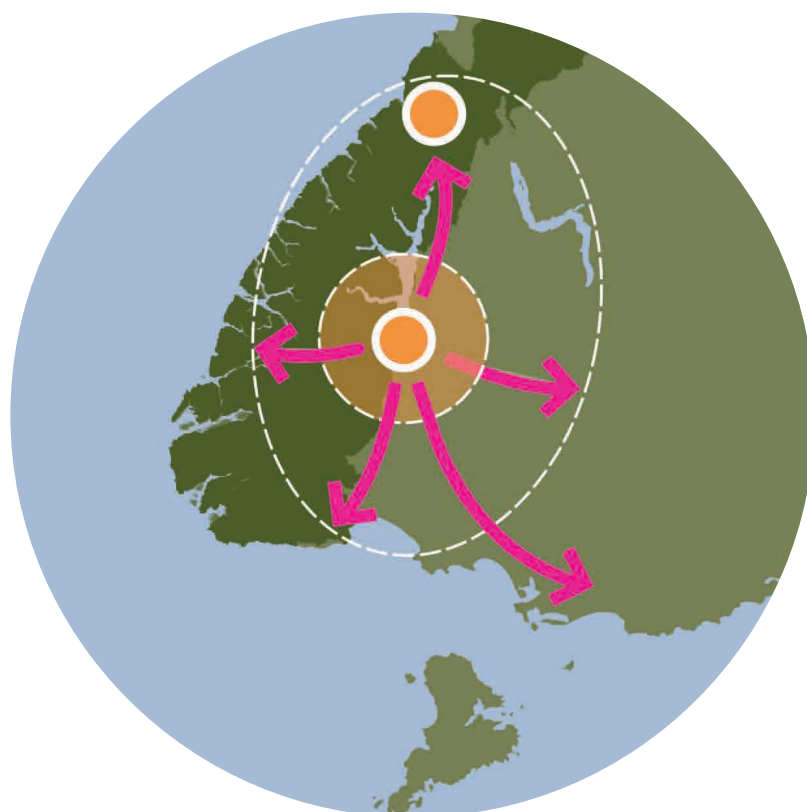
2. ESTABLISH A NEW GOVERNANCE MODEL



Establishing a new governance model is necessary to deliver the master plan and will require a collective effort across a wide range of central and local government, mana whenua, local enterprise and community stakeholders. Two options have been identified for future governance of Milford Sound Piopiotahi:

- Legislative action and within existing frameworks.
- Legislative action (option 1) would create a new statutory entity that would deliver the purpose, objectives, role and principles of the master plan and replace the existing bodies' functions.
- Within existing frameworks (option 2) would establish a dedicated business unit potentially through an Order in Council or Ministerial Committee that would have a strong mandate for the management and governance of Milford Sound Piopiotahi but would operate using existing legal and policy tools.
- Taking a phased approach (recommended) it would be possible to begin changes within existing frameworks and with a dedicated team, while developing legislation for a special Jurisdiction over the corridor and Milford Sound Piopiotahi. This approach would allow early progress to be made.

3. FACILITATE BROADER MURIHIKU AND SOUTHLAND BENEFITS



Although the Masterplan focuses on Te Anau, the Milford Corridor and Milford Sound Piopiotahi, it will increase the number of overnight stays and be a catalyst for growth in other areas. Considerable scope exists to develop other complementary destinations and experiences, especially south of Te Anau.

- Encourage travel to Manapouri, Rakiura, the Catlins and Humboldt Falls.
- Create connections between Te Anau and the wider Southland cycleways.
- Reinforce Milford Sound Piopiotahi, Te Anau and Southland as the centre for wilderness and nature tourism.

4. INTRODUCE A MANAGED ACCESS AND TRANSPORTATION MODEL



Access will be controlled. An express hop on/hop off park and ride service from Te Anau using zero emission (H2 or EV) buses and smart technology will improve safety and provide a better visitor experience.

- Distribute access over the day to reduce Milford Sound Piopiotahi congestion and road traffic crowding.
- Use smart technology for hop on/hop off at key experiences along the corridor.
- Reduce car parking at Milford Sound Piopiotahi and require car parks to be booked in advance.
- Reduce congestion at Piopiotahi but allow greater overall numbers while preserving character of the place.
- Promote Te Anau as the starting point of the journey and as a destination.
- Allow time for and access to a range of experiences along the journey.
- Slow the journey down and provide a richer experience overall.

5. CHARGE INTERNATIONAL VISITORS AN ACCESS FEE

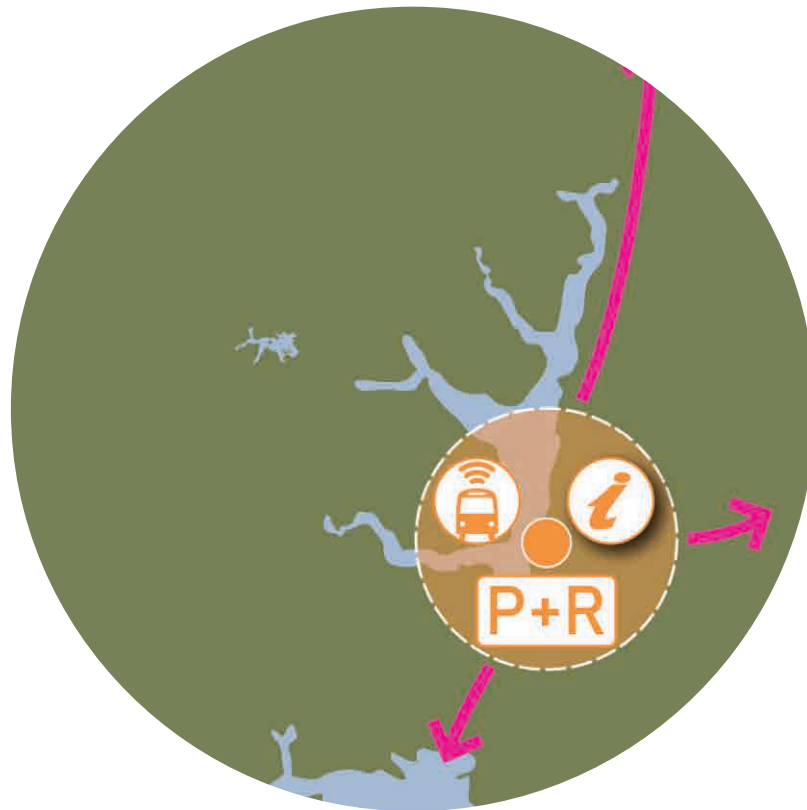


Requiring international visitors to pay a fee for entry into Milford Sound Piopiotahi will help fund infrastructure and operational costs, as well as local conservation initiatives. Access for Aotearoa New Zealanders should continue to be free of charge but managed through a permit system.

The international visitor fee would be collected as part of the booking process for accommodation and/or transport into the national park. Smart technology will be used to manage this process.

- Pre permit international visitors for a fee with pre permits for Aotearoa New Zealanders being free.
- Pre permit parking spaces for Aotearoa New Zealanders at Milford Sound Piopiotahi (limit vehicles to parking availability).
- Pre permit camping and campervans at Cascade Creek and not beyond (travel to Milford Sound Piopiotahi by bus), with exceptions for those pre-booked at Milford Lodge.
- Special permits (free) for pre-qualified commercial users, operators and service staff.
- Special permits (free) for Aotearoa New Zealanders fishing, hunting, climbing or tramping.

6. ESTABLISH NEW TE ANAU HUB AND ENHANCED DEVELOPMENTS



Developing visitor infrastructure in Te Anau will support its growth to become a stand-alone destination, the beginning of the journey to Milford Sound Piopiotahi and central departure hub for Fiordland and the wider Murihiku Southland destinations. Grouping transport, accommodation, activity access and information/interpretation services around a regenerated town centre will unify this location with more visitors and generate growth and longer stays.

- Establish a visitor experience centre that includes a park and ride ticketing facility in Te Anau and more parking facilities.
- Expand accommodation and service facilities within the township.
- Enhance local community activities and services (free public toilets, recreational centre, medical facilities, lake activities).
- Enhance other visitor activities and services (glow worms, lake activities/crossings, trails, cycle tracks, Kepler Track).
- Increase usage of the Te Anau Airport Manapouri.

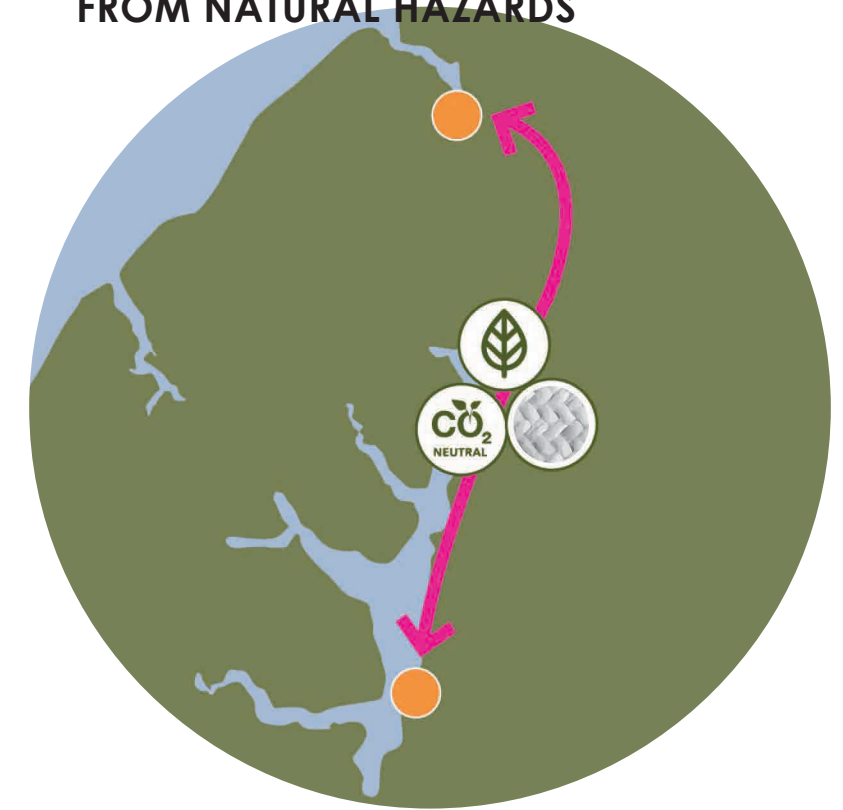
7. DEVELOP MULTIPLE EXPERIENCES ALONG THE CORRIDOR STRUCTURED AROUND KEY NODES



Having a broad international appeal attracts a diverse set of visitors and provides an opportunity to offer a wide range of experiences. Visitors can choose the way they want to engage with the place through a range of experiences and accommodation at a series of key nodes. Grouping activities at select points of interest (nodes) protects biodiversity and the wildness/landscape from spreading into more sensitive locations.

- Create a consistent theme and quality at all nodes along the corridor.
- Facilitate multiple experiences at key nodes with hop on/hop off access.
- Enable a shared cycling and walking trail within the Eglinton Valley via the nodes.
- Enhance accommodation within the corridor, including redevelopment of Te Huakaue Knobs Flat with accommodation (camping, cabins and campervans), day and night nature experiences and river flats/grassland walks and cycling (better services and solar/hydroelectricity).

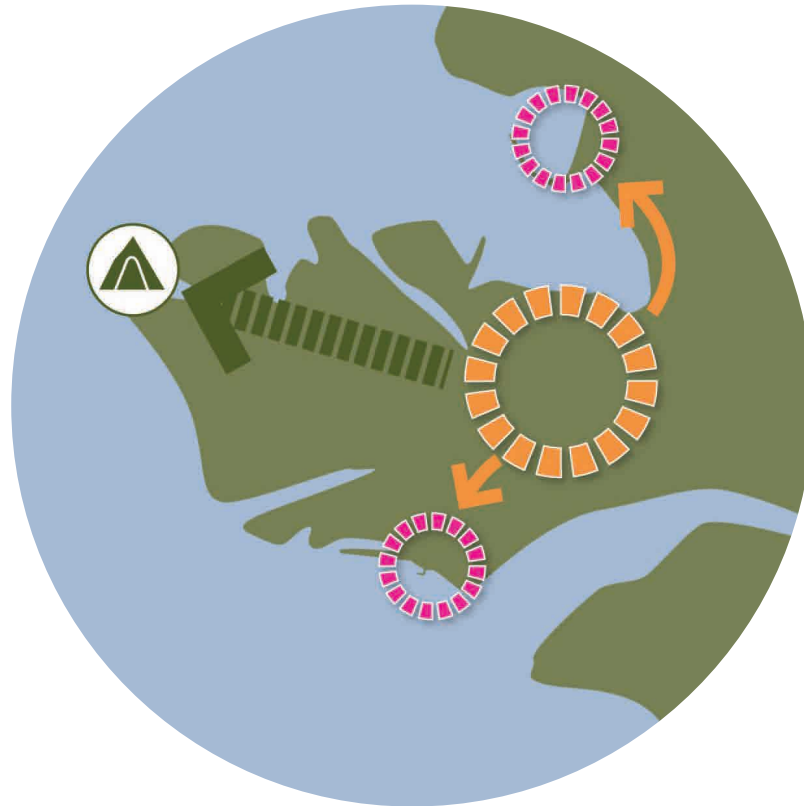
8. REDEVELOPMENT TO ENCOURAGE SUSTAINABLE PRACTICES, USE OF GREEN TECHNOLOGY, MINIMISE VISITOR RISK FROM NATURAL HAZARDS



Introducing sustainable development and operation that achieves zero carbon goals and aligns with mana whenua and conservation values.

- Access model that utilises hop on/hop off buses, express coaches and boats that use zero carbon technology.
- Consolidation of built infrastructure to minimise human footprints to protect conservation areas.
- Building infrastructure that is located, designed, constructed and operated to minimise energy use and utilise renewable sources.
- Restoration of modified landscapes using endemic native planting and habitat creation.
- Minimise impermeable surfaces and use of water sensitive design approaches.
- Operation of visitor experiences that minimise waste generation.
- Design and build to minimise risk from natural hazards.

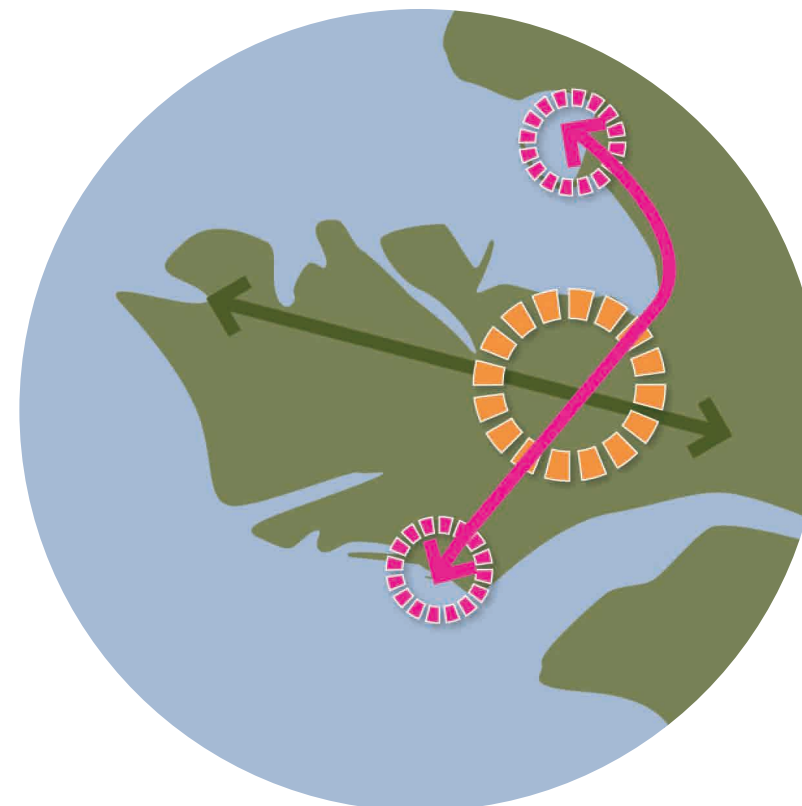
9. REORGANISE MILFORD SOUND PIOPIOTAHİ TO REMOVE VISITOR CONFLICTS



Introducing changes to how activities take place in Milford Sound Piopiotahi will remove conflicts between users and impacts on the core values.

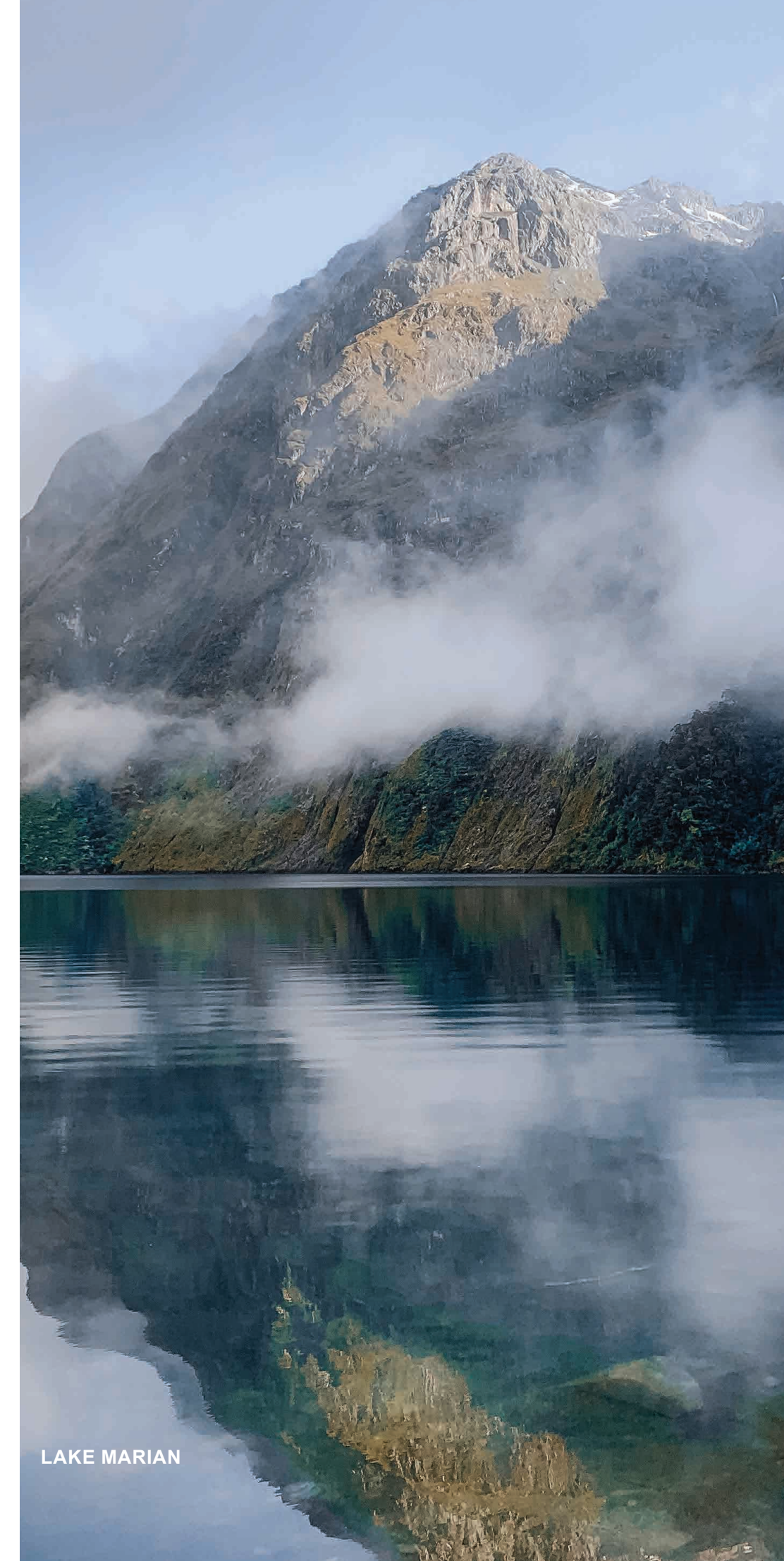
- Prohibit cruise ships from entering Milford Sound Piopiotahi due to visual impacts not in keeping with the beautiful natural setting and intent of the vision of the plan. Integrate management of waters of Milford Sound Piopiotahi to the fiord opening to the Tasman Sea as a part of the Governance and Management model.
- Phase out fixed wing airplane flights and the aerodrome to repurpose and reconnect place, enabling improved access to a range of services and attractions.
- Mayor Boulton has a view that developments in aircraft technology will bring logic to the retention of the Milford air strip and he does not support the Governance Group's view of closure.
- Create a Mitre Peak reveal at arrival and a clear orientation point through layout changes that focus on a stronger sense of place.

10. MODERNISE INFRASTRUCTURE AT MILFORD SOUND PIOPIOTAHİ



Outlining a series of new fit-for-purpose facilities and supporting infrastructure at Milford Sound Piopiotahi will create a cohesive place and reflect its world class setting whilst reducing risk for staff and visitors. The Milford Sound Piopiotahi Plan, located on page 55, sets out the following key proposals:

- Enable a transformed visitors hub where people can come together, pause, reflect learn about Milford Sound Piopiotahi and understand the natural hazards.
- Link Milford Sound Piopiotahi from basin to basin by walkways and lookouts, places to stop and gaze at the surrounding splendour.
- Be respectful of the heritage, values and narratives of Ngāi Tahu while managing a range of limitations to improve conservation and landscape and provide a high-quality experience for mana whenua, visitors, recreationalists and locals.



LAKE MARIAN

MILFORD CORRIDOR

The corridor between Te Anau and Milford Sound Piopiotahi must be experienced primarily from the land, travelling along Milford Road and stopping to experience the journey through a series of nodes along the route. Opportunities for more water-based experiences on lakes, rivers and fiords along the corridor or via flights from the air would continue to diversify these experiences.

LANDSCAPE, CONSERVATION AND CULTURAL EXPERIENCES

Known for its world class biodiversity, landscape and natural beauty, there are opportunities to provide experiences that continue to celebrate the unique forces that shape the Milford Corridor while further elaborating on the rich cultural layers that have emerged through our adaptation to this place and the values we place on it, including those less tangible to visitors.

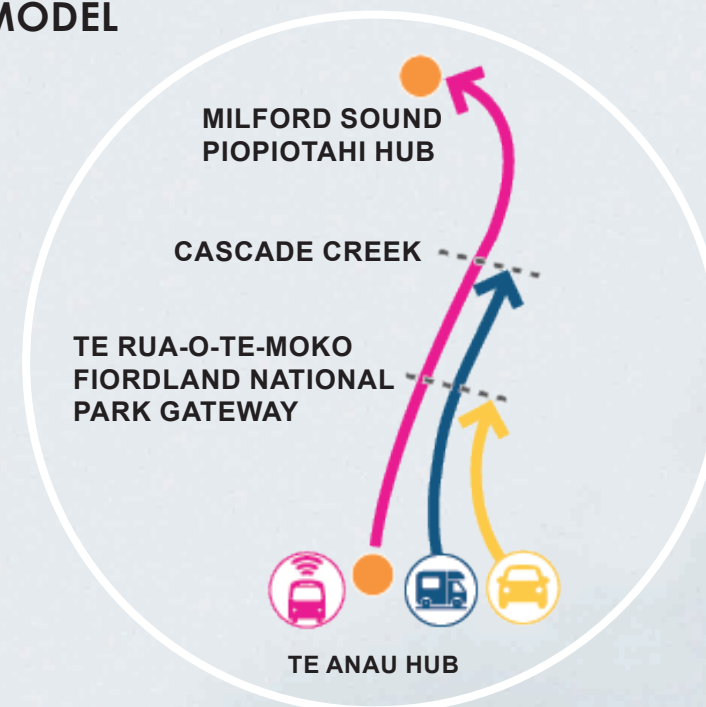
While it would be promoted as one destination, the Milford Corridor has a diverse range of natural ecosystems and landscape experiences that could be encountered by visitors along the way. The landscape clearly displays its formative processes, such as glaciation during the ice-ages, through its underlying geology and the subsequent evolution of its land cover and different ecosystem types. The changes in landscape and wairua, or sense of place, throughout the journey are defining elements of the mana whenua and visitor experience.

Visiting one of the remotest places in Aotearoa New Zealand provides an opportunity for visitors to transition away from civilisation and have a more immersive wilderness experience – a multi-sensory experience of an untouched natural environment close at hand, away from others and at a slower pace. More possibilities could be available to engage with nature while infrastructure is consolidated and pared back to fit with the natural environment.

Recognising the numerous potential narratives associated with the place – its landscape and cultural heritage and those who continue to live and interact with it – there is an opportunity to weave these storylines together to ensure the visitor leaves with enduring memories. A consistent application of authentic and engaging stories would keep visitors emotionally connected to the place to share with others or return to explore more deeply

The enhancement or creation of journey and node experiences should recognise this diversity of landscape, conservation and cultural experiences and be sensitively developed in a site-specific way to this context, while maintaining the cohesiveness of the overall corridor destination.

MANAGED ACCESS AND TRANSPORTATION MODEL



The existing Milford Road is an integrating feature that provides continuous overland access for visitors, recreationalists and residents deep into the northern reaches of Te Rua-o-Te-Moko Fiordland National Park, connecting all the way to Milford Sound Piopiotahi.

The managed access and transportation model addresses current challenges on Milford Road and at Milford Sound Piopiotahi by limiting vehicle access to provide a better visitor experience on the road and encourage more even and widespread boat departures at Milford Sound Piopiotahi. The model recommends visitor access by bus (some exceptions apply) at the Te Anau hub through a mixture of express and hop on/hop off buses using zero carbon technology. Some limited priced and pre-booked parking would be retained at Milford Sound Piopiotahi, but at 60 percent less than current parking levels.

This network could use the proposed bus priority access model for a combination of journey experiences. The bus services provide an opportunity to support active modes of travel (walking and cycling)

and would be equipped with bike racks and storage for recreational equipment.

Close integration between transport, built infrastructure and day-to-day operations is important to achieve a seamless relationship between the two. This holistic and sustainable approach could be visually profiled to visitors through a collective identity (branded features) and use of innovative technology (real time information/monitoring). This concept applies at each scale - along the route, at each node and as an integral part of each individual experience. These consistently themed features would be recognisable throughout, establish a hierarchy of importance and support wayfinding along the route.

EGLINTON VALLEY SHARED TRAILS

The Milford Corridor is proposed to be more than a road for vehicles and aims to provide active travel links between nodes that are more leisurely and personal. Continuous, shared cycling and walking trails are proposed to link between nodes and short stops in the Eglinton Valley for a new non-trafficked journey experience away from Milford Road (see Figure 18). These aim to link in with community-initiated trails that are planned for development between Te Anau and Te Anau Downs, with an opportunity for them to continue alongside Milford Road to join the Te Rua-o-Te-Moko Fiordland National Park Entrance.

The trails will be split into two sections with day facilities at each node. The southern section will link to the Te Rua-o-Te-Moko Fiordland National Park Entrance to Te Huakaue Knobs Flat where additional accommodation and some hospitality would be available. The northern section will link the two accommodation and experience nodes from Te Huakaue Knobs Flat to Ōtāpara/Cascade Creek. The hop on/hop off bus service could be used to drop cyclists to the northern end for a one way, easily graded experience through to Te Huakaue Knobs Flat and beyond.

Under the proposed access model, less and more evenly spread traffic on Milford Road would enable short sections of some of the more topographically constrained or highly ecologically sensitive areas to be narrowed to a single track or bypassed using grade separated and barrier protected pathways within the road corridor.



HUBS, NODES AND SHORT STOP EXPERIENCES

In response to rapidly growing visitor numbers, a destination management approach would be used to spread visitors over time, across the day and lengthening seasons and across space, focused on expanding experiences around key hubs, nodes and short stops along the corridor. Priority would be placed on better utilising areas already modified and enhancing existing infrastructure.

Between the Te Anau and Milford Sound Piopiotahi visitor hubs at the southern and northern end of the Milford Corridor, there is an opportunity to establish nodes and short stop experiences.

Locations that offer multiple trails and experiences have been designated as nodes. Infrastructure will be tailored to service the size, type and duration of visitors. The locations will be enhanced or established where experiences represent special landscapes, areas of higher conservation value and/or places significant to mana whenua. Key nodes become more frequent within Te Rua-o-Te-Moko Fiordland National Park and closer to Milford Sound Piopiotahi.

Mirror Lakes Waiwhakaata and The Chasm remain important short stop destinations. A wide range of minor short stop experiences and controlled camping opportunities will continue to be available.

The spatial distribution of hubs, nodes and short stop experiences are listed and illustrated on this page.

For visitors and recreationalists, the proposed experiences are designed to elevate the Milford Corridor as a distinct destination in addition to Milford Sound Piopiotahi. A wider spectrum of activities is needed so visitors can make day trips from outside the accommodation locations, such as Te Anau, to experience new nodes or overnight accommodation within Te Rua-o-Te-Moko Fiordland National Park.

Nodes and short stops enhance existing and/or create new activity opportunities. In combination, these increase the range of options available to break up visitor numbers, create additional capacity and introduce new network opportunities. All focus on areas of greatest demand for short stops to complement longer day walks and overnight or multi-day walks. Additional shared walking and cycling tracks linking between nodes in the Eglinton Valley will enable new journey experiences away from Milford Road.

Accommodation nodes within the Eglinton Valley will enable visitors to stay longer, allowing time for visits along the Milford Corridor. They will also be more family friendly than premium accommodation in Milford Sound Piopiotahi. This will further strengthen the attractiveness of the corridor as a standalone experience.

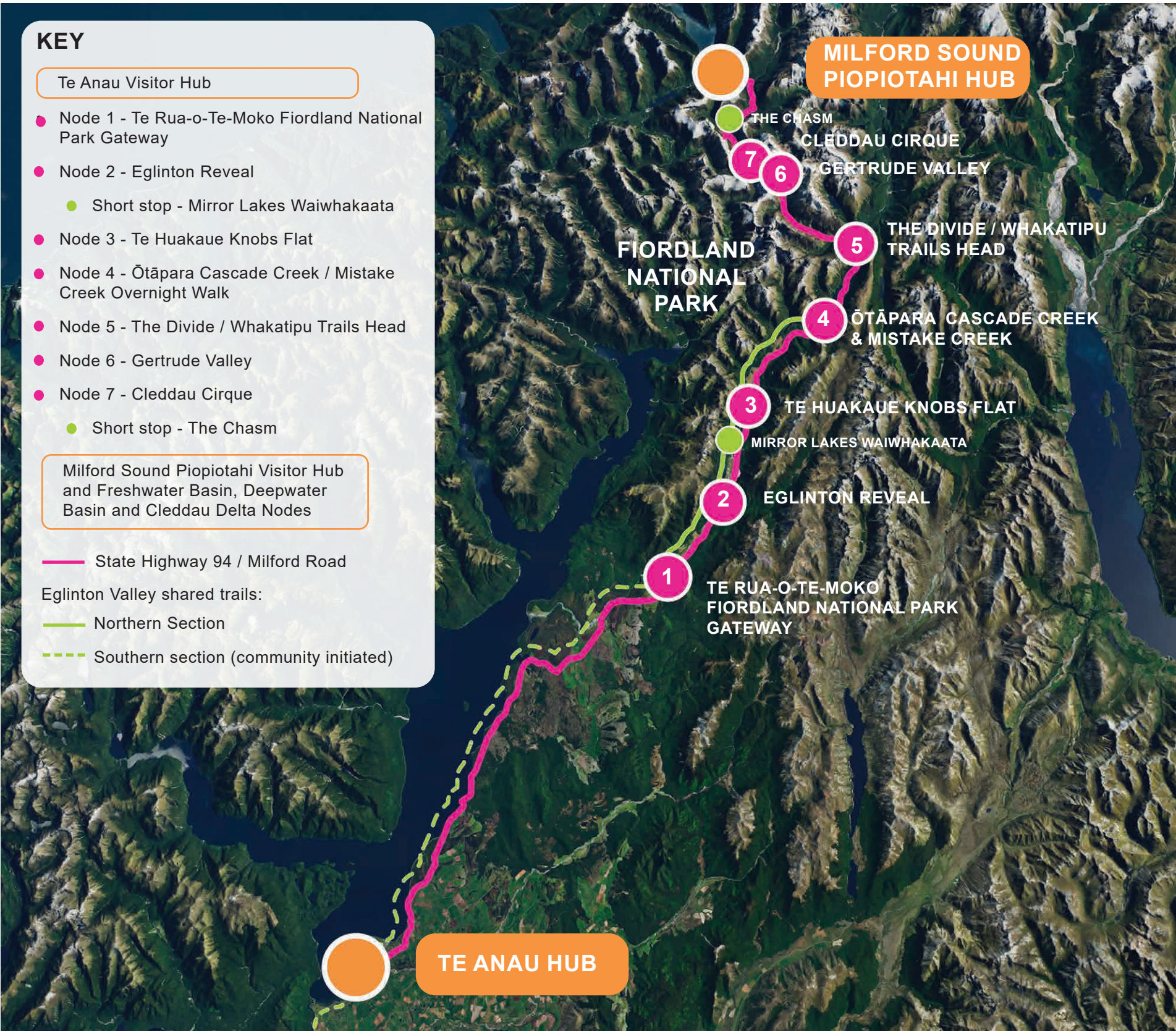



Figure 13: Hubs, Nodes & Short Stop Experiences Plan



HIDDEN LAKES
(SOURCE: TIM CHURCH)

TE ANAU BASIN AND HUB

TE ANAU BASIN AND HUB

TE ANAU BASIN

Te Anau is seen as the beginning of the journey towards Milford Sound Piopiotahi. Therefore, the Te Anau Basin is part of the Masterplan even though detailed planning for it is with the Fiordland community. The area will increase in importance as the role of Te Anau becomes a more dominant destination and visitors and recreationalists seek higher quality experiences near where they stay.

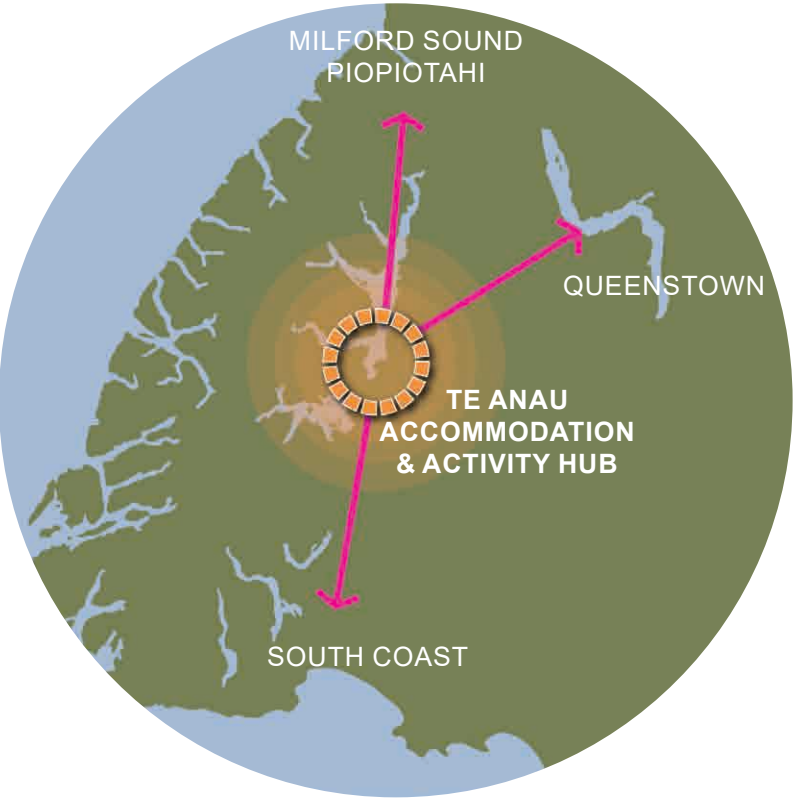
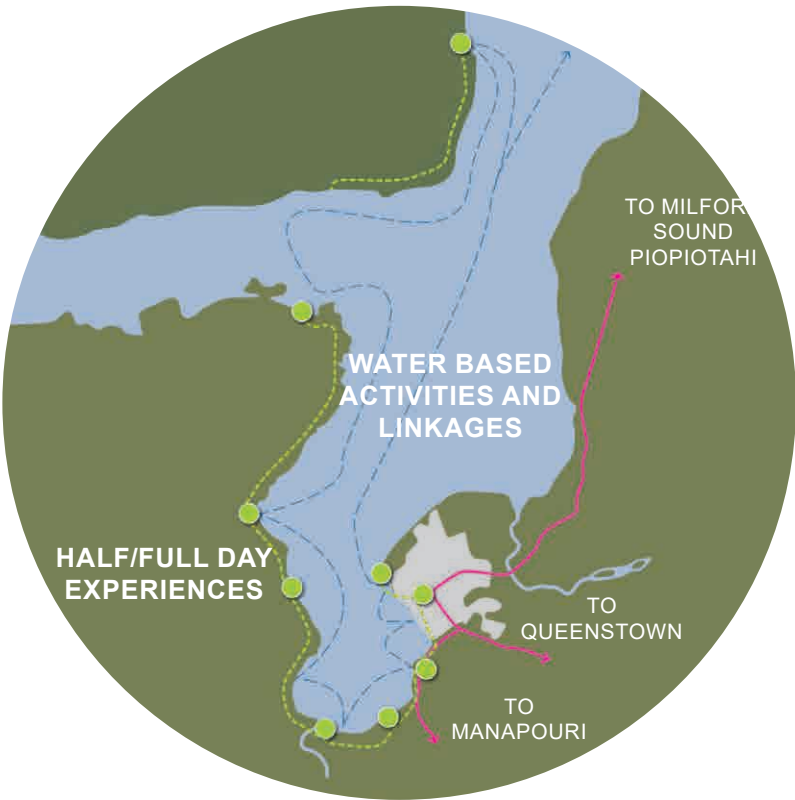
A half day experience or less will be especially attractive for both passive and active experiences. Being less constrained, there is good potential for visitor development in Te Anau Basin and scope for sustainable infrastructure that adds to the environment, rather than taking away from it. This is in keeping with mana whenua aspirations and conservation outcomes.

Developing visitor infrastructure in Te Anau will enable it to become a stand-alone destination and the principal departure hub for Te Rua-o-Te-Moko Fiordland National Park and wider Murihiku Southland destinations. Making as much as possible of the Te Anau waterfront and town centre assets is key. Bringing together transport, accommodation, activity access and information/ interpretation services, and a regenerated town centre, will create stronger ties between all services.

The various community driven facilities, including museums, local businesses and visitor centres should be included as part of this diverse offering. The community sense of place needs to grow together with its increasing reputation as a destination to contribute to a positive visitor experience. Initiatives should be designed to improve the year-round experience for residents and visitors and be supported by amenity improvements, such as lakefront hot pools, walking and cycling paths and landscape enhancement.

Within the wider Te Anau Basin, a range of half-to-full day experiences could be created that wrap around Te Anau / Manapouri to strengthen its position as the pre-eminent accommodation and activity hub for Te Rua-o-Te-Moko Fiordland National Park, such as Dock Bay, Brod Bay and Hidden Lakes. These nearby sites could be developed further. This would see the potential addition of short loop walks, public toilets, observation points, a forest observation tower and connections. These opportunities could be made more accessible through land and water options to adjoining sites of interest.

The longer visitors can be encouraged to stay, the better the economic growth in a location that is best equipped to accommodate them. Investment will encourage more businesses to support the increased visitor population and may in-turn support longer seasons for residents seeking local entertainment options.



TE ANAU BASIN COMMUNITY INSIGHTS

Part of the development of the Masterplan was to understand the community's desire to increase visitors to Te Anau Basin if a visitors' hub is developed. A survey was undertaken with the community to provide an opportunity to communicate their views and ideas about future tourism in Te Anau. Several insights were uncovered following the survey, including:

- Recognition of tourism as a positive catalyst for economic development (prosperous community) creating more job and business opportunities. It was noted this could lead to an increase in living costs and potential overdependence on tourism.
- If visitor numbers continue to grow and irresponsible visitor behaviours are not controlled, residents are concerned about pollution, degradation of the environment, overuse of resources and other negative effects on the environment and landscape. Nature is the main attractor for visitors to Te Anau, and the community is aware and proud of the natural surroundings.
- An increase in cultural and ethnic diversity was forecast by residents, together with an increased sense of community pride. It was noted the community did not want a lower quality of life due to changes in tourism.
- Development of infrastructure and social services for residents and tourists were also seen as a positive result of increasing tourism. It was noted that pressure on the existing infrastructure and services could result in overcrowding and traffic congestion (survey items that were highly rated).

Overall, the survey results indicated a strong level of community support for tourism. However, this level of support should be maintained by ensuring tourism development in Te Anau is aligned with the community's vision. Slow experiential travel, nature-based tourism and adventure and outdoor recreation were seen as the most acceptable forms of tourism development.

The Te Anau Basin residents envision a prosperous community that protects its natural resources and keeps a relaxed, rural lifestyle. The Te Anau Visitor Hub and infrastructure improvements align with this vision and are seen as acceptable forms of development in this area.

TE ANAU VISITOR HUB

A key part of Te Anau maturing as a successful sub-regional visitor destination is to provide a visitor hub that is clearly associated with the origin of the Te Rua-o-Te-Moko Fiordland National Park experience and start of the Milford Corridor journey. The visitor hub achieves this through the co-location of two key components: a visitor centre and transport interchange. Both would be developed to express Ngāi Tahu culture in the built environment.

VISITOR CENTRE

The visitor centre would operate day and night and contain static and interactive interpretation displays, audio-visual, seminar rooms and guided experiences. It would play an essential role in delivering information to visitors on Te Rua-o-Te-Moko Fiordland National Park’s cultural significance, history, natural environment, geology and conservation. More specifically, it would have an important role of raising visitor awareness of values, narratives, natural hazards and experiences expected along the Milford Corridor through to Milford Sound Piopiotahi. Other necessary facilities and services, including ticketing, cafés and toilets, would be provided. This centre will also serve as an alternative during inclement weather conditions when Milford Sound Piopiotahi is not accessible due to road closures.

TRANSPORT INTERCHANGE

The transport interchange is essential for providing the starting point for a bus focused visitor transport model through to Milford Sound Piopiotahi. It would enable rental and private vehicle numbers along the Milford Corridor to be lowered and visitor access to be spread out more evenly throughout the day. This would offer a better visitor experience and strengthen Te Anau as a regional accommodation hub.

The transport interchange would primarily serve as a bus terminal for hop on/ hop off buses and short stay coaches with cycle facilities and a modest car park. An out-of-town support hub, including a longer stay car park and bus depot would be serviced by hop on/hop off buses at the start and end of trips. This could be extended to a potential public transport circuit via the town centre and pass through visitor accommodations and other key community destinations en route to the visitor hub.

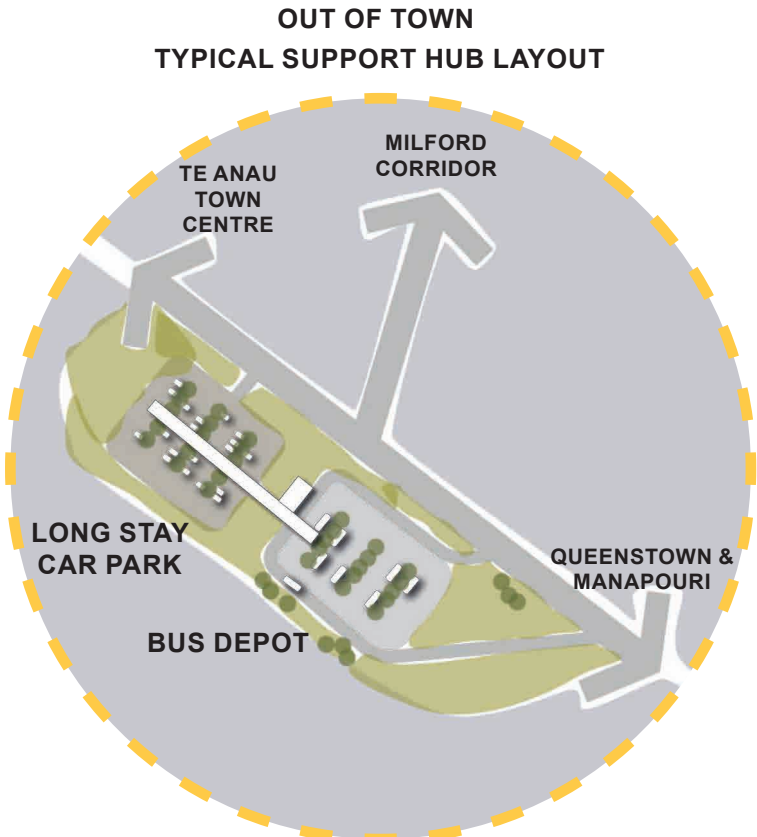
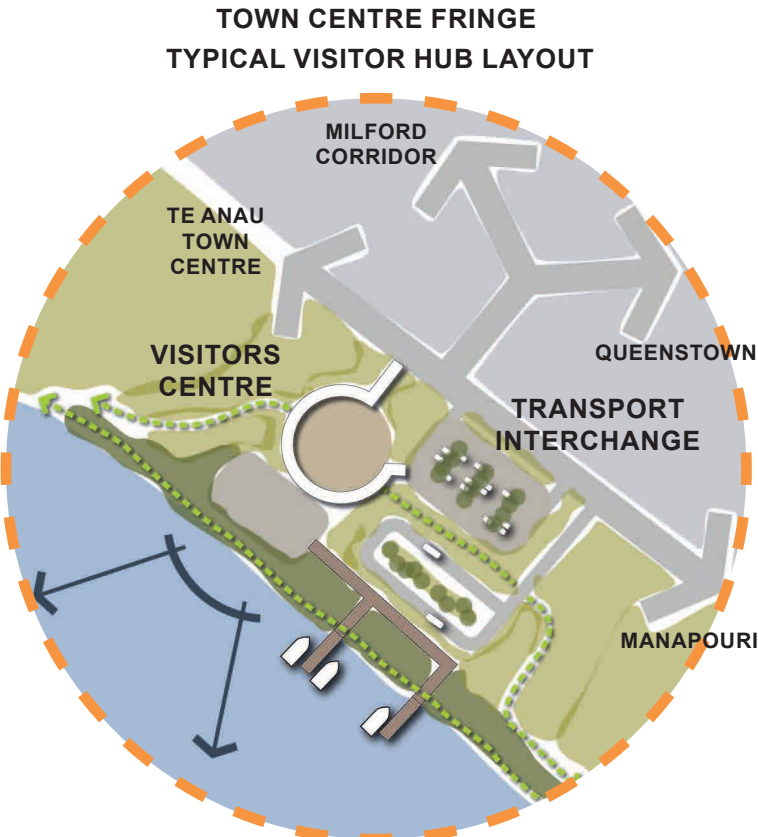
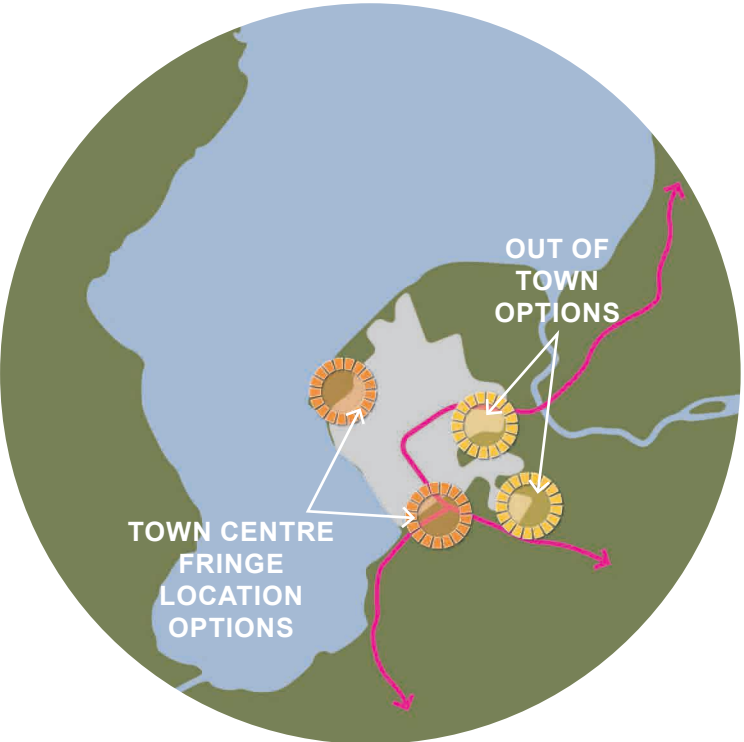
It is proposed to add jetties for local water-based experiences and opportunities to use shuttle services to connect surrounding boats, sea-plane operations and Te Anau Airport Manapouri that can provide access to sub-regional destinations, including other parts of Te Rua-o-Te-Moko Fiordland National Park.

TOWN CENTRE LOCATION

Location of the visitor hub on the edge of Te Anau town centre must be carefully considered to achieve a balance between supporting the vitality of the town centre by attracting visitors and not undermining its character with more vehicle traffic expected to serve the Milford Corridor.

A suitable site should also be a comfortable walk or cycle from the town centre and visitor’s accommodation to minimise local traffic, while bus services will need to be able to link directly into the state highway network to access Milford Road and other regional destinations. Opportunities exist to coordinate with other complementary visitor destinations around Te Anau and link into the local and regional trail network.

Most importantly, the site needs to have strong visual connections to Te Rua-o-Te-Moko Fiordland National Park and promote the natural qualities of lake and landscape distinct to Te Anau.





NODES AND SHORT STOP EXPERIENCES

NODE 1. TE RUA-O-TE-MOKO FIORDLAND NATIONAL PARK ENTRANCE

& NODE 2. EGLINTON REVEAL

Two entry thresholds, with different roles, will elevate the visitor's sense of arrival and anticipation to Te Rua o Te Moko Fiordland National Park. This will bring the Milford Corridor and Milford Sound Piopiotahi experience closer to Te Anau while simultaneously strengthening the perceived role of Te Anau as a key hub for the region.

The first threshold would be a stunning entrance at the legal boundary to Te Rua-o-Te-Moko Fiordland National Park and wider UNESCO Te Wāhipounamu – Aotearoa New Zealand World Heritage Area. A rural landscape threshold can exist with a distinct crossing into native bush that provides a natural gateway. This can be enhanced with a large, yet context appropriate, drive through signage, marker or artwork similar to the themes that are already obvious throughout the corridor. However, this gateway is in a spatially constrained location that does not allow for development of a node with infrastructure or a stopping point. Crossing a threshold from a high-country station into a world-class cultural landscape is important for hosting manuhiri/visitors and communicating a shift to more challenging driving conditions. This will also signal a change in how we care for the environment, greater cultural respect and responsible driving.

The second threshold would form a key node at the iconic Eglinton Reveal, a visually dramatic exit from bush with a strong visual connection along the Eglinton Valley toward other key nodes along the Milford Corridor. This is a logical point to manage access through a permit system. Unrestricted access would be allowed to this point within Te Rua-o-Te-Moko Fiordland National Park, which would provide a stopping and turning area where visitors can experience one of the highlights of the Milford Corridor before managed access begins.

The Eglinton Reveal would also have other visitor activities to continue the experience, such as a river trail and interpretive viewing areas and support facilities like car parking and public toilets. An entrance barrier will need to be incorporated.

The Eglinton Reveal node would have suitable areas for infrastructure that are less ecologically sensitive, providing visual amenity is carefully managed. It is important the proposed expansion of this node maintains a sense of reference this landscape currently offers to visitors who emerge from the bush. The use of sunken areas, low profile structures and naturalistic bunding should integrate into the grassy flats and maintain the wide-open vistas strongly associated with this node.

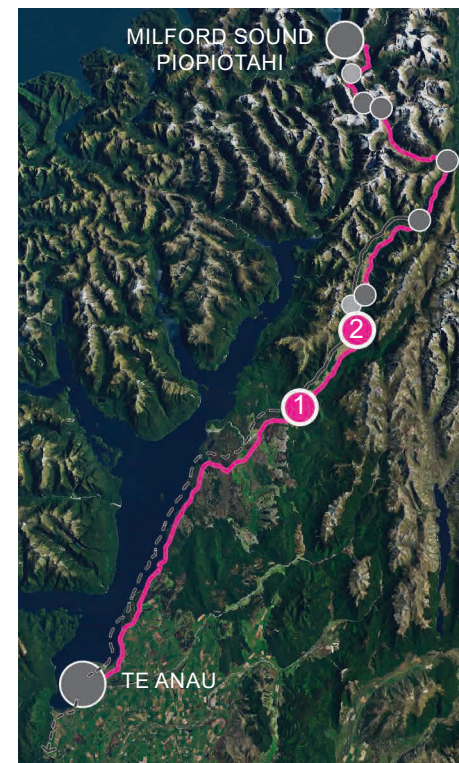


Figure 14: Location of Node 1 Te-Rua-O-Te-Moko Fiordland National Park Entrance & Node 2 - Eglinton Reveal



Figure 15: Aerial view of Node 1 Te-Rua-O-Te-Moko/Fiordland National Park Entrance & Node 2 - Eglinton Reveal



Figure 16: Node 1 - Te Rua-o-Te-Moko National Park Gateway conceptual image showing indicative gateway feature

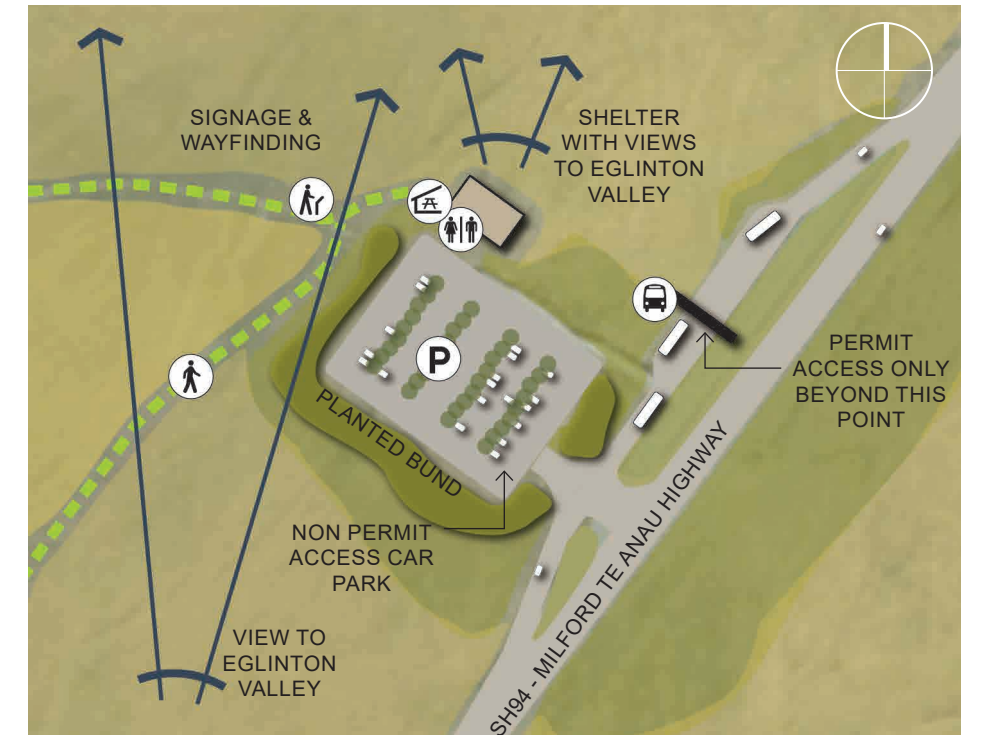


Figure 18: Node 2 - Eglinton reveal conceptual diagram (not to scale)



Figure 17: Node 2 - Eglinton Reveal conceptual image showing indicative shelter

NODE 3. TE HUAKAUE KNOBS FLAT

Te Huakaue Knobs Flat is in a central location within the Eglinton Valley and the first of two combined experience and accommodation nodes within the Te Rua-o-Te-Moko Fiordland National Park section of the Milford Corridor. It is currently a bus service stop.

There is potential for a range of family-friendly accommodation choices, depending on market demand to facilitate a diverse range of visitors. The Te Huakaue Knobs Flat side of the node is already a heavily modified grassy clearing. It is being proposed for redevelopment and expanding the existing accommodation with amenity buildings and simple cabins with a few extras, including Wi-Fi, seasonal food carts, bus stops, track access, etc. It would also optimise existing campervan and camping sites with improved landscape that breaks up and screens sites into clusters that could be individually booked. The node may also accommodate a small lodge near the Kiosk Creek clearing with complementary campervan and camping access.

The Te Huakaue Knobs Flat and Kiosk Creek are both well sheltered by the Beech forest edge and intended to be low impact. This will be accomplished by maintaining the landscape setback from the Milford Road and sensitively designed to minimise indirect effects of noise and light pollution on indigenous fauna and nearby habitats.

Te Huakaue Knobs Flat and Kiosk Creek could also act as a key base for guided experiences within the corridor. Both are close to lowland Red Beech forests of high conservation value with ongoing research activity. It has the potential to be a key interpretive node at the mid-point along the corridor. It is proposed to co-locate the existing research base with a series of covered shelters containing interpretation displays, pūrākau cultural narratives with a looped nature trail and observation points that enhance existing tracks or new tracks carefully integrated into the forest, avoiding the more sensitive bush edges.

A shared trail for cycling and walking would be supported by the node with accommodation and shared facilities. The trail would use extensive grasslands on the west side of Milford Road for open travel and viewing opportunities.

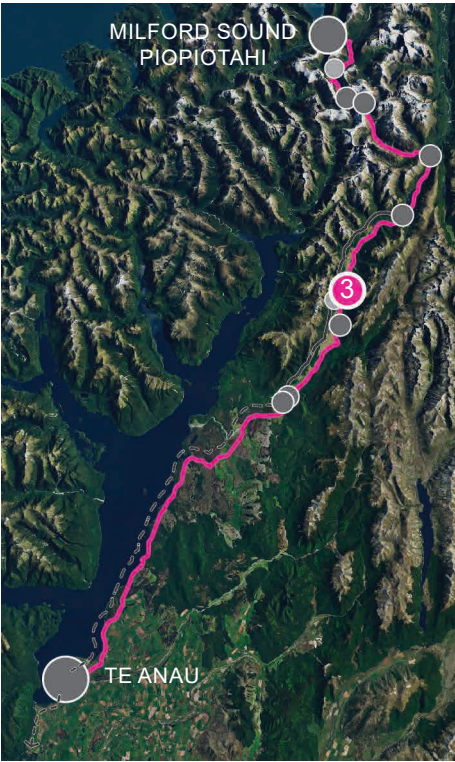


Figure 19: Location of Node 3 - Te Huakaue Knobs Flat



Figure 20: Aerial view of Node 3 - Te Huakaue Knobs Flat



VISITOR ACCOMMODATION EXAMPLE

Image: Pinterest. <https://homeworlddesign.com/rural-cottage-turf-roofs-burnt-timber-cladding/>

Figure 21: Node 3 - Te Huakaue Knobs Flat conceptual image

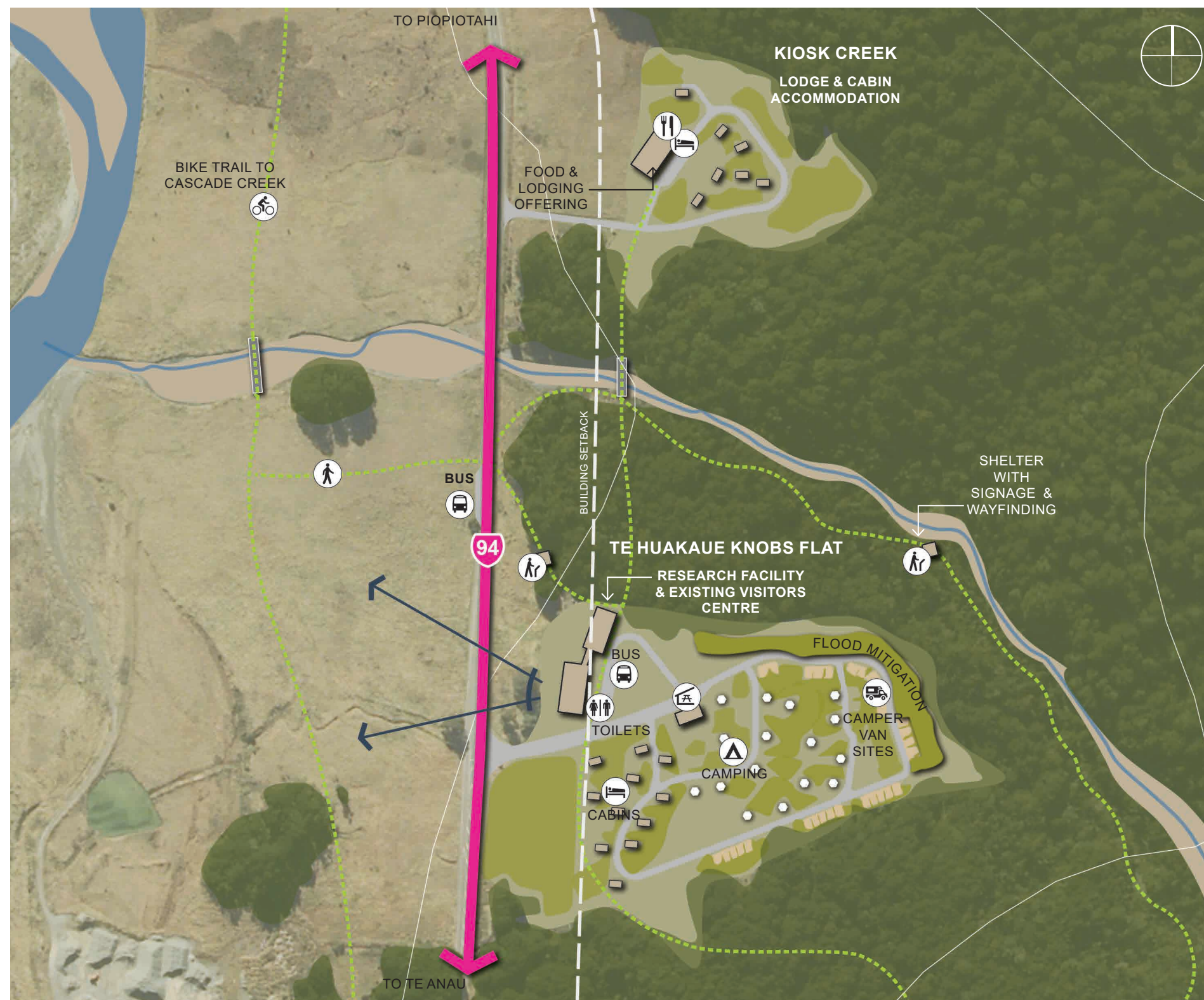


Figure 22: Node 3 - Te Huakaue Knobs Flat conceptual diagram (not to scale).

SHORT STOP - MIRROR LAKES WAIWHAKAATA

Located halfway between Te Anau and Milford Sound Piopiotahi on Milford Road, Mirror Lakes Waiwhakaata is an existing experience to view a series of small lakes with incredible reflective views of the surrounding wetlands and the Earl Mountains. This is proposed to remain as a short stop where the existing accessible boardwalk and viewing platform are located. Under the proposed access model, the sealed car park is prioritised to be a hop on/hop off bus service and express coaches with a small area for short-term vehicle and campervan parking. The short stop will be enhanced with additional infrastructure, including weather/bus shelter, interpretive displays and toilet facilities.

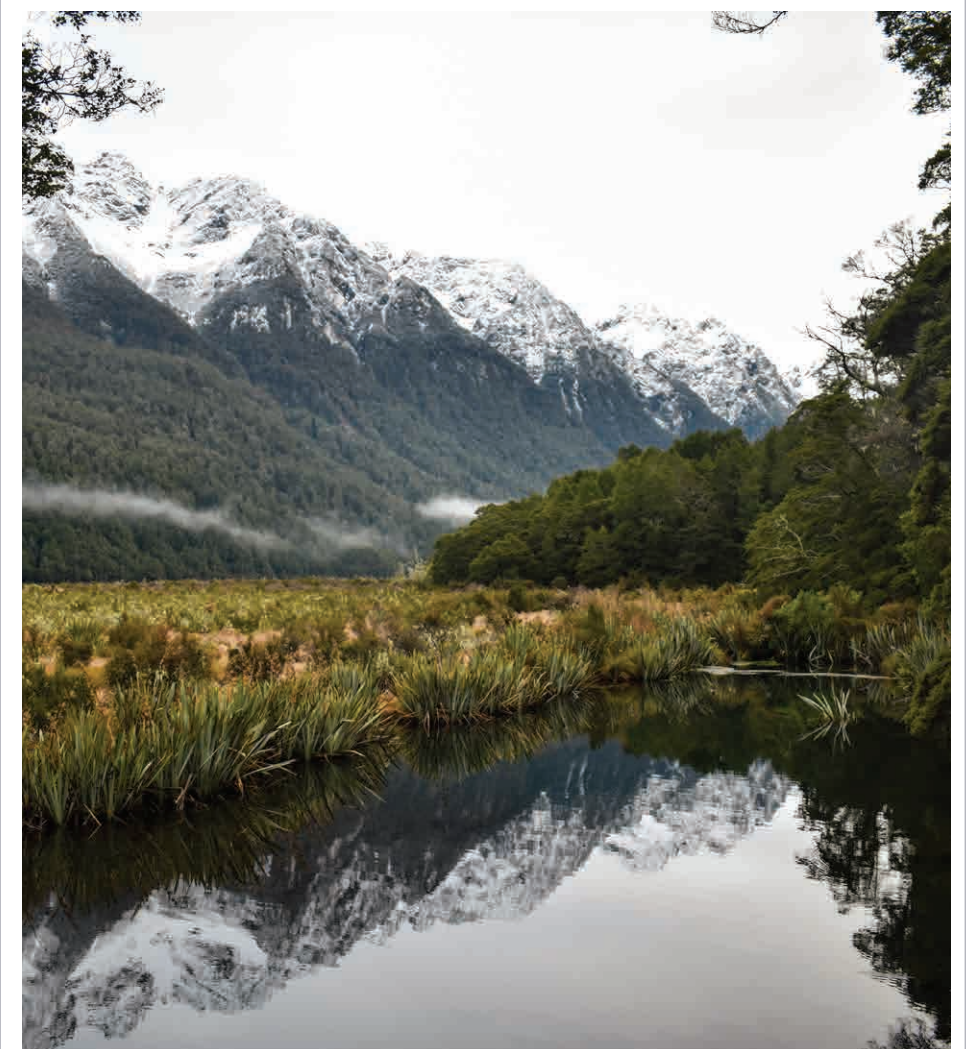


Image: Mirror Lakes Waiwhakaata

NODE 4. ŌTĀPARA CASCADE CREEK / MISTAKE CREEK OVERNIGHT WALKING TRACK EXPERIENCE

The Ōtāpara Cascade Creek experience and accommodation node will be at the northern end of Eglinton Valley and the last node on the eastern side of the Kā Tiritiri o te Moana Southern Alps.

The existing Ōtāpara Cascade Creek campsite has the largest capacity in the corridor and is the furthest from Te Anau. As the last accommodation option, it sets up visitors for an early trip through to Milford Sound Piopiotahi. Expanding the usage of this site would help grow the corridor as a family friendly and more affordable destination in one consolidated location.

A 'tread lightly' approach is proposed given the site's challenges with flooding and open landscape. It optimises existing camping and campervan sites with improved landscape that breaks up and screens sites into clusters that can be individually booked. Amenity facilities are also proposed with a few extras, including Wi-Fi, bus stops, track access, jetties, boat storage, etc.

The node would provide safe access to tracks off Milford Road, including the Gunn Lake Nature Walk. This can potentially be used to access opportunities for water-based experiences on Ōtāpara/Lake Gunn and Eglinton River, such as kayaking and packrafting.

The Mistake Creek overnight walking track has been redirected to begin and end at the Ōtāpara Cascade Creek node. It is proposed to accommodate walkers undertaking a new multi-day walk that complements the shorter and longer walks already offered in and near the corridor to create a variety of walking opportunities. This great walk experience with considerable landscape diversity and interest is designed as a stepping stone for the longer walking experiences.

A new hut of high DOC hut standard and pre-booked and located on open grassy flats is planned to accommodate up to 80 walkers when fully developed. Two short walks will extend on tramping standard tracks from the hut to access lookouts at the dramatic northern glacial cirque and western waterfall of Mistake Creek. An existing route would continue over into Hut Creek via U Pass, looping back to Ōtāpara Cascade Creek for recreationalists with backcountry experience.

The shared trail along the corridor would also originate from the node before Milford Road becomes more physically constrained around Lake Gunn. There is an opportunity to utilise bus services along Milford Road to access this high point of the trail in the Eglinton Valley and benefit from gradient changes through to Te Huakaue Knobs Flat and beyond.

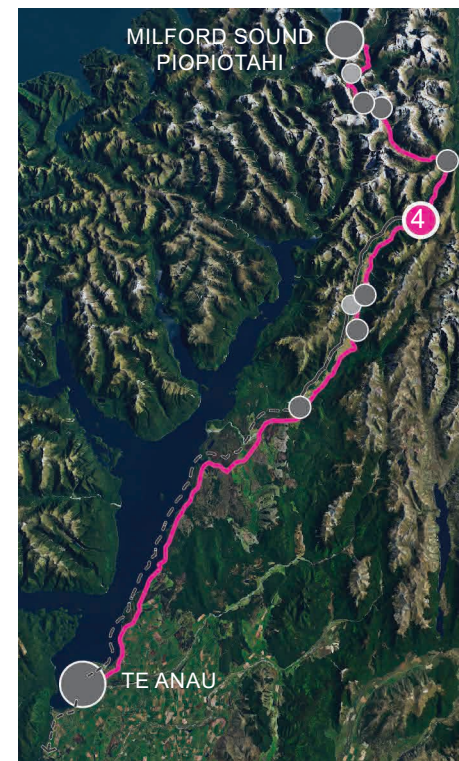


Figure 23: Location of Node 4 - Ōtāpara Cascade Creek / Mistake Creek overnight walking track experience



Figure 24: Aerial view of Node 4 - Ōtāpara Cascade Creek / Mistake Creek overnight walking track experience

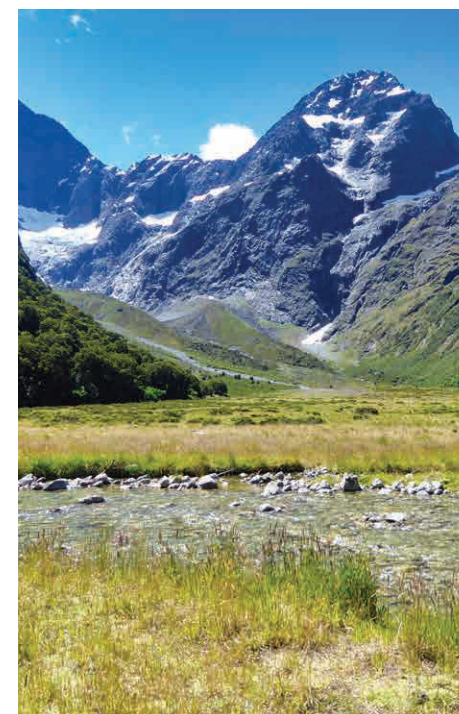


Image: Upper Mistake Creek



Figure 25: Node 4 - Ōtāpara Cascade Creek camp site conceptual image

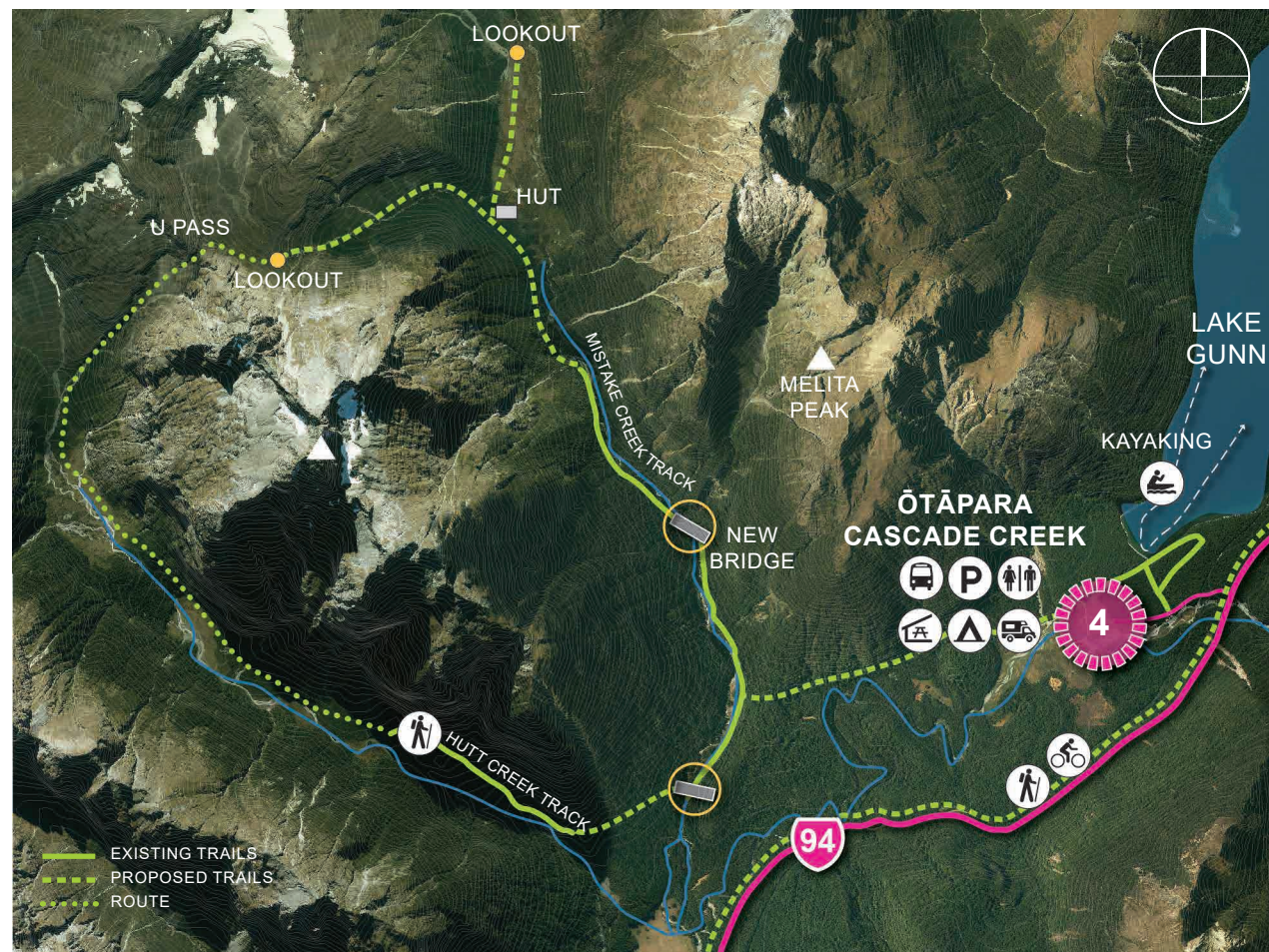


Figure 26: Mistake Creek Overnight Walking Track Experience conceptual location diagram (not to scale).



Figure 27: Node 4 - Ōtāpara Cascade Creek conceptual diagram (not to scale).

NODE 5. THE DIVIDE / WHAKATIPU TRAILS HEAD

The Whakatipu Trails Head would form a contemporary node that recognises the nearby convergence of Ara Tawhito (traditional trails), linking Whakatipu Waimāori Lake Wakatipu with the West Coast. The node and associated network of surrounding trails is significant to Ngāi Tahu who seek the return of their identity and connections to the mountains in this area. A wānanga / living classroom would be provided primarily for Ngāi Tahu rangatahi (young people) to learn about the protection and endorsement of tangible and intangible cultural heritage of Ngāi Tahu. It will include a cultural storytelling element with ownership of culture, practices, rituals and stories to be held by Ngāi Tahu. These could form the basis for expanding existing Ngāi Tahu tourism along the Whakatipu-ka-tuku Hollyford Valley and consistent narratives that could be shared with visitors to the node.

The node would form a trail head destination, linking visitor bus services and recreationalists travelling along Milford Road to a range of world-class short to multi day great walks, including guided routes. The trail head would work with The Divide short stop, allowing loop walks and stronger connections into a wider track network, including the established Routeburn, Greenstone / Caples and Key Summit tracks. It would combine these with Lake Marion / Lake Marion Falls Track, upgraded to a one-way loop and great walk and an extended Hollyford Track. A new covered nature trail would be added to the Lake Marion tracks that would provide an all-weather experience for all ages and abilities, on or near a level grade for wheelchair accessibility with rich interpretation along the route.

Trail head facilities designed to serve a large range of visitors would be provided to complement those at the eastern end of the Routeburn Track, including observation points, interpretative displays, track information, shelter, toilets and bus drop off / car park areas. Interpretation and infrastructure are to reinforce Te Ara Whakatipu and the associations and connections of Ngāi Tahu with the trails.

The final location for the node has yet to be identified. However, it is anticipated it could be located in the vicinity of the Lower Hollyford Valley and a short distance from Milford Road, the Whakatipu Trails Head just beyond or at the Divide.

The Divide is on the western side of Kā Tiritiri o te Moana the Southern Alps. It is one of the few stopping points that is deep within lowland Beech forest, with access to alpine areas with spectacular views. It could use a recently expanded car park at the start of the popular Lake Marion Track.

The Divide is the lowest east-west pass in the Southern Alps Kā Tiritiri o te Moana (531m) and is the last stop in Eglinton Valley, beyond which Milford Road drops into the Hollyford Valley and becomes windy and narrow in places. It allows convenient walking access to Key Summit for spectacular views of the Lower Hollyford Valley, flanked by the Darran and Humbolt Mountains. The track originating from the existing car park can be susceptible to natural hazards (e.g., slips). Providing this can

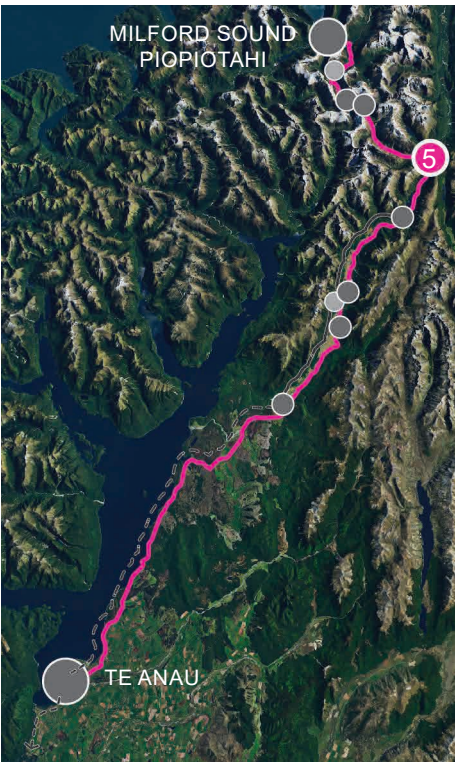


Figure 28: Location of Node 5 - Whakatipu Trails Head



Figure 29: Aerial view of Node 5 - Whakatipu Trails Head

be maintained, this short stop would work with the Wakatipu Trails Head, allowing for loop walks and stronger connections into a wider track network, including the established Routeburn, Greenstone / Caples tracks, from a higher elevation Milford Road connection.

Under the proposed access model, the existing car park is prioritised to be a hop on/hop off bus service and express coaches with a small area for short-term vehicle and campervan parking. The short stop will be enhanced with additional infrastructure, including weather/bus shelter, interpretative displays and toilet facilities.

It has the potential to become an iconic new node that establishes a strong mid-corridor destination and a more accessible alternative to Milford Sound Piopiotahi. The location of the Trails Head node and its overall relationship with The Divide is a conceptual idea that will require more detailed analysis.



Figure 30: - Whakatipu Trails Head conceptual image

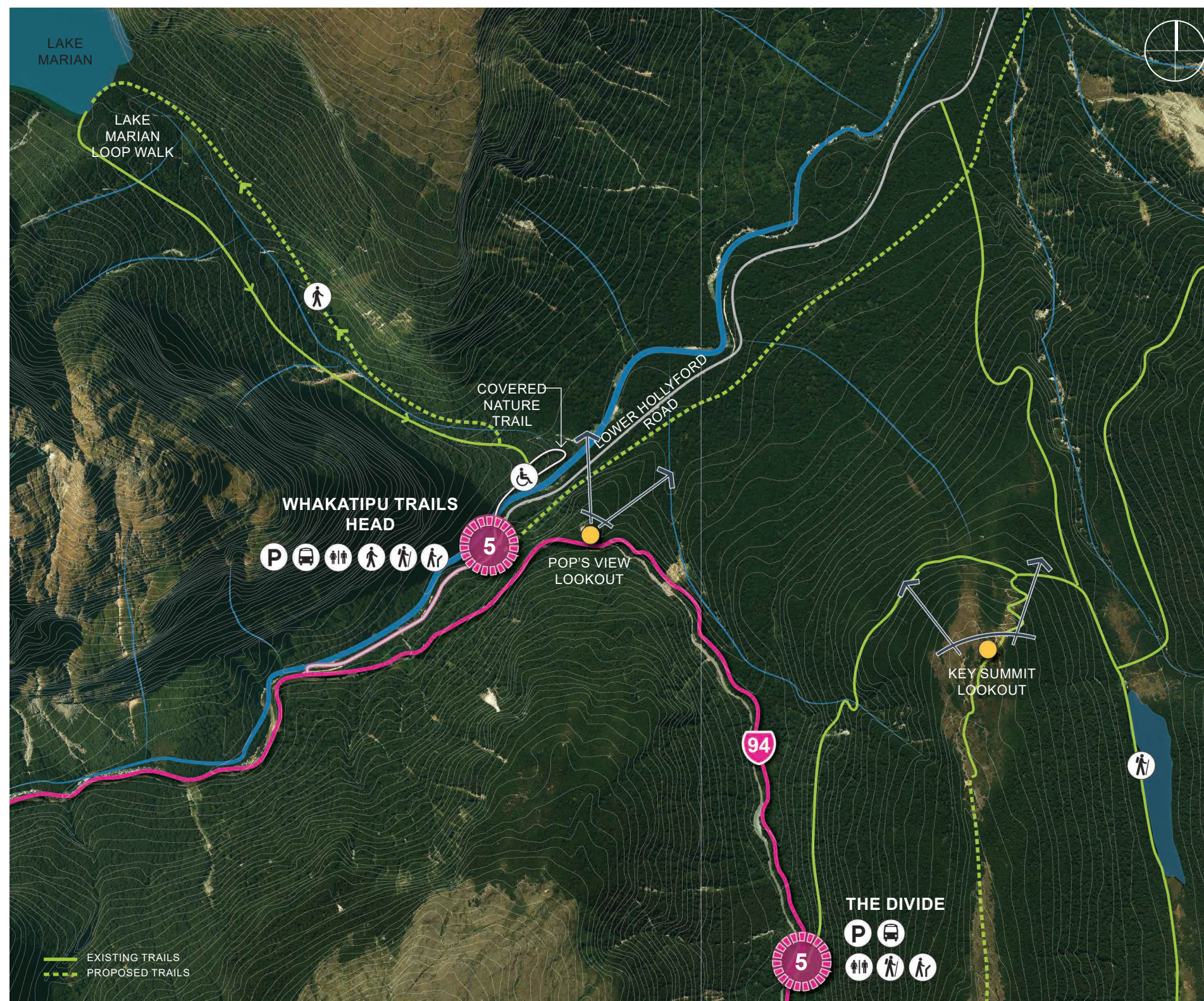


Figure 31: Whakatipu Trails Head context conceptual diagram (not to scale).

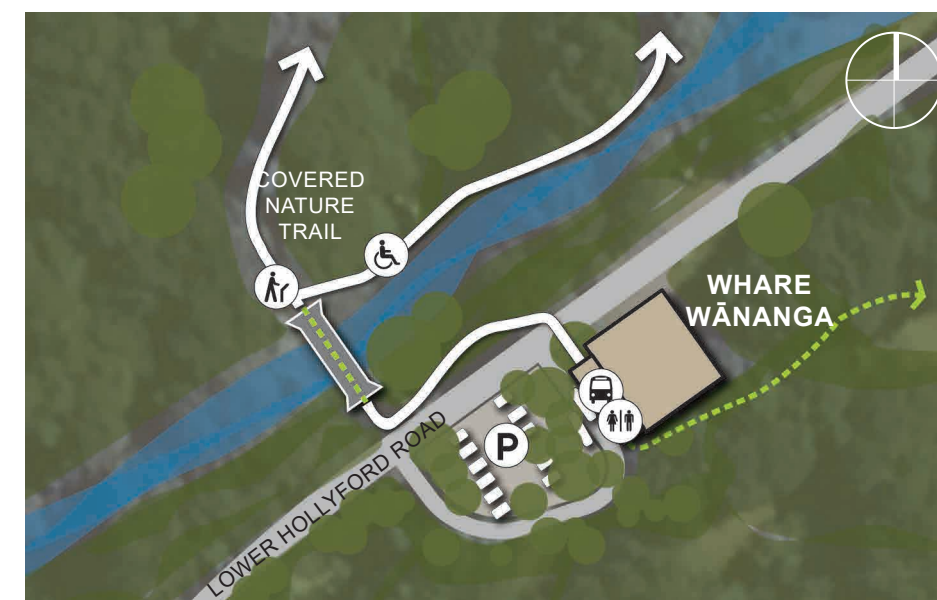


Figure 32: Node 5 - Whakatipu Trails Head conceptual diagram in indicative/possible location (not to scale).

NODE 6. GERTRUDE VALLEY

This scenic, glacially formed U-shaped valley feeds into the upper Whakatipu-ka-tuku Hollyford Valley close to the eastern entrance of Homer Tunnel. The popular Gertrude Valley walk meanders up the valley through spectacular alpine vegetation and leads to the more challenging Gertrude Saddle route at its head. Although it has breath-taking views, it is more subject to fitness, experience, weather and risk from steep terrain.

The node is proposed as a superior alternative to the previously popular upper Whakatipu-ka-tuku Hollyford Valley viewpoint near Homer Tunnel, which has been closed due to natural hazards and traffic congestion issues. It offers similar dramatic alpine and glacial scenery along with a wider range of other experiences. It is also located near existing infrastructure, including the Milford Road Operations Centre (Waka Kotahi) and Homer Hut (Aotearoa New Zealand Alpine Club). There are also future modifications planned concerning flood management and visitor parking.

In addition to enhancing longer day walks to Gertrude Valley, a new looped nature trail is proposed. This would capture the diversity of alpine landscapes, including meandering creeks through alpine vegetation, old boulder fields and stunted Beech forest with views surrounding the mountains. It would provide a short stop experience for all ages and abilities, on or near a level grade for wheelchair accessibility, with rich interpretation along the route.

All tracks will lead perpendicular away from Milford Road, providing a sense of detachment from the corridor and enabling a more immersive wilderness experience with minimal infrastructure required. The node can also work in combination with Homer Hut to provide access to a wide range of climbing experiences, including some of the hardest routes in Aotearoa New Zealand.

Trail head facilities would be provided, including observation points, interpretative displays, track information, shelter, toilets and bus drop off / car park areas for those not transporting by bus. Strategically located bunding and a refuge will provide protection for internal and external viewing areas from flooding, rock fall and avalanche hazards.



Figure 33: Location of Node 6 - Gertrude Valley



Figure 34: Aerial view of Node 6 - Gertrude Valley



Figure 35: Gertrude Valley conceptual image

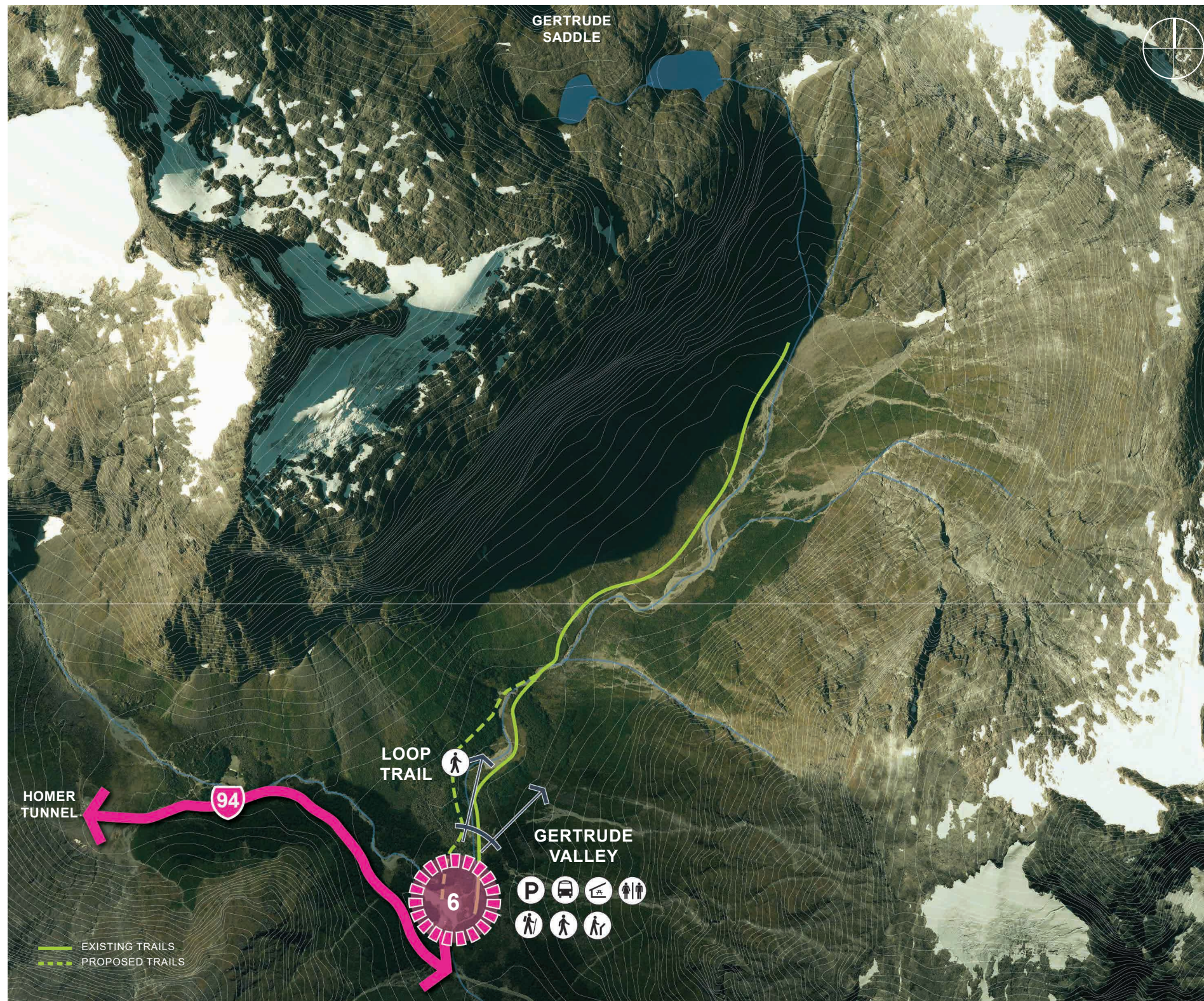


Figure 36: Node 6 - Gertrude Valley conceptual context diagram showing walking route to Gertrude Saddle (not to scale).

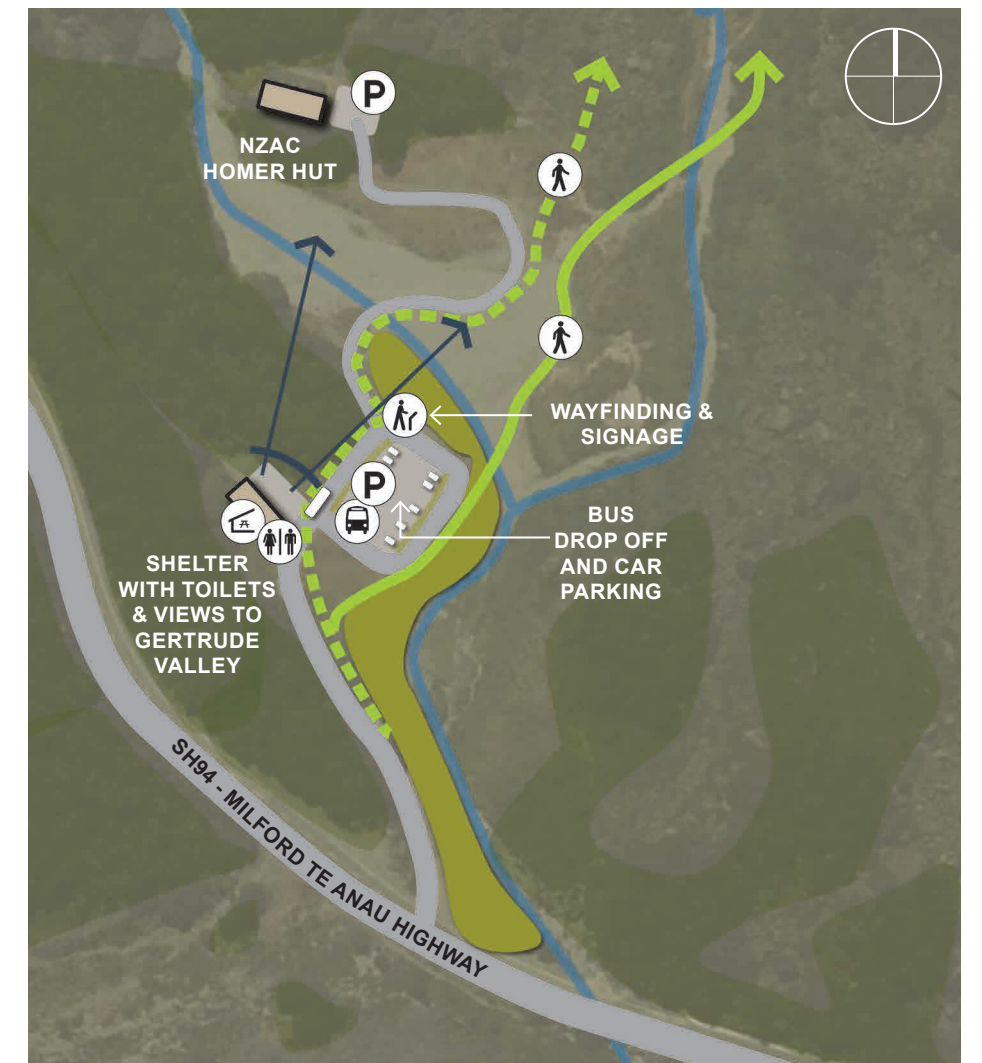


Figure 37: Node 6 - Gertrude Valley conceptual diagram (not to scale).

NODE 7. CLEDDAU CIRQUE

The second major curve on Milford Road after exiting the western entrance of the Homer Tunnel is the first safe opportunity to pull over. It is one of the key photo opportunities for many visitors and part of the initial 'wow' moment that marks the arrival into the wider context of Milford Sound Piopiotahi.

The node will provide an observation point for visitors to appreciate the dramatic glacial formed cirque that surrounds and elevated views down the upper Cleddau Valley toward Milford Sound Piopiotahi. Closer range experiences include alpine vegetation and one of the best opportunities for passive (non-interactive) observation of Kea.

A safe observation facility and other safety features will protect the node from rock fall and avalanche risks, offering a safe viewing location in this dynamic alpine environment. The potentially iconic refuge design is intended to be of low visual impact, yet large enough to accommodate a minimum of 45 to 90 people or one to two coach loads at a time.

This is one of several nodes specifically proposed to accommodate short stop visitation, optimised for 10 to 20-minute stops to maximise visitor satisfaction and reduce perceived crowding. It would be serviced by the hop on/hop off bus and could be incorporated into express coach schedules.

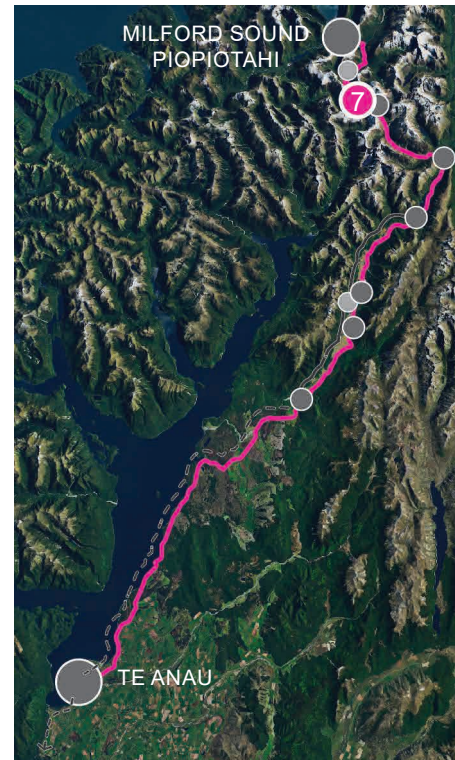


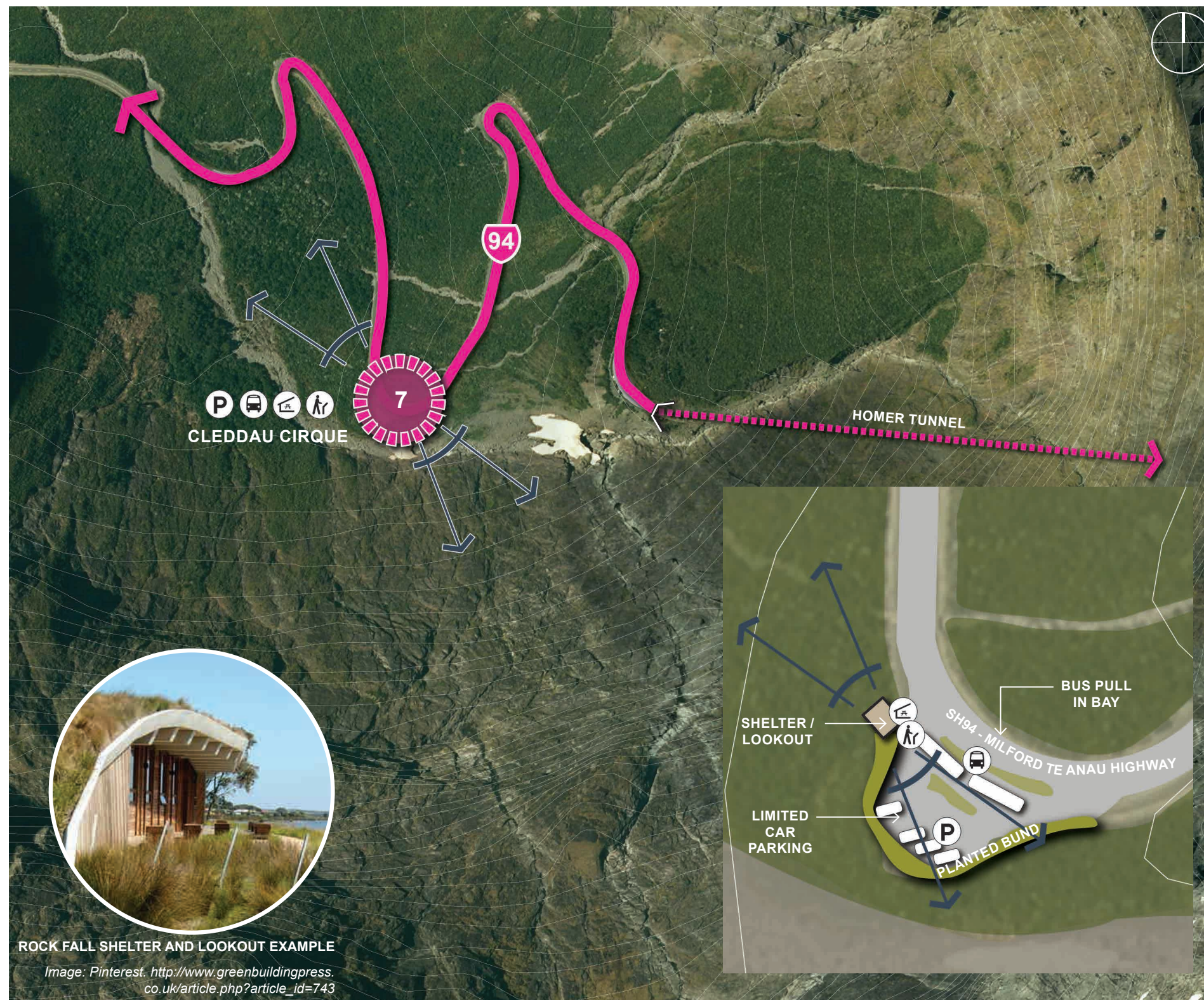
Figure 38: Location of Node 7 - Cleddau Cirque



Figure 39: Aerial view of Node 7 - Cleddau Cirque



Image: Looking toward Milford Sound from above Node 7 - Cleddau Cirque, Edgerton on Unsplash



SHORT STOP - THE CHASM

Located halfway between Homer Tunnel and Milford Sound Piopiotahi on Milford Road, The Chasm is an existing experience to view a dramatic series of waterfalls through water-sculpted rocks. This is proposed to remain as a short stop where the existing easy walk and damaged viewing facility will be repaired, and the large, sealed car park repurposed. Under the proposed access model, the sealed area will be configured to service a hop on/hop off bus service and express coaches with a small area for short-term vehicle parking. The node will be enhanced with additional infrastructure, including weather/bus shelter, interpretative displays and toilet facilities. It will also be designed to accommodate an emergency evacuation area in the event of a natural disaster in Milford Sound Piopiotahi or other more vulnerable areas to improve resilience within the Cleddau Valley.

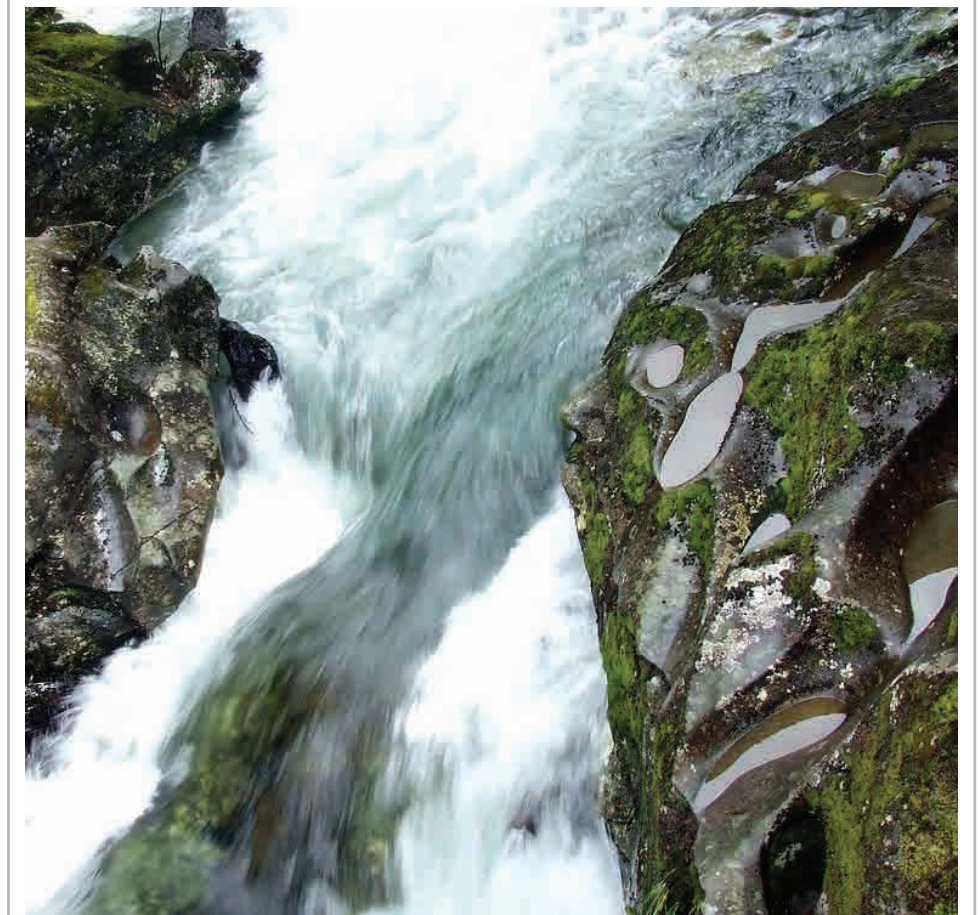


Image: "Water @ The Chasm, New Zealand" by timparkinson

Figure 40: Location diagram with Node 7 - Cleddau Cirque conceptual diagram inset (not to scale).

MILFORD SOUND PIOPIOTAHİ HUB



MILFORD SOUND PIOPIOTAHİ KEY CONCEPTS

Milford Sound Piopiotahi is the most northern fiord in Fiordland and at the furthest extent of Milford Road (State Highway 94), making it both remote and the last destination along the Milford Corridor. While the surrounding fiord landscape towers over the place, the Cleddau Delta and foreshore areas around Freshwater and Deepwater Basins provide relatively level terrain where existing development has progressively built-up over time. Opportunities exist to enhance this infrastructure, integrate new development or revert to nature.

1. RETURN OF PŪRĀKAU AND PLACE NAMES TO THE LAND AND SEA SCAPE



Place names and stories bind Ngāi Tahu to the land and sea, their whakapapa and each other. They articulate connections to celestial, primordial and historical events, and people, to places in Aotearoa New Zealand and the Pacific, and provide guidance and wisdom. Many place names form the oral maps that enabled Ngāi Tahu to travel throughout the area and practice mahinga kai.

Returning pūrākau and places names to the land and sea scape is realised through multiple approaches, from their authentic daily use by all those operating and visiting the area through to how the area is marketed and described. The place names and stories permit Milford Sound Piopiotahi to be viewed through a Ngāi Tahu lens, providing a deeper cultural experience for visitors.

From a Ngāi Tahu perspective, the return enhances a sense of belonging to the environment and connection to tūpuna. This connection supports mana whenua in exercising rangatiratanga and kaitiakitanga, and in the active transfer of knowledge.

2. CONSOLIDATION AND CENTRAL ORIENTATION



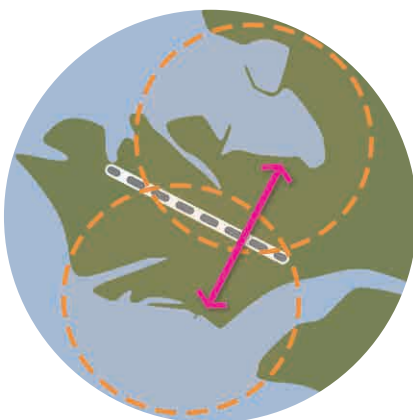
The gradual development spread across Milford Sound Piopiotahi is proposed to be consolidated into a single integrated visitor hub. This is in the safest and most visually discrete part of the foreshore area, located on the raised site of the existing Milford Village.

The hub will be on a smaller, condensed footprint near the transport terminal for convenient and accessible bus transfers with a covered walkway for adverse weather conditions.

This hub will provide a central orientation point directing visitors to and from the various experiences across Milford Sound Piopiotahi from a central location. It will also provide a robust building to offer protection to staff and visitors from natural hazards.

Concentrating visitor activity in a carefully managed location avoids disturbance of conservation areas and enables more spaces for contemplation and informal recreation elsewhere.

3. CLEDDAU DELTA LINKS



Removing the aerodrome runway and relocating staff accommodation away from the Cleddau Delta enables direct connectivity between Freshwater and Deepwater Basins. Adding this missing link reduces the physical division to better integrate visitor, recreation and working destinations across Milford Sound Piopiotahi. It also establishes a strong, publicly accessible visual and physical green link between the Cleddau River and fiord as part of an enhanced visitor arrival experience, in place of the visually dominant runway.

Improving accessibility to and through the Cleddau Delta also expands the potential range of experiences, improving the visitor experience through more accessible and convenient walkways to Cleddau Bush and foreshore walking tracks, different observation points, water-based recreation opportunities and new parking and heliport facilities.

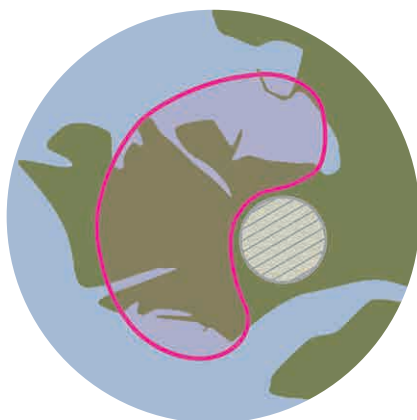
4. EXPANDING AVAILABLE ACTIVITIES



The current peak of arrivals during the day (late morning – early afternoon) is largely due to the travel time from Queenstown, which results in large numbers of visitors arriving at the same time rather than spread out across the day. These time limitations mean that for most visitors, the Milford Sound Piopiotahi experience is almost entirely comprised of a boat trip before leaving quickly to go back to Queenstown.

A broader range of land and water-based activities are proposed with opportunities for visitors to favour experiences that are most relevant to them or their abilities. For most, this will mean continuing to undertake the world-famous scenic boat experience. However, a wide range of enhanced cultural, walking, observation, interpretive and hospitality experiences will also be offered that may be more appealing or be part of a longer itinerary without the long return journey. For the small proportion who pay for accommodation, even more time will be available to explore with a selection of activities to match the extended time.

5. HIGH QUALITY EXPERIENCE



Currently, the visitor and staff functions are intermingled across Milford Sound Piopiotahi which compromises the quality of visitor experiences and other important values.

The Piopiotahi Plan will remove foreshore parking, repurpose the aerodrome and reposition most of the operational, vehicle parking and service-related areas to the southwest area of Milford Sound Piopiotahi. The consolidated staff functions will sit behind the tip of the Barren Peak spur that contains the visitor hub, reducing the impact of vehicle movements and associated infrastructure obstructions and other amenity effects on large areas of the Cleddau Delta and foreshore areas.

Reducing disturbance of fauna provides opportunities to highlight the area's natural values and ensure visitors have a more immersive wilderness experience. Ngāi Tahu narratives can be better reflected at the interface of land and water once again, with more unobstructed access and views to and from Milford Sound National Park. Generally, it creates more pleasant and safer people-places for visitors and recreationalists.

MILFORD SOUND PIOPIOTAHİ PLAN

The Masterplan was developed to be respectful of the heritage, values and narratives of Ngāi Tahu while managing a range of limitations to improve conservation and landscape and provide a high-quality experience for mana whenua, visitors, recreationalists and locals at Milford Sound Piopiotahi.

The Milford Sound Piopiotahi Plan proposes to:

- Replace the old hotel with a new eco-concept hotel that offers premium and standard services to meet visitor demands.
- Develop a new visitor centre for information, Mitre Peak views, central gathering area and departure point for a range of experiences.
- Enhance and create a variety of Milford Sound Piopiotahi experiences, including:
 - Boat trips
 - Bowen Falls cable car, walks and lookout walks
 - Barren Peak Spur treetop lookout (above visitor hub)
 - Foreshore/forest nature walks with regular viewing points
 - Commercial/recreational marine interface (provides facilities and addresses issues between commercial operators and recreational boats)
- Upgrade, replace and expand all infrastructure, especially drinking water and electricity (hydro).
- Reorganise car parking to ensure low visual impacts and introduce permit parking.
- Provide layover facilities for the hop on/hop off and express bus fleet.
- Redevelop staff accommodation to improve living arrangements, mitigate natural hazards and repurpose the land.
- Develop new heliport to allow current aerodrome runway to be removed and repurposed.





Figure 41: Milford Sound Piopiotahi plan

MILFORD SOUND PIOPIOTAHİ HUBS AND NODES PLANS

VISITORS HUB

The proposed visitors’ hub will replace the existing Milford Village that currently occupies a central location near the end of Milford Road. It will consolidate much of the infrastructure proposed within the reimagined Milford Sound Piopiotahi, including a new bus terminal, visitors centre, interpretive marine centre, hotel and staff accommodation and a range of outdoor experiences.

The visitors’ hub will be the most intensively used area within Milford Sound Piopiotahi and will be carefully optimised for a high-quality visitor experience by reducing cross flows, minimising perceived crowding, maximising quality time, managing safe vehicle movement and protecting visitors from inclement weather and natural hazards.

CREATE A COMPELLING SENSE OF ARRIVAL

A dramatic sense of arrival for visitors via bus will be achieved by dividing the existing Milford Road at Deepwater Basin Road junction and diverting the one-way, inbound approach along the existing aerodrome taxiway. Landscaping will be designed to naturally frame key viewpoints to Rāhotu Mitre Peak to provide an initial reveal creating a strong first impression before turning into the bus terminal. The arrival sequence then becomes more intimate with a short, covered walkway through the bush to the forecourt of the visitors’ centre, highlighting the extreme landscape contrasts of Milford Sound Piopiotahi. Longer approach options will also be provided to connect with an enhanced foreshore walk to enable an alternative water’s edge journey to the visitors’ centre to emphasise the historic and ongoing importance of the land/water relationship to mana whenua. The forecourt will provide opportunities for visitors to pause, gather and reflect on the wairua of the place before entering the visitors centre, or can be used for larger ceremonial events.

ESTABLISH A NEW BUS TERMINAL

The new bus terminal will serve as a place of arrival and departure. The repurposing of the existing aerodrome taxiway, apron and terminal area for buses will allow greater flexibility in the way the visitor hub is configured and optimised. It will centralise hop on/hop off bus and coach services in one area and streamline the arrival process from a visitor perspective. Clear visual separation from the visitor’s centre and hotel will also reduce visual impacts and minimise vehicles in front, keeping vehicles to ‘hidden areas’ to the south east within a discrete and already modified bush clearing. Covered bays that will link to the main visitor’s centre walkway will provide weather protection throughout most parts of the hub.

ESTABLISH NEW CO-LOCATED VISITOR AND INTERPRETIVE MARINE CENTRES

The co-located visitor and marine research centres will be contained within an already modified area on the existing raised hotel site. The redevelopment will allow the existing infrastructure to be rationalised and new facilities and experiences carefully integrated within the landscape setting and the cultural identity of Ngāi Tahu to be expressed in the built environment.

The visitor centre will be a place to learn about the wonders of Milford Sound Piopiotahi through engaging interpretive experiences and panoramic scenic views from observation points in and around the centre. It will be a critical central location for booking and/or leaving for experiences with direct access to a local shuttle service, taking visitors to the boat terminal and Hine-te-awa Bowen Falls experiences, and the origin for an extensive network of walking tracks. It will be a place for more passive activities where visitors can socialise, rest and restore, supported by food and beverage services, and to retreat from bad weather. It will also provide mana whenua a purpose-built space for active transfer of knowledge and use of cultural materials. Sustainable practices will be promoted, supported and considered ki uta ki tai, within te hauora o te taiao (the wellbeing of the environment).

The interpretive marine facility will highlight the Milford Sound Piopiotahi point of difference compared to the corridor experience. It will contain a range of indoor experiences with open aquarium viewing and shallow ‘touch’ tanks, interpretative displays and audio-visual experiences with associative views to the fiord. It is intended to have a key marine education role to reinforce conservation messages, interpret the Milford Sound Piopiotahi Marine Reserve alongside and express the cultural heritage and Kaitiakitanga of Ngāi Tahu in Te Rua-o-Te-Moko Fiordland.

From a safety perspective, the co-location and consolidation of these two centres will reduce visitor time in other areas more vulnerable to natural hazards. It will place visitors in the safest location on higher ground and close to stable landforms. The need for a robust, multi-storey structure will create an opportunity for the building to function as a large refuge with safety features that will offer protection for visitors and staff. A rooftop helipad will also be constructed on the visitors centre for emergency evacuation landings.

DEVELOP NEW VISITOR ACCOMMODATION

A new hotel is proposed in an elevated position above the visitor and marine research centres, orientated to capture direct views of Rāhotu Mitre Peak. Its size and configuration will be subject to detailed commercial feasibility during the implementation stage. At a minimum, the visitor accommodation will maintain the existing capacity within Milford Sound Piopiotahi and continue to serve walking tours using the Milford Track. It could host additional premium visitors to support other new opportunities, particularly activities and experiences that capture the wairua of the place during the quieter and more contemplative evening and morning periods. The design will be well-integrated into the landscape and of high-quality, befitting of the ‘masterpiece’ narrative of mana whenua.

RELOCATE STAFF ACCOMMODATION

Staff accommodation will be relocated from Cleddau Village into a new purpose-built, multi-storey development adjacent to the hotel that will

enable better quality and more compact housing in a safer location. This will be modelled on similar successful developments internationally and contain a mix of unit types. Common facilities will be configured to create a sense of community, including communal indoor social spaces and outdoor living spaces secluded from day-to-day visitor activities. This will be centrally managed to support higher quality living standards and to minimise its environmental footprint.

COMMON SERVICE LANE AND SHARED FACILITIES

A clear delineation of visitor activities from the operational side of the visitor hub will be established though the inclusion of a common service lane that will run along the southern side of the Visitor and Interpretive Marine Centres / Staff Accommodation buildings, between the spur running off the base of Barren Peak. This will screen vehicles and service areas from the foreshore area and allow dedicated guest access to the hotel via a covered drop-off area and staff accommodation lobby. The co-location of activities within a compact area of the visitor hub will also provide the opportunity to efficiently share facilities, such as kitchens and car park areas, and to minimise the building footprint.

FORSHORE ENHANCEMENTS











Relocation of the foreshore public car park to the Cleddau Delta will allow the foreshore to be a more naturalised estuarine edge and reduce the visual issues near the visitor hub. The existing foreshore walk will be realigned to directly connect with both the visitors centre and boardwalk leading to Freshwater Basin. The network of tracks within the visitor hub will be intensively used and remnant hardstand areas, including parts of the Milford Road, will be upgraded to high quality, shared surfaces with flexibility for a range of mobility requirements and movement modes. Some larger areas will be kept as reflection areas for rest or gathering areas, with the remainder revegetated. Areas between the foreshore and visitors centre will remain low-level vegetation and informal recreation areas to maintain open viewpoints to Milford Sound Piopiotahi.

BARREN PEAK SPUR WALKWAY AND TREETOP VIEWING STRUCTURES

A relatively low and geologically stable spur at the base of Barren Peak wraps around the visitor hub and provides dramatic elevated views of Milford Sound Piopiotahi. An upgrade of the existing track leading up the spur is proposed for able-bodied visitors with a bridge link provided directly behind the proposed visitors centre, which crosses over the common service lane. The track connects to two treetop canopy viewing structures that are carefully configured to minimise removal of mature Beech forest and to screen the built infrastructure of the visitors hub below.

KEY

- ① Arrival views towards Rahoitu Mitre Peak
- ② Bus terminal
- ③ Covered walkway
- ④ Arrival gathering space
- ⑤ Hub gathering space
- ⑥ Visitor and Interpretive Marine Centres (levels 1 & 2, helipad on rooftop)
- ⑦ Visitor accommodation
- ⑧ Service lane
- ⑨ Staff accommodation
- ⑩ Visitor and staff accommodation carparking /service area
- ⑪ Foreshore enhancements
- ⑫ Water based viewing deck
- ⑬ Barren Peak Spur walkway and treetop viewing platform

-  Existing buildings
-  Proposed buildings
-  Boardwalks
-  Covered walkways
-  Paths & trails
-  Viewing areas
-  Public gathering areas
-  Shelters
-  Refuges
-  Existing vegetation

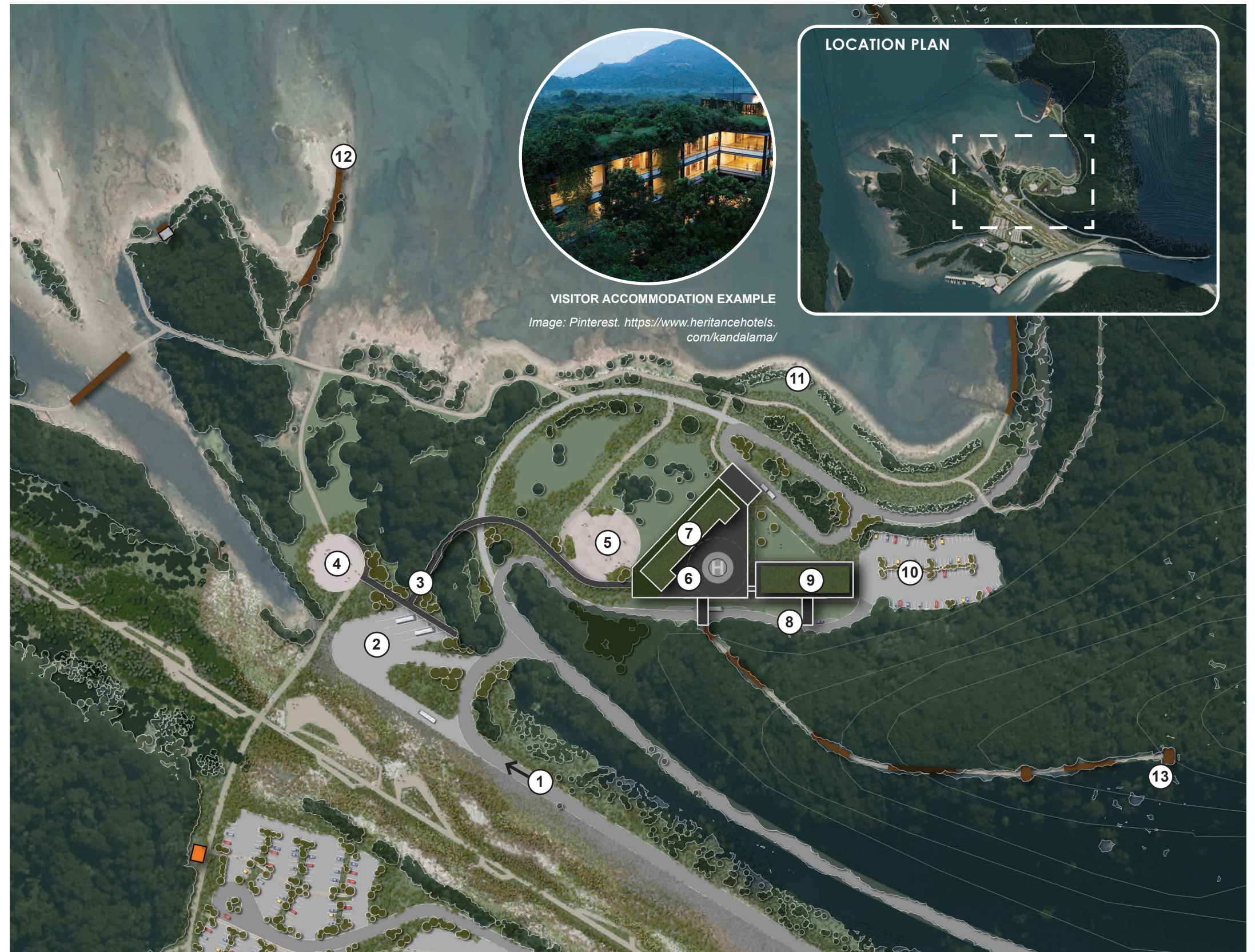


Figure 42: Visitors Hub Cluster Plan



FRESHWATER BASIN NODE

The Freshwater Basin node will be based around the existing boat terminal and jetties located in a sheltered basin between the (Lady) Hine-te-awa Bowen Falls and Cleddau Deltas. It will primarily be used as an experience node for visitors with a short road link and separated boardwalk along the foreshore from the Visitor Node. This will allow travel through the Beech forest, which is one of the few readily accessible places where the forest extends all the way from the bush to the fiord.

REDEVELOP THE BOAT TERMINAL

The introduction of centralised ticket validation at the visitor centre, along with more even spread of boat cruises throughout the day will reduce the time visitors need to wait at the boat terminal. This change could either enable downsizing of the terminal to serve as a covered gateway to boat services, or repurposing of existing internal terminal spaces for other activities (e.g., observation deck). Development of the consolidated bus terminal and shuttle service from the visitor hub to Freshwater Basin will also support this with more coordinated drop off times. This will provide opportunities to minimise transport along the foreshore and replace coach parking at the boat terminal with better landscapes and reduced impermeable surfaces.

This approach would see the existing boat terminal modified or replaced with a more fit for purpose and lower profile, shelter structure that heightens the experience of the steep land/water interface at Freshwater Basin.

ICONIC REFUGE

As part of a series of iconic designed, natural hazard refuges throughout Milford Sound Piopiotahi, one will be provided at Freshwater Basin to protect visitors from rock fall and tsunami and will inform visitors about the risks. As a day-to-day landmark and shelter, it could be integrated with the boat terminal gateway structure to also provide a range of facilities, including waiting areas and weather protection, accompanied by interpretive displays.

NATURE WALK LOOP

To complement the existing foreshore boardwalk a new nature trail is proposed through the Beech forest to create a return loop. This will provide a short walk experience, or alternative to the shuttle bus, for all ages and abilities with interpretation continued along the route.

HINE-TE-AWA BOWEN FALLS EXPERIENCES

(Lady) Hine-te-awa Bowen Falls is the tallest of two permanent waterfalls within the fiord and near the Freshwater Basin Node. It has a distinctive plume at its head, which adds to its visual interest and significance for Ngāi Tahu.

LOWER PONTOON WALKWAY

This existing coastal and waterfall experience is currently accessed by a short, on-demand boat service. A new floating pontoon walkway is

proposed to avoid rock fall hazards, linking the most northern jetty of the boat terminal with the Hine-te-awa Bowen Falls Delta. It will connect to an existing track that takes visitors through the bush to Cemetery Point for unimpeded views out to Milford Sound Piopiotahi, and a boardwalk and lookout structure at the base of the dramatic Hine-te-awa Bowen Falls. Both will be enhanced to manage visitor growth while maintaining the sense of solitude and drama of the experience.

HINE-TE-AWA BOWEN FALLS TOP LINKS









A new fixed cable car up to the hanging Bowen Valley is proposed that will provide access to the top of Hine-te-awa Bowen Falls, via a nature walk, and toward the head of the Bowen River on a longer walking track. This will allow visitors to experience rising views over Milford Sound Piopiotahi, natural bush setting and dramatic views from an iconic cantilevered lookout structure at the top of the Hine-te-awa Bowen Falls. In addition to aerial perspectives over the Falls and Delta below, longer views will be available over Milford Sound Piopiotahi, directly into Sinbad Valley and across to the steep northern faces of Rahotu Mitre Peak. This would provide visitors with a world-class activity, an alternative to the boat trip on the water, potentially reducing the number of boat trips. A cable car alignment would originate from a base building near the boat terminal and follow the steep alignment of the existing hydro pipeline. Although technically challenging and subject to significant detailed investigation, there is an opportunity to combine the provision of a cable car as part of the planned upgrade to the penstock infrastructure needed to service growing electricity demand.



Image: Hine-te-awa Bowen Falls

KEY

- ① Breakwater and viewing area
- ② Tourist boat terminal/shelter
- ③ Covered jetties
- ④ Refuge
- ⑤ Lower Bowen Falls pontoon walkway
- ⑥ Walkway to lower Hine-Te-Awa Bowen Falls viewing area
- ⑦ Covered walkway to cable car base station
- ⑧ Bowen Valley cable car
- ⑨ Upper Hine-Te-Awa Bowen Falls walk and viewing platform
- ⑩ Bowen Valley walk
- ⑪ Forest walk to visitor hub
- ⑫ Foreshore boardwalk to visitor hub

-  Existing buildings
-  Footprint of existing buildings to be phased out
-  Boardwalks
-  Covered walkways
-  Paths & trails
-  Viewing areas
-  Refuges
-  Existing vegetation

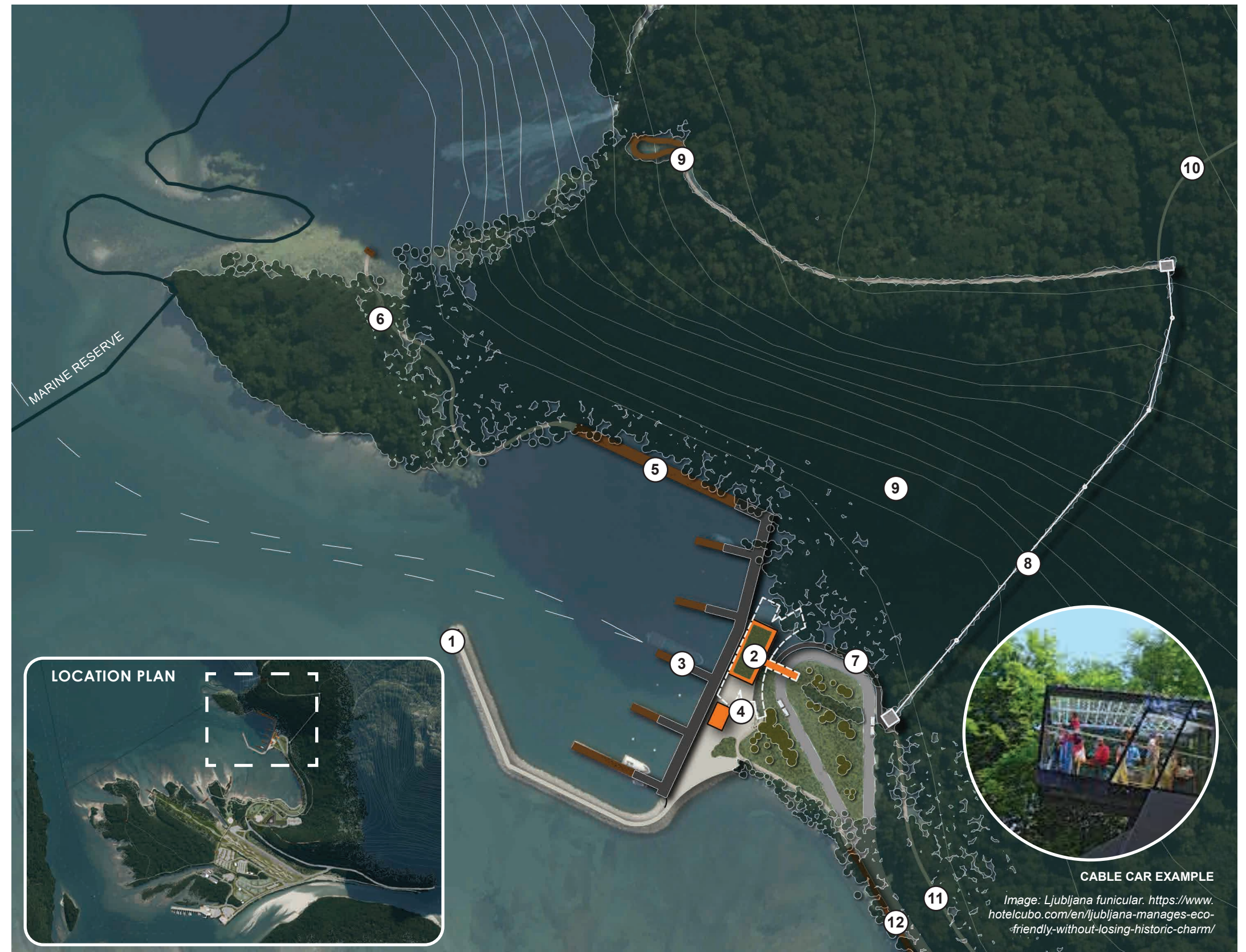


Figure 43: Freshwater Basin Plan

CLEDDAU DELTA NODE

The Cleddau Delta node is located between Freshwater and Deepwater Basins and was formed at the mouth of the Cleddau River prior to the channel being managed by the existing stop bank and the ground level of some areas raised.

REGENERATIVE LANDSCAPE SPINE

Removal of the aerodrome runway for fixed wing flights will allow for spatial optimisation of Milford Sound Piopiotahi. Its removal will improve the visitor experience, reduce environmental impacts and avoid costly runway maintenance and upgrades, while having only a minor impact on visitation. This will free up additional space for other uses, such as a realigned road entry, bus terminal, publicly accessible view shafts/ observation points and greater walking track connectivity across the Cleddau Delta. The use of helicopters would remain, with helipads being relocated to the south east along Pembroke Drive. Helicopter approach will be designed to minimise noise and disruption to ground visitors.

Redeveloping the runway is the biggest opportunity in Milford Sound Piopiotahi, seeking to re-inhabit large areas of lowland delta landscape and improve public access to a host of new experiences. A large-scale regenerative landscape approach is proposed, reminiscent of the former braids of the Cleddau River that originally ran through the existing runway alignment. It is intended to reconnect those visiting Milford Sound Piopiotahi back to the past – as it was.

A key part of the landscape approach seeks to reduce the total area of impervious surfaces and expand areas of open, boulder habitat that are of importance for rare species, such as the threatened and nationally critical, Milford Boulder Butterfly. Revegetation elsewhere will restore indigenous shrubland with the aim to heal the edges of the mature Cleddau Bush, whilst being mindful of retaining views to the wider landscape setting.

To diversify the visitor’s experience, an access route will be maintained to enable views along the Rahotu Mitre Peak viewpoint while incorporating pause points and interpretation stations as visitors transition between river and estuary. A unique water-based observation point, via a board walk extension at the end of the spine, will offer views across Freshwater Basin toward the distinctive features of Hine-te-awa Bowen Falls.

CLEDDAU BUSH TRACKS

The Cleddau Bush is an existing mature lowland Beech forest ecosystem that has survived the braided movements of the Cleddau River across the Delta. With the potential for improved access from the visitors hub, there are new opportunities for some high quality, accessible loop tracks into the Bush that will enable wheelchair access in most locations. One track primarily links between observation points along the foreshore, focusing on the estuarine margins and longer views to the surrounding landscape features that include those most important for mana whenua. The other track will provide a nature trail through the Bush. Both are intended to be sensitively integrated utilising existing trap lines where possible.

ICONIC REFUGES

As part of a series of iconic designed, natural hazard refuges throughout Milford Sound Piopiotahi, two will be provided at key locations in the low-lying coastal zones of the Delta. These will be positioned near areas of higher visitor activity to inform visitors about risks and protect them in the event of a natural disaster, in this case tsunami. As day-to-day landmarks, they would also function as general-purpose shelters with facilities for rest and weather protection, accompanied by interpretive displays.



Figure 44: Artist’s impression of Regenerative Landscape Spine

MILFORD AERODROME

Prior to Covid-19, the approximately five percent of visitors who arrived by air to the Milford Aerodrome were split roughly 75 percent on fixed wing and 25 percent on rotary wing aircraft. The Masterplan recommends that fixed wing aviation should be discontinued and the runway removed. Helicopter access would be retained and relocated closer to other operational areas nearer to Deepwater Basin. This recommendation is based on a combination of issues, including:

- Several operational and safety challenges due to its location in a mountainous area. In addition, there are highly changeable meteorological conditions, which means it currently operates on only about 150 days of the year.

- It is in an environmentally sensitive area with the presence of threatened fauna, a high proportion of impermeable surfacing and is flood prone. The latter is an issue that will only get worse over time with climate change induced sea level rise.
- The runway is slowly sinking and needs major reconstruction work to strengthen its foundations, which will be a costly exercise.
- There is a poor landside visitor experience without normal airport terminal facilities.
- There is a large area of restricted public access for runway and airside facilities that splits Milford Sound Piopiotahi into two, severing direct access between Freshwater and Deepwater Basins.

The retention of helicopter access should more than adequately accommodate high-value, time-poor visitors, and address resilience issues, including the ability to evacuate people in the event of a natural disaster. The Masterplan proposes to retain the ability to have scenic overflights over Milford Sound Piopiotahi, noting that the flights themselves are a highlight of the current visitor experience.

The aerodrome is close to its limits in passenger numbers and constrained by the number of days when it cannot operate. Land access will more than cover the loss of air access. Fixed wing aviation provides around 3.5 percent of current access with very limited scope for growth, while the ground-based access options through a combination of tour coach and hop on/hop off buses recommended in the Masterplan will provide for up to 185 percent of current demand. Parts of the existing aerodrome infrastructure could be repurposed for bus access to enhance the existing arrival experience at Milford Sound Piopiotahi, providing a direct viewpoint to Mitre Peak.

The currently under-utilised Te Anau Airport has ample capacity to accommodate growth without the significant safety, cost and operational challenges of the Milford Aerodrome, which means there are additional options available to existing fixed wing aircraft operators to develop their business in the absence of landing at Milford Sound Piopiotahi. This would provide the opportunity for a different model of scenic flights and increase the utilisation of Te Anau Airport, including making it a more attractive proposition for some form of scheduled air service from Queenstown or elsewhere, and would drive significant economic benefits to Te Anau and the wider Te Rua-o-Te-Moko Fiordland National Park and Southland regions.

KEY

- ① Regenerative landscape spine with views to Rahoitu Mitre Peak - forest section
- ② Regenerative landscape spine with views to Rahoitu Mitre Peak - delta section
- ③ Cleddau Bush loop tracks
- ④ Iconic refuges
- ⑤ Water based viewing deck
- ⑥ Delta link bridge







-  Boardwalks
-  Paths & trails
-  Viewing areas
-  Refuges
-  Existing vegetation
-  Shelters



Figure 45: Cleddau Delta Cluster Plan



DEEPWATER BASIN NODE

Adjacent to the existing outlet of the Cleddau River, the Deepwater Basin node accommodates an existing marina for commercial fishing, kayak operations and a boat ramp/boat trailer park for recreationalists. It is proposed that a new visitor viewing area and refuge are incorporated with these activities and that the heliport is relocated.

COMMERCIAL MARINA AND VISITOR VIEWING AREA AND FOOD CARTS

There is an opportunity for the existing marina to be tied into the overall visitor experience, rather than attempting to hide this activity. This would leverage the fresh seafood kai moana story that has been ingrained into Milford Sound Piopiotahi for generations. Raising the profile of the marina will necessitate strong access management and reorganisation to make the existing operation safer and more visually appealing on sea and landside areas.

The direct, cross-spine pathway between the visitors hub and Deepwater Basin node steps up onto the Cleddau River stop bank and terminates at raised viewing areas overlooking its river mouth and Deepwater Basin. Alternatively, hop on/hop off buses accessing the layover area on Sinbad Drive could be used for regular shuttle service to and from the visitors hub.

A hard stand area would provide opportunities for seasonal food carts and sheltered dining areas set within a revegetated landscape. Its character would be matched to the more operational activities in Deepwater Basin. Visitors could experience the dynamics of a working marina and recreational slipway, and, while sampling its products and having it interpreted, keep safely separated in designated viewing areas.

RECREATIONAL BOAT RAMP AND TRAILER PARKING

The location of the concrete dual access boat ramp will be retained and upgraded with access and manoeuvring areas configured to reduce conflicts between activities. Boat trailer parking will be formalised to use the available space more efficiently with a dedicated area for short stay parking nearby and long stay parking along Gravel Pit Lane.

DEDICATED SEA KAYAK AREA

To support existing sea kayaking enterprises, it is proposed to relocate visitor operations to a separate ramp/service area with a dedicated launching ramp and boat storage at a nearby estuarine inlet. This will provide sheltered put ins in a more natural setting and ready access to the Cleddau Delta coastline, while avoiding commercial and other larger recreational boat movements.

ICONIC REFUGE

As part of a series of iconic designed, natural hazard refuges throughout Milford Sound Piopiotahi, a refuge will be placed at the intersection of the four main activities operating out of Deepwater Basin. It will reside within the low-lying coastal zone and inform visitors about risks and protect them in the event of a natural disaster. As a day-to-day landmark, it would also function as a general-purpose shelter with facilities for rest and weather protection, accompanied by interpretive displays.

CAR PARKING AND BUS LAYOVER AREAS

A direct, cross-spine pathway between the visitors hub and Deepwater Basin Node will enable convenient walking access to a central visitor car park located on raised ground of the existing staff accommodation at Cleddau Village. Vehicles and campervans will be diverted off Milford Road at the Deepwater Basin Road junction and directed up Sinbad Drive to minimise private vehicle traffic at the visitors hub. Existing and supplementary landscape planting will visually break up potentially large areas of car parking into smaller clusters with spaces that can be individually booked and effectively managed.

Similarly, a bus lay-up area for electric recharging or hydrogen refuelling and driver rest time will be located within an adjacent clearing off Noel Lane.

HELIPORT

A new heliport will be located on raised ground off the existing staff accommodation at Cleddau Village. This responds to an opportunity to reduce the impact of noise on the visitor hub and more closely associate it with other commercial operating environments, such as the commercial marina.

The direct, cross-spine pathway between the visitors hub and Deepwater Basin Node will also allow more convenient walking access to and from the heliport for visitors taking scenic flights. Pembroke Drive will be kept as a service road with opportunities for clear management between landside bus layby or staff parking and airside operational areas. Existing and supplementary landscape planting will visually break up the continuity of landing pads for a high amenity visitor arrival.

The existing DOC service yard off Deepwater Basin Road will be adapted for emergency evacuation landings with utility sheds that could be reused for maintenance and storage for rotary operations with additional site capacity to relocate lightweight buildings from the existing aerodrome.

KEY

- ① Sea kayak launch area with ramp and storage area
- ② Secure commercial marina and operational areas
- ③ Recreational boat ramp
- ④ Iconic refuge
- ⑤ Visitor viewing area and food carts
- ⑥ Short term boat trailer parking
- ⑦ Heliport
- ⑧ Long term boat trailer parking
- ⑨ Wastewater treatment facility
- ⑩ Visitor car parking
- ⑪ Bus layover area

- Existing buildings
- Proposed buildings
- Boardwalks
- Paths & trails
- Viewing areas
- Public gathering areas
- Shelters
- Refuges
- Existing vegetation



Figure 46: Deepwater Basin Plan

GOVERNANCE AND LEGISLATION

The governance and legislative implications have been considered for the Masterplan, recognising that the management and governance form should follow the objectives of the Masterplan as set out in the table below.

#	MASTERPLAN OBJECTIVE	APPLICATION TO GOVERNANCE AND MANAGEMENT	MASTERPLAN IMPLICATIONS: FIRST ORDER FUNCTIONS
1	Ngāi Tahu’s role as mana whenua and Treaty partner is acknowledged and te ao Māori values are embedded throughout.	How will functions, design, and structure enable tino rangatiratanga to be exercised?	<ul style="list-style-type: none">• Recognise tangata whenua aspirations and provide opportunities for tangata whenua engagement at a governance and management level.• Enable Ngāi Tahu, as mana whenua, to own and develop a cultural narrative that will be embedded in the experience.• Provide opportunities to support and maintain cultural practice including related to access, māhinga kai, and cultural take.
2	Milford Sound Piopiotahi is protected and conserved as required by its World Heritage status	How do we ensure that the tangible and intangible natural and cultural heritage values of Milford Sound Piopiotahi are central to its conservation management?	<ul style="list-style-type: none">• Conservation remains a key function for DOC and core activities.• Any governance and strategy arrangements need to ensure that conservation outcomes (and wider natural environment and cultural heritage related outcomes) are maintained or enhanced.• Conservation outcomes should be reflected in concessions arrangements.
3	The visitor experience is world class and enhances conservation of natural and cultural heritage values and community.	What will be the impacts on management of infrastructure, services, and property and activity rights, approval, review, and term?	<ul style="list-style-type: none">• The concessions framework should set high and clear standards, and help hold concessionaires to account.• The Masterplan anticipates wholesale changes to the physical and visitor experience. To enable this will require complex negotiation to revise existing commercial arrangements. Where property and activity rights need to be changed compensation will need to be considered.
4	Infrastructure is effective, efficient, resilient, and sustainable (including access methods).	How do we ensure ongoing investment into infrastructure in a coordinated and sustainable manner?	<ul style="list-style-type: none">• Improved coordination of spatial planning across agencies.• Greater control of access to Milford Sound Piopiotahi including use of the road.• Access to funding mechanisms which enable local revenue to be expended in a more targeted fashion more efficiently.
5	Visitors benefit communities, including Ngāi Tahu, communities of Te Anau, Murihiku Southland, and Otago.	How do we support connection to destination management and local economic development potential?	<ul style="list-style-type: none">• The Masterplan anticipates a Te Anau base. Any governance and management arrangements should consider an appropriate connection to local destination management and marketing activities.• Mechanisms must safeguard against the cultural appropriation of the mana whenua cultural narrative identified as a priority by Ngāi Tahu.



MILFORD OPPORTUNITIES

PROJECT OUTCOMES AND NEXT STEPS

PROJECT OUTCOMES AND NEXT STEPS

KEY OUTCOMES

Delivering the Masterplan will achieve the following key outcomes:

- Protection of the essential character of the place “As It Was For Ever” by managing access through time distribution.
- Ngāi Tahu culture and history is woven through a fully immersive experience of place and people, and provides the context for all design, change and preservation.
- A world class experience for all visitors that is authentic and immersive, and will provide a deeper and richer encounter for international visitors and Aotearoa New Zealanders alike.
- Improved governance and management of Milford Sound Piopiotahi activities and related infrastructure. This includes activities on land and within the fiord.
- Funding for Fiordland improvements and support of the World Heritage National Park, including bird recovery, predator free initiatives, flora and fauna, track standards and successful integration of culture and history. This will likely include a detailed phasing plan and complex negotiation to revise existing commercial arrangements.
- Zero emissions tourism with a focus on H2 or EV bus fleet, progressive standards on all other vehicles and hydroelectricity at Milford Sound Piopiotahi.

NEXT STEPS

Key to the Masterplan are the actions listed below. The actions are intentions for future direction that will require further detailed investigation and are subject to confirmation of priority and acceptance by government. Additionally, actions will need to be framed within a robust implementation plan in the next stage of work to facilitate the strategic directions outlined. This work will include additional feasibility, cost benefit analysis, staging and engagement relating to individual elements and connected projects to optimise outcomes. Some projects may be able to be implemented quickly while others will require legislative and management change. Implementation features include:

1. Working with Crown and Ngāi Tahu to build a common understanding to work in partnership for intergenerational benefits and outcomes. Some mana whenua aspirations are directed at the implementation of the Masterplan, while others are broader reaching looking for strategic influence; this may be elevated to Crown-iwi discussions.
2. Establishing a new governance model to include structure, funding and working/reporting functions back through to government and the associated departments in partnership with mana whenua. Part of this consideration is the way in which key parties continue to grow a strong collaborative working relationship whilst instilling a certain level of autonomy while achieving actions in a timely manner. Legislation will assist in the effective and efficient implementation of outcomes including forming a new governance entity to structure and direct implementation.
3. Endorsing a transportation access model that includes a process and technical systems that can be implemented early ahead of the re-introduction of global travel. This could include establishing a permitting system, access monitoring system entering the park and control access at a selected site (such as Eglinton Reveal) with other access pricing scenarios further explored.
4. Establishing a bus system through the transportation access model to deliver visitors in a more consistent manner where they can be easily managed and distributed across the day. By utilising this system in conjunction with experienced bus drivers will lower the traffic count considerably and improve safety.
5. Selecting a site and designing the new Te Anau Visitor Hub to embrace Te Anau as part of the journey experience and involving the local community, iwi and stakeholders in the process. This process would not only search for key available sites to meet the objectives of

the Masterplan but also likely align with the Te Anau spatial planning process.

6. Designing and developing Milford Corridor improvements to visitor and recreational infrastructure at nodes along the corridor to deliver an enhanced spectrum of experiences and accommodation options to balance Milford Sound Piopiotahi opportunities. Some existing infrastructure will be upgraded, while other assets (e.g., tracks and buildings) may need to be removed. This is necessary to reduce the overall development footprint, improve visitor and resident safety, reduce environmental impacts and optimise the visitor experience.
7. Scoping Milford Sound Piopiotahi redevelopment to better understand the infrastructure and assets and their future use within Milford Sound Piopiotahi. This will likely include a detailed phasing plan. All assets will need to be considered for development with special attention given to the staff village, hotel, aerodrome, and Freshwater and Deepwater wharf areas.
8. Repositioning of the Milford Opportunities within the tourism market to explore potential branding, naming and a wider communications plan that supports the overall standing of Te Anau, Milford Corridor and Milford Sound Piopiotahi as a single destination.



MILFORD OPPORTUNITIES
GLOSSARY

GLOSSARY OF TE REO MĀORI TO ENGLISH

TE REO MĀORI	ENGLISH
Ahi kā roa	The descendants who have kept the fires burning through the ages. Continuous occupation, ahi kā or ahi kā roa, was a vital part of land rights. Every right to land, whether it rested upon discovery, ancestry, conquest or grant, had to be kept alive by occupation, or by some act such as seasonal visits / fire burning, which signified a claim and use
Aotearoa	New Zealand
Aoraki	Mount Cook
Ara Tawhito	Ancient Trail
Hapū	Clan / sub-tribe
Hauora	Health
Hawaiki	Ancestral home of Māori
Hikoi	Step out / walk
Hine-te-awa	Source of Bowen Falls
Hinepipiwai	Lake Marian
Hine Titama	Dawn Maid, daughter of Tane and Hineahuone
Hui	Gathering, meeting
Iwi	Tribe or Nation, also known to refer to bones
Kā Tiritiri o Te Moana	the Southern Alps
Kaika	Home or Village
Kaimoana	Seafood
Kaitiaki	Guardian and protector
Kaitiakitanga	Guardianship and protection. It is a way of managing the environment, based on Māori views.
Kaitiakitanga of Ngāi Tahu	Ngāi Tahu customary practices of guardianship

TE REO MĀORI	ENGLISH
Kāti Māmoe	Ngāti Mamoe, descendants of Hotu Mamoe
Kea	Nestor notabilis / Mountain Parrot
Ki uta ki tai	Mountains to the sea
Mahi	Work activity
Mahinga kai	The knowledge and values associated with customary food gathering places and practices
Mana	Power, Prestige, Status
Manaakitanga	Hospitality, support, care
Mana Whenua	Trusteeship of land
Manuhiri	Guest, visitor
Māori	Native people
Matatautanga	Expertise
Mātauranga	Knowledge
Mātauranga Māori me te taiao	Māori environmental knowledge
Mātauranga tuku iho	Knowledge handed down from ancestors
Mauri	Life force or essence
Mokopuna	Grandchild, young generation
Murihiku	Southland
Ngāi Tahu	Descendants of Tahu Potiki
Ngāi Tahu rangatahi	Ngāi Tahu adolescents
Ngāi Tahu Whānui	Ngāitahu, Ngāti Mamoe, Waitaha
Nohoanga	Traditional site of settlement
Ōtāpara	Lake Gunn
Ōtāpara	Cascade Creek
Papatipu	Ancestral home

TE REO MĀORI	ENGLISH
Papatipu Rūnanga	Mana whenua Council
Piopiotahi	Milford Sound
Pounamu	Greenstone
Pūrākau	Story
Rangatahi	Adolescent
Rahotu	Mitre Peak
Rāhui	Render tapū
Rakiura	Stewart Island
rangatiratanga	Power, authority
Rūnaka	Rūnanga, council
Rūnanga	Rūnanga, council
Takiwā	Region or territory
Tangata	People
Tangata whenua	Local indigenous people
Tapū	Sacred, forbidden
Te Anau	Te Anau
Te Awa-o-Hine	Arthurs River
Te Hauora o te Taiao	Health of the environment
Te Huakaue	Knobs Flat
Te Nohoaka-o-Tū	Devils Armchair
Te Rua-o-Te-Moko	Fiordland
Te Rua-o-Te-Moko	Fiordland National Park
Te Rua-o-Te-Moko	Fiordland
Te Taiao	The Environment
Te Tangi a Tauira	Ngāitahu Ki Murihiku Natural Resouce Management Strategy

TE REO MĀORI	ENGLISH
Te Waipounamu	the South Island
Te Wāhipounamu	World Heritage Area
Te Whakaaro-o-Te-Ruru	Hollyford Valley
Te Waka o Aoraki	Aoraki’s waka, the South Island
Tino Rangatiratanga	Absolute, real authority
Tikanga	Customary correct practices
Tūpuna	Ancestor, grandparent
Tū te Rakiwhānoa	An Atua (deity) who shaped the Fiordland Coast using his mighty toki (adze) Te Hamo
Tūtoko/Tūtoko Valley (it may be written in the document as just Tutoko Valley)	An ancestor
Utu	Compensation, revenge
Waihōpai Rūnaka	The Waihopai Runanga Incorporated Society
Wairua	Spirit
Waitaha	One of the three tribes that make up Ngāi Tahu Whānui
Waka	Canoe, vehicle
Waka Kotahi	NZ Transport Agency
Wānanga	Learning seminar
Whakapapa	Genealogy, family tree
Whakatipu	Grow
Whakatipu-ka-tuku	Hollyford Valley
Whakatipu Waimāori	Lake McKerrow
Whānau	Family

