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NZTA Contract 2018235 - F2Q SSBC & QTC DBC

Technical Note #22

20 February 2020

Update: Queenstown Travel Demand Management Scoping

Introduction

The purpose of this memo is to update the Way to Go Board on the Queenstown Travel Demand Management (TDM) Scoping Study. The purpose of this memo and accompanying presentation (date tbc) are to:

- Listen to the Board and make sure that the Queenstown TDM Scoping Study goes through the correct Way to Go process
- Provide an overview of the Queenstown TDM Scoping Study covering how it came about, who's been involved to date, the approach taken and key recommendations
- Seek support from the Board to respond to concerns that we understand to have been raised by councillors ahead of the October 2019 local body elections
- Seek support from the Board to write a technical note that checks the alignment of the Queenstown TDM Scoping Study with the NZ Transport Agency's recently released "Keeping Cities Moving"¹ document.

An overview of the Queenstown TDM Scoping Study

The Queenstown TDM Scoping Study was commissioned in June 2019 by the NZ Transport Agency under the Way to Go banner. The Study formed part of a series of 'rapid targeted interventions' and the measures within it compliment the Frankton to Queenstown (F2Q) and Queenstown Town Centre (QTC) business cases. The purpose of the TDM programme is to support a mode shift away from car driving to more sustainable and space-efficient transport such as walking, cycling, shared modes and public transport for visitors, tourists, residents, employees and commuters.

The TDM programme recommended by the report was developed by: understanding other transport projects being planned or underway; considering the local context; conducting structured interviews with 15 stakeholders to understand their transport experiences and to gauge the appetite for a transport management association (TMA); and by drawing on best practice and lessons learnt from overseas and national case studies.

The recommended TDM programme for Queenstown has four key areas of focus: 1. policy; 2. travel planning and behaviour change initiatives; 3. wayfinding improvements and 4. setting up a Transport Management Association.

The Executive Summary from the TDM Scoping Study is appended to this document. This provides more details on the four activity areas. Also attached is Tech Note 11 which was issued with the full scoping report in September, it provides detail about how the TDM measures could be applied in Queenstown. The final attachment is the proposed scope of the project with a breakdown of costs; measures that would complement the F2Q and QTC business cases have been identified (this is the majority of measures proposed).

Concerns and progress

The Queenstown TDM Scoping Study was finalised in August 2019, but it has not progressed for three main reasons:

- The anticipated NZ Transport Agency TDM Contestable Fund did not eventuate and so the Way to Go team were not able to pitch for funding for the proposed programme

¹ <https://www.nzta.govt.nz/walking-cycling-and-public-transport/keeping-cities-moving> last accessed 19 December 2019

- The Way to Go Board indicated to the project team that in the run up to the October 2019 elections, a councillor had raised concerns with the Agency about the proposed TDM programme
- The Way to Go Board advised that the project had not followed the correct Way to Go approval process
- Since the Way to Go Board had not approved the final report, the document could not be released.

Since the report was published:

- The Queenstown Lakes District Council local body elections have taken place
- The Agency has released its Keeping Cities Moving document which describes its approach to achieving mode shift in five high growth areas, including Queenstown
- The Agency has received
- The Chamber of Commerce has decided to press ahead with setting up a TMA with the support of its members and other stakeholders (this was one of the main recommendations of the Scoping Study, but the TMA will need funding to achieve the Study's aims).

What should happen next?

The measures proposed by the TDM Scoping Study align with government policy and intentions for the area. TDM is seen as critical to the success of the Frankton to Queenstown and Queenstown Town Centre Business Cases. For these reasons, it is important that the TDM project addresses the concerns highlighted in this memo and also makes progress; we propose to take the following action:

- Present to the Way to Go Board to provide an overview of the Queenstown TDM Scoping Study covering how it came about, which stakeholders have been involved to date, the approach taken and key recommendations
- Confirm what process(es) the Queenstown TDM Scoping Study should go through and complete any outstanding actions
- Confirm which of the recommendations are to be taken forward as part of the overall suite of improvements for Queenstown and who owns the individual elements (QLDC, ORC, Waka Kotahi/NZTA, other); explore funding avenues for any items that don't meet National Land Transport Fund criteria
- Seek support from the Board to respond to concerns that we understand to have been raised by councillors. We propose meeting with Mayor Jim Boulton and other councillors to fully understand any concerns and listen to feedback
- Write a technical note that checks the alignment of the Queenstown TDM Scoping Study with the NZ Transport Agency's recently released 'Keeping Cities Moving' document
- Provide an update to the Chamber of Commerce.

Conclusion

The project team is seeking feedback on this document, and support to progress the proposed actions.

Prepared by:

§ 9(2)(a)

Technical Director, Transport WSP

TDM Specialist

Attachments note added by Alix Newman.



Queenstown Travel Demand Management

Scoping Study



1 Executive summary

The purpose of this study was to scope and cost a Travel demand management (TDM) programme for Queenstown and the Wakatipu basin area (referred to as Queenstown from here on), that supports a shift away from car driving to more sustainable and efficient transport such as walking, cycling, shared modes and public transport for visitors, tourists, residents, employees and commuters.

Queenstown is one of New Zealand's fastest growing regions - rapid growth has boosted the region's economy but a high reliance on the car for travel has resulted in traffic congestion and parking problems that are negatively impacting the region's economic productivity, liveability and the visitor experience. The present situation detracts from New Zealand's "clean green" image and is preventing Queenstown from delivering on its Climate Change Declaration and tourism operators from making good on their NZ Tourism Sustainability Commitments.

In Queenstown, during the peak tourist season there are 34 international visitors for every 1 local resident. Historically, investment in transport by government has been guided by the number of residents in a town or region rather than the total population. In Queenstown's case, this has resulted in an under investment in transport and infrastructure to support sustainable and efficient transport. While a new bus service and a network of off-road cycle trails have increased the uptake of sustainable modes in recent years, no real focus has been given to achieving a mode shift away from cars. The current approach to funding transport results in a disparity between the people who are paying for infrastructure and the people who are benefiting from it. The peak season 34:1 visitors to resident ratio makes a compelling case for a TDM programme to be funded from the new International Visitor Conservation and Tourism Levy.

Given the location and geography, providing more infrastructure for cars is challenging and expensive. It also does not align with aspirations to reduce carbon emissions from transport, improve access to sustainable modes and increase wellbeing outcomes from the transport system. Hence it is the intention of Wakatipu Way to Go¹ to apply travel demand management initiatives to use the available infrastructure more efficiently, reduce car dependence, lower transport-related emissions and improve access to safe and sustainable transport choices.

What is TDM?

The Mobility Lab, USA, defines TDM as:

"...the flip side of infrastructure. It focuses on understanding how people make their transportation decisions and helping people use the infrastructure in place for transit, ridesharing, walking, biking, and telework. It is cost effective in guiding the design of our transportation and physical infrastructure so that alternatives to driving are naturally encouraged and our systems are better balanced." (Mobility Lab 2019).

What is a Transport Management Association?

A Transport Management Association (TMA) is a not-for-profit organisation that represent an area's businesses and residents, with local government support. TMA's are member-controlled and take on roles ranging from advocacy and promotion of sustainable transport, through to running services such as vanpooling, shuttles or parking brokerage (OIC&MCMC 2015).

¹ Wakatipu Way to Go is a partnership between Queenstown Lakes District Council, the New Zealand Transport Agency and Otago Regional Council. The partnership's vision is that "the journeys that you make every day in and around Queenstown and the wider Wakatipu should be safe, easy, support your business and help you get the most out of life."

The TDM programme recommended in this report has been developed by: understanding other transport projects being planned or underway; considering the local context; conducting structured interviews with stakeholders to understand their transport experiences and gauge the appetite for a transport management association (TMA); and drawing on best practice and lessons learnt from overseas and national case studies

The best practice review revealed that Queenstown experiences many of the same challenges faced by other resort-based towns. Key findings from the research were:

Key findings

- Land use planning and transport networks are not keeping up with rapid growth
- Queenstown is a popular resort town experiencing large influxes of people in peak seasons that far exceed the number of locals
- The lifestyle and natural landscape are what draw both residents and tourists to the region though it is difficult to live, work and play in many of the new residential areas without access to a car
- The existing public transport network does not provide a consistent, world class level of service that connects all areas
- Queenstown is identified as a high growth area that is experiencing rapid housing development
- Rapid population growth and an increase in visitor numbers when combined with geographic constraints to development is resulting in an increase in traffic which is affecting the region's economic productivity, liveability and visitor experience
- Employers are finding it hard to hire skilled staff due to the high cost of living
- People living in, working in or visiting Queenstown are adversely affected by traffic jams, congestion and parking problems
- Residential areas are dispersed over the Wakatipu Basin, making it difficult to connect to employment using public transport, walking or cycling
- Unaffordable living is forcing workers to live further afield which increases their transport costs, makes for longer commutes and an increased reliance on cars to get to and from work and other activities
- Queenstown has an abundance of recreational cycle trails, but these are not appealing to the majority for commuter travel
- Marketing of Queenstown as a self-drive destination (in the absence of good alternatives) by Destination Queenstown is encouraging travel by car
- Peer-to-peer accommodation (eg Air BnB) is dispersing visitor accommodation and changing visitors' travel patterns
- Conflicting commuter and variable visitor needs result in unpredictable travel times

The following critical success factors were developed for the Queenstown TDM programme:

- Make it easy to move in and around Queenstown without a car
- Improve travel choices for people living in and visiting Queenstown
- Co-design solutions with the communities to ensure their needs are met
- Create a transport system that is safe, affordable, convenient and encourages healthy travel choices

- Create a world-class, iconic, inclusive, easy to understand transport system that is better for the environment.

The recommended TDM programme for Queenstown has **four key areas** of focus:



1. **Policy** – Implementing policy changes takes time and requires public support, the list that this report recommends sets the agenda for the changes that are needed to achieve mode shift at scale. New policy or changes will be needed to support: car share; to require travel plans for large employers, key trip generators and new developments; to introduce charges for parking in areas that are presently free or cheap (where sustainable and more efficient transport choices are available); and initiatives that encourage a visitor mode shift like travel plans for popular destinations and a self-drive permit system.
2. **Travel planning and behaviour change initiatives** – This section lists items that are usually led by local government in New Zealand. Its focus is on programmes that benefit residents and the recommended measures include: enhancing the school travel plan programme; providing cycle and scooter training for adults and children; supporting the development of residential travel plans and encouraging travel behaviour change efforts through an award scheme and gamification.
3. **Wayfinding improvements** – With so many visitors each year, Queenstown needs to make it easy for people to find their way around. People use both physical signs and digital platforms to navigate. Physical wayfinding needs should be comprehensively identified by way of an audit and there is a need for a systematic, easy to use Wayfinding Game Plan. Digital and physical systems should map 'smooth walking/wheeling routes' that are accessible to wheelchair users or the best route for someone wheeling a pram or luggage.
4. **Transport Management Association** – A TMA is pivotal to the success of a TDM programme in Queenstown; it was a common feature of the international resort-based towns that were studied. Interviews with businesses, residents' associations and other key stakeholders indicated a strong appetite to get involved in solving Queenstown's transport problems and for a TMA to lead and coordinate effort.

Once established, the TMA will design and run its own programmes, but in order to let it hit the ground running this report recommends that in the first three years, the TMA should:

- Complete activities to establish the TMA including developing a mission, values and goals; setting up an incorporated society; developing its brand; establishing the board of directors; recruiting staff; and identifying potential revenue streams
- Developing plans to guide the TMA's activities post-establishment including: a Business Plan, Funding Plan, Communication and Engagement Plan as well as marketing and promotion.
- Setting up programmes including: a guaranteed ride home scheme, documenting data gaps and marketing sustainable travel choices
- Become a single and powerful voice that advocates for transport improvements that matter to the businesses and communities its membership represents.

The indicative cost range for delivering the TDM programme is estimated at between **\$1.3M to \$1.9M** in the first year. Table 1 below provides an indicative cost range for years 1 to 3. The estimate

is based on research, expert knowledge and the cost of programmes implemented elsewhere, and does not include the cost of infrastructure changes.

Table 1 Indicative cost ranges for the delivery of the TDM programme

Year	Year 1		Year 2		Year 3	
Range	Low	High	Low	High	Low	High
Cost estimate range	\$10k	\$10k	\$539k	\$813k	\$434k	\$589k

The next steps to progress the implementation of the TDM programme for Queenstown are to:

- Gain approval from the Wakatipu Way to Go partners
- Secure funding for the programme
- Gain ownership for each of the recommended initiatives
- Establish an interim working group for the TMA

The scale of the challenge facing Queenstown requires an ambitious target. Achieving this will require a transformational change in the way residents and visitors move in and around Queenstown. A TDM Programme alongside infrastructure improvements can help deliver this change. Business as usual is no longer an option.

NZTA Contract 2018235 - F2Q SSBC & QTC DBC

Technical Note #11

18 September 2019

Summary: Queenstown TDM programme

Queenstown is one of New Zealand's fastest growing regions - rapid growth has boosted the region's economy but a high reliance on the car for travel has resulted in traffic congestion and parking problems that are negatively impacting the region's economic productivity, liveability and the visitor experience. Historically, investment in transport by government has been guided by the number of residents in a town or region rather than the total population. In Queenstown's case, this has resulted in an under investment in transport and infrastructure to support sustainable and efficient transport.

Given the location and geography, providing more infrastructure for cars is challenging and expensive. It also does not align with aspirations to reduce carbon emissions from transport, improve access to sustainable modes and increase wellbeing outcomes from the transport system. According to the public transport modelling being undertaken to support the business cases, a significant alternative mode share is required for peak periods (PM, in particular) by 2028 (40%) and 2048 (60%) for the transport network to continue to provide adequate levels of service to Queenstown residents and visitors. While a new bus service (November 2017), changes in parking charges and a network of off-road cycle trails have increased the uptake of sustainable modes in recent years, more focus is needed to achieve a mode shift away from cars. The current (2018) alternative mode share is in the range of 4-5%. The Wakatipu Basin Future PT Model predicts a significant increase in public transport mode share of 30% by 2028 and 42% by 2048 which still leaves a gap.

A Travel Demand Management (TDM) programme for the Wakatipu Basin area (pending approval) has been developed as part of the TDM business case to close this gap between predicted PT usage and total trip demand. The recommended programme has been developed by: understanding other transport projects being planned or underway; considering the local context; conducting structured interviews with stakeholders to understand their transport experiences and gauge the appetite for a transport management association (TMA)¹; and drawing on best practice and lessons learnt from overseas and national case studies. The delivery of the programme will rely on being able to secure funding, develop partnerships and fostering coordination between government agencies, as well as ongoing stakeholder engagement and collaboration to ensure that the public has ownership and 'buy-in' to the plan.

The recommended TDM programme for Queenstown has **four key areas** of focus:



¹ A Transport Management Association (TMA) is a not-for-profit organisation that represent an area's businesses and residents, with local government support. TMA's are member-controlled and take on roles ranging from advocacy and promotion of sustainable transport, through to running services such as vanpooling, shuttles or parking brokerage (OIC&KMC 2015).

1. **Policy** – Implementing policy changes takes time and requires public support, the list that this document recommends sets the agenda for the changes that are needed to achieve mode shift at scale. New policy or changes will be needed to support: car share; to require travel plans for large employers, key trip generators and new developments; to introduce charges for parking in areas that are presently free or cheap (where sustainable and more efficient transport choices are available); park and ride study; and initiatives that encourage a visitor mode shift like travel plans for popular destinations and a self-drive permit system. Road pricing may also be considered in the long term.
2. **Travel planning and behaviour change initiatives** – This section lists items that are usually led by local government in New Zealand. Its focus is on programmes that benefit residents and the recommended measures include: enhancing the school travel plan programme; providing cycle and scooter training for adults and children; supporting the development of residential travel plans and encouraging travel behaviour change efforts through an award scheme and gamification.
3. **Wayfinding improvements** – With so many visitors each year, Queenstown needs to make it easy for people to find their way around. People use both physical signs and digital platforms to navigate. Physical wayfinding needs should be comprehensively identified by way of an audit and there is a need for a systematic, easy to use Wayfinding Game Plan. Digital and physical systems should map 'smooth walking/wheeling routes' that are accessible to wheelchair users or the best route for someone wheeling a pram or luggage.
4. **Transport Management Association** – A TMA will be pivotal to the success of a TDM programme in Queenstown; it was a common feature of the international resort-based towns that were studied. Interviews with businesses, residents' associations and other key stakeholders indicated a strong appetite to get involved in solving Queenstown's transport problems and for a TMA to lead and coordinate effort.

See Appendix A for the recommended programme.

If implemented, the TDM programme will help ease pressure on the Frankton to Queenstown section and the Queenstown Town Centre.

The majority of the trips from Frankton to Queenstown cater for through traffic (70%). SH6A between Frankton and Queenstown town centre is expected to exceed its theoretical capacity of 28,500 vehicles per day as early as 2020 (based on the traffic monitoring numbers and observed growth rates). This is based on average vehicles per day however, peak hour volumes already exceed this capacity with an increasing number of days throughout the year when this happens.

The key focus for this section therefore is to shift people to more efficient and sustainable modes of transport before they reach Frankton. Many of the TDM initiatives (along with improvements in public transport and walking cycling infrastructure) recommended in the programme will help create this shift, specifically:

- Marketing of Queenstown as a car-free destination and changing the way tourists travel in and around Queenstown
- Coordination and collaboration with the tourism sector
- Workplace travel plans for major employers like Queenstown Airport, NZ Ski, Real Journeys, Council, and other tourism and hospitality employers
- Improving information on travel by alternative modes for tourists at the airport
- Better wayfinding for those using alternative modes
- School and community travel plans
- Incentives for alternative modes
- Coordinating with the business community to identify collaboration opportunities e.g. NZ Ski staff transport
- Behaviour change campaigns
- Park and rides

- Cycle/scooter training
- Freight management
- Services like luggage logistics
- Better spatial planning
- Charging for parking
- Dynamic ridesharing/carpooling
- Mobility co-operatives in the outlying areas. A co-op may encourage people to sell or transfer their existing transport assets for shared use, or club together to buy new ones.
- Requirement for new developments to provide infrastructure that supports and encourages use of sustainable transport

The Queenstown Town Centre has limited capacity to cater for additional traffic. The kerbside is under pressure from tourist buses, public buses, taxis and rideshare services like Uber. Previous parking analysis demonstrates that the town centre parking is close to or already at capacity and congestion is exacerbated from people searching for parking spaces. A Parking Strategy was released in 2018 to address this issue. There is no evidence at this stage to confirm the impact of the measures implemented as part of the strategy, but anecdotal evidence suggests improvement.

The Future PT Model indicates a significant increase in pedestrians in QTC in the future (as a result of increased use of public transport) and less space for cars as streets reprioritised for pedestrians and cyclists, especially in the historic core. TDM along with infrastructure improvements can help create a shift away from car driving in and around the town centre through initiatives such as:

- Travel planning (workplaces, schools and communities)
- Incentives for alternative modes
- Reduced car parking
- District plan parking rules ie maximum parking requirements
- Increased parking pricing
- End of trip facilities for cycling
- Shared modes (e.g. shared bikes, e-bikes and e-scooters)
- A requirement for travel plans for events
- Improved information and wayfinding
- Coordination and collaboration with the tourism sector
- Freight management
- Dynamic ridesharing/carpooling
- Bike share/E-bike share offering to connect key destinations and hotels

The above travel demand management initiatives will enable more efficient use of the available infrastructure, reduce car dependence, lower transport-related emissions and improve access to safe and sustainable transport choices in the town centre and for the Frankton to Queenstown section.

The next steps to progress the implementation of the TDM programme for Queenstown are to:

- Gain approval from the Wakatipu Way to Go Partners
- Secure funding for the programme
- Gain ownership for each of the recommended initiatives
- Establish an interim working group for the TMA.

Appendix A:

TDM programme for Queenstown

WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA when established
1	Policy						
1.1	Region-wide strategies						
1.1.1	Develop a sustainable transport vision for Queenstown		☐			QLDC	
1.1.2	Car-free tourism		☐	☐	☐	MBIE, DQ, QLDC, NZTA	
1.1.3	Mobility co-ops for outlying areas e.g. Arrowtown, Lake Hayes (research and blueprint)		☐			QLDC, NZTA	
1.1.4	Car-share policy		☐			QLDC	
1.2	Park and ride study		☐			QLDC	
1.3	Require travel plans for new developments, large employers and significant trip generators			☐		QLDC	
1.4	Require new developments to provide infrastructure that supports and encourages use of sustainable transport (new developments, outlying areas that generate trips into Queenstown)			☐	☐	QLDC	
1.5	Require travel plans for events as part of consent/ traffic impact assessments			☐	☐	QLDC	
1.6	Charging for parking that is currently free or cheap			☐		QLDC	
1.7	Freight management plan			☐		QLDC	
1.8	TDM for emergencies (eg weather, crashes, natural disasters)			☐		QLDC, ORC, NZTA, Civil Defence	✓
1.9	Car-free town centre and residential areas			☐	☐	QLDC	
1.10	Promote Queenstown as a Sustainable Tourism Destination (as options become available)		☐			DQ	
1.11	Airport Access Study and travel plan		☐			Queenstown Airport, QLDC	
1.12	Understand current levels of service for walking and cycling		☐	☐		QLDC	
1.13	Considering wider trips						
1.13.1	Advocate for travel plans for tourist destinations eg Routeburn Track, Milford Sound, Arrowtown, Wanaka, ski resorts, the Gondola		☐			QLDC, ORC, NZTA	
1.13.2	Self-drive Permit Study (to protect sensitive areas)		☐			MBIE, NZTA, MoT	
2	Travel planning and behaviour change initiatives						
2.1	Continue and enhance the school travel plan programme		☐	☐	☐	QLDC, MoE	✓

WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA when established
2.2	Cycle/scooter training (adults and children)		☐	☐	☐	QLDC, Police	✓
2.3	Community travel plans (eg Lake Hayes, Shotover, Jacks Point)		☐	☐		QLDC, ORC	✓
2.4	Awards/ rating scheme (eg cycle/scooter-friendly employer or destination, link in with existing reward schemes or rewards for mode-shift/ car free journeys)					QLDC	✓
2.5	Gamifying mode shift within travel plans (to encourage mode shift for residents and tourists)					QLDC, TMA	✓
3	Wayfinding improvements (digital and physical)						
3.1	Wayfinding and Information Provision Audit and Design Guide (including wayfinding for public transport, key destinations, facilities, routes, parking)					QLDC with TMA input, NZTA	
3.2	Smooth walking/wheeling routes & CCS disability action links	✓				QLDC and TMA	✓
4	Transport Management Association (TMA)						
4.1	Set up						
4.1.1	Establish itself (mission, values, brand, set up Incorporated society, confirm board of directors)					TMA	?
4.1.2	Write Business Plan and Funding Plan					TMA	?
4.1.3	Agree membership fees & recruit members					TMA	?
4.1.4	Establish potential revenue sources (Parking brokerage and event management plans)					TMA	?
4.1.5	Recruit staff to run the TMA and its activities; includes office rent and annual insurance cost					TMA	?
4.2	Action plan						
4.2.1	Develop Communication Plan (document co-ordination, communication channels, stakeholder matrix etc)					TMA	?
4.2.2	Develop website and promotional material about the TMA itself to raise the profile of the TMA and communicate to people what it's going to do					TMA	?
4.2.3	Fund raising (depending on the level of funding secured from the NZ Transport Agency)					TMA	?
4.2.4	Co-ordinate submissions on on-going projects, policies and strategies					TMA	?
4.3	Set up programmes						
4.3.1	Guaranteed ride home scheme	✓				TMA	?
4.3.2	Luggage logistics action plan	✓				TMA	?
4.3.3	Journey Planning App/ Travel amalgamator	✓				TMA	?
4.3.4	Set up bike share/E-bike share connecting key destinations and hotels					QLDC, TMA	?

WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA when established
4.3.5	Dynamic ridesharing/carpooling	✓				TMA	?
4.3.6	Mobility Lab (based on Arlington, Virginia, USA)					TMA	
4.3.7	Identify sustainable transport workforce deficits and establish programmes to run the sustainable transport sector eg bicycle technician, e-bike and e-scooter servicing, sustainable transport ambassador programmes, cycle skills training, bus driver workforce planning and development					TMA	?
4.4	Documenting the data gaps						
4.4.1	Work with partners and confirm what information the businesses/ member organisations are willing to share; identify what data should be collected					TMA	?
4.4.2	Create an inventory of existing bus and shuttle services; understand current situation; agree if and how to collaborate; identify potential partnerships; make it happen					TMA	?
4.4.3	Set up events register for Queenstown (for event travel demand management)	✓				TMA	?
4.4.4	Data inventory and gap analysis (establish what data is available and where there are gaps in the data)					TMA	?
4.4.5	Understand and establish a register of transport jobs in Queenstown (to identify gaps)					TMA	?
4.5	Better information provision						
4.5.1	Collate and communicate transport information on getting around without a car through the TMA website (using tools like the Bus map movie and travel scenarios)	✓				TMA	?
4.5.2	Marketing of car-free holidays (information to support this on the TMA website)					TMA, DQ	?
4.6	Advocacy						
4.6.1	Advocate for/ support enhanced public transport service to the airport					TMA	?
4.6.2	Advocate for changes to bus time tables/ routes to better meet the needs of users	✓				TMA	
4.6.3	Gain commitment from the businesses to develop their own travel plans/ work on travel plan activities together through the TMA					TMA	?
4.6.4	Advocate for/ support high quality branded bus stops (eg iconic bus stops)					TMA	?
4.6.5	Advocate for inclusion of bike technicians and others in the Immigration NZ skills shortage visa category to support sustainable transport	✓				TMA	?

WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA when established
4.6.6	Gain commitment from the tourism industry in the delivery of the plan (DQ, travel agents, tour providers)					TMA, DQ, MBIE	
4.6.7	Advocate for improved access to bus/ferry ticketing					ORC, TMA	
4.6.8	Advocate for supplier contracts to be reviewed and updated to include metrics to capture quality of service					TMA, ORC	
4.6.9	Advocate for Queenstown to adopt the Sustainable Travel Town vision					TMA	
4.6.10	Advocate for Queenstown to become a Blue Zone					TMA, DHB	

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Queenstown Travel Demand Management

Scoping Study



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This report is intended for use by the NZ Transport Agency to inform the Travel Demand Management Business Case.

Document History and Status

Revision	Date	Author	Reviewed by	Status
1	6 August 2019	s 9(2)(a) s 9(2)(a) s 9(2)(a)	s 9(2)(a)	Draft
2	14 August 2019	s 9(2)(a) s 9(2)(a) s 9(2)(a)	s 9(2)(a)	Draft
3	23 Aug 2019	s 9(2)(a) s 9(2)(a)	s 9(2)(a)	Final for review
4	26 Aug 2019	s 9(2)(a)		Final
5	27 Aug 2019	s 9(2)(a)		Final
6	27 Aug 2019	s 9(2)(a)		Final
7	29 Aug 2019	s 9(2)(a)		Final

Revision Details

Revision	Details
1	First draft for review
2-17	95% draft pending confirmation of section 8.3 'Estimated cost of delivery' and appendix C.
18	For review
19	Edits to figure 3-15 on page 27
20	Removal of item 1.10 from the TDM programme
21	Edits to section 3.1.4

Glossary

Travel demand management	Transportation demand management is the flip side of infrastructure. It focuses on understanding how people make their transportation decisions and helping people use the infrastructure in place for transit, ridesharing, walking, biking, and telework. It is cost effective in guiding the design of our transportation and physical infrastructure so that alternatives to driving are naturally encouraged and our systems are better balanced (Mobility Lab 2019).
Transport management association	A TMA is a not-for-profit organisation that represent an area's businesses and residents, with local government support. TMAs are member-controlled and take on roles ranging from advocacy and promotion of sustainable transport, through to running services such as vanpooling, shuttles or parking brokerage (OIC&KMC 2015).
Car dependency	Transportation and land use patterns that result in high levels of automobile use and limited transportation alternatives. In this case, "automobile" includes cars, vans, light trucks, SUVs and motorcycles (VTPI 2016).
Active travel	Active travel includes Walking, Bicycling, Small-Wheeled Transport (skates, skateboards, push scooters and hand carts) and Wheelchair travel (VTPI 2016).
Wayfinding	Wayfinding refers to information systems that guide people through a physical environment and enhance their understanding and experience of the space (SECD n.d.).
Sustainable transport	A sustainable transport system is one that is accessible, safe, environmentally-friendly, and affordable (VTPI 2016).

Abbreviations

TDM	Travel demand management
TMA	Transport management association
QLDC	Queenstown Lakes District Council
ORC	Otago Regional Council
PTOM	Public Transport Operating Model
DQ	Destination Queenstown
MBIE	Ministry of Business Innovation and Employment
MoT	Ministry of Transport
NZTA	New Zealand Transport Agency
MoE	Ministry of Education
BCR	Benefit cost ratio
LoS	Level of Service
SH	State highway
TDM	Travel demand management
TMA	Transport management association

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1 Executive summary

The purpose of this study was to scope and cost a Travel demand management (TDM) programme for Queenstown and the Wakatipu basin area (referred to as Queenstown from here on), that supports a shift away from car driving to more sustainable and efficient transport such as walking, cycling, shared modes and public transport for visitors, tourists, residents, employees and commuters.

Queenstown is one of New Zealand's fastest growing regions - rapid growth has boosted the region's economy but a high reliance on the car for travel has resulted in traffic congestion and parking problems that are negatively impacting the region's economic productivity, liveability and the visitor experience. The present situation detracts from New Zealand's "clean green" image and is preventing Queenstown from delivering on its Climate Change Declaration and tourism operators from making good on their NZ Tourism Sustainability Commitments.

In Queenstown, during the peak tourist season there are 34 international visitors for every 1 local resident. Historically, investment in transport by government has been guided by the number of residents in a town or region rather than the total population. In Queenstown's case, this has resulted in an under investment in transport and infrastructure to support sustainable and efficient transport. While a new bus service and a network of off-road cycle trails have increased the uptake of sustainable modes in recent years, no real focus has been given to achieving a mode shift away from cars. The current approach to funding transport results in a disparity between the people who are paying for infrastructure and the people who are benefiting from it. The peak season 34:1 visitors to resident ratio makes a compelling case for a TDM programme to be funded from the new International Visitor Conservation and Tourism Levy.

Given the location and geography, providing more infrastructure for cars is challenging and expensive. It also does not align with aspirations to reduce carbon emissions from transport, improve access to sustainable modes and increase wellbeing outcomes from the transport system. Hence it is the intention of Wakatipu Way to Go¹ to apply travel demand management initiatives to use the available infrastructure more efficiently, reduce car dependence, lower transport-related emissions and improve access to safe and sustainable transport choices.

What is TDM?

The Mobility Lab, USA, defines TDM as:

"...the flip side of infrastructure. It focuses on understanding how people make their transportation decisions and helping people use the infrastructure in place for transit, ridesharing, walking, biking, and telework. It is cost effective in guiding the design of our transportation and physical infrastructure so that alternatives to driving are naturally encouraged and our systems are better balanced." (Mobility Lab 2019).

What is a Transport Management Association?

A Transport Management Association (TMA) is a not-for-profit organisation that represent an area's businesses and residents, with local government support. TMA's are member-controlled and take on roles ranging from advocacy and promotion of sustainable transport, through to running services such as vanpooling, shuttles or parking brokerage (OIC&KMC 2015).

¹ Wakatipu Way to Go is a partnership between Queenstown Lakes District Council, the New Zealand Transport Agency and Otago Regional Council. The partnership's vision is that "the journeys that you make every day in and around Queenstown and the wider Wakatipu should be safe, easy, support your business and help you get the most out of life."

The TDM programme recommended in this report has been developed by: understanding other transport projects being planned or underway; considering the local context; conducting structured interviews with stakeholders to understand their transport experiences and gauge the appetite for a transport management association (TMA); and drawing on best practice and lessons learnt from overseas and national case studies.

The best practice review revealed that Queenstown experiences many of the same challenges faced by other resort-based towns. Key findings from the research were:

Key findings

- Land use planning and transport networks are not keeping up with rapid growth
- Queenstown is a popular resort town experiencing large influxes of people in peak seasons that far exceed the number of locals
- The lifestyle and natural landscape are what draw both residents and tourists to the region though it is difficult to live, work and play in many of the new residential areas without access to a car
- The existing public transport network does not provide a consistent, world class level of service that connects all areas
- Queenstown is identified as a high growth area that is experiencing rapid housing development.
- Rapid population growth and an increase in visitor numbers when combined with geographic constraints to development is resulting in an increase in traffic which is affecting the region's economic productivity, liveability and visitor experience
- Employers are finding it hard to hire skilled staff due to the high cost of living
- People living in, working in or visiting Queenstown are adversely affected by traffic jams, congestion and parking problems
- Residential areas are dispersed over the Wakatipu Basin, making it difficult to connect to employment using public transport, walking or cycling
- Unaffordable living is forcing workers to live further afield which increases their transport costs, makes for longer commutes and an increased reliance on cars to get to and from work and other activities
- Queenstown has an abundance of recreational cycle trails, but these are not appealing to the majority for commuter travel
- Marketing of Queenstown as a self-drive destination (in the absence of good alternatives) by Destination Queenstown is encouraging travel by car
- Peer-to-peer accommodation (eg Air BnB) is dispersing visitor accommodation and changing visitors' travel patterns
- Conflicting commuter and variable visitor needs result in unpredictable travel times

The following critical success factors were developed for the Queenstown TDM programme:

- Make it easy to move in and around Queenstown without a car
- Improve travel choices for people living in and visiting Queenstown
- Co-design solutions with the communities to ensure their needs are met
- Create a transport system that is safe, affordable, convenient and encourages healthy travel choices

- Create a world-class, iconic, inclusive, easy to understand transport system that is better for the environment.

The recommended TDM programme for Queenstown has **four key areas** of focus:



1. **Policy** – Implementing policy changes takes time and requires public support, the list that this report recommends sets the agenda for the changes that are needed to achieve mode shift at scale. New policy or changes will be needed to support: car share, to require travel plans for large employers, key trip generators and new developments; to introduce charges for parking in areas that are presently free or cheap (where sustainable and more efficient transport choices are available); and initiatives that encourage a visitor mode shift like travel plans for popular destinations and a self-drive permit system.
2. **Travel planning and behaviour change initiatives** – This section lists items that are usually led by local government in New Zealand. Its focus is on programmes that benefit residents and the recommended measures include: enhancing the school travel plan programme; providing cycle and scooter training for adults and children; supporting the development of residential travel plans and encouraging travel behaviour change efforts through an award scheme and gamification.
3. **Wayfinding improvements** – With so many visitors each year, Queenstown needs to make it easy for people to find their way around. People use both physical signs and digital platforms to navigate. Physical wayfinding needs should be comprehensively identified by way of an audit and there is a need for a systematic, easy to use Wayfinding Game Plan. Digital and physical systems should map 'smooth walking/wheeling routes' that are accessible to wheelchair users or the best route for someone wheeling a pram or luggage.
4. **Transport Management Association** – A TMA is pivotal to the success of a TDM programme in Queenstown; it was a common feature of the international resort-based towns that were studied. Interviews with businesses, residents' associations and other key stakeholders indicated a strong appetite to get involved in solving Queenstown's transport problems and for a TMA to lead and coordinate effort.

Once established, the TMA will design and run its own programmes, but in order to let it 'hit the ground running' this report recommends that in the first three years, the TMA should:

- Complete activities to establish the TMA including developing a mission, values and goals; setting up an incorporated society; developing its brand; establishing the board of directors; recruiting staff; and identifying potential revenue streams
- Developing plans to guide the TMA's activities post-establishment including: a Business Plan, Funding Plan, Communication and Engagement Plan as well as marketing and promotion.
- Setting up programmes including: a guaranteed ride home scheme, documenting data gaps and marketing sustainable travel choices
- Become a single and powerful voice that advocates for transport improvements that matter to the businesses and communities its membership represents.

The indicative cost range for delivering the TDM programme is estimated at between **\$1.3M to \$1.9M** in the first year. Table 1 below provides an indicative cost range for years 1 to 3. The estimate

is based on research, expert knowledge and the cost of programmes implemented elsewhere, and does not include the cost of infrastructure changes.

Table 1 Indicative cost ranges for the delivery of the TDM programme

Year	Year 1		Year 2		Year 3	
Range	Low	High	Low	High	Low	High
Cost estimate range	\$1.2k	\$1.9k	\$539k	\$813k	\$434k	\$589k

The next steps to progress the implementation of the TDM programme for Queenstown are to:

- Gain approval from the Wakatipu Way to Go partners
- Secure funding for the programme
- Gain ownership for each of the recommended initiatives
- Establish an interim working group for the TMA.

The scale of the challenge facing Queenstown requires an ambitious target. Achieving this will require a transformational change in the way residents and visitors move in and around Queenstown. A TDM Programme alongside infrastructure improvements can help deliver this change. Business as usual is no longer an option.

2 Introduction

Queenstown Lakes is one of New Zealand's fastest growing regions. The area is an internationally iconic tourist destination. Rapid population and tourism growth coupled with high car dependency is leading to traffic jams which are affecting the region's economic productivity, liveability and visitor experience. Unless travel patterns change and demand is managed, these problems will continue to get worse and could tarnish Queenstown's reputation as a tourist destination.

In July 2019, the NZ Transport Agency, under the Wakatipu Way to Go partnership, commissioned this Travel Demand Management (TDM- see Box 1) Scoping Study with a brief to scope and cost a TDM programme for Queenstown and the Wakatipu basin area, (referred to as Queenstown from here on), that would support a mode shift away from car driving to sustainable modes of transport such as walking, cycling, shared modes and public transport for visitors, tourists, residents, employees and commuters.

A TDM programme for Queenstown will work across and support the national, regional and local policy direction as well as the transport initiatives being undertaken as part of the Wakatipu Way to Go partnership. Early on in the research for this report, it became clear that transport management associations (TMA – see Box 2), or an equivalent mechanism, was common to many of the resort-based TDM programmes overseas. Based on this finding, when stakeholders were interviewed, they were asked whether they would support a TMA in Queenstown. All of those interviewed were supportive of a TMA and saw it as key to changing Queenstown's transport system.

This study is being undertaken to support the transport projects being progressed by the Wakatipu Way to Go partnership.

The report is split into the following sections:

- **Introduction:** sets out the study objectives, strategic and policy context and the approach taken to develop the programme
- **Understanding the Queenstown context:** describes the current situation, key challenges and desired outcomes
- **Critical success factors:** outlines five key priorities for a TDM programme in Queenstown
- **Key learnings from case studies:** presents key learnings from the case studies and TDM programmes that were studied to inform this work
- **Benefits of travel demand management:** outlines the benefits of TDM and includes a discussion about what is achievable in Queenstown
- **Scope of a TDM programme:** proposes a comprehensive TDM programme for Queenstown and an indicative cost range for delivery
- **Funding:** a discussion regarding how the TDM programme might be funded
- **Next steps:** proposes the next steps in the delivery of the programme

Box 1: What is TDM?

The Mobility Lab, USA, defines TDM as:

"...the flip side of infrastructure. It focuses on understanding how people make their transportation decisions and helping people use the infrastructure in place for transit, ridesharing, walking, biking, and telework. It is cost effective in guiding the design of our transportation and physical infrastructure so that alternatives to driving are naturally encouraged and our systems are better balanced." (Mobility Lab 2019).

Box 2: What is a TMA?

A TMA is a not-for-profit public-private partnerships that represents an area's businesses and communities, with local government support. They are member-controlled and take on roles ranging from advocacy and promotion of sustainable transport, through to running services such as vanpooling, shuttles or parking brokerage. (NNCA 2013).

2.1 Approach

The approach taken to develop a TDM programme for Queenstown is outlined in Figure 2-1.

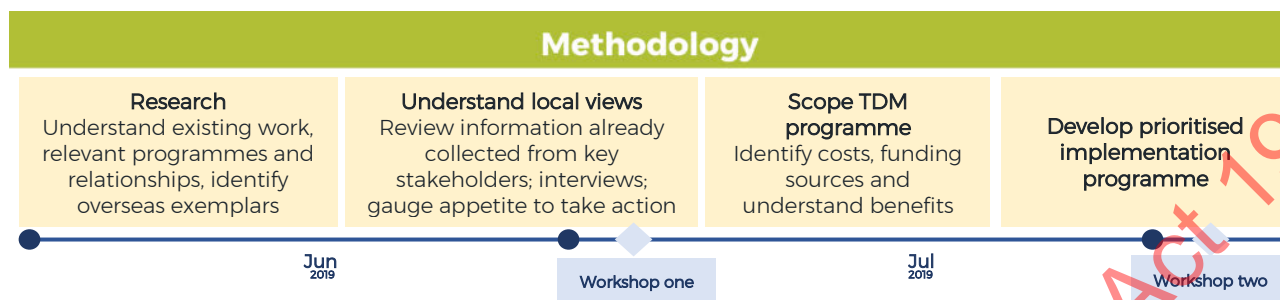


Figure 2-1: Project methodology

2.2 Policy & related projects

Current government policy direction seeks to resolve transport challenges through a holistic, multi-modal approach that provides value for money and delivers on the nation's environmental and social goals. At a local level, various studies have highlighted the need for a shift away from car driving as the predominant mode of travel for moving in and around Queenstown. In June 2019, Queenstown Lakes District Council (QLDC) declared a climate change emergency and is a signatory to the Climate Change Declaration, recognising the need to act now to reduce emissions. A TDM programme for Queenstown and the Wakatipu basin area strongly aligns with national, regional and local policy. Figure 2-2 lists relevant national, regional and local policy, as well as various related transport projects both completed and underway.

National guidance	
- National Policy Statement on Urban Development Capacity (2016) - Government Policy Statement (2018-2028) & Transport Outcomes Framework (2018) - Zero Carbon Bill (2019)	- Road Safety Strategy 2020-2030 consultation document - The Treasury's Living Standards Framework (2018) <u>Non-legislative guidance</u> - Shared Mobility Principles for Liveable Cities
Regional/District guidance	
- Vision Beyond 2050 (2019) - Ten Year Plan (2018-2028) <u>Environment, Health and wellbeing</u> - Draft Climate Action Plan (2019-22) - Social Wellbeing Strategy for the Queenstown Lakes District October (2006) <u>Tourism and economic development</u> - Sustaining Tourism Growth in Queenstown (2018) - Queenstown Lakes District Council Economic Development Strategy (Feb 2015) - Downtown Queenstown Commercial Strategy (2015) - Affordable Housing Accord (2017)	<u>Transport</u> - Infrastructure Asset Management Strategy (2018-48) - Wakatipu Transportation Strategy (2007) - DRAFT Queenstown Lakes District by foot, by cycle strategy (2008) - Queenstown Transport Taskforce Report – Shaping Our Future (Feb 2017) - Queenstown Town Centre Transport Strategy (2016) - Otago-Southland Regional Land Transport Plan (2015-2021) - Queenstown Trails for the Future (2015-2025) <u>Land use</u> - Urban Design Strategy (Nov 2009) Queenstown Town Centre Character Guidelines (Oct 2007) - Queenstown Town Centre Strategy (2009) - Operative QLDC District Plan (2009) - Proposed QLDC District Plan (2019) 30 Year Spatial Plan (proposed)
Local Guidance	
- There are a range of location specific policy and plans eg: Queenstown Airport Masterplan, Frankton Masterplan, Ladies Mile Indicative Masterplan, Queenstown Town Centre Masterplan and Spatial Framework (2018), Queenstown Airport Statement of Intent, Parking Strategy (Currently being revised) - Other developer led plans – Remarkables Park precincts and Gondola, Coneburn and Hanley's Farm housing areas near Jacks Point, Lakeview housing area in Town Centre, Project Manawa community hub in Town Centre, old school site housing redevelopment	
Projects and Business Cases	
QLDC is working closely with the New Zealand Transport Agency (NZTA), Otago Regional Council (ORC) and other stakeholders to improve transport through a programme of inter-related masterplans and business cases. Here is a snapshot of some of the current and future work underway in the Wakatipu Ward:	
- Queenstown Town Centre Masterplan IBC (2017) - Town Centre Arterial IBC (2017) - Frankton Flats SBC (2015) - Queenstown Town Centre DBC (ongoing) - Frankton to Queenstown SSBC (ongoing) - Lake Wakatipu Water Ferry Service DBC (2019) - Gant Road to Kawarau Falls Bridge SSBC (ongoing) - Parking IBC (2017), DBC and Parking Strategy (currently being revised) - Draft Queenstown Lakes District On Foot, By Cycle Strategy (2008) - Public and Passenger Transport Facilities IBC (2017) - Queenstown Integrated Transport PBC (2017) - Wakatipu Basin Public Transport PBC (2016) and DBC (May 2017)	- Rapid Targeted Interventions SSBC (ongoing) - Travel Demand Management Single Stage Business Case (underway) - Wakatipu Active Travel Network SSBC (ongoing) <u>Modelling/ analysis:</u> - Frankton to Queenstown and Queenstown Town Centre project model (ongoing) - PT Demand/capacity Analysis (ongoing) <u>Proposed and work underway:</u> - Town Centre Community Heart Business Case (proposed) - Queenstown Town Centre Smart Cities Technology Business Case (proposed) - Queenstown Mode Shift Plan (underway) - Queenstown Spatial Plan (underway)

Figure 2-2: Policy and related projects

2.2.1 Other initiatives

A new partnership between Enviro-Mark Solutions and Tourism Industry Aotearoa (TIA) has been announced which will help tourism operators “measure, manage and reduce their climate and environmental impacts” (ES 2019). TIA members new to certification programmes can join for a reduced fee. There are a number of tourism operators in Queenstown who are already committed to sustainability that could benefit from the partnership and through it may be motivated to reduce their transport-related emissions.

3 Understanding the Queenstown context

Located in the picturesque lower South Island, the Queenstown Lakes District includes the Wakatipu basin, Glenorchy, Kingsgate, Cardrona, Wanaka, Hawea and Makarora as shown in Figure 3-1.



Figure 3-1: Map of the Queenstown Lakes District (QPNZ 2018)

The Wakatipu Basin is the main residential and commercial centre of the region along with Arrowtown which has its own town centre. It is made up of several discrete residential areas, namely Arthur's Point, Arrowtown, Fernhill, Jacks Point, Kelvin Heights, Lake Hayes Estate, Shotover Country, Frankton and Queenstown Hill. There are areas of low-density housing and lifestyle blocks in Dalefield and Speargrass Flat, and some older housing in Frankton and the town centre, see Figure 3-2.

Residential areas are connected to the employment centres in Frankton and the Queenstown town centre (town centre) by State Highway 6 (SH6A into town). Malaghans Road provides the only alternative east-west route to SH6, running between Arrowtown through Arthur's Point (see Figure 3-2).

The airport and Frankton are gateways into Queenstown town centre for visitors. Frankton Road (SH6A between the town centre and Frankton) fulfils multiple functions, facilitating movement between Frankton and the town centre as well as providing access to accommodation and residences along Queenstown Hill. There is future residential development planned for Frankton and north of Jacks Point.



Figure 3-2: Landuse in the Wakatipu Basin (base map source: OpenStreetMap)

3.1 Existing conditions

This section outlines the local context, key issues and challenges faced by Queenstown's residents and visitors based on stakeholder interviews, observations, research and insight from other relevant transport projects. Key findings are outlined in Table 3-1. A detailed discussion follows the table.

Table 3-1 Key findings

Key findings
Land use planning and transport networks are not keeping up with rapid growth
Queenstown is a popular resort town experiencing large influxes of people in peak seasons that far exceed the number of locals
The lifestyle and natural landscape are what draw both residents and tourists to the region though it is difficult to live, work and play in many of the new residential areas without access to a car
The existing public transport network does not provide a consistent, world class level of service that connects all areas
Queenstown is identified as a high growth area that is experiencing rapid housing development.
Rapid population growth and an increase in visitor numbers when combined with geographic constraints to development is resulting in an increase in traffic which is affecting the region's economic productivity, liveability and visitor experience
Employers are finding it hard to hire skilled staff due to the high cost of living
People living in, working in or visiting Queenstown are adversely affected by traffic jams, congestion and parking problems
Residential areas are dispersed over the Wakatipu Basin, making it difficult to connect to employment using public transport, walking or cycling
Unaffordable living is forcing workers to live further afield which increases their transport costs, makes for longer commutes and an increased reliance on cars to get to and from work and other activities
Queenstown has an abundance of recreational cycle trails, but these are not appealing to the majority for commuter travel
Marketing of Queenstown as a self-drive destination (in the absence of good alternatives) by Destination Queenstown is encouraging travel by car
Peer-to-peer accommodation (eg Air BnB) is dispersing visitor accommodation and changing visitors' travel patterns
Conflicting commuter and variable visitor needs result in unpredictable travel times

3.1.1 Resident population and visitor growth



The lifestyle and natural landscape are what draw both residents and tourists to Queenstown, but it is difficult to live, work and play in many residential areas without access to a car. In the year 2016/17, the region accommodated between 1.3 and 1.8 million visitors. At its busiest times, Queenstown's daily population of visitors exceeds the residents by 34 to 1. This means that local rates are inadequate in supporting the infrastructure needs of the combined population in the absence of contribution from other sources of funding.

Queenstown has been identified as a high urban growth area in the Government's Policy Statement on Urban Capacity (2016). The resident and visitor population is expected to continue to grow and over the last two decades, it has grown at a faster rate than Auckland, see Figure 3-3.

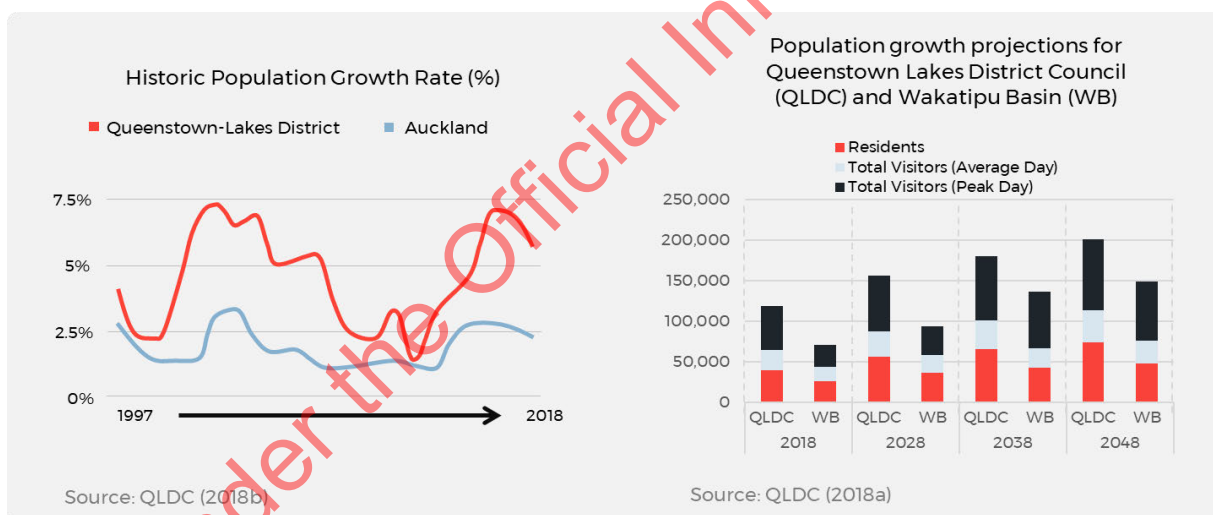


Figure 3-3: Population and visitor growth in Queenstown

3.1.2 Reliance on private vehicles for getting around



According to a recent transport survey, 80-90% of all travel in Queenstown is by car (Abley et al 2019). The majority of the 1,300 school children in the Wakatipu basin area get to school by car or bus² (SOP 2017).

² "Over 80% at St Josephs, Remarkables Park and Queenstown Primary. Shotover Country and Arrowtown Primary have higher rates of walking and cycling which can be attributed to proximity and safe routes for getting to school" (SOP 2017)..

Construction is Queenstown's second largest industry and it employs many 'tradies' who need to travel with their tools and therefore rely on travel in cars or other trade vehicles.

Queenstown Airport generates approximately 8,000 vehicle trips per day and many of these are in rental cars (QA 2019). Figure 3-4 shows an image of rental cars parked on fields near the airport in preparation for the summer season.



Figure 3-4: Rental cars parked on fields in preparation for the summer season (Image source: WSP Opus)

3.1.3 Seasonal context

Characteristic of a resort town, Queenstown experiences multiple seasonal peaks outside of the general commute times. In addition to seasonal peaks, Queenstown experiences increases in traffic flows during events throughout the year. See Figure 3-5.

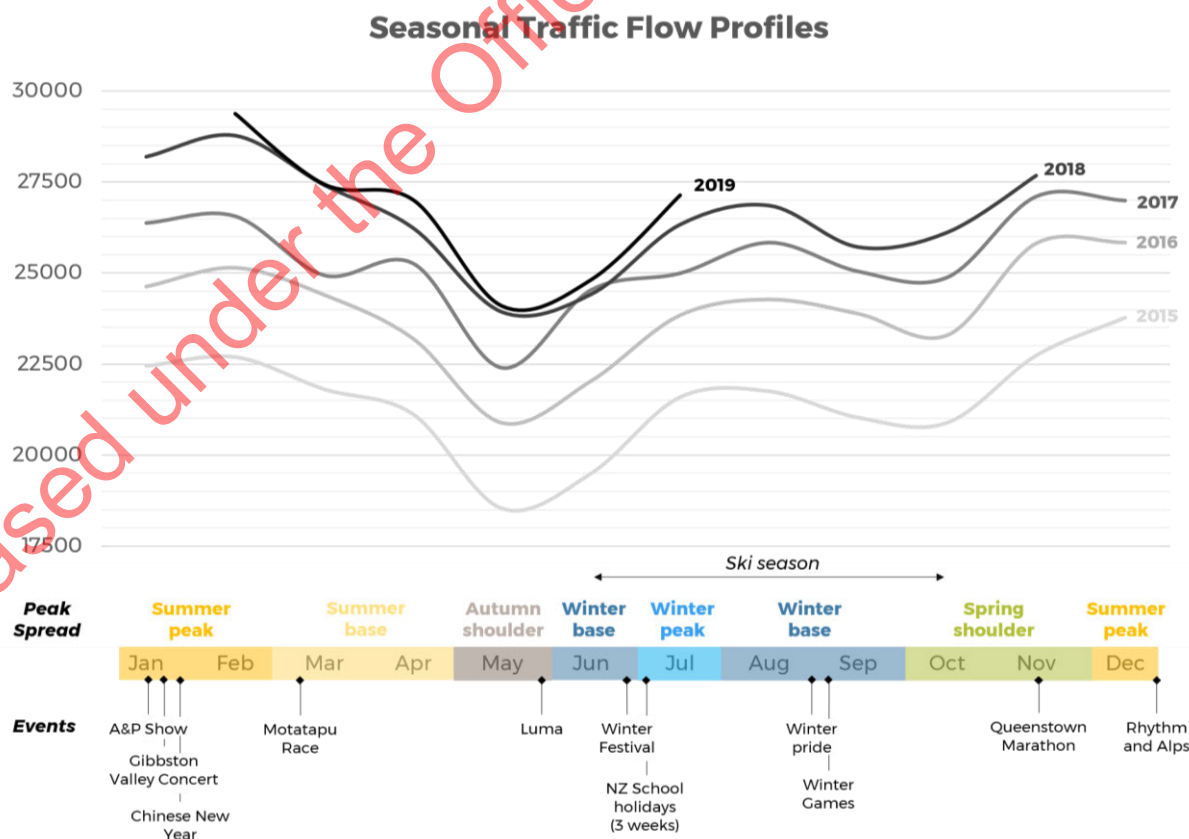


Figure 3-5: Seasonal peaks in Queenstown over the last 5 years (NZTA 2019)

Visitors peak travel movements occur at different times to commuter peaks, for example there are peaks at mid-morning, when they check out of their hotels.

Travel time reliability is not affected both by high traffic volumes and the inconsistency in peak demands. In winter, demand from tourists returning from the ski fields, which close at 4pm, coincides with evening commuter trips, while in summer, demand is spread throughout the day. Large events like the Queenstown Marathon also disrupt traffic and public transport. Adverse weather can also significantly alter trip patterns.

3.1.4 Limitations to growth and land use patterns

Geographical constraints “*limit the ability to extend/expand current road transport corridors, which constrains accessibility and spreads growth over a wide area*” (SoF 2017). Consequently only 12% of future development is planned to be in the centre; 88% will be in outer areas. Much of the recent development has been ad-hoc with rapid development of predominantly low-density residential areas, such as Lake Hayes Estate and Shotover County, that have not been designed to encourage the use of public transport or active travel.

Stakeholders representing residents highlighted that people living out of town in the newer suburbs found it difficult to live, work and play locally, because they have few, if any local services ie new neighbourhoods generally lacked cafes, supermarkets, health centres, schools and parks. Coupled with the limited public transport coverage, lack of good footpaths and cycle paths, most people living in these areas have to drive to the places they need or want to go to.

Concerns over liveability have also been raised by stakeholders in engagement undertaken as part of other forums (Versus 2018, Abley et al 2019). A spatial planning exercise being led by the Ministry of Housing and Urban Development and Ministry for the Environment in partnership with QLDC (as part of the Urban Growth Agenda work programme) is studying the effects of potential future land use scenarios in the Queenstown Lakes District. Scenarios vary from compact with higher density and mixed use around existing developments to dispersed with development spread around more available, cheaper land further from main centres. There are risks and opportunities associated with the outcomes of the Spatial Plan, which could either enable or discourage uptake of sustainable transport modes.

3.1.5 Visitor experiences set-up for car travel

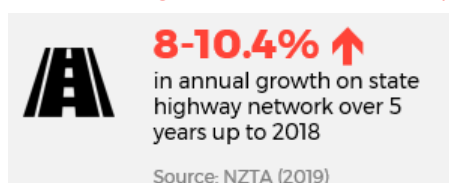


Self-drive holidays have become increasingly popular due to national and international advertising strategies and the dispersed nature of tourist destinations across the lower South Island.

Promotions and arrangements between tourism operators and rental car companies often incentivise people to rent vehicles to receive discounts on tourism activities. One example is the Treble Cone and Juicy rentals deal, which makes it cheaper to rent a car to get a free ski pass than it is to buy a day pass up the mountain.

A visitor insights survey found that traffic and car parking was scored lowest on visitors' satisfaction surveys every quarter between 2014 and 2018, highlighting that traffic is having the largest negative effect on visitor experiences in Queenstown (QNZ 2019).

3.1.6 Traffic congestion and future capacity



According to the Shaping Our Future Queenstown Transport Taskforce Report, “Traffic congestion and its impact on the Wakatipu Basin as a place to live, work, play and visit are huge concerns for residents and businesses” (SoF 2017).

The report also cites growing conflicts between cars, pedestrians and, to a lesser extent, cyclists as a concern for the community.

Future public transport demand modelling suggests that even with a 30% mode share for public transport, demand for driving on the transport network will continue to exceed capacity by 2028, and to an even greater extent in 2048. The model suggests that a combined 40% mode share for public transport, active and other efficient and sustainable modes will be needed by 2028, and 60% by 2048, for the transport network to function. This suggests that the urgency to act now is great, particularly given the limited ability to expand the existing roading infrastructure. TDM will therefore play a key role in driving mode shift and travel behaviour change as public transport alone cannot fix the congestion problem (WSP Opus 2019).

3.1.7 A bus network that is still maturing



Queenstown's public bus service is operated by Ritchies under contract to the Otago Regional Council. The services are branded as Orbus and operate under the Public Transport Operating Model (PTOM)³. The current network consists of four routes operating at regular frequencies, from 6am

to late night (00:45), 7 days a week. See Figure 3-6. Route 1 (Town Centre to Remarkables Park via Airport) runs on a 15-minute frequency all day while all other routes run on 60 minute frequencies, increasing to 30 minutes during peak hours.



Figure 3-6: Queenstown – map of bus routes (Roxburgh 2019)

Bus fares for people using a Go Card are \$2 to any destination (\$1.50 for children or students; under 5's can ride for free), including a free transfer within 30 minutes. Without a Go Card, travel is \$5 per trip (\$4 for children or students), with an increased fare of \$10 to and from the airport. There are no free transfers for cash fares. Amenities include free wi-fi and bike racks (2 bikes can be carried per bus).

³ It is noted that as PTOM operates a lowest cost model, operators may be less motivated to make potentially costly improvements (eg electric vehicles) even if doing so would make their services more attractive to customers.

The introduction of a new bus network in November 2017 improved transport choices in Queenstown. A flat \$2 fare system and simplified regular routes saw a patronage increase of 152% from 2017 to 2018 as shown in Figure 3-7.

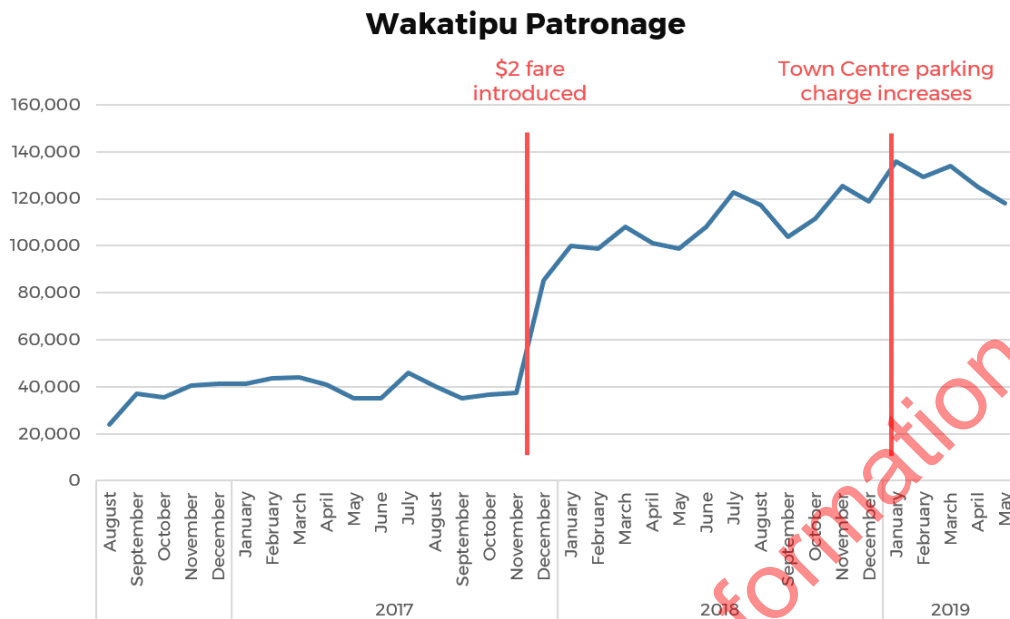


Figure 3-7 Queenstown bus patronage (ORC 2019)

Increases to parking charges⁴ in the Town Centre at the start of 2019 further increased bus patronage, though some of this increase can be attributed to organic patronage growth.

The scheme has almost become a victim of its own success.: The bus network is struggling to provide consistent levels of service and cater to growth, as identified in the Frankton to Queenstown Detailed Business Case (WSP Opus 2019).

Although the new bus service is a good start, gaps in the public transport network remain and there are no bus priority measures to ensure that buses don't get caught in congestion with the rest of the traffic. See Box 3 for specific examples where public transport is inadequate.

How to travel the first and last leg between public transport and home/accommodation is a barrier to the uptake of public transport. This is particularly so in Queenstown as the bus network runs along the main arterial routes in and out

Box 3: Specific examples where public transport is inadequate

- All journeys from Lake Hayes, Shotover Country, Kelvin Heights and Jacks Point currently require a transfer at Frankton to reach the Queenstown Town Centre. Feedback is regularly received from the community regarding the inconvenience of transfers, particularly on return trips to home when the low frequency of services can mean missing a bus and having to wait for an hour for the next one. Otago Regional Council recently announced they were planning to provide a direct town service from Lake Hayes Estate/Shotover Country.
- Frankton Flats is a key commercial and industrial hub for Queenstown. However, the public transport network has not expanded to support it. The current service runs hourly and requires a transfer at Frankton to reach most residential areas or the town centre. The existing route is not continuous as buses are not allowed on Mainstreet in Queenstown. In addition, the main industrial area is not on any bus route.
- No bus services currently operate on Malaghans Road, meaning Arrowtown to town centre bus journeys do not take the most direct route.
- Bus routes in residential areas only serve the main roads for example Jones Ave is the only road in Shotover Country served by a bus route.

⁴ Parking price in the town centre range between \$1-\$4 per hour with a maximum stay of 10 hours.

of Queenstown, with users needing to walk to bus stops. While the distance may not be large, in some places steep hills and during the winter ice can be a barrier to public transport accessibility.

According to stakeholders representing the business community, people on lower wages in service industries struggle to get to work and home again particularly because bus timetables don't work well for their shift times.

3.1.8 Inconsistent public transport facilities

Existing bus stops are often basic with minimal facilities. There is no real time information at bus stops and not all stops are sheltered. Bus stops do not have numbers or location information which makes it more difficult for people to identify them. There is a lack of consistency across the network. Figure 3-8 shows the variability in the existing bus stops in the town centre.



Figure 3-8 Bus stops on either side of Camp Street

Another key issue for people when taking public transport is the ability to transport luggage eg suitcases, skis and shopping bags (see Figure 3-9). The existing Orbus vehicles do not have any luggage storage facilities, even though Route 1 serves the airport.

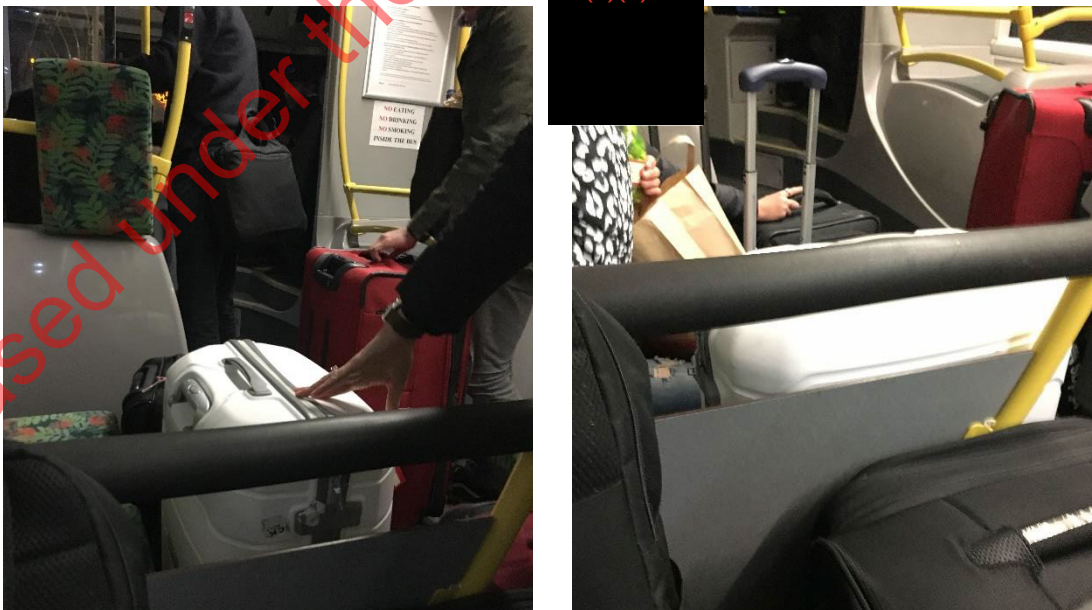


Figure 3-9: Images of an over-crowded front-end of an Orbus bus with passengers carrying luggage

3.1.9 Shuttles and coaches



A multitude of private tour coach operators generate over 200 coach trips per day, moving many people into and around Queenstown on a daily basis (see Figure 3-10 for a images of a few operators). It is unclear how many people are moved by private shuttles and coaches, and it is noted that there is neither a limit nor a register that limits or tracks the

number of operators. Larger operators (eg Real Journeys) provide transport for activities (rafting, skiing etc), day trips (Milford Sound), overnight tours and intercity travel. In addition to the main tourism operators, other businesses provide transport between town and their destinations. There is also a growing independent private hire and tour guide market. Private operator vehicles vary in size from 55-seater coaches to 10-seater minibuses.

Appendix A lists a range of operators that were identified by an earlier review, along with their stops and destinations, but it is not a comprehensive list and more work would be required to fully understand the extent of tour coach and private shuttle bus operations serving Queenstown.



Figure 3-10 Some of the private transport services in Queenstown

Current demand for private coaches is causing disruption to public services as most of the private coaches use the public bus stops for pick up and drop-offs (WSP Opus 2019b). Competition for space at the boarding and alighting points is impacting customer satisfaction for both private coach and public transport customers. QLDC's Parking Strategy gap analysis (QLDC 2019) recognised the need to consider private coaches and associated facilities eg overnight parking.

Figure 3-11 shows the current bus stops in the town centre which are used both by the public buses and private coaches.



Figure 3-11 Bus stops in Queenstown used by public buses and private coaches

3.1.10 Limited active travel network

Queenstown has a network of recreational cycle trails, but these do not lend themselves to commuter travel. Most have been built as scenic or mountain bike tracks, and are therefore unlit, unsealed trails. The existing provision does not cater well for commuters as there are gaps in the network and they do not directly link residential areas with employment. For example, the Frankton to Five Mile route has relatively gentle gradients, suitable for commuter cycling, but the existing level of service is less than adequate (unsealed, narrow track running along the edge of the SH 6A as show in Figure 3-12). Through the Active Travel Network DBC (Beca 2019a), there are plans to seal some trails but improvements are not consistent across the network.



Figure 3-12 Frankton to Five-Mile walking route (image source: WSP Opus)

Figure 3-13 highlights the breadth of recreational coverage in the Queenstown Trails network and the lack of commuter routes. For example, a scenic riverside and lakeside route exists between Lake Hayes Estate and the Town Centre, but it is approximately 7.5km longer than by road. It is noted that Queenstown Trails Trust has identified the potential to provide for

commuter cyclists, proposing new bridges to link Frankton with Lake Hayes Estate.



Figure 3-13: Queenstown Trails Trust existing and proposed cycle trails

In other areas of Queenstown, steep gradients remain a barrier to cycling, but e-bikes present the opportunity to flatten the hills and increase the number of people cycling for day-to-day commuting and other trips in the area.

3.1.11 Park and Ride

There are no existing park and ride facilities in Queenstown. Queenstown Lakes District Council recently acquired a 14-hectare site on the corner of Frankton-Ladies Mile Highway (SH6) and Howards Drive, which is being investigated for development as a potential park and ride facility. The National Land Transport Programme has \$3.2M in funding earmarked for Ladies Mile Park and Ride implementation.

A site for park and ride on Spence Road east of the Shotover Bridge reached late stages of design before the project was shelved. A site on Boyd Road south of the Kawarau Falls Bridge has also been put forward as a potential park and ride facility, including a possible ferry service on the Kawarau River. To implement a Park and Ride, a case would need to be made in the parking strategy via restricting the town centre parking.

3.1.12 Ferry services

As of November 2018, Go Orange has operated a scheduled ferry service on the Frankton Arm of Lake Wakatipu. The service currently operates on an hourly timetable with two vessels travelling in opposite directions around the lake, running from 07:15 to 22:40 (23:10 on Fridays and Saturdays). Tickets are \$9 for a single, \$15 for a return or \$49 for a 10-trip concession. According to Go Orange, the ferry service has been popular and reached a milestone of 100k trips by October 2019, 10 months after it began operating but, it is understood that this service may be withdrawn due to commercial viability. See Box 4 for a discussion about the feasibility of a ferry service in Queenstown according to the Lake Wakatipu Public Water Ferry Service DBC (Arup 2019).

Box 4: Queenstown Ferry Service

Lake Wakatipu Public Water Ferry Service DBC found that a subsidised Frankton Arm ferry service would deliver a BCR of 1.1 with expanded services to Jacks Point, Lake Hayes or Fernhill producing BCRs below 1. The wider Queenstown business cases have determined public ferries to be a “nice to have” service supplementary to other modes. Patronage forecasts are low due to the lakeside being relatively inaccessible except in low density residential areas such as Kelvin Heights.

3.1.13 Changing trip patterns

Rapid housing development, poor integration of land use planning and transport provision, and an inability for transport funding and planning to respond to changing patterns of demand in a timely manner has resulted in trip origins and destinations being on either side of critical bottlenecks such as the Shotover Bridge and SH6/6A Junction at Frankton.

Many households contribute multiple single occupancy vehicle trips as residents use their own car to travel to different work destinations. Public consultation identified that due to the high cost of rental accommodation it is not uncommon for houses in the residential areas such as Lake Hayes Estate/Shotover Country to be rented to multiple adult tenants each having a car. For some of these residents the potential to reduce single occupant vehicle travel is low as they all require their vehicle for work purposes during the day. See Box 5 for a discussion of trade staff travel patterns.

Box 5: Trade staff travel patterns

Real estate and construction are the second and third highest contributors to Queenstown's economy. As a result, trade staff make up a large proportion of the workforce. Some operate on fly in, fly out contracts due to the shortage of accommodation. Others share houses with multiple tenants, particularly in more affordable parts of Queenstown, such as Lake Hayes Estate. Many need to transport tools to work and travel in single occupancy vehicles. The combination of multiple tenants and single occupancy trips has resulted in much worse congestion than originally anticipated.

Alongside population growth in the traditional Queenstown and Frankton centres, growth has also occurred in areas such as Arthur's Point and Lake Hayes Estate/Shotover Country. Further afield, Alexandra, Cromwell and Wanaka have also grown and have now become origins for commuter, shopping and recreational trips into the Queenstown area.

With the median house price in Queenstown close to \$1M, many employees in the retail and service sectors are forced to settle in relatively more affordable housing in these satellite towns and communities, leading to longer daily commutes in and out of Queenstown and Frankton (Hartley 2019).

3.1.14 Parking provision

Parking in the town centre costs between \$1-\$4 per hour with a maximum stay of 10 hours. Currently, there are only 28 carpooling parking spaces in the town centre (this is under review as part of the wider Parking Strategy (Beca 2019)).

Free parking at locations like Frankton is encouraging people to drive. Figure 3-14 shows the available parking spaces around Frankton.

Figure 3-15 is a snapshot of customer opinions that were reported in the Frankton Flyer on parking from people living and working in Queenstown.



Figure 3-14: Parking in Frankton (Base map: open street maps)

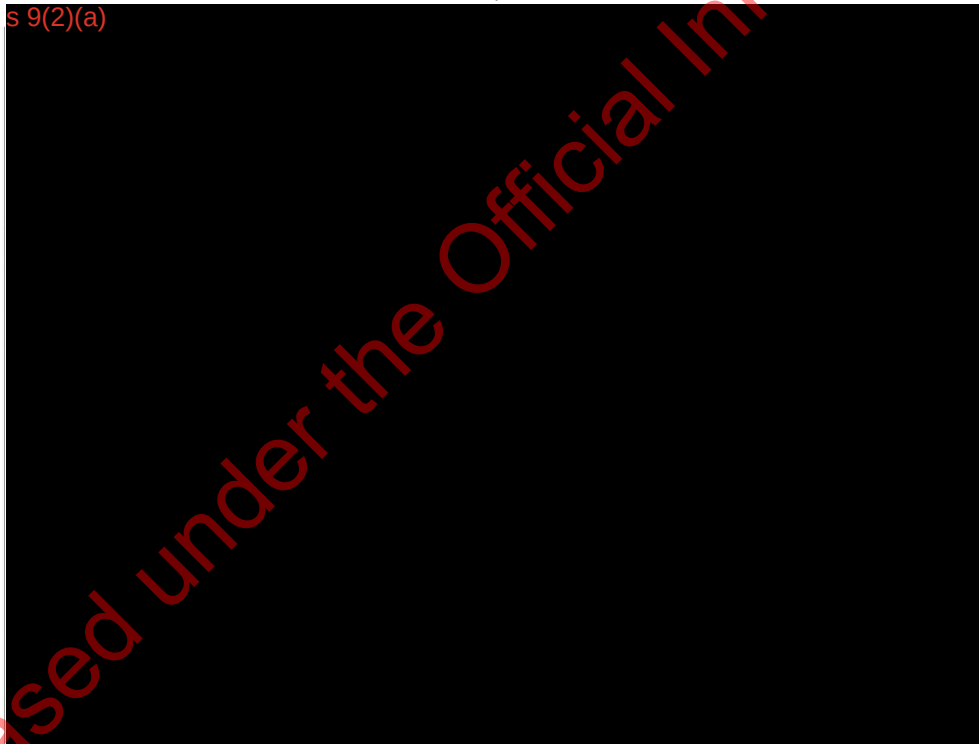


Figure 3-15: Opinions about parking in Queenstown (reproduced with permission from the Frankton Flyer 2019)

3.1.15 Dispersed tourist accommodation

Queenstown has a range of tourist accommodation options (see Figure 3-16 for tourist accommodation statistics). However, an increase in peer-to-peer tourist accommodation like AirBnB has changed tourist travel patterns, with many visitors staying in residential/suburban areas outside of the town centre and away from main arterials that are easier to serve with public transport. These visitors are likely to have a real or perceived need for a rental vehicle to move around the local area.

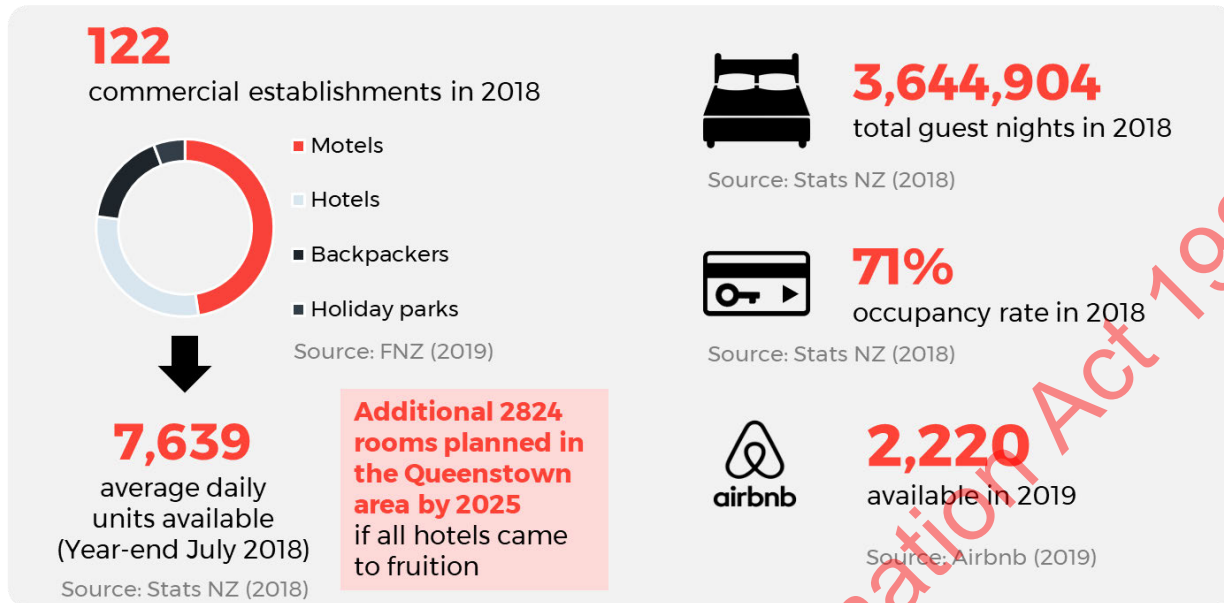


Figure 3-16: Tourist accommodation statistics

Although the distributed visitor accommodation network brings challenges with visitor and driver behaviour, it also presents an opportunity: if visitors were well-served by public or other shared services, residents could benefit from the coverage such a service would bring.

3.1.16 Economic disparity between locals and tourists

Queenstown is reliant on hospitality, retail and tourism sector employees who are paid very low wages relative to the cost of living in the area. In contrast, visitors to the area are often wealthier and more accepting of higher transport costs (eg parking, rental cars, private transport services). Any TDM initiatives that use price to influence behaviour change should seek to provide equitable benefits, eg if parking charges are used to deter car use, then viable and affordable alternatives must be available.

3.1.17 Skills shortage

Stakeholders cited a shortage of skilled workers to support the sustainable transport industry for example, bike technicians, sustainable transport ambassadors, e-bike/e-scooter service technicians. Notably, bicycle technicians do not appear on the NZ Skills Shortage list run by Immigration NZ, but ski technicians do. If cycling grows, people will be needed to service all of the bicycles. There is also difficulty in hiring tourism and retail staff, which is exacerbated by the high cost and difficulty of finding accommodation in Queenstown.

3.1.18 Wayfinding and information provision

In today's on-line digital world, it is easy to travel by car. It is simply a matter of getting in a vehicle and letting a navigation system take you to where you want to go or connecting to a rideshare service like Uber which automatically comes to your current location and drops you where you want. However, the same cannot be said for using walking, cycling and public transport. Each of these modes requires a user to seek out "how to" information. For walking and cycling this may include information such as:

- What is the safest and most direct route to walk or cycle from a to b?
- Is the route safe, is there any gaps in provision such as sections without footpath or intersections that do not cater for cyclists?
- Is there a safe place I can leave my bike at the end of my trip?
- Are there steep gradients that will make my trip difficult?

- Can I walk or bike safely with children?
- If I need to catch a ride back, do buses take bikes and if so will there be enough capacity to take mine?
- What time do buses go and what are their routes?
- What happens if the bus is full, how long might I have to wait for another?
- How do I pay for public transport, do I need the correct change?
- If on public transport how will I know the right side of the road to wait and how will I identify the stop I want to get off at?

It can be quite common for people to utilise online information to answer some of these questions as they consider how to make a trip. The research that they undertake may include:

Searching crowdsourced data such as: Wheelmap.org, Trailforks and Strava

- Social media and websites such as; AirBnB, Uber, Trip Advisor, Yelp, Cookening
- Asking bus drivers, tourism staff, their hosts and the general public
- Visiting local public transport apps or websites

In addition to the information above that people may seek out prior to making a trip they will also seek out information 'in-trip'. This in-trip information is more centred around wayfinding and delays. For example:

- Am I still going the right way?
- How far along the trip am I and how far to go?
- Is the bus running late or have I missed it?
- Where is my stop?

A brief review revealed that the overall wayfinding and information provision in Queenstown is minimal and what exists is not high quality resulting in a poor user experience. For example:

- For people arriving at the Queenstown Airport, public transport information is buried on the airport website amongst car hire, taxis and shuttles. Many of the Queenstown guides fail to even mention public transport as an option at the airport. The website refers users to a link to the regional council website (see Figure 3-17). Although the bus provides an inexpensive direct route into town and to the major hotels, there is no journey planner or information about the cost or where to buy a ticket or a GoCard or where to catch the bus from either on the website or the airport (other than car hire, taxi/bus signs by the exits).
- There is effectively no wayfinding to the Frankton track from the surrounding area other than at the track itself. Maps only show the route end, without any indicators of where it can be accessed from Frankton Road. The route follows Frankton Road, connecting the two main parts of Queenstown, and could be an effective active mode "highway" if suitably upgraded and accessibility improved.

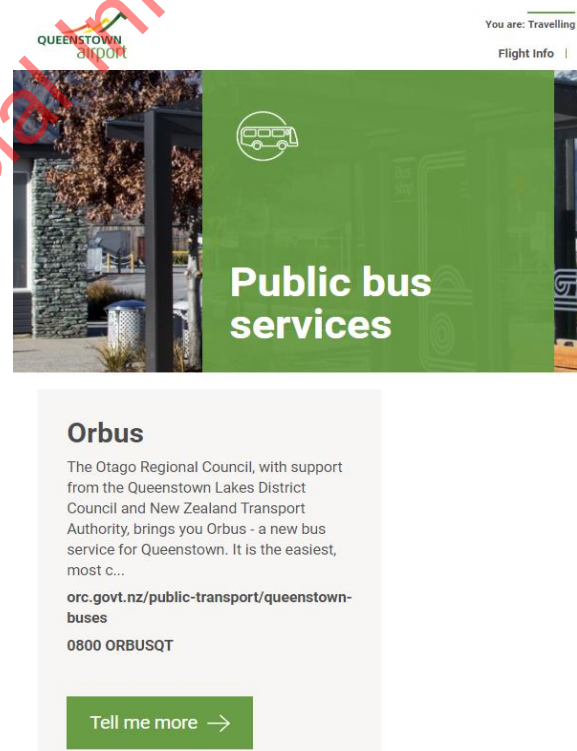


Figure 3-17: Public transport information on the Queenstown Airport

- There is no wayfinding signage to the town centre, which is particularly problematic at the bus hub (currently located in the town centre) and main car parks.
- The bus hub is essentially unmarked aside from standard road-side RP-5 signs and painted bays. There are no signs around town directing people to the hub. The hub is in the process of being relocated from Camp Street to Stanley Street which presents an opportunity to improve signage and passenger facilities.
- The town centre is walkable and compact but there is little in wayfinding except some signs for toilets. There is very little that caters for people with limited or no English skills. Much of the wayfinding is provided by individual tourism operators and attractions in leaflets and brochures (in that customers are told where a shuttle bus/ coach will pick them up).

3.1.19 Need for greater collaboration

Several organisations already exist in Queenstown who consider transport advocacy or promotion to fall within their remit. These include the Chamber of Commerce, Shaping Our Future⁵ and Destination Queenstown. Wakatipu Way to Go was established to bring government agencies together to tackle transport issues collaboratively, it is mainly focused on delivering infrastructure improvements via a series of business cases. While the existence of these organisations and their alliances will give a TDM programme a head-start, nearly all stakeholders indicated that Queenstown's transport services could be improved if a greater level of collaboration, co-ordination and cooperation were to be achieved. Many wanted to be actively involved in this effort.

Most residential areas have their own community groups, which advocate for the interests of their members to relevant authorities and occasionally carry out projects of their own. Some groups, such as Bridesdale Farm Community (in Lake Hayes Estate), were set up and run by the developer as a condition of consent. Other groups, such as Jacks Point Residents Association, levy members and act as a local council responsible for maintaining and operating local infrastructure.

Multiple Facebook pages have been set up that connect the Queenstown community, some with up to 37,000 members⁶. Most are set up with a specific purpose, such as finding flatmates or houses for rent, but the most popular "Queenstown Trading" has become a forum for local news, business offers and charities. Members use the page to organise carpools between the ski fields, and destinations further afield, such as Wanaka and even Christchurch, also feature regularly.

The TDM programme will need to engage with these groups in a meaningful manner and ensure purposeful participation on transport matters.

⁵ Shaping our Future is an independent voice for the community based on community led engagement. The group makes recommendations to local and central government. They work with QLDC to host impartial feedback events through which honest input can be provided by the community. Their aim is to bring together community, business and council around a shared vision for the town's future.

⁶ Queenstown Trading has 37k members; Rent in Queenstown has 31k; Queenstown Community Trade & Sell has 28k

3.2 Stakeholder engagement

Our discussions with key stakeholders revealed strong support and willingness to consider more sustainable ways of moving in and around Queenstown. This section provides a summary of the expected outcomes of TDM programme in Queenstown based on stakeholder views.

What we did:

Interviews and a workshop were held to understand local views, concerns and desires.



Interviews –Fifteen local stakeholders were interviewed to establish what they thought needed to be improved for transport in Queenstown, to discuss TDM and gauge their appetite for a TMA for Queenstown. A summary of stakeholder views is attached as Appendix B.



Workshop – A workshop with stakeholders was held on 4 July 2019 with the goal of discussing the potential to establish a TMA for Queenstown. This was followed by a second workshop on 6 August 2019 where the draft TDM programme was tabled with the aim to capture feedback from the stakeholder group. A combined workshop report is attached in Appendix C.

What outcomes did stakeholders want?

Stakeholders would like to see the following outcomes for the transport system in Queenstown:

Outcomes	
	Predictable, affordable, safe and convenient transport choices
	A fully developed active and public transport system that connects with the trails and is suitable for 8 to 16 year olds to ride
	A transport system that works for everyone (all ages and abilities)
	Ability to live, work and play in the same neighbourhood
	Get tourists out of cars, particularly in the town centre
	Better connect the airport to downtown Queenstown
	Transport options that support quality of life and quality of business
	Better information on public transport options and changes/disruptions due to events
	Effective and useful wayfinding
	Attract and retain skilled staff

Outcomes

	Provision of real time information for buses
	Better infrastructure to support public transport (eg safe interchange facilities, shelter at bus stops, better urban active transport network to connect to stops)
	Better way of engaging with the community (currently there are too many forums)
	Luggage transport options
	Businesses to co-ordinate and work together in resolving Queenstown's transport issues ⁷
	Create a transport experience that is iconic and a part of Queenstown's identity
	Understand and address data gaps

The overall theme of these outcomes suggest a desire for greater travel choices that allow people to move without a car.

⁷ Much is already happening, for example NZ Ski operate shuttles (at breakeven) that move 500+ employees per day in the peak season; luggage logistics and remote check ins are being considered.

4 Critical success factors

Based on an understanding of the existing conditions and stakeholder engagement, five key priorities for Queenstown have been developed. See Figure 4-1. These priorities have been used to guide the development of the TDM programme for Queenstown.

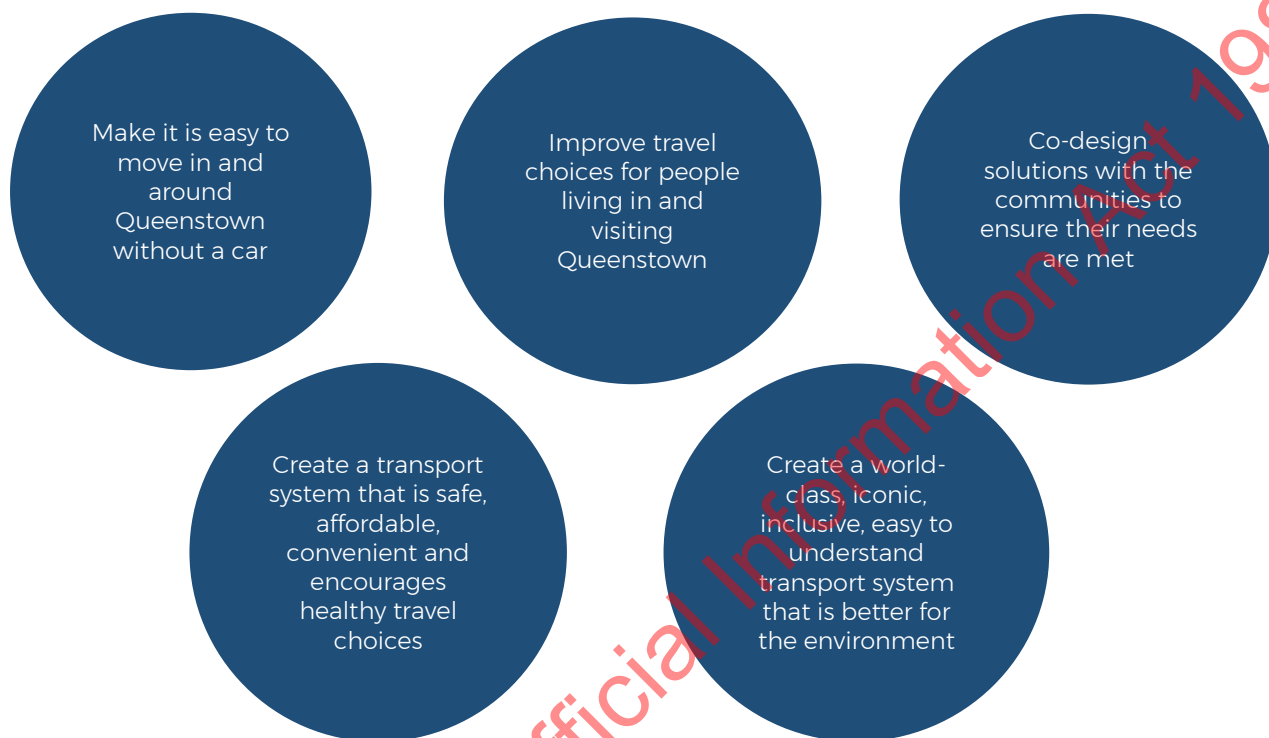


Figure 4-1 : Critical success factors for a TDM Programme in Queenstown

5 Key learnings from case studies

TDM measures are increasingly being used to address transportation issues that occur in resort towns. A desktop review of several resort towns with active TDM in place was carried out to gain an understanding of best practice. The review looked at strategies, plans and TDM measures in place in resort towns in the USA, Canada and Australia, and reviewed car-free and reduced car travel programmes in Europe and the Baltic Sea Region. The review also looked at two TMAs in Australasia (see Figure 5-1). See Appendix E for a summary of the case study review.

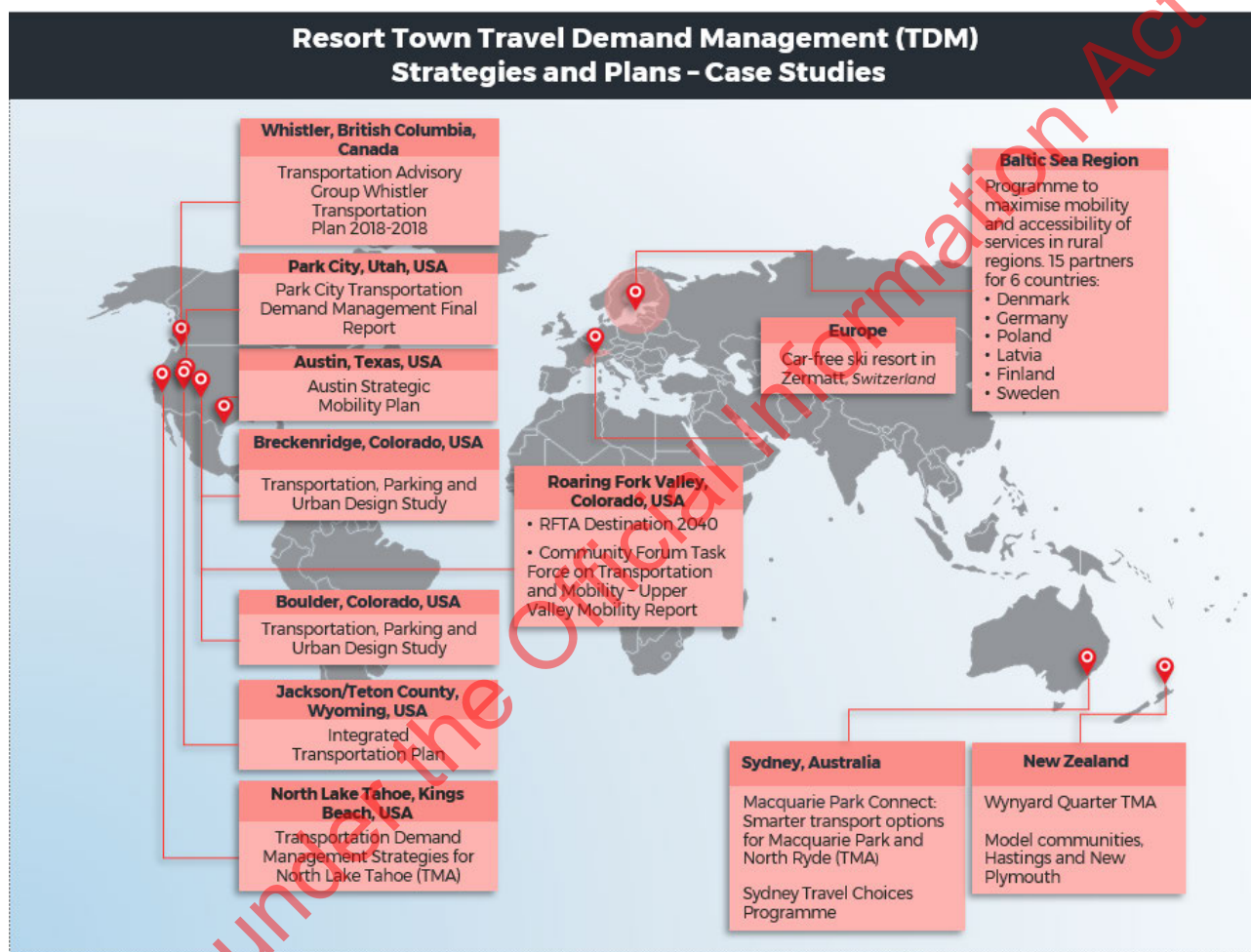


Figure 5-1: Case study research

The review revealed that Queenstown faces many similar challenges to those faced by resort towns worldwide, these included:

- Large influxes of people in peak seasons that exceed the numbers of locals
- Lower paid locals living further and further afield creating transport issues for them getting to and from work and other activities
- Atypical traffic peaks that were more likely to be caused by weather or ski conditions than the commuter-driven peak experienced in towns and cities
- Current congestion likely to get worse if travel patterns don't change with predicted population growth
- Incomplete walking and cycling networks
- Employers finding it hard to hire tourism staff due to the high cost of living

- Growing demand from residents and tourists for environmentally friendly transport and a growing trend for greener and healthier solutions in transport provision (eg electric buses (RFTA 2019) and banning combustion engines (Harneis 2016) are two examples).

Moves internationally to address the above are leading towards a value-based transportation system. Values and actions that are emerging as desirable that we recommend be included for Queenstown include:

- Provision of choice in how to travel, generally by improving bus services and walking and cycling provision
- Considering equity with a focus on elderly, single, young and transport-disadvantaged people
- Balance local needs with those of tourists, for example if tourists get free bus passes with their lift pass, this should be available to locals too
- Provide clear governance, good leadership with clear lines of responsibility and a clear indication of commitment from the lead agencies along with setting performance measures
- Ensure adequate funding to undertake initiatives
- Utilise education and outreach within the community to encourage behaviour change
- Enable community participation, interest groups and multiple employers to work together to create solutions
- Ensure that the TDM programme is responsive to the changing needs of the community
- Improve transport information provision to make it more user-friendly to assist people with trip planning, trip taking and mode choice decision-making
- Ensure that the TDM programme is supported by infrastructure improvements. For example, without having safe and usable; walking, cycling and convenient and regular public transport infrastructure in place it is unlikely that large numbers of people will move to using these modes
- Develop a programme of interventions. Case study research indicated that interventions targeted at specific modes were most effective when accompanied by improvements in quality: as part of the Sustainable Travel Towns programme in the UK, one town invested in travel planning and PT information promotion but did not improve service quality and experienced a decline in ridership; the other two towns increased bus system quality alongside TDM measures and experienced large patronage growth (Sloman, et al. 2018)
- Establish a TMA. Case study research indicated that successful TDM programmes required oversight, structure and mechanisms by which funding is obtained and initiatives are supported and implemented. An organisation dedicated to the provision of transportation services can increase collaboration, and public-private partnerships (like TMAs) were more influential and cost-effective than stand-alone programmes run by individual employers or destinations.

6 Benefits of Travel Demand Management

TDM uses policy, infrastructure improvements and programmes to make it easier to travel without a car. Effective TDM reduces traffic congestion and car dependency by improving access to sustainable transport options like walking, cycling, public transport and carpooling.

Creating and implementing a package of TDM measures to achieve desired transport goals and objectives has been occurring worldwide since the 1960's (Fan et al 1992). The NZ Transport Agency's intervention hierarchy also recommends the consideration of demand management measures prior to investigating new infrastructure options (see Figure 6-1).

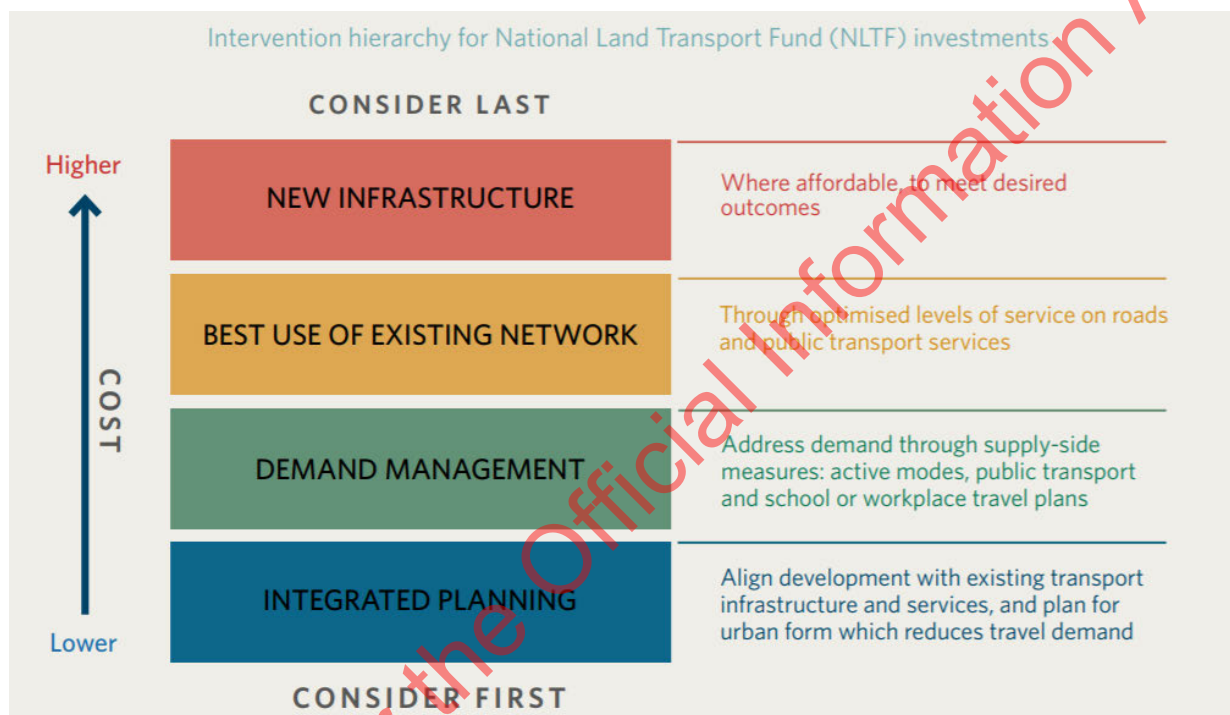


Figure 6-1: NZ Transport Agency's intervention hierarchy (NZTA 2017)

There are many potential benefits of implementing a TDM programme, these include:

- Making it easier for residents and visitors to get around. A TDM programme can increase residents and visitors' opportunities to make trips by modes other than single occupancy vehicles. This has a positive effect on how liveable Queenstown is
- Increase the health of residents and visitors by providing opportunities for people to travel in ways that increase their physical activity and support a healthier lifestyle
- Making it more pleasant for locals, visitors and business to get around. TDM provides the opportunity to reduce traffic congestion, vehicle kilometres travelled and greenhouse gas emissions by moving more people in fewer vehicles. This has the added benefit of achieving more efficient use of existing roads and reducing the need to add more capacity for single occupant vehicles
- Improve productivity for Queenstown and New Zealand Inc by reducing congestion and allowing vehicles better access to areas that they need to go to for business (eg freight deliveries)
- Increase in opportunities to increase transport equity for locals particularly those with a low income to ensure access to all. This will also allow better access for employees through greater travel choice and in some cases reduced travel times

- Provide marketing opportunities for the tourism sector as Queenstown can be marketed as an environmentally green place to travel to and around. It can also be used to protect environmentally sensitive areas by, for example directing traffic away from economically sensitive areas to make visiting them less damaging to the environment and more enjoyable
- Increase the safety of all road users. TDM can provide opportunities to make safety improvements for all modes of travel.

Table 6-1 below provides an indication of actual or potential benefits that have been reported by other schemes here and overseas.

Table 6-1: Mode shift/ potential benefit reported by other schemes here and overseas

Case study	Measure	Mode shift/ potential benefit
Sustainable Travel Towns programme, UK	Region/city-wide strategy, long term commitment	2% reduction in traffic levels, reduction of 7-10% in the number of car driver trips per resident, benefit cost ratio (BCR) of 4.5:1 (Travelwise 2011).
Hawke's Bay DHB, NZ	Workplace travel plan	18% mode shift from single occupancy cars to public transport, carpooling, cycling and walking in two years since the adoption of the travel plan in 2015 (HBDHB n.d.).
Toronto, Canada	Workplace travel plan	Employees who joined the program reduced their number of drive-alone trips by an average of 14% (BTG 2014)
Park City, USA	Parking supply management (in combination with other TDM measures)	Estimated to achieve 5-12% reduction in vehicle km travelled (FP 2016)
	Provision of tailored information (commuters, residents, visitors)	Estimated to achieve 4-5% mode shift (FP 2016)
	Ride share programmes	Estimated to achieve 1-15% reduction in vehicle km travelled (FP 2016)
Queenstown, NZ	Introduction of the \$2 fare (2018)	4-5% mode shift from car to buses (WSP Opus 2019)
Sydney Travel Choices	Information and resource provision to help individuals, businesses and organisations prepare for and adapt to the changes to Sydney's transport network	12% decrease in number of vehicles entering CBD during morning peak and a 9% increase in PT usage into CBD during morning peak during 2017/18 (NSW Government 2018).
King County Metro	Region/city-wide strategy	Between 2004-2011, a 32% reduction in single occupancy vehicles and a saving of 1,500 tonnes of CO ₂ (KC 2018)

Case study	Measure	Mode shift/ potential benefit
Model Communities project, New Plymouth and Hastings, NZ	Combination of TDM measures	With a combined investment of \$7 million over two years from June 2010: - New Plymouth - 44% decrease in cars at school, 12 % decrease in cars at workplace (NZTA 2013) - Hastings - 20% increase in cyclists and 23% increase in public perception of cycling safety (NZTA 2013)
Teton Village, USA	Combination of TDM strategies	Traffic counts remaining at year 2000 levels despite an increase in resort visitors and nearly 50% of surveyed employees arrived via public transport in Winter 2016 (FHU 2018)
	Parking management (No on-street parking allowed and peak pricing for the busiest periods increased)	6% less parking occupancy but a 6% increase in carpooling and an increase in revenue that was used towards funding their shuttle (FHU 2018)

As the table above indicates, there is evidence that demonstrates the effectiveness of TDM programmes in achieving mode shift and traffic reduction. The most significant shifts occur when a combination of push, pull and behaviour change initiatives are put in place together as a comprehensive TDM programme.

What is achievable for Queenstown?

The scale of the challenge facing Queenstown requires an ambitious target.

As mentioned in section 3.1.6, future public transport demand modelling suggests the need for a 40% mode share of public transport and other efficient and sustainable modes by 2028 and 60% by 2048 for the transport network to function (WSP Opus 2019). This is exacerbated by the limited opportunity to expand the existing roading infrastructure. Taking SH6A as an example, a 40% non-car mode share translates to the removal of 600-650 trips per day. By 2048, with a 60% mode share, this increases to 900-1,000 trips.

Achieving this will require a transformational change in the way residents and visitors move in and around Queenstown. A TDM Programme alongside infrastructure improvements can help deliver this change. Business as usual is no longer an option.

7 Scope of a TDM Programme for Queenstown

This section outlines a package of measures that will aim to encourage a mode shift away from car driving towards greater use of sustainable and more efficient modes of transport by residents and visitors. It is an ambitious programme, but it needs to be if it is to achieve a step change in travel behaviour.

In policy terms, TDM programmes are 'complex systems' ie they require a blend of initiatives all working towards the same goal in order to be successful as just implementing one of the initiatives on its own would not have the same impact when compared to how it can work within the system as a whole (FP 2016). For a TDM programme to be successful it needs to induce a behaviour change from the way we travel now to how we travel in the future. To facilitate this behaviour change, two types of initiatives can be employed. These can be categorised as:

- Pull and
- Push

Pull initiatives encourage a shift toward sustainable methods of travel by providing appropriate infrastructure and facilities such as improvements to walking, cycling and public transport networks. Pull initiatives also include the use of integrated land use and transport planning through which planning is undertaken to ensure that new and existing settlement patterns improve connectivity, accessibility and are safe for all modes. When integrated land use planning is undertaken there should be limited need to go back at a later date and retrofit walking, cycling and public transport infrastructure.

Push initiatives refer to measures that provide a disincentive to travel in a certain way, this can include introducing or increasing car parking charges or taxes related to driving to discourage driving and parking.

Behavioural change programmes utilise initiatives targeted to encourage people to change from one behaviour to another. Changing behaviours is a complex area as our choices are influenced by a wide range of external and internal influences. Programmes may involve a wide range of methodologies, some of these include; education on bike maintenance, how to safely ride a bike, how to use an App to find a bus and making travel plans with incentives and/ or gamification for using more sustainable and efficient modes. Behavioural programmes incorporate both push and pull factors to influence behaviour.

See Figure 7-1 for a graphical representation of the interplay between push and pull factors and behavioural change strategies.

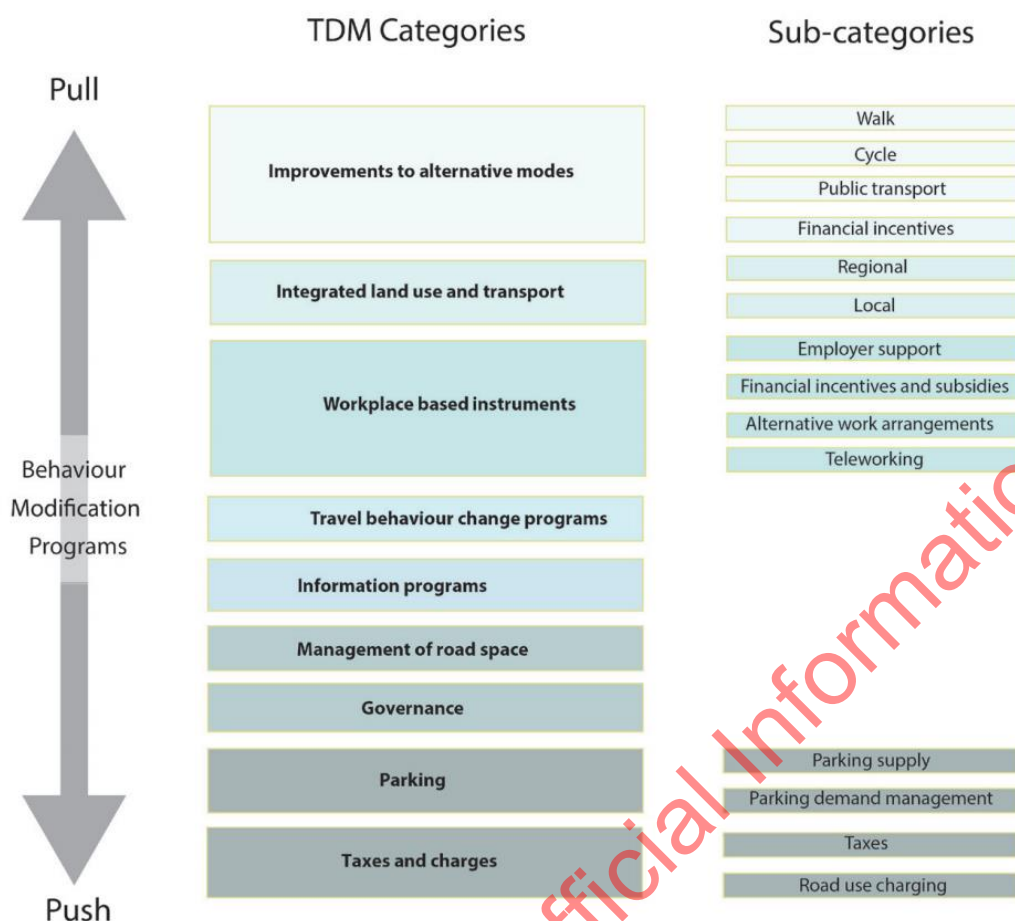


Figure 7-1: TDM categories (Babb et al n.d.)

Figure 7-2 sets-out the proposed TDM programme for Queenstown along with the organisations that will need to lead each initiative. It also identifies initiatives that are quick wins and those that can be delivered by a TMA once established. A dictionary that describes each initiative can be found in Appendix F.

The delivery of the programme will rely on being able to secure funding, develop partnerships and foster coordination between government agencies as well as ongoing stakeholder engagement and collaboration to ensure that the public has ownership and 'buy-in' to the plan.

To develop the TDM programme for Queenstown the pull and push factors were organised into four categories: 1. policy; 2. travel planning and behaviour change initiatives; 3. wayfinding improvements and 4. Transport Management Association (see Figure 7-2).



Figure 7-2: TDM programme categories

Each of these four categories is further outlined below.

1. Policy

Policy can be used as a supporting tool for implementing both pull, push and behaviour change initiatives. Policy provides a clear statement of intent and can be used as a requirement for the public, business and local authorities. For example, policy can be used to require that integrated land use and transport planning is undertaken for new developments, thereby ensuring that walking, cycling and public transport is designed into new developments. Policy can also be used to provide clear direction for push factors, by for example, implementing car parking charges to encourage people to park in some areas and not in others. See Box 6 for an policy initiative example. Alignment with policy can be used as a pre-requisite for funding.

The policy section of the TDM programme for Queenstown contains a mix of measures that range from making regulatory changes to require travel plans, encouraging car-free tourism, developing car share policy to enable car share providers to establish or expand in Queenstown; and, where or when sustainable travel options are available, introducing charges for parking that is free or cheap. The policy section also includes initiatives that influence mode choice for trips to and from the wider region like travel plans for tourist destination and self-drive permits. The mix of measures aims to provide greater travel choice for residents and visitors and disincentive car travel.

While implementing all of the changes will take time and some may require public consultation, the initiatives proposed in the TDM programme set the agenda and provide a place to start for those that presently lead transport policy.

2. Travel planning and behaviour change initiatives

The travel planning and behaviour change initiatives in the TDM programme include items that are usually led by local government in New Zealand and that have a strong evidence base that demonstrates their cost effectiveness and success. Its focus is on programmes that benefit residents and tourists by providing for greater travel choice, education and incentives to change travel behaviour.

The recommended measures include: enhancing the school travel plan programme; providing cycle and scooter training for adults and children; supporting the development of residential travel plans and rewarding/ encouraging employers or organisations making TDM efforts through an award scheme or gamification (this could be expanded to include visitors).

While usually led by local government, measures in this category can be contracted out and, in some areas, eg Bend, Oregon, USA, TMAs have successfully taken on their administration. For travel behaviour change initiatives to work, viable alternatives need to be in place (eg walking and cycling infrastructure and public transport).

3. Wayfinding improvements (physical and digital)

Residents and visitors need to understand their travel options and the routes to take to find them; delivery drivers need to know where to go and when they can deliver, and children need to know the safe route to take between school and home. The UK government identified a lack of information about travel options as being the second most important reason that people cited for

Box 6 – Policy initiative example

The City of Whitehorse in Australia requires travel plans for all new developments comprising of 10 or more new residential dwellings, or non-residential developments of more than 1000m² Gross Floor Area (CoW n.d.).

Sydney, Australia has a travel plan requirement for developments that significantly impact the transportation network (CoS 2015).

not using public transport, walking or cycling more (the first was a lack of access to routes or services). Queenstown has a high number of visitors, so the majority of people in the region may not be familiar with it, hence the importance of having world-class physical and digital wayfinding. This section covers off physical wayfinding needs, which first need to be comprehensively identified by way of an audit; it also includes measures to improve digital wayfinding platforms, the identification and mapping of 'smooth walking/wheeling routes' that allow wheelchair users to access the area or provide the best route to someone who is wheeling a pram or luggage.

QLDC will take a lead role in the implementation of wayfinding improvements with TMA and NZ Transport Agency input alongside assistance from a consultant. There is also scope to include input from the public and the tourism sector.

4. Transport Management Association

A TMA will be crucial to driving the TDM program as it will provide an advocacy role along with offering a coordinated voice for its members and establish clear and consistent lines of communication between its Board, Wakatipu Way to Go, QLDC, ORC, the NZ Transport Agency and other government agencies. This will ensure that the TMA members have visibility of plans and proposals for infrastructure changes and relevant agencies are aware of local issues and concerns.

The suitability of a TMA⁸ for Queenstown was agreed in principle in a workshop with key stakeholders with the following key roles and responsibilities:

- Being the forum that government agencies can approach to present new plans or project updates or discuss transport issues
- Working together to provide coherent and collective responses that represent members when responding to transport issues
- Advocacy and forming opinions to feedback to the government on sustainable transport, walking and cycling and public transport
- Collaborating to better organise share private shuttles and coaches as well as other transport services like vanpooling or a (dynamic) carpooling app
- Be the voice for local communities and advocate for what's important for businesses and communities in Queenstown
- Collect data and information about what Queenstown's transport system has to offer (helping tourists to make sense of the plethora of services)
- Take part in or lead travel plans for events
- Influence travel choices eg using businesses own channels to communicate to employees, or directly to tourists, as they are planning a trip.

See Appendix C for the workshop report that details the workshop discussions and the agreed actions.

Once established, the TMA will design and run its own programmes, but in order to let it 'hit the ground running' a series of initiatives have been included and costed as part of this programme. Identifying these at an early stage will make the mandate of the TMA clearer and increase its chances of securing funding. Initiatives to establish the TMA and, once its established will fall within its remit include:

⁸ The TMA board should be representative of the balance of business sectors and should represent the interests of residents, commuters, employers, visitors and tourists. Government, transport operators and suppliers could be non-voting members. The level of involvement of each agency should be ascertained prior to setting up the TMA in the terms of reference. Until such time that a TMA is formally established, it was agreed that an interim working group would be set up (see Appendix D for a list of volunteer members). The group will work towards establishing a governance structure for the TMA.

- Activities to establish the TMA including the development of a mission, values and goals; setting up an incorporated society; developing its brand, establishing the board of directors, recruitment of TMA staff and identification of potential revenue sources.
- Plans to guide the TMA's activities post-establishment including: a Business Plan, Funding Plan, Communication Plan as well as marketing and promotion.
- Programmes the TMA will operate and manage: guaranteed ride home scheme, setting up dynamic carpooling, exploring a journey planning platform, documenting data gaps and providing transport-related information.
- Advocacy, with the aim of becoming a single and powerful voice that advocates for transport improvements that matter to the businesses and communities it represents. It can advocate for the local government to set a bold goal or vision by standing behind an intention to become a 'Sustainable Travel Town' or to introduce 'Blue Zones' for particular suburbs. Bold visions such as these can inspire action and help to pave the way for the multitude of TDM measures that are needed to achieve them.

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Table 7-1: TDM programme for Queenstown

WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA when established
1	Policy						
1.1	Region-wide strategies						
1.1.1	Develop a sustainable transport vision for Queenstown		☐			QLDC	
1.1.2	Car-free tourism		☐	☐	☐	MBIE, DQ, QLDC, NZTA	
1.1.3	Mobility co-ops for outlying areas e.g. Arrowtown, Lake Hayes (research and blueprint)		☐			QLDC, NZTA	
1.1.4	Car-share policy		☐			QLDC	
1.2	Park and ride study		☐			QLDC	
1.3	Require travel plans for new developments, large employers and significant trip generators			☐		QLDC	
1.4	Require new developments to provide infrastructure that supports and encourages use of sustainable transport (new developments, outlying areas that generate trips into Queenstown)			☐	☐	QLDC	
1.5	Require travel plans for events as part of consent/ traffic impact assessments			☐	☐	QLDC	
1.6	Charging for parking that is currently free or cheap			☐		QLDC	
1.7	Freight management plan			☐		QLDC	
1.8	TDM for emergencies (eg weather, crashes, natural disasters)			☐		QLDC, ORC, NZTA, Civil Defence	✓
1.9	Car-free town centre and residential areas			☐	☐	QLDC	
1.10	Promote Queenstown as a Sustainable Tourism Destination (as options become available)		☐			DQ	
1.11	Airport Access Study and travel plan		☐			Queenstown Airport, QLDC	
1.12	Understand current levels of service for walking and cycling		☐	☐		QLDC	
1.13	Considering wider trips						
1.13.1	Advocate for travel plans for tourist destinations eg Routeburn Track, Milford Sound, Arrowtown, Wanaka, ski resorts, the Gondola		☐			QLDC, ORC, NZTA	
1.13.2	Self-drive Permit Study (to protect sensitive areas)		☐			MBIE, NZTA, MoT	
2	Travel planning and behaviour change initiatives						
2.1	Continue and enhance the school travel plan programme		☐	☐	☐	QLDC, MoE	✓
2.2	Cycle/scooter training (adults and children)		☐	☐	☐	QLDC, Police	✓
2.3	Community travel plans (eg Lake Hayes, Shotover, Jacks Point)		☐	☐		QLDC, ORC	✓
2.4	Awards/ rating scheme (eg cycle/scooter-friendly employer or destination, link in with existing reward schemes or rewards for mode-shift/ car free journeys)					QLDC	✓

WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA when established
2.5	Gamifying mode shift within travel plans (to encourage mode shift for residents and tourists)					QLDC, TMA	✓
3	Wayfinding improvements (digital and physical)						
3.1	Wayfinding and Information Provision Audit and Design Guide (including wayfinding for public transport, key destinations, facilities, routes, parking)					QLDC with TMA input, NZTA	
3.2	Smooth walking/wheeling routes & CCS disability action links	✓				QLDC and TMA	✓
4	Transport Management Association (TMA)						
4.1	Set up						
4.1.1	Establish itself (mission, values, brand, set up Incorporated society, confirm board of directors)					TMA	□
4.1.2	Write Business Plan and Funding Plan					TMA	□
4.1.3	Agree membership fees & recruit members					TMA	□
4.1.4	Establish potential revenue sources (Parking brokerage and event management plans)					TMA	□
4.1.5	Recruit staff to run the TMA and its activities; includes office rent and annual insurance cost					TMA	□
4.2	Action plan						
4.2.1	Develop Communication Plan (document co-ordination, communication channels, stakeholder matrix etc)					TMA	□
4.2.2	Develop website and promotional material about the TMA itself to raise the profile of the TMA and communicate to people what it's going to do					TMA	□
4.2.3	Fund raising (depending on the level of funding secured from the NZ Transport Agency)					TMA	□
4.2.4	Co-ordinate submissions on on-going projects, policies and strategies					TMA	□
4.3	Set up programmes						
4.3.1	Guaranteed ride home scheme	✓				TMA	□
4.3.2	Luggage logistics action plan	✓				TMA	□
4.3.3	Journey Planning App/ Travel amalgamator	✓				TMA	□
4.3.4	Set up bike share/E-bike share connecting key destinations and hotels					QLDC, TMA	□
4.3.5	Dynamic ridesharing/carpooling	✓				TMA	□
4.3.6	Mobility Lab (based on Arlington, Virginia, USA)					TMA	
4.3.7	Identify sustainable transport workforce deficits and establish programmes to run the sustainable transport sector eg bicycle technician, e-bike and e-scooter servicing, sustainable transport ambassador programmes, cycle skills training, bus driver workforce planning and development					TMA	□

WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA when established
4.4	Documenting the data gaps						
4.4.1	Work with partners and confirm what information the businesses/ member organisations are willing to share; identify what data should be collected					TMA	☐
4.4.2	Create an inventory of existing bus and shuttle services; understand current situation; agree if and how to collaborate; identify potential partnerships; make it happen					TMA	☐
4.4.3	Set up events register for Queenstown (for event travel demand management)	✓				TMA	☐
4.4.4	Data inventory and gap analysis (establish what data is available and where there are gaps in the data)					TMA	☐
4.4.5	Understand and establish a register of transport jobs in Queenstown (to identify gaps)					TMA	☐
4.5	Better information provision						
4.5.1	Collate and communicate transport information on getting around without a car through the TMA website (using tools like the Bus map movie and travel scenarios)	✓				TMA	☐
4.5.2	Marketing of car-free holidays (information to support this on the TMA website)					TMA, DQ	☐
4.6	Advocacy						
4.6.1	Advocate for/ support enhanced public transport service to the airport					TMA	☐
4.6.2	Advocate for changes to bus time tables/ routes to better meet the needs of users	✓				TMA	
4.6.3	Gain commitment from the businesses to develop their own travel plans/ work on travel plan activities together through the TMA					TMA	☐
4.6.4	Advocate for/ support high quality branded bus stops (eg iconic bus stops)					TMA	☐
4.6.5	Advocate for inclusion of bike technicians and others in the Immigration NZ skills shortage visa category to support sustainable transport	✓				TMA	☐
4.6.6	Gain commitment from the tourism industry in the delivery of the plan (DQ, travel agents, tour providers)					TMA, DQ, MBIE	☐
4.6.7	Advocate for improved access to bus/ferry ticketing					ORC, TMA	
4.6.8	Advocate for supplier contracts to be reviewed and updated to include metrics to capture quality of service					TMA, ORC	
4.6.9	Advocate for Queenstown to adopt the Sustainable Travel Town vision					TMA	
4.6.10	Advocate for Queenstown to become a Blue Zone					TMA, DHB	

7.1 Indicative cost range for delivery

The indicative cost of delivering the TDM programme is estimated to be between **\$1.3M to \$1.9M** in the first year. Table 7-2 below provides an indicative cost range for years 1 to 3. The estimate is based on research, expert knowledge and cost of programmes implemented elsewhere. The estimate does not include the cost of infrastructure changes. See **Appendix G** for a detailed breakdown of the estimated costs.

Table 7-2: Indicative cost ranges for the delivery of the TDM programme

Year	Year 1		Year 2		Year 3	
Range	Low	High	Low	High	Low	High
Cost estimate range	\$1.2k	\$1.9k	\$539k	\$813k	\$434k	\$589k

Most of the measures included in the TDM programme are studies and research initiatives that will inform the level of investment needed for implementation. A number of those initiatives including the establishment of a TMA are allocated to year one.

This is considered achievable with three full-time staff supported by consultants. A cost estimate for the TMA based on employing three full-time equivalent staff and occupying a premises in Queenstown suggests an indicative annual cost of \$327-\$403k would be required to run the TMA. This would include staff with expertise in securing funding, coordination, communication and TDM. See Table 7-3 for details. The estimate does not include cost of programmes.

As part of the initial start-up phase in year 1, there will be additional costs for writing the Business Plan and the Funding Plan. These are estimated to cost approximately \$200k-250k in consultant fees.

Table 7-3: TMA set up and operating costs

	Item	Year 1	Year 2	Year 3
Staff:	General Manager	\$120k - 150k	\$120k - 150k	\$120k - 150k
	Transport planner/TDM expert	\$90k - 110k	\$90k - 110k	\$90k - 110k
	Marketing/communications expert	\$70k - 80k	\$70k - 80k	\$70k - 80k
Operational costs:	Office space, phone, power, computers, stationary	\$45k - 60k	\$45k - 60k	\$45k - 60k
	Annual Insurance	\$1.5-2.5k	\$1.5-2.5k	\$1.5-2.5k
Implementation phase:	Business Plan, Funding Plan	\$200k - 250k		
Total		\$527k - \$653k	\$327k - \$403k	\$327k - \$403k

7.2 Monitoring and evaluation

Evaluation and monitoring will be critical to demonstrating the success, capturing failures to aid in refining initiatives. Table 7-4 below provides a draft set of indicators that could be used as starting point to develop a monitoring programme. It is noted that in finalising the programme indicators should be selected for each initiative (acknowledging that some indicators will be used to evaluate multiple initiatives).

Table 7-4 Draft indicators to monitor success of TDM measures

Measure	Data source
Utilisation of a mode or route	Pedestrian, cycling, scooting etc counts
Mode-shift	Employer and community surveys
Destination mode share (car driving, walking, cycling, other efficient and sustainable modes)	Household travel survey and employer and destination surveys to determine a shift in mode share; journey planners; Census; mode share surveys; public transport ticketing system; bicycle counts
Vehicle trip reduction (the number or percentage of cars removed from traffic)	Automatic vehicle counters (Average Annual Daily Traffic (AADT)), NZ Transport Agency Traffic Monitoring System
Population and visitor growth	QLDC, Census
Travel time reliability (Number of days average travel time on SH6A exceeds the accepted/agreed travel time)	As above
Vehicles kilometres travelled	Household Travel Survey data
Time spent travelling	Household Travel Survey data
Rental cars usage	Rental car providers, intercept surveys
Public transport ridership	Go Card and bus ticketing data
Visitor use of public transport and walking and cycling	Intercept survey ⁹
Walking/ cycling levels of service	Walking/ cycling audits. Healthy streets indicators (refer to 1.13 in Appendix F)
End-of-trip Facilities	Surveys to each employer to assess their end-of-trip facilities and what they consist of.
Awareness of an initiative or infrastructure	Intercept and employer surveys
Enhanced employee recruitment or retention	Employers survey
Guaranteed Ride Home Scheme implementation and usage	Employers surveys
Number of participants and users in carshare Programs	Car share providers, QLDC, gamification
Number of people signed up to carpooling programmes	Mobility Co-ops, carpooling programmes, gamification providers
Number of travel plans implemented	Employers, schools, communities
Parking occupancy	Surveys
Number of crashes and number of deaths and serious injury	Crash Analysis System, Police incident reports, Hospital data
Liveability and visitor satisfaction	Shaping Our Future, liveability surveys, visitor satisfaction surveys
Greenhouse gas emissions	AADT, mode share, number of trips diverted

⁹ Surveys conducted in person

8 Funding

The TDM programme for Queenstown will be delivered by a range of agencies and key partners with the TMA playing a crucial role. TMAs are a relatively new concept in New Zealand and funding them has not been straightforward. Establishing a secure funding source or revenue stream is critical to the success of any TMA, hence the purpose of this section is to discuss the approach that a Queenstown TMA will need to take to this.

When considering funding, the following items need to be considered:

- Getting the organisation structure and governance right
- Developing a Business Plan and Funding Plan
- Where might funding come from?

8.1 Getting the organisation structure and governance of the TMA right

Having the right organisation structure is important because some organisations will only fund certain types of organisation, for example, local government organisations may be able to support an incorporated society but may be unable to fund a community group that hasn't been formally established in this way.

The Queenstown TMA should be set up as a member-controlled, not-for-profit incorporated society and registered with the NZ Companies Office. The Wynyard Quarter TMA was established as an incorporated society in 2017.

This structure has the advantage of making the TMA eligible for funding from certain government schemes and it also establishes the TMA as member-controlled and independent from government, even though it will share some goals with government such as reducing single occupant car driving and improving access to active and shared transport modes. This independence could attract funding from businesses and various philanthropic organisations that offer grants.

While there is merit in bringing the TMA under the banner of an existing society or organisation during its establishment phase eg the Chamber of Commerce or Shaping Our Future, this should be done with the view of establishing it as an independent entity since it will require different leadership and will have a different remit to either of these organisations.

8.2 Developing a Business Plan and Funding Plan

In its first year, any TMA requires investment in the development of its business plan, funding plan, time to register it with NZ Companies Office as an incorporated society, to set up a board of directors, staff to run the TMA and funds to kick off its programmes and services. TMAs have the potential to generate revenue too, for example from membership fees, charging fares on shuttle services, running parking brokerage or by securing sponsorship or grants. That said, the majority of USA-based TMAs remain reliant on long-term government support and very few are fully self-funded (ACT 2017).

Developing a comprehensive and fully costed Business Plan is critical to the success of a TMA; the Business Plan will set out the objectives, goals and purpose of the new TMA and it should include a three-year comprehensive plan of activities to deliver these.

Further, the Business Plan should either dedicate a section to securing funding or a separate fund-raising plan will need to be written. Specialist transport planning and fundraising knowledge and skills are needed to write these reports, and it is usual for government to help TMAs to establish by developing well-progressed drafts of each. The responsibility for finalising and overseeing the

delivery of the plans will transfer to the TMA's Board of Directors once the TMA has been established.

8.3 Where might funding come from?

When developing its funding plan, the TMA needs to consider:

- How to make the case for investment
- From which organisations/ sources it may be able to secure funding eg from government or grants (one-off and ongoing)
- How it might be able to generate revenue from its activities and services

The TMA will need funding to establish itself and then run its activities and services on an ongoing basis. TMAs have failed in the past, or achieved limited results, when they have been able to secure funds to set themselves up, but then have had to rely on sweat equity (eg unpaid labour, time and resources), often from the board of directors, to continue to operate. The Queenstown TMA needs to avoid this situation by planning for the longer term. A strong Business Plan that looks out three years will help to set the TMA on the right course.

8.3.1 Making the case for funding

Communities benefit from investing in TMAs when they deliver a mode shift that reduces car driving resulting in:

- less congestion and traffic
- improved air quality and reduced emissions
- increasing levels of physical activity via active modes reduces healthcare costs
- greater uptake of space-efficient transport choices enables sustainable growth either in residential population or in increased tourism

TMAs have a good benefit cost ratio ie they deliver viable returns on investment. Given the broad benefits that it delivers to health and wellbeing, the economy and the environment, a TMA would be a strong candidate for cross-agency collaboration and funding. Sometimes there are opportunities to collaborate with existing programmes that share similar goals to a TMA, for example in Auckland various health programmes encourage people to walk or cycle more, and in some areas of New Zealand, doctors are prescribing exercise. Were the trips taken within these programme to be given a destination or purpose (eg making a commute more active, or walking to the local shops), they could deliver a mode shift too: a win-win for health and transport.

Businesses are likely to benefit indirectly from a TMA when:

- it becomes easier to attract and retain employees when they are able to access affordable, reliable public transport, or it's easy and safe to cycle or walk to work
- a good transport experience becomes a drawcard for an area, attracting more visitors or tourists
- advocacy efforts are more likely to be rewarded when businesses and organisations speak together with one voice
- they can make savings by building or leasing fewer car parks because access by sustainable modes is the preferred choice.

When making the case to businesses to invest, the following more tangible benefits may be persuasive:

- efficiency gains can be made through working together to run a shared shuttle service for employees instead of running separate services

- Organisations can reduce spend on either leasing or building car parks when access by sustainable travel modes improves
- It is cheaper to work together on travel plan initiatives like developing information and material for an area than to work separately on developing this for each individual site or business
- there are opportunities to market or advertise through the TMA

8.3.2 Where might funding for the TMA and the TDM programme come from?

While it is not the purpose of this section to complete a full funding plan, and it would not be possible to do so without having written the TMA's Business Plan, the following funding sources should be explored for the TMA and the TDM programme initiatives:

Government

- Should activities currently within the remit of QLDC, like school travel plans or setting up walking school buses, come under the TMA's remit, these should be funded by **local government** since they deliver on government policy objectives and benefit local residents
 - Any changes to **public infrastructure** that the TMA advocates for and government agrees to deliver would be funded either by **local government** or the **NZ Transport Agency** depending on who owns that infrastructure
 - The NZ Transport Agency is seeking to establish a multi-million **contestable fund for TDM** and the TMA should qualify for support from this fund; the NZ Transport Agency's research programme may also support some research activities for the TMA should this benefit TDM more broadly across NZ
 - It may be possible to make the case for funding certain TMA activities to:
 - The **Provincial Growth Fund**: if the TMA can make the case that it will "support job creation" and "power up prosperity and productivity in one or more regions."
 - **New Zealand Green Investment Finance** if the TMA can argue that it will be an investment that "lowers domestic emissions" and "crowds-in private finance"
 - **EECA's Low Emission Vehicles Contestable Fund** could support projects to electrify transport or reduce emissions, for example they have supported EV car share schemes in some areas and the electrification of buses
 - The **Ministry for the Environment** runs a **Community Environment Fund** which may support projects that reduce emissions and air pollution
 - The **Ministry of Business, Innovation and Employment**, including the **Ministry of Tourism** and **Destination Queenstown** may invest in projects that deliver benefits to tourists and grow the local economy; the (contestable) Tourism Infrastructure Fund might be persuaded to fund wayfinding or on-road cycle facilities that connect tourists to trails
- In the USA, TMAs have secured long term support for their activities through local sales taxes; the equivalent in New Zealand would be to secure funding from the **Proposed Bed Tax** for Queenstown or from the **International Visitor Conservation and Tourism Levy** which was introduced in July 2019
- Potentially, a portion of **parking revenue** could be ringfenced to support TDM activities and the TMA
 - The NZ Transport Agency and ACC have partnered in the development of a national cycling education system called **BikeReady** to increase the reach of cycling education in New Zealand.

Other non-government sources of funding that need to be considered include:

- Membership fees (often fees are tiered to reflect the number of employees or the extent of a member's operations)
- Fees for providing services such as parking brokerage or event travel planning
- A transaction fee for use of dynamic carpooling or journey planning services that facilitate payments
- The TMA may be able to secure funding for specific projects or initiatives through a number of local organisations that offer grants including:
 - Queenstown Lakes Community Housing Trust (QLCHT)
 - Aspiring Arts and Culture Trust
 - Central Lakes Trust
 - Otago Community Trust
 - Community Trust of Southland
 - Creative Queenstown
 - SKYCITY Queenstown Casino Community Trust
 - Upper Clutha Community Arts Council
 - Otago Science in Action
 - Wakatipu Community Foundation
- **Generosity New Zealand Inc** provide tools to help organisation to connect with funders and this is something that the Funding Plan should explore.
- Businesses may wish to support specific activities that directly benefit them, these might include:
 - Freight logistics
 - Shared bus shuttles or joint funding "public" transport services
 - Developing traveller information
 - A journey planning or mobility as a service style app
- Businesses may also sponsor the TMA for marketing purposes or as part of their environmental or social responsibility programmes

In conclusion, the TMA should start by developing a Business Plan which should set out the activities it plans for its first three years. The Business Plan will need to include, or be supported by, a funding plan which will identify the potential funders, understand their processes, timeframes, criteria and motivations to invest, start the conversation and work on making a compelling case for investment.

9 Next steps

The formation of a TMA and the TDM programme are major steps in using TDM to address the transportation challenges in the Queenstown area. Following community buy-in, strong policy development is necessary to begin the process of inducing travel behaviour change and mode shift. Creating policies that are informed by anticipated demand and travel behaviour will future proof the transportation network and maintain behaviour change over time. Through a strong foundation, reinforcement of the desired outcomes and clear, consistent communication of a community-wide shift toward sustainable transport, the Queenstown area can build momentum for a culture change around travel behaviour.

The next steps in the delivery of the TDM programme include:

- Gaining approval from the Wakatipu Way to Go partners
- Securing funding for the programme
- Gaining ownership for each of the recommended initiatives
- Establish an interim working group for the TMA.
- Getting community buy in. Continuous engagement and communication with the communities, employers, schools and key partners will be crucial to ensure support of the programme long-term and to avoid missteps. Although extensive consultation has been undertaken on previous projects and in a number of forums like Shaping Our Future, there is a need to engage with the community and key partners to get buy-in for the TDM programme (and refine it where needed). Getting this buy-in will ensure that they are part of the solution and understand the urgency to act. A list of key partners and their potential roles has been included in Appendix H.

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Appendix A – Shuttle bus operators in Queenstown

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Type	Operator	Destinations	Number of trips/day	Queenstown Town Centre	Frankton	Hotel Pickups	Winter/Summer	Parking overnight in or close to town centre?
Regional	  	Dunedin, Wanaka, Christchurch, Franz Joseph (Milford Sound)	16	Athol St in the middle of the car park	✓	x	All year	No
		Cromwell, Wanaka	10	Camp St. (outside Isite building)	✓	x	All year	No
Tourist		Cardrona Skifield (winter only) Milford Sound Doubtful Sound Bluff (to Stewart Island)	4 3-10 1 1	88 Beach Street	✓	Shuttles where appropriate	All year	
		Coronet Peak, Remarkables, Cardrona, Treble Cone	15-20	35 Shotover Street	✓	✓	Winter Only	
		Milford Sound Skippers Canyon, Kawarau River	2-3 10-15				Summer Only	
		Skippers Canyon, Shotover Canyon	6 40 (trips every 15 minutes)	The Station, corner of Camp and Shotover Streets	✓	✓	All year (but numbers vary)	

		Coronet Peak, Remarkables	17-30 to each	Duke St outside Snow Centre	✓	✓	Winter Only	No
		Milford Sound	4	88 Beach Street		✓	All year	
		Te Anau, Invercargill, Milford Sound, Tramping track ends	17	The Station, corner of Camp and Shotover Streets	✓	On request	All year (but numbers vary)	
Overnight Tourism		Lake Tekapo, Milford South	2	Nomads, Church St	✓	✗	All year	Yes
		Southbound, Northbound	2	Nomads, Church St	✗	✗	All year	Yes
Private		Operates private charters, corporate travel, school and sports charters						

Appendix B – Summary of Stakeholder views

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Queenstown TDM Scoping Study

Key themes from interviews

Interviews conducted by: S 9(2)(a) and Gemma Greeshields

July - Aug 2019

What needs to be improved?

From a community group perspective:

- Need to consider wider regional townships that contribute to traffic generation (tourism & residents)
- Liveability – **can't live, work and play in the same neighbourhood** – creating car dependency
- Service industry & lower wages are placing households under pressure
- Rapid growth is affecting schools (eg Shotover role is set to double within a couple of years)
- Air BnB results in a distributed accommodation network- brings challenges with visitor driver behaviour, but if we moved this group by active or shared modes, residents could benefit
- PT isn't meeting needs of service industry works- routes, times etc. \$2 fares are appreciated, but could this just be for residents and commuters and should tourists pay?

Business and agency perspective:

- Chamber of Commerce sees transport as 20% of its remit!
- Willingness to work together and participate in improving the transport situation; much already happening eg NZ Ski operate shuttles (at breakeven) that also move 500+ employees per day in the peak season; luggage logistics and remote check ins are being considered
- Residents and visitors are generally fit & active- there is a good trail network but more would cycle or walk if there was a safe network of urban trails (this is something that the Trails Trust is advocating for)
- Strong willingness to participate and co-operate to address transport challenges; acknowledgement that better co-ordination and organisation is needed so that transport challenges don't constrain growth

For all:

- Need predictability (priority) and reliability of public transport system; also more routes, higher frequency and safe waiting/ interchange environments
- Commitment, coordination and connection between agencies needed, but also to integrate the transport system generally
- All agree that it is difficult for the majority to get around Queenstown without a car and more choice is needed

What needs to be improved?

Continued.....

- Wayfinding
- Real time information
- Better information on PT options
- Better infrastructure to support PT (e.g. shelter at bus stops, better urban active transport network, cycle mechanics)
- Better way of engaging with the community (too many forums)
- Information on changes/disruptions due to events
- Luggage transport options

Emerging trends

- E-bikes
- People are becoming more willing to look at alternatives
- Bike congestion on Frankton Track
- Greater 'self-driving' among Chinese visitor groups

TO CONSIDER:

- The weather in Queenstown impacts travel mode choice.
- Transport system that is branded in a way that becomes iconic & a part of Queenstown's identity
- Easy travel for families

Outcomes

- Predictable, reliable and convenient transport options
- A fully developed active and public transport system that connects the trails and the bus that is suitable for 8-16 year olds
- Liveability
- Get tourists out of cars
- Connect the airport to downtown Queenstown
- Quality of life, quality of business
- Support for a Transport Management Association

A TMA needs to....

- Bring all agencies together (Tourism operators, Wakatipu Way to Go, NZTA, ORC, Destination Queenstown, Trails Trust, developers, businesses)
- Start two-way communication all working together
- Listen and act
- Have sustainable funding
- Independent business-led group so that it is not from QLDC, ORC and NZTA
- Co-design transport services & TDM programmes

Act as an advocate for *all* users of transport around the Wakatipu region

Summary

- Need predictability and reliability of public transport system
- Liveability – **can't live, work and play** in new housing areas – creating car dependencies
- E-bike use is increasing
- Commitment, coordination and connection is desired
- It is difficult to get around Queenstown without a car
- Get tourists out of cars
- Support for a TMA to: Act as an advocate for all users of transport around the Wakatipu region; co-operate and run services

Appendix C – Workshop Report

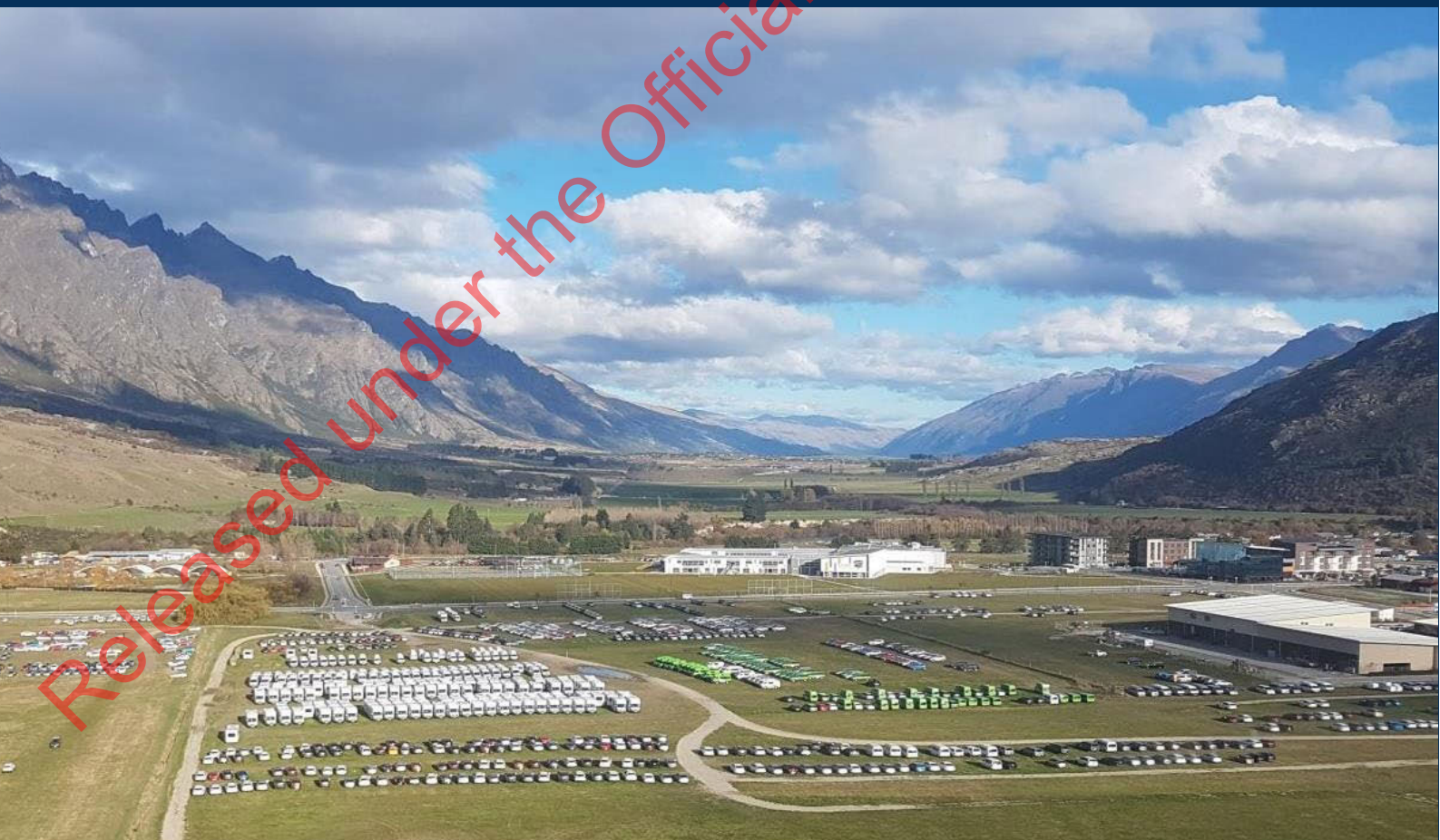
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Queenstown Travel Demand Management and Transport Management Association

Workshop 1 & 2- Report & Minutes

Date: Workshop one - 4 July 2019
Workshop two - 6 Aug 2019

Venue: SKYCITY Queenstown Casino
Level 1, Stratton House
16-24 Beach Street
Queenstown





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This report is intended for use by the New Zealand Transport Agency. The purpose of this report is to inform the Queenstown Travel Demand Management Scoping Study.

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Report/minutes of
workshop one
4 July 2019

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Queenstown Travel Demand Management and Transport Management Association Report/minutes of workshop one

Thursday 4th July 2019
SKYCITY Queenstown Casino

Level 1: Stratton House
16-24 Beach Street, Queenstown

Produced by: s 9(2)(a) WSP-Opus,

Approved for release by: s 9(2)(a) WSP-Opus

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Revision 1

Introduction

A stakeholder workshop was held on Thursday the 4th of July with the goal of discussing the potential to establish a Transport Management Association (TMA) for Queenstown.

The workshop was attended by 16 organisations, with representation from businesses, a social agency and resident/community associations, the NZ Transport Agency, Queenstown Lakes District Council (QLDC) and Otago Regional Council (ORC). A full list of attendees has been included at end of this report.

WSP Opus planned and hosted the event on behalf of the NZ Transport Agency (the Agency), working under the Wakatipu Way to Go banner.

Discussion was focused on a series of questions posed in the format of three papers:

- Workshop Paper 1: Service offer of a TMA
- Workshop Paper 2: Financing/ funding
- Workshop Paper 3: Governance.

It was a valuable and productive session and the goals for the workshop were met.

The following was agreed:

1. The group agreed that there is a need for a Queenstown TMA
2. The Chamber of Commerce and Shaping Our Future may be able to help set-up and support the TMA once it is established, although this offer is subject to approval from their respective boards
3. An Interim TMA Working Group will be established.

This brief report includes:

1. The agenda of the workshop
2. An outline of the discussion on each of the three workshop papers:
 - 2a. Workshop Paper 1: The service offer/focus of a TMA
 - 2b. Workshop Paper 2: TMA financing options
 - 2c. Workshop Paper 3: TMA potential governance structure.
 - A list of people who have volunteered to be in the Interim TMA Working Group.
3. Summary
4. Actions
5. A list of attendees and apologies
6. Appendix 1: The flyer circulated ahead of the workshop

1. Agenda

10.00 Welcome: s 9(2)(a)

Why are we here?

Objective of roundtable (informal, emphasis on discussion, audience plays an active role)

10.05 Introductions (Briefly around the table, names to faces) – top 2 issues to share with the group

10.15 Presentation of key findings

What have we learnt so far and what's next?

Key findings from case studies, policy review and interviews

10.30 Approach for Queenstown

10.45 Working session and Workshop Paper discussion:

Goals of session:

- Commitment in principle regarding the development of a TMA
- Agreement on the focus for a TMA (i.e. what problems can it solve?)

10.45 Workshop Paper 1: Service offer of a TMA

11.05 Workshop Paper 2: Financing/ funding

11.25 Workshop Paper 3: Governance

11.40 Summary and re-cap

11.50 Agree next steps

TMA – lead/involvement/interim board?

Next workshop/ update

12.00 Close and lunch

2. Discussion

Over the last decade, government agencies in NZ have responded to transport challenges by planning and building large infrastructure projects. There is now a stronger political direction to make use of travel demand management (TDM) to encourage a mode shift away from single occupant car driving, towards more walking, cycling and travel by public transport. TDM aims to make better use of the existing network, gives people more transport choices and reduces the environmental impact of travel demand.

The workshop was opened with a welcome address from the Agency which emphasised that whilst the government was traditionally seen as a provider of transport infrastructure and services, this is changing. Therefore, the Agency is keen to understand the role that businesses can play in solving Queenstown's transport challenges, and to explore the concept of a TMA.

TMA's are not-for-profit public-private partnerships that are member-controlled and represent an area's businesses, with local government support.

Peter Harris - Economic Development Manager at QLDC - pointed out that one of the reasons that more people are living away from the main centre is because the geography of Queenstown limits how much growth can be accommodated in the downtown area. Consequently only 12% of future development is planned to be in the centre; 88% will be in outer areas. Those representing residents of the outer areas highlighted that people living out of town in the newer suburbs found it difficult to live, work and play locally, because they have few, if any local services (i.e. cafes, supermarkets, health centres, schools parks). Due to a lack of good footpaths and cycle paths, most people drive to the places they need to go; people end up driving to shop, get to work or education, visit the doctor, meet friends or get to the leisure centre.

A TDM programme will be key to achieving a mode shift away from the high level of single occupancy car driving that is creating challenges for the communities in Queenstown. Findings from the WSP Opus stakeholder interviews indicate a need for an independent entity that can coordinate across agencies, act as an advocate for all users of transport around the Queenstown Lakes area and facilitate co-operation between businesses to address shared transport challenges. This view was echoed in the workshop.

TDM uses policy, infrastructure improvements and programmes to make it easier to travel without a car. Effective TDM reduces traffic congestion and car dependency by improving access to sustainable transport options like walking, cycling, public transport and carpooling. It offers services and tools that enable visitors, residents and workers to travel between key destinations without a car.

Examples case studies were tabled where TMAs (or similar) have been established including: Park City; Whistler and Wynyard Quarter TMA (WQTMA). Zermatt in Switzerland was held up as an example of a resort town that is car free. The TMAs in the USA case studies were generally funded through local sales taxes and visitor levies and took on roles ranging from advocacy through to running services like shuttles, luggage logistics or carpool programmes. TMAs are usually public private partnerships and set up in a similar way to New Zealand's incorporated societies e.g. WQTMA is an incorporated society with not-for-profit status and a board of directors representing the business sectors in Wynyard Quarter. The WQTMA has not been able to secure sufficient funding to recruit a TMA manager and delivery team, so there has been limited impact in its first two years. A lesson learnt from this is that it will be critical to secure funding for a Queenstown TMA before it is set up.

All stakeholders interviewed ahead of the workshop, and most workshop attendees, were supportive in principle of a TMA for Queenstown. A number of questions were asked about how a TMA might work here:

- If the WQTMA could not secure funding and deliver on its intentions, how can we make sure a Queenstown TMA will be successful?
- How involved does the government need to be?
- How can we make sure that any funding is secured for the long term (not just for year 1)?
- How much will a TMA cost to set up and run?
- Where will the funding come from?
- Will the funding of Wakatipu Way to Go impact the funding of the TMA?
- How can we get better public transport routes, timetables, bus stops and bus priority where we need it when different elements of the bus system are managed by different agencies e.g. NZ Transport Agency for state highway bus priority, QLDC- local road bus priority and bus stops and ORC- bus services?

Specifically, attendees identified a desire to:

- Better understand the existing transport services by collecting data to quantify anecdotal evidence, notably: the number of private shuttles and coaches, their routes and timetables; traffic bottle necks; specific operator/supplier concerns
- Establish coordinated channels of communications to capture community needs and concerns (working with existing resident and community associations).

Concerns were raised about the fragmented nature of information and a lack of co-ordination:

- Attendees felt that there were so many projects happening in and around Queenstown that it was hard to keep track of what was happening where. They also said it was difficult to know which of the numerous forums and organisations to voice any concerns
- Queenstown has several groups that work together in different ways e.g. various residents' associations and Shaping Our Future. The key will be to engage with these groups and ensure the TMA facilitates ongoing and purposeful participation on transport matters.

Most of the above were addressed in the workshop and will also be considered in the final project report. It is intended that an interim board/working group will be established to oversee and develop the role, responsibilities, structure and agree what success would look like for the TMA.

2a. Workshop Paper 1: The service offer/focus of a TMA

The purpose of this paper was to agree, in principle, the service offer and focus of a Transport Management Association for Queenstown.

Discussion was guided by the key question put forward in the workshop paper regarding the membership and remit of a TMA for Queenstown, and who should be involved.

TMA's are not-for-profit public-private partnerships that are member-controlled and represent an area's businesses, with local government support.

NZ Ski spoke about its employee pick-up drop-off service which moves 500-700 staff on its shuttles on busy days. The service started as a result of the company vision to provide staff with a reliable means of getting to work. The service also helps with staff retention and allows employees to have a greater choice in where they stay. A question was raised whether other companies could purchase seats on the NZ Ski buses and whether there was a possibility for collaboration through a TMA. Although it is not their core operation, if it means extra revenue, NZ Ski signalled that it may be a possibility. A TMA could provide a platform for running a shuttle service for Queenstown and some in the room voiced that there could see the benefits of organising shuttles and coaches better.

Ritchies representatives advised that they meet with ORC weekly and actively provide feedback from a transport operator's perspective.

The group agreed that the TMA should focus on the following:

- Being the forum that government agencies can approach to present new plans or project updates or discuss transport issues
- Working together to provide a coherent and collective response that represents members when responding to transport issues e.g. balancing dilemmas or solving problems together before responding to government consultation processes on transport plans, matters or projects
- Advocacy and forming opinions to feedback to the government on sustainable transport, walking and cycling and public transport
- Collaborating to better organise private shuttle and coach as well as other transport services like vanpooling or a carpooling app. There was some discussion about journey planning apps and the NZ Transport Agency Choice app and whether businesses could provide something faster and better through a TMA
- Be the voice for local communities and advocate for what's important for businesses and communities in Queenstown
- Collect data and information about what Queenstown's transport system has to offer (helping tourists to make sense of the plethora of services)
- Advocate for change
- Take part in or lead event travel plans
- Meeting and a forum to discuss issues
- Influence travel choices e.g. using businesses own channels to communicate to employees, or directly to tourists as they were planning a trip.

It was also agreed that the TMA should represent and bring benefit to areas where people live and commute to and from, but it should be cautious about being too big and taking on too much because that might cause it to lose focus. Users of transport should be well-represented:

- Employers (e.g. construction industry, ski fields, entertainment, and service industry)
- Employees (of all sectors)
- Residents associations. 'Shaping Our Future' stressed that it's essential to understand the community needs from a 'whole of life' perspective, this isn't just about getting to work
- Destination Queenstown
- Social agencies representing marginalised communities (e.g. Happiness House)
- Peer-to-peer accommodation which is resulting in distributed accommodation and influencing travel patterns, parking needs etc (e.g. Air BnB who have been establishing 'host groups')
- Transport operators and suppliers (e.g. Ritchies, Go Orange)
- Airport and airlines
- Tourists and visitors
- Ngāi Tahu
- Wakatipu Way to Go (QLDC rep).

To summarise, it is intended that the TMA will be led by the business sector and membership will be representative of the sectors and industries in the area, residents' associations should be represented on the board, and government, transport operators and suppliers could be non-voting members. Business community involvement needs to extend beyond engagement. The level of involvement should be ascertained prior to setting up the TMA.

Establishment phase could focus on:

- Geographic boundaries
- Membership - who should be at the table and levels of participation
- Mission, goals and values- What is the 'mission' and what are the goals?
- Key performance indicators and desired outcomes
- Data gathering and identifying data gaps
- What does success look like?
- Identifying top priorities and challenges - Which problems are we trying to solve? What are the short, medium and long-range priorities?
- Who benefits and how?
- What will it cost?
- How will it be funded and resourced?

Establishment phase could focus on:

- Considering how to address the unique challenges experienced by those who live, work, operate businesses and visit the Wakatipu region
- Identifying associated costs
- Identifying funding sources.

Early resolution of governance, finance, broad TMA objectives and level of involvement will be critical. If any questions remain about the role of the TMA, please do contact WSP Opus.

2b. Workshop Paper 2: TMA financing options

The purpose of this paper was to seek the opinion of potential members on possible TMA financing options.

Current situation: Currently, we know businesses around Queenstown are working individually to tackle transport issues. The area lacks a co-ordinated approach and as a result, opportunities to share costs and develop better transport services for the whole community are being lost.

Potential options for financing the TMA include:

1. Membership fees
2. Developers, government and owners of property pay a lump sum annual fee
3. Additional core funding from Government and developers
4. TMA generated revenue (car park brokerage, selling services e.g. shuttles)
5. Tourist based revenue e.g. visitor levy; peer-to-peer transport service fee.

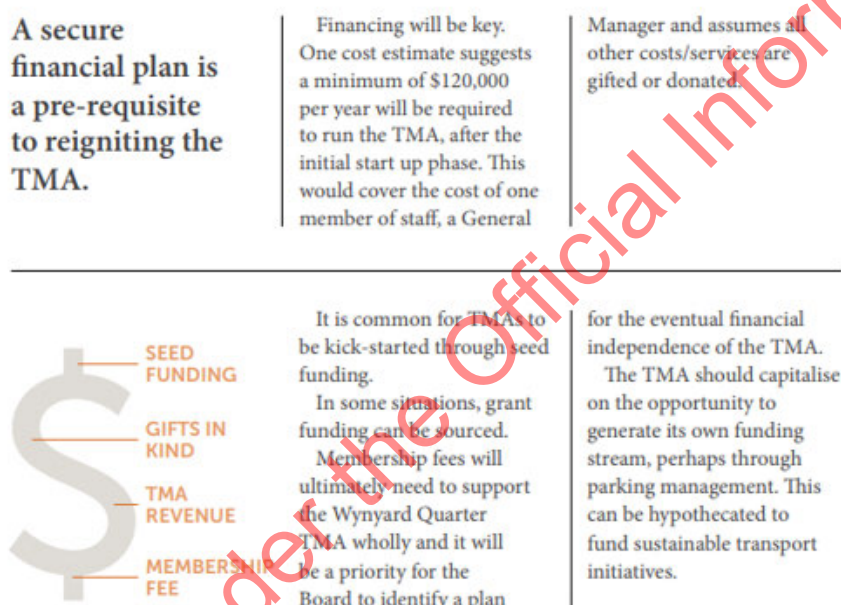


Figure 1-1 Finance considerations from the WQTMA 'Moving Forward' report Source: Moving Forward, Auckland Transport, last accessed 30 June <https://www.wqtma.co.nz/plansandreports>

The points raised in discussion included:

- Generally, funding for a TMA is secured from government sources¹. Tony Sizemore from the NZ Transport Agency noted that it would be critical to understand and clearly identify the funding pathway if funding for a TMA is to be secured. Without that, even with the best investment story, funding will be difficult to attain. He also noted that funding for Wakatipu Way to Go is attached to a project but there is no long-term secure funding for the alliance itself. Although this does not necessarily impact funding for the TMA, it is an example of the complexity of securing funding

¹ Louise cited a 2017 report on TMA's from the Association for Commuter Transportation, USA: <http://actweb.org/wp-content/uploads/2017/10/TMA-Spotlights-Final-October-2017.pdf> last accessed 10 July 2019

- One example from the USA is to establish a TMA with a manager who is tasked with securing funding, writing the Business Plan and getting a few initiatives underway, with direction from a board of directors. The annual running costs of any TMA depend on what it does (e.g. advocacy, running services, does it have a revenue stream for example from parking brokerage?).

The following potential sources of funding were discussed:

- The Queenstown international visitor levy is expected to bring in \$40M/ year- to be invested in productivity. Peter Harris from QLDC noted that to obtain funding from the visitor levy, the justification might be that staff retention is a challenge which links to productivity in the region. This was related to an earlier comment by NZ Ski that provision of staff shuttles to and from work helps with staff retention
- Destination Queenstown may have avenues to secure funding.

The Ministry of Business, Innovation and Employment (MBIE) could be approached to provide funding support. To summarise, the general consensus was that identifying and securing funding would be critical to establishing a TMA. The WSP Opus' Queenstown TDM Scoping Study Report (due August 2019) will include a section on the potential sources of funding (e.g. visitor levy, NZTA TDM Micro Fund, MBIE, international visitor levy, local bed tax etc.).

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2c. Workshop Paper 3: TMA potential governance structure

The purpose of this paper was to agree a potential governance structure for a TMA in Queenstown.

Current situation: Several organisations already exist in Queenstown that consider transport advocacy or promotion as part of their remit. These include the Chamber of Commerce, Shaping Our Future and Destination Queenstown. Wakatipu Way to Go was established to bring government agencies together to tackle transport issues collaboratively, it is mainly focused on delivering infrastructure improvements via a series of business cases. While the existence of these organisations and alliances will give a TDM programme a head-start, nearly all stakeholders indicated that Queenstown's transport services could be improved if a greater level of collaboration, co-ordination and cooperation were to be achieved. Many wanted to be actively involved in this effort.

Attendees suggested that the board of directors for the TMA could have the following structure:

- Supported by the Chamber of Commerce and based in the same office, but as a separate entity (similar to Downtown QT, which is only partially active at present due to funding and resourcing issues). Co-location can reduce start-up costs and overheads and help staff feel connected and supported. This is subject to approval from the Chamber of Commerce Board
- Shaping Our Future could also potentially support the TMA, also subject to board approval. Being independent, Shaping Our Future have credibility within the community which would make them a good candidate
- The TMA should be linked to objectives from Wakatipu Way to Go and it needs to facilitate two-way discussion
- In addition, the group suggested that the board include representation from government agencies (Wakatipu Way to Go and QLDC) and transport operators/suppliers (e.g. Ritchies) as observers if necessary (i.e. without voting privileges)
- The board should be representative of the balance of business sectors and should represent the interests of residents, employers, visitors and tourists.

Interim Working Group

- There was an agreement to set up an Interim Working Group. Voluntary membership for this interim group includes:
 - s 9(2)(a) Chamber of Commerce
 - James Llewellyn, NZ Transport Agency
 - s 9(2)(a) Queenstown Trails Trust
 - s 9(2)(a) NZ Ski
 - s 9(2)(a) Shaping Our Future
 - Peter Harris, QLDC.

It was noted that the Interim Working Group was missing representation from:

- Destination Queenstown (s 9(2)(a) from Destination Queenstown was, in his absence, volunteered by other attendees - WSP Opus will follow up to ask him directly)
- Arrowtown Residents Association (volunteered by attendees - WSP Opus will follow up)

- Ngāi Tahu (WSP Opus will follow up)
- s 9(2)(a) Go Orange (s 9(2)(a) confirmed his interest in being on the Interim Working Group in a post-workshop interview).

In summary, the Interim Working Group will work towards establishing a governance structure for the TMA. The Chamber of Commerce and Shaping Our Future have offered to lead this discussion, subject to approval from their respective boards.

If your organisation would like to be part of the Interim Working Group, please contact

s 9(2)(a) wsp-opus.co.nz

3. Summary

The workshop highlighted the important role a business-led TMA could play in ensuring that the transport challenges of the region are addressed.

A TMA can offer a coordinated voice for its members and establish clear and consistent lines of communication between its Board, Wakatipu Way to Go, QLDC, ORC, the NZ Transport Agency and other government agencies, such that TMA members have visibility of plans and proposals for infrastructure changes and relevant agencies are aware of local issues and concerns.

Finally, it is up to the members of the Interim Working Group to agree a meeting date and schedule, however it is the recommendation of WSP Opus that the first formal meeting takes place in late August, after the 6 August workshop. This agenda for this first meeting could include:

- The TMA Governance Structure
- Role and responsibilities
- Objectives
- Success factors
- Picking one or two key issues or initiatives to work on together
- Agreeing how often to meet and when.

4. Actions

Action	Who	By when
Seek board approval for incubating a new TMA:	• s 9(2)(a) Chamber of Commerce • s 9(2)(a) Shaping Our Future	24 July
Contact potential interim board members who were unable to attend the workshop	• s 9(2)(a)	17 July
Compile an email list of interim board members and send an email to put them in touch	• s 9(2)(a)	19 July
Complete report and prepare presentation	• WSP-Opus	2 August
Next workshop (workshop 2 of 2)	Tuesday 6 August, 10am-12pm followed by lunch and networking at Sky City Casino (venue tbc)	

5. Workshop attendees

	Persons Present	Organisation
1	s 9(2)(a) s 9(2)(a) (Facilitators)	WSP Opus
2	James Llewellyn, Tony Sizemore, Lorraine Houston	NZ Transport Agency
3	Nick Sargent	Dunedin City Council
4	s 9(2)(a)	Shaping Our Future
5	s 9(2)(a)	NZ Ski
6	Gabrielle Tabron	QLDC, Wakatipu Way To Go
7	s 9(2)(a)	Queenstown Trails Trust
8	Tony Park, Peter Harris	QLDC
9	Andrew Wilson	ORC
10	s 9(2)(a)	Ritchies
11	s 9(2)(a)	Ben Hudson Architects, Jacks Point Residents Association
12	s 9(2)(a) s 9(2)(a)	Chamber of Commerce
13	s 9(2)(a)	Shaping Our Future, Lake Hayes Estate
14	s 9(2)(a)	Sustainable Queenstown
15	s 9(2)(a)	Happiness House
16	s 9(2)(a)	Remarkables Park
17	s 9(2)(a)	Arthurs Point community

Apologies:

- s 9(2)(a) Destination Queenstown (All members of DQ were in an all-day workshop and unable to attend this meeting at short notice)
- s 9(2)(a), The Arrowtown Promotion and Business Association
- Arrowtown Business Community
- s 9(2)(a), ChargeAbout Queenstown
- s 9(2)(a), Air New Zealand
- s 9(2)(a), Airbnb
- Pratima Namasivayam, NZ Transport Agency.

Report/minutes of
workshop two
6 Aug 2019

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Queenstown Travel Demand Management and Transport Management Association Report/minutes of workshop two

Tuesday 6th Aug 2019

SKYCITY Queenstown Casino

Level 1: Stratton House

16-24 Beach Street, Queenstown

Produced by: s 9(2)(a) WSP-Opus,

Approved for release by: s 9(2)(a) WSP-Opus

First issued on: 7 August 2019

Revision 1

Introduction

A second stakeholder workshop was held on Tuesday the 6th of August, at which a draft TDM programme was tabled for discussion. The TDM programme presented at the workshop has been updated to reflect feedback from attendees and can be found in Appendix 2.

1. Discussion

The key points raised by participants at the workshop were:

- Ensure the programme captures the seasonality of Queenstown (autumn shoulder, spring shoulder, winter base, winter peak (Australia & New Zealand school holidays), summer base, summer peak, holiday period, Chinese New Year, public holidays, events eg Queenstown Marathon).
- Items within the 'Policy' section need to inform and consider upcoming updates of the Regional Land Transport Plan and the Regional Public Transport Plan- these present opportunities for change. The steps needed to bring about change in policy must be considered eg changes to the Engineering Codes of Practice, the RMA, bylaws and the District Plan.
- A task of the TMA will be to bridge the co-ordination gap. At present, events like the Queenstown Marathon do little to coordinate different parties. The TMA could facilitate better co-ordination.
- While it's integral to cater for a seamless user experience when tourists are in Queenstown, the process of influencing their choice to rent a car or not need to happen when they are planning their trip.
- The TDM programme needs to focus on visitors, tourists and residents of Queenstown (feedback is that the programme places too much emphasis on commuters/ employees).
- Destination travel plans need to consider visitor flows as people don't just begin and end a journey in Queenstown, they move around the town and region too.
- The programme needs to consider inter-regional travel. Some areas within the Otago and Southland region can only be accessed by car.

- Update the outcomes to include safety and a seamless user experience.
- The role of the TMA includes different organisation working towards a shared goal and it is important to understand where the responsibility lies. On a practical note, everything that the TMA delivers will need to consider liability issues for the Board of Directors.
- The TDM programme includes a number of tasks for year one – this is considered ambitious but achievable.
- Note: the Queenstown TDM Scoping Study Report includes a section on ‘what success looks’ like, this covers KPIs and metrics
- Note: Funding for a TMA or a TDM programme has not yet been secured. A Business Plan and a Funding Plan will be essential to a Queenstown TMA’s success, as is securing the funding needed to deliver the TDM Programme. Some of the potential funding sources include:

Government

Local government
 NZ Transport Agency
 Contestable fund for TDM
 The Provincial Growth Fund
 New Zealand Green Investment Finance
 EECA’s Low Emission Vehicles Contestable Fund
 MfE runs a Community Environment Fund
 MBIE, including the Ministry of Tourism and Destination Queenstown
 Proposed Visitor Levy
 Parking revenue

Non-government sources

Membership fees
 Fees for providing services such as parking brokerage or event travel planning
 Local organisation grants for specific projects/initiatives
 Local businesses
 Sponsorship

2. TMA Interim Working Group members

The TMA Interim Working Group comprises:

- s 9(2)(a) Chamber of Commerce
- James Llewellyn, NZ Transport Agency
- s 9(2)(a) Queenstown Trails Trust
- s 9(2)(a) NZ Ski
- s 9(2)(a) Shaping Our Future
- s 9(2)(a) Remarkables Park Limited
- s 9(2)(a) Go Orange
- Peter Harris, QLDC
- s 9(2)(a) Destination Queenstown

- s 9(2)(a) Arrowtown Village Association and the Arrowtown Promotion and Business Association
- s 9(2)(a) Innovation Queenstown
- Julian Philips, Otago Regional Council

We have made contact with representatives from Ngāi Tahu and are advised that although they are interested, they do not have the capacity to be actively involved at this stage.

Next steps include:

1. Finalising of the TDM scoping study including costing the TDM programme
2. Convene first meeting for the TM Interim Working Group

The Agency's next steps include:

1. Establish the TDM contestable fund (pending)
2. Complete mode shift plan for Queenstown

3. Actions

Action	Who	By when
Compile an email list of Interim Working Group members and send an email to put them in touch	• s 9(2)(a)	9 Aug
Confirm the first meeting for the TMA Interim Working Group	• s 9(2)(a) to send out Doodle poll	9 Aug
Finalise Queenstown TDM Scoping Study	• WSP-Opus	14 Aug

4. Workshop attendees

	Persons Present	Organisation
1	s 9(2)(a) s 9(2)(a) (Facilitators)	WSP Opus
2	s 9(2)(a)	WSP Opus
3	James Llewellyn, Tony Sizemore, Lorraine Houston	NZ Transport Agency
4	s 9(2)(a)	Shaping Our Future
5	s 9(2)(a)	NZ Ski
6	Gabrielle Tabron	QLDC, Wakatipu Way To Go
7	s 9(2)(a)	Queenstown Trails Trust
8	s 9(2)(a)	Innovation Queenstown
9	Peter Harris, Tony Pickard	QLDC
10	s 9(2)(a) Jo Brown	Chamber of Commerce

11	s 9(2)(a)	Shaping Our Future, Lake Hayes Estate, SCCA
12	s 9(2)(a)	Remarkables Park
13	s 9(2)(a)	Destination Queenstown
14	s 9(2)(a)	Startup Queenstown Lakes Trust
15	s 9(2)(a)	Arrowtown Village Association, Arrowtown Promotion and Business Association

Apologies:

s 9(2)(a), Ben Hudson Architects, Jacks Point Residents Association

s 9(2)(a), CLFS

s 9(2)(a), Arthurs Point community

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Appendix 1: Queenstown TDM Scoping Study flyer

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Queenstown Travel Demand Management (TDM) Scoping Study

Why TDM?



91% of trips in Queenstown are currently by **car**



People living, working in or visiting Queenstown are adversely affected by **traffic jams, congestion and parking problems**



Unaffordable living is pushing workers out of town and making it harder for employers to attract and retain staff

Predicted population and **tourism growth** will make these problems worse unless travel patterns change.

A TDM programme will be key to achieving change.

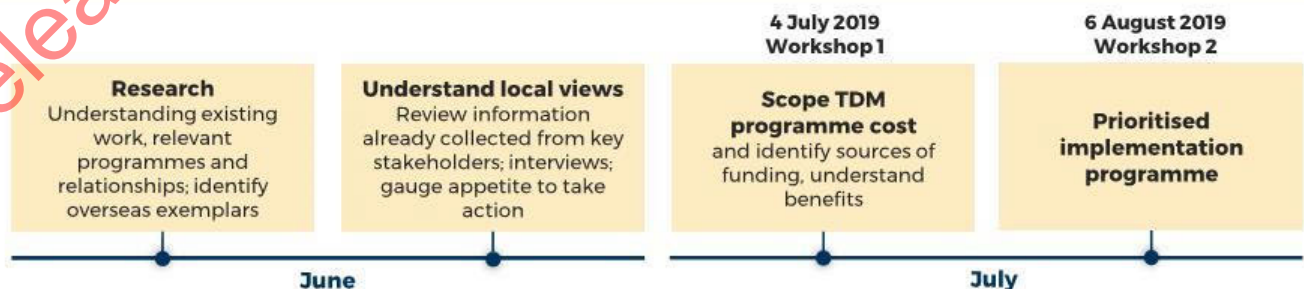
Purpose of this study

- To scope and cost a suitable TDM programme for Queenstown that supports a mode shift away from car driving to sustainable modes of transport such as walking, cycling and public transport. The programme should consider visitors, tourists, residents, employees and commuters.
- A proposed package of measures will be developed collaboratively with government, local businesses, resident associations and other stakeholders.
- In Queenstown, work has already begun to improve sustainable transport choices, and this project will tie in with existing plans and build on learnings from recent consultation.
- This study is being undertaken to support the transport projects being progressed by the Way To Go partnership.

What is TDM?

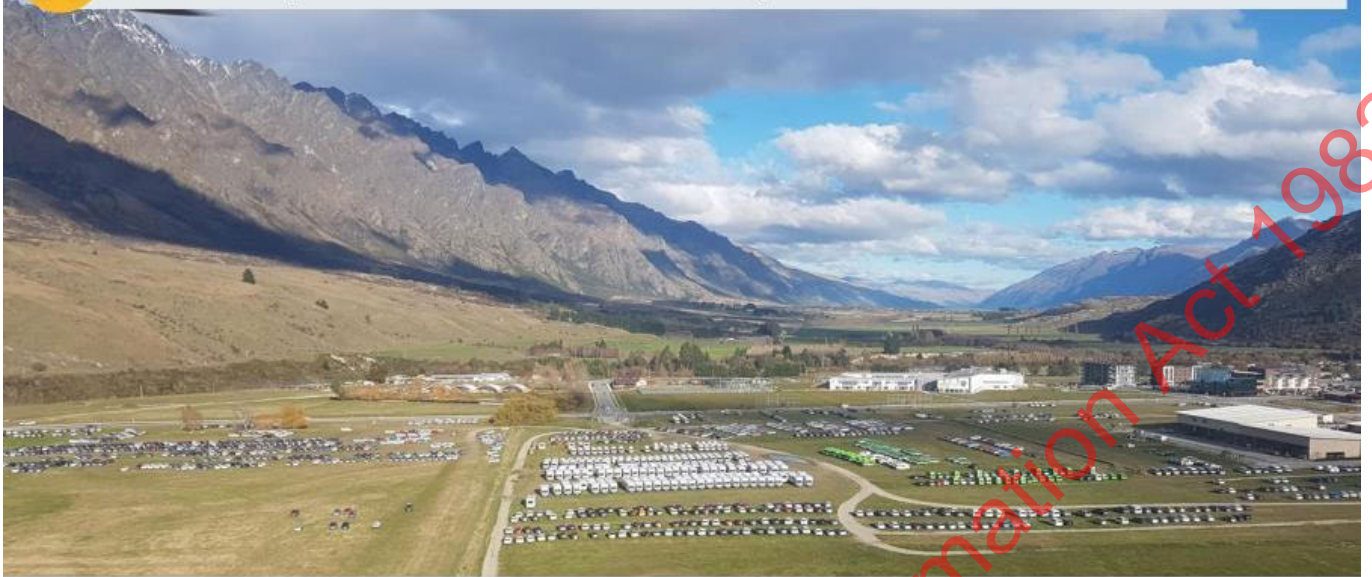
- TDM uses policy, infrastructure improvements and programmes to make it easier to travel without a car. Effective TDM reduces traffic congestion and car dependency by improving access to sustainable transport options like walking, cycling, public transport and carpooling.
- TDM offers services and tools that enable visitors, residents and workers to travel between key destinations without a car.
- TDM includes businesses, residents and government in the delivery of programmes.
- One possible option is to set up a Transport Management Association. These are not-for-profit public-private partnerships that represent an area's businesses, with local government support. They are member-controlled and take on roles ranging from advocacy and promotion of sustainable transport, through to running services such as vanpooling, shuttles or parking brokerage.

Timeline





A view of the area surrounding Queenstown airport in June.
Hire cars are parked on fields in readiness for the peak winter tourist season.



Traffic jams are affecting Queenstown's **economic productivity, livability** and **visitor experience**.



WSP Opus Project Contacts



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Appendix 2: Draft TDM Programme

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Draft Travel Demand Management Programme for Queenstown

Note: recommended programme only subject to approval and funding. Not government policy.

WBS #	Measure	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA once the TMA is established
1	Policy						
1.1	Region-wide strategies						
1.1.1	Sustainable Travel Town					QLDC, ORC, NZTA	
1.1.2	Blue Zone					QLDC, DHB	
1.1.3	Car-free tourism					MBIE, Destination Queenstown, QLDC, NZTA	
1.1.4	Mobility co-ops for outlying areas e.g. Arrowtown, Lake Hayes (research and blueprint)					QLDC, NZTA	
1.1.5	Car-share policy					QLDC	
1.1.6	Park and ride study					QLDC	
1.2	Require travel plans for new developments, larger employers and significant trip generators					QLDC	
1.3	Require new developments to provide infrastructure that supports and encourages use of sustainable transport (new developments, outlying areas that generate trips into Queenstown)						
1.4	Require travel plans for events as part of consent/ traffic impact assessments					QLDC	
1.5	Charging for parking that is currently free or cheap					QLDC	
1.6	Considering wider trips						
1.6.1	Advocate for travel plans for tourist destinations eg Routeburn Track, Milford Sound, Arrowtown, Wanaka, ski resorts, the Gondola					QLDC, ORC, NZTA	
1.6.2	Self-drive Permit Study (Otago/Lower South Island)					MBIE, NZTA	
1.7	Freight management plan					QLDC	
1.8	TDM for emergencies (eg weather, crashes, natural disasters)					QLDC, ORC, NZTA, Civil Defence	✓
1.9	Car-free town centre and residential areas					QLDC	
1.10	Consider free public transport					ORC	
1.11	Promote Queenstown as a Sustainable Tourism Destination (as options become available)					DQ	
2	Travel planning and behaviour change initiatives						
2.1	Continue and enhance the school travel plan programme					QLDC, MoE	✓
2.2	Cycle/scooter training (adults and children)					QLDC, Police	✓
2.3	Community travel plans (eg Lake Hayes, Shotover, Jacks Point)					QLDC	✓
2.4	Awards/ rating scheme (eg cycle/scooter-friendly employer or destination, link in with existing reward schemes or rewards for mode-shift/ car free journeys)					QLDC	✓
2.5	Gamifying mode shift within travel plans (to encourage mode shift for residents and tourists)					QLDC, TMA	✓
3	Wayfinding improvements (digital and physical)						
3.1	Wayfinding and Information Provision Audit and Design Guide (including wayfinding for public transport, key destinations, facilities, routes, parking)					QLDC with TMA input, NZTA	
3.2	Smooth walking/wheeling routes & CCS disability action links	✓				QLDC and TMA	✓
3.3	Digital Wayfinding Plan					DQ, TMA, QLDC	
4	Transport Management Association (TMA)						
4.1	Set up						
4.1.1	Establish itself (mission, values, brand, set up Incorporated society, confirm board of directors)					TMA	
4.1.2	Agree membership fees & recruit members					TMA	
4.1.3	Establish potential revenue sources (Parking brokerage and event management plans)					TMA	
4.1.4	Recruit staff to run the TMA and its activities					TMA	
4.2	Action plan						
4.2.1	Develop Communication Plan (document co-ordination, communication channels, stakeholder matrix etc)					TMA	
4.2.2	Write Business Plan and Funding Plan					TMA	
4.2.3	Develop website and promotional material about the TMA itself to raise the profile of the TMA and communicate to people what it's going to do					TMA	
4.2.4	Fund raising (depending on the level of funding secured from the NZ Transport Agency)					TMA	
4.2.5	Co-ordinate submissions on on-going projects, policies and strategies					TMA	
4.3	Set up programmes						
4.3.1	Guaranteed ride home scheme					TMA	
4.3.2	Luggage logistics action plan	✓				TMA	
4.3.3	Journey Planning App/ Travel amalgamator	✓				TMA	
4.3.4	Set up bike share/E-bike share connecting key destinations and hotels					QLDC, TMA	
4.3.5	Dynamic Ridesharing/Carpooling	✓				TMA	
4.3.6	Bus chartering service and consolidation of private shuttles study					TMA	
4.3.7	Mobility Lab (based on Arlington, Virginia, USA)					TMA	
4.3.8	Visitor mode shift plan					TMA	
4.4	Documenting the data gaps						
4.4.1	Work with government and confirm what information the businesses/ member organisations are willing to share; identify what data should be collected					TMA	
4.4.2	Create an inventory of existing bus and shuttle services; understand current situation; agree if and how to collaborate; identify potential partnerships; make it happen					TMA	
4.4.3	Set up events register for Queenstown (for event travel demand management)	✓				TMA	
4.4.4	Data inventory and gap analysis (visitor flows and seasonal peaks)					TMA	
4.5	Better information provision						
4.5.1	Collate and communicate transport information on getting around without a car through the TMA website (using tools like the Bus map movie and travel scenarios)	✓				TMA	
4.5.2	Marketing of car-free holidays (information to support this on the TMA website)					TMA, DQ	
4.5.3	Improved information on car-free travel (eg Bus map movie, walking/cycling connections)	✓				TMA, DQ	
4.6	Advocacy						
4.6.1	Advocate for/ support enhanced public transport service to the airport					TMA	
4.6.2	Gain commitment from the businesses to develop their own travel plans/ work on travel plan activities together through the TMA					TMA	
4.6.3	Advocate for/ support bike lifts (in-ground bicycle elevators for steep hills)					TMA	
4.6.4	Advocate for/ support high quality branded bus stops (eg iconic bus stops)					TMA	
4.6.5	Advocate for inclusion of bike technicians and others in the Immigration NZ skills shortage visa category to support sustainable transport	✓				TMA	
4.6.6	Understand and establish a register of transport jobs in Queenstown					TMA	
4.6.8	Identify public transport workforce infrastructure deficits and establish programmes to required to run the sustainable transport sector eg bicycle technician, e-bike and e-scooter servicing, sustainable transport ambassador programmes, cycle skills training, bus driver workforce planning and development					TMA	



Appendix D – Interim Working Group Membership

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Following is a list of the voluntary members of the TMA Interim Working Group

- s 9(2)(a) Chamber of Commerce
- James Llewellyn, NZ Transport Agency
- s 9(2)(a) Queenstown Trails Trust
- s 9(2)(a) NZ Ski
- s 9(2)(a) Shaping Our Future
- s 9(2)(a) Remarkables Park Limited
- s 9(2)(a) Go Orange
- Peter Harris, QLDC
- s 9(2)(a) Destination Queenstown
- s 9(2)(a) Arrowtown Village Association and Arrowtown Promotion and Business Association
- s 9(2)(a) Innovation Queenstown
- Julian Philips, Otago Regional Council

Ngāi Tahu were invited to participate, but they have indicated that, at this stage, they do not have capacity to actively engage.

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Appendix E – TDM measures implemented in case study examples

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This appendix includes a range of TDM measures that have been implemented in resort town like Queenstown overseas.

Biking and walking TDM initiatives	
Location and action	Benefit/Applicability to Queenstown
Park City Utah, USA (FP, 2016) Provide: bike parking at key destinations & public transport stops, bike repair stands, electric bike share system, bike lockers & showers, walking/biking school bus (seasonal).	Improve access and attractiveness of alternatives to single occupant car driving.
Breckenridge, USA (ToB, 2019) Provision of rental E-Bikes which can be accessed by the hour, weekly or via monthly passes. E-bikes are popular due to the gradients in Breckenridge.	Improve access and attractiveness of alternatives to single occupant car driving.
Breckenridge, Colorado, USA (ToB, 2019) Improve pedestrian access to downtown and across major arterials.	Improve access and attractiveness of alternatives to single occupant car driving.
Whistler, British Columbia, Canada (RMoW, 2018) Preferred options include: 1. Develop and implement a secure bicycle parking system, including overnight parking, for events and Saturdays and Sundays from Canada Day (July 1) through Labour Day (Sept 4),. 2. Post speed limits in certain areas on Valley Trail to reduce speeds and improve safety.	Improve access and attractiveness of alternatives to single occupant car driving.
Public Transport TDM initiatives	
Location and action	Benefit/Applicability to Queenstown
Park City Utah, USA (FP, 2016) Free annual bus passes to more than 40,000+ employees who work downtown & free shuttles around town.	Reduce congestion downtown from employees who currently commute in single occupancy vehicles
Park City Utah, USA (FP, 2016) Charter buses for large events, expanded commute options (improvements to regional public transport service), increased transit frequency to key destinations, shuttle bus services, subsidised public transport for inter-city commuters, transit jump queue lanes, transit vehicle signal pre-emption.	Public transport response to large events to reduce congestion. Make easier and fast for visitors to access key destinations by public transport
Jackson, Teton, USA (CA, 2015) Jackson Hole Mountain Resort currently provides a season bus pass with most of its ski season passes, there is also a free downtown shuttle.	Reduce congestion getting to and from ski resorts and into CBD.

Breckenridge, Colorado, USA (ToB, 2019) Free buses to move both tourists and locals around the Town of Breckenridge and to the Breckenridge Ski Resort	Encourage more people to take public transport. Reduce congestion
Policy and Strategy TDM initiatives	
Location and action	Benefit/Applicability to Queenstown
Whistler, British Columbia, Canada (RMoW 2018) Provide better parking management through increase daily and monthly rates and reducing time limits and increasing short term parking. Considering providing parking availability information on VMS on Highway 99 or via apps. Provide information on public accessible parking stalls.	Reduce traffic circulating to find car parks. Using financial incentives to get people to park in long and short term parking areas to get the best benefit. Provide information to the travelling public to enable them to make informed decisions about their travel.
Jackson, Teton County, USA (CA 2015) Recommends that new developments be required to have trip reduction policies in place.	Build in congestion management to new developments to minimise their impact.
Roaring Fork Valley Upper Area, Colorado, USA (TAI 2017) Recommends introducing that 100% of any revenues raised be reinvested to reduce the cost of transit and alternative mobility measures (or make them free). Recommends creating a single entity to coordinate and facilitate regional mobility planning. Also recommends the use of dynamic road and parking pricing as congestion reduction measures.	Encourage transport equity as well as encourage use of alternative travel modes. Set's up overseeing entity (TMA) to co-ordinate mobility planning
North Lake Tahoe, Placer County, USA (NNCA 2019) In July 2018, the Placer County Board of Supervisors unanimously selected to form a tourism business district (TBID) to fund an on-demand shuttle within Olympic Valley and Alpine Meadows. The TBID anticipates collecting more than \$700,000 a year from a tax on short-term room rentals and lift ticket revenues. The Mountaineer, which runs between Squaw Valley and the Alpine Meadows ski area, picks up and drops off customers along a main route. Similar to rideshare, customers request a trip through their smartphone app. Recommend steps to strengthen an existing trip reduction ordinance through education, application and enforcement of penalty fines for employers who don't comply, provision of incentives, monitoring and working on tools to reduce commute trips.	Reduce congestion and encourage equity. Sets up a TMA structure. Makes it easier to get around without a car. Use of education and enforcement to get greater trip reductions. Implementation of monitoring to measure the effects of initiatives.

Car-share/ride-share TDM initiatives	
Location and action	Benefit/Applicability to Queenstown
Roaring Fork Valley Upper Area, Colorado, USA (TIA 2017) The Community Forum Task Force on Transportation and Mobility report recommends that ridesharing and ride hailing be introduced as a short-term action. It describes potential interventions as follows: <i>"This could be (1) a peer-to-peer app-based system matching private vehicle drivers with passengers, (2) a for-hire app-based "microtransit" service such as Chariot, Lyft Line, UberPool, etc., or (3) a "casual carpool" system requiring minimal third-party management. In the first two cases, the cost of a ride could be paid through the app - no cash need be exchanged. For security, drivers might be pre-screened during registration (See "issues"). Both drivers and riders could be user-rated through the app. The system could be optimized with a wide array of mobility resources, such as bike sharing, "kiss and ride" stations, employer incentives and pedestrian improvements. To alleviate first-mile challenges, WE-cycle, our local bike share provider, could be expanded to reach more riders throughout the valley."</i> (TIA 2017, pp 10)	Reduce single occupancy vehicle trips Provides easy to use alternatives to single occupancy vehicle trips
County of Cuxhaven, Germany (Mamba 2019) Currently running a rural car-sharing service, "village car" pilot. This pilot involves the creation of an association- or cooperative-based car-sharing service. It could also be described as a voluntary shuttle-service to increase access to and from rural areas with decreasing population density.	Increase transport equity and inclusion

In addition to the above strategies and plans, our research found several case study examples that have elements of TDM that were used to guide the development of the Queenstown TDM programme. These are outlined below:

Case Study Snapshot

Zermatt, Switzerland (ZM n.d.)

Zermatt has been car free since 1961. Only electromobiles (fabricated at the resort), electric buses and horse-drawn carriages and trains are used for transport.

Visitors can park their car in a parking garage at Tasch and travel the remaining 5 km by train (in 12 minutes).

The Matterhorn Gotthard Bahn (train) covers 144 km from Zermatt to Disentis and from Andermatt to Goschenen. It runs from Visp at the bottom of the valley (625m) up to Oberalppass (2033m). Two, three and five day passes allows unlimited travel on 761 km of rail network and a 50% discount on a range of funiculars, cable cars, sports and recreational facilities. A bike ticket allows you go on a bike tour through the valley and then hop on a train back.

Teton Village, WY, USA (FHU 2018)

The Teton Village Association Improvement & Service District has been tasked with implementing and tracking TDM strategies for Teton Village, which was required by Teton County to implement TDM since its inception. With no on-street parking provided and limited off-street parking, a package of TDM strategies has been implemented to reduce traffic congestion and to allow efficient access to the resort for both visitors and employees who travel from outside of Teton Village. Strategies implemented include:

- Free and frequent in-town bus service
- Subsidized regional bus service, including passes for all Teton Village employees
- Paid parking to disincentivize private vehicle use
- Free carpool parking
- Commuter challenges promoting alternative modes
- Additional lodging and services to reduce the need to travel to/from Teton Village

The implementation of these strategies has resulted in traffic counts remaining at year 2000 levels despite an increase in resort visitors. And nearly 50% of surveyed employees arrived via public transport in Winter 2016.

Sydney Travel Choices, Sydney Australia (NSW Government 2018)

TDM programme that helps individuals, businesses and organisations prepare for and adapt to the changes to Sydney's transport network (NSW Government, n.d). It was undertaken to coincide with the expansion of rail services and a high level of construction in the Sydney CBD. As a result of the programme, which relied on participation of 600 businesses, Sydney saw a 12% decrease in number of vehicles entering the CBD in the morning peak.

Model Communities Project, New Plymouth and Hastings, NZ (NPDC, n.d.)

In June 2010, New Plymouth District Council was one of two Councils (the other was Hastings) were awarded \$6.5 million over two years to develop initiatives with the aim of making walking or cycling the easiest choice. The results of the New Plymouth programme are shown in Figure 1 (NPDC, n.d.). Hastings was the other model community reporting a 20% increase in cyclists since before the project began and that public perception of cycling safety on the area's roads has risen by 23%.

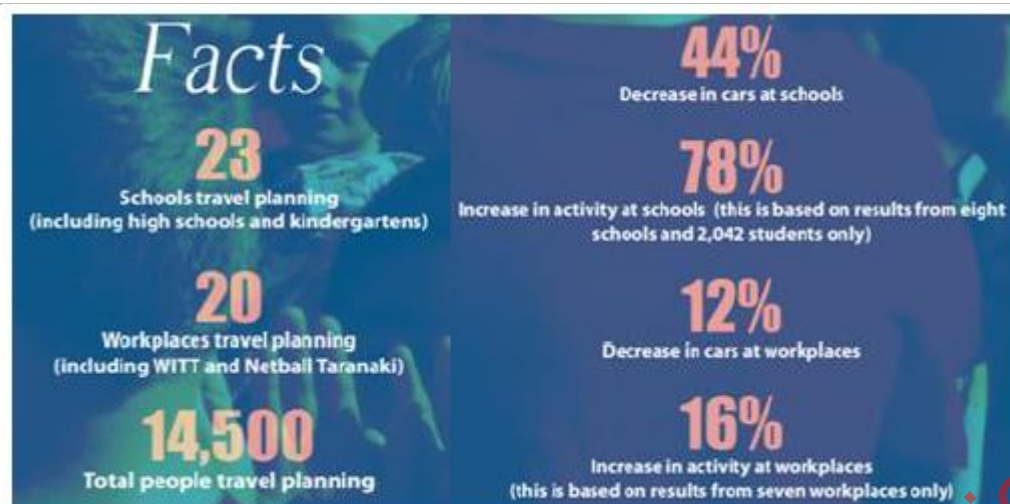


Figure 1: New Plymouth model communities project outcomes (NPDC n.d.)

City of Boulder, Colorado, USA (PTM 2002)

Boulder Colorado is a Resort Town, it seeks to balance the parking requirements of residents, business and visitors. Notes the necessity of having neighbourhood involvement and special programs targeted for workers in the downtown area. The program includes residential permits to allow on-street parking for locals. There residents do have to pay a fee for the permit for which they also receive two free visitor permits per resident.

Downtown employees can get a free public transport pass, which is funded by the money collected from parking meters.

Whistler, British Columbia, Canada (PTM 2002)

Whistler is a ski resort also seeking to balance the parking needs of tourists and the local population. Their program utilises education and enforcement strategies, from which they note that citations have increased compliance. Repeat offenders are tracked and when they re-offend their vehicle is towed. With the increased enforcement the officers are writing less tickets and the street "pay and display" revenue has increased by a reported 45 percent. Work is underway with local ski corporations to provide public transport passes with seasonal ski passes. Whistler has created a parking communication strategy targeting tourists through the local tv station to provide information on where and how to park, they also work with hotels to provide information to their guests.

Baltic Sea Region (Mamba 2019)

Includes 15 partners from six countries: Denmark, Germany, Poland, Latvia, Finland & Sweden. The program is seeking to maximise mobility and accessibility of services in rural regions. The project is running from: Oct 2017 - Sept 2020 and has a budget of 3.54 million EUR. Pilot projects from the website include:

- **Bielsko District, Poland:** Rural ride sharing and transport-on-demand. The Polish pilot actions aim to increase mobility services between rural areas and cities while limiting travel by private cars to protect the environment. They also seek to enable older and single people to move around more freely, thereby limiting social exclusion. In practice, the action includes development of an innovative mobile app to increase personalization and flexibility in commuting. This will be integrated with existing transportation systems and coordinated with local ride sharing systems and a new transport-on-demand service, that can be booked via a Mobility Centre. The aim is to collect passengers from their homes and transfer them to bus stops and train stations where regular public transport is available.
- **County of Plön, Germany:** Transport-on-Demand. "This pilot action will establish a transport-on-demand service in Plön by offering taxis to and from major bus stops. The aim is to increase the supply and use of public transport in rural areas, especially in the

evenings and on weekends. The service has already been tested in other German regions, but this is the first time in the county of Plön."

- **Regional Council of South Ostrobothnia, Finland & South Ostrobothnia Health Technology Development Centre EPTEK:** Mobility as a Service (MaaS). The objective of this pilot action is to halt the increasing costs of health and social service transportation in South Ostrobothnia by combining and reorganizing transportation services that are currently organized and financed separately, by different authorities.
- **County of Cuxhaven, Germany:** Rural car-sharing service, "village car". This pilot action is about the creation of an association- or cooperative-based car-sharing service. It could also be described as a voluntary shuttle-service to increase access to and from rural areas with decreasing population density.
- **Vidzeme Planning Region, Latvian Road Transport Administration:** Transport-on-demand (ToD). In the Vidzeme Planning Region, 57% of the population lives in rural areas – many with limited access to services. A ToD system will be implemented in areas with low population density. It will be designed to meet residents' needs and increase access to essential community and medical services, schools, recreation, etc. It should also meet the needs of local authorities, public transport planners and transport providers – and enhance attractivity and tourism in the region.
- **Municipality of Vejle, Denmark:** Mobility as a Service (MaaS). In Vejle and the South Denmark region, many rural areas have limited access to public transport and services. A digital Mobility Centre will be established to integrate existing mobility options and create a platform where citizens can easily get an overview of available mobility services and order transport-on-demand rides. The innovativeness of this pilot action lies in the development of a user-friendly mobile application, and in involving local citizens in the process, thus strengthening neighbourhood's social resilience.

The following table includes examples of Transport Management Associations (TMA) in New Zealand and overseas which led to the recommendation for a TMA in Queenstown.

TMA Case Studies
Wynyard Quarter TMA, Auckland, NZ (WQTMA 2019) The purpose of the Wynyard Quarter TMA is to help businesses to achieve a 70/30 mode split in favour of sustainable transport modes over and above single occupant cars in the am peak (7-9am).
Lake Tahoe TMA, USA (NNCA 2019) The TMA is dedicated to fostering public-private partnerships and resources for the advocacy and promotion of innovative solutions to the unique transportation challenges of the Truckee-North Lake Tahoe Resort Triangle.
Connect, Macquarie Park, Sydney, Australia (CMPNR n.d.) Connect provides area-wide, cost-effective programs, advice and advocacy for its members.

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Zermatt Matterhorn (n.d.) *Arrival at car-free Zermatt*. Accessed 25 July 2019.
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Appendix F – Work Breakdown Structure Dictionary for the TDM Programme

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1	Policy
1.1	Region-wide strategies
1.1.1	Develop a sustainable transport vision for Queenstown
Developing a sustainable transport vision for Queenstown will be a key first step in getting buy-in on a shared vision. A clear vision will ensure that all decisions made are aligned with the region's aspirations. Recommended next steps: Develop a clear sustainable vision for Queenstown in consultation with community and key partners.	
1.1.2	Car-free tourism
Queenstown is advertised as a self-drive experience at present partly due to the limitations of alternative modes. Given QLDC's climate change declaration, congestion issues and declining liveability, there is a need for a step-change in the way Queenstown is marketed. This requires addressing gaps in the public transport and active travel network as well policy change that strives for a car-free visitor experience. With people having a growing concern about the environment, car-free tourism is also becoming increasingly popular. Recommended next steps: Identify deficits and address gaps in the in the public transport and active travel network.	
1.1.3	Mobility co-ops for outlying areas, eg Arrowtown, Lake Hayes
Mobility co-ops allow the community to play a leading role in solving key transport challenges and build community cohesion. A mobility co-op would be especially applicable in the outlying areas of Queenstown and new residential developments like Lake Hayes where implementing frequent public transport is unlikely to be cost-effective. A co-op may encourage people to sell or transfer their existing transport assets for shared use, or club together to buy new ones. There are a number of community groups already set up in Queenstown that could facilitate mobility co-ops. Recommended next steps: QLDC and NZ Transport Agency to conduct research and develop a blueprint for mobility co-ops. Collaborate with resident associations to identify demand and support needed for this service. Investigate the potential for a trial.	
1.1.4	Car-share policy
Car sharing programmes allow users to rent a car by the hour (eg cityhop, yoogo). This could be used to provide an option for visitors who need a car for a few hours or less than a day and would reduce demand on rental cars and parking. Car sharing platforms can either; involve use of a fleet of vehicles located in the community or a sharing of private vehicles "peer to peer" (person to person) (eg ROAM and YOUR DRIVE). To encourage car sharing and peer-peer platforms in Queenstown, their needs to be a clear vision developed to set expectations and QLDC will need to develop actions to support a shift towards shared services. As these are generally undertaken via websites or apps it is important to ensure that people without the means to access such technologies still have access to car-share programmes. Recommended next steps: QLDC should draft a car share policy to identify parking facilities, set rules of operation, targets, reporting requirements and the monitoring and evaluation framework. Work with operators interested in providing an appropriate model of service for the Queenstown area.	

1.2 Park and ride study

Creating a park and ride system for visitors that is linked to the public transport system, would free up valuable land in the town centre and will reduce some of the congestion due to visitors looking for a car park. A park and ride facility would also assist residents who commute from outside the area to access public transport.

It is recommended that a consultant be procured to draft a park and ride study to direct QLDC, ORC and the TMA how to best support the need for park and ride facilities.. The focus of this study should be to set a clear way forward and investigate how to achieve a big shift in travel behaviour.

Recommended next steps: QLDC to procure a consultant to undertake a park and ride study for the Queenstown area.

1.3 Require travel plans for new developments, larger employers and significant trip generators

As a means to reduce transportation emissions and impact on the transportation network, local and regional councils in the Queenstown area should create guidelines that determine when applicants are required to prepare and submit a travel plan as part of the development application process. Any new development that Council believes has the potential to generate significant traffic and transport impacts, including cumulative effects on the network over time, would be required to provide a travel plan as a condition of consent.

Councils should also encourage existing developments, communities and large employers to prepare and implement travel plans to better manage travel demands for example, the Queenstown Airport, the Hospital, the Council itself, Five Mile shopping centre, Lake Hayes and Shotover residential developments. Employer travel plans are a common mechanism to encourage the use of sustainable transport to and from work. These often include carpool programmes, facilities to encourage active transport and free or subsidised staff travel on public transport. This could either be implemented on an ad hoc basis or as an employer scheme can be run through Orbus. See Box 2 for case study examples of locations where travel plans are a requirement and the example of the Hawke's Bay DHB Travel Plan.

Recommended next steps: Council should create a policy to require travel plans for new development, larger employers and significant trip generators to better manage their travel demands and mitigate the impact they have on the transport network. It should be a top priority to lay the foundation and expectation of using sustainable transport, shifting modes and changing behaviours. A key first step will be to develop position papers and gain support from Council, the community, key partners and major employers followed by developing toolkits and resources to support the implementation of travel plans.

Box 2: Case Study - Travel plan requirements for new developments and the Hawkes Bay DHB travel plan.

- Whitehorse, Australia requires travel plans for all new developments comprising of 10 or more new residential dwellings, or non-residential developments of more than 1000m² Gross Floor Area (CoW, n.d.).
- Sydney, Australia has a travel plan requirement for developments that will significantly impact the transportation network (CoS, 2015).
- Hawke's Bay DHB has a comprehensive travel plan which includes advocacy, policy change, secure bike storage, repair stations, access to showers across the site and subsidised staff public transit (HBDHB n.d.). The Hawke's Bay Regional Council will be building off this success and working with employers to implement an employer scheme (HBRC 2019). Hawke's Bay DHB achieved an 18% mode shift from single occupancy cars to public transport, carpooling, cycling and walking in just two years (HBDHB n.d.).

1.4 Require new developments to provide infrastructure that supports and encourages use of sustainable transport (new developments, outlying areas that generate trips into Queenstown)

To ensure that walking, cycling and public transport networks are built into new developments QLDC should consider requiring new developments to connect into the regional pedestrian, bicycle and public transport network.

Recommended next steps: Council should create a policy to require new-developments to provide infrastructure that supports and encourages use of sustainable transport. A key first step will be to develop position papers and gain support from Council, the community and key partners.

1.5 Require travel plans for events as part of consent/ traffic impact assessments

A number of events take place in Queenstown throughout the year. Due to the success of these events it can be difficult to get around especially where they clash with commuter peak times. Requiring local events to provide and adhere to a travel management plans, that includes public transport and active travel for those attending, will reduce the impacts on the road network and environment. There is also the opportunity to increase safety, particularly when alcohol is served. This policy could also include management of the influx of travellers arriving and departing through the airport to attend or participate in events. See box 3 for the Auckland Events Policy case study.

A local service similar to Bus.com could provide an easy way to organise minibuses or coach buses for tours, weddings and events. This would encourage use of sustainable transport, increase awareness and assist in reducing congestion during events.

Recommended next steps: QLDC to consider adding a travel management requirement to all events as part of the event permitting process. A key step will be to engage with the events organisers in Queenstown in the first instance.

Once established, the TMA should consider supporting and advocating for this policy change. It could potentially sign off on travel plans once established.

Box 3: Case Study – Auckland Events Policy

Auckland Council's Events Policy includes the following key accessibility principles for delivering events:

- Consider how all people (of differing abilities, disabilities, ages, ethnicities or religions) may access the event.
- Consider different ways of communicating with the community about the event, such as using plain language or pictures for those who cannot read, or radio for those who cannot see posters.
- Identify how people will travel to the event venue and develop a transport plan that includes public transport, walking and cycling.
- Identify how people with disabilities or limited mobility will travel to the event and provide adequate accessibility parking or drop-off for them.
- Consider how to make it easier for people with a disability to move around the event (if it is large), such as by providing maps and volunteers to help them navigate the event.
- Consider the cost of the event, relative to what the target market for the event can afford to pay (AC n.d.)

1.6 Charging for parking that is currently free or cheap

Parking demand management (pricing) refers to various policies and programs that result in more efficient use of parking resources. Cost-effective parking management programs can usually reduce parking requirements by 20-40% compared with conventional parking planning requirements (Litman 2016). While Queenstown town centre already has a paid parking scheme, it could be expanded to include areas such as Frankton, which currently have an abundance of free parking. Other measures that should be considered include a comprehensive parking pricing scheme (including free and cheap parking) aimed at reducing parking problems in the town centre and managing parking supply, which will reduce congestion and will generate additional revenue to fund sustainable transport. Queenstown would benefit from ensuring the current paid parking scheme is structured in a way that pushes drivers towards other modes while reinvesting parking revenue into TDM measures which would increase the speed of behaviour change. This approach would create further community support for responsible use of parking revenue. See box 4 for parking pricing approaches used by other cities.

Recommended next steps: QLDC should consider a comprehensive parking demand management policy and programme to further support TDM measures. Once the TMA is formally established, the TMA should support and advocate for any changes to current practice that would better align the current parking structure and parking policy (under development) with parking demand management best practice.

Box 4: Case study – Parking pricing approaches

Boulder, Colorado approaches parking and TDM as an integrated philosophy where parking revenues are invested in TDM measures (Matthews 2012).

Aspen, a Colorado resort community, began charging for on-street parking in 1995 and has implemented a pricing system where fees are highest in the centre and decline with distance from the core (VPTI 2019). They have now also established a residential parking permit system. Revenue collected contributes to providing several transportation alternatives including eight free transit routes, carpool permit provision, HOV lanes and more (CoA n.d.).

Breckenridge, a Colorado resort community, has a comprehensive parking pricing scheme and any net revenue is dedicated toward transportation and public realm improvements (ToB 2016).

1.7 Freight management plan

Freight and deliveries are necessary functions that have specific impacts on the broader transportation network and require special consideration. Best practice indicates careful consideration should be given to deliveries in pedestrianised areas and sustainable transport infrastructure alongside truck routes as it can be a deterrent to using other modes (VTPI 2018). Many councils, work with freight and delivery services to identify delivery times that are off-peak and do not interfere with times when there is high pedestrian activity and designate specific streets as local truck routes and allocate loading zones on those specific routes. The Queenstown area would benefit from engaging QLDC, and freight service providers in discussions to reduce conflict, increase safety and liveability and streamline activity, in highly pedestrianised areas in particular.

It is noted that as there are few alternative routes to Frankton it may be challenging to accommodate multi-modal connections along this corridor.

Recommended next steps: QLDC to lead the development of a Freight Management Plan. Engage in discussions with freight service providers to identify and integrate freight routes into planning and design of TDM measures.

Box 5: Case Study - Orlando, USA

The City of Orlando designated a system of truck and truck-restricted routes with the goal of minimising impacts to the downtown system. By restricting trucks from using several routes, the City can better meet the needs of other modes of travel in the downtown area (USDOTFHA 2017). Each community has different characteristics and, therefore, different transportation needs. Smaller jurisdictions with less money to spend on capital-intensive projects can add freight-conscious policies into a comprehensive freight plan, while larger jurisdictions with greater populations and greater freight movement concerns may undertake larger projects.

San Mateo has a comprehensive truck route study and policy (CoSMPWD 2018) that includes existing and future routes, analysis of properties generating truck traffic and information on the impact of truck traffic on the transportation system.

Edmonton, Canada provides information on their website including truck route maps, season road bans and permit information (CoE 2019).

In Breckenridge, Colorado there is a permit charge for using loading zones (BP 2019).

1.8 TDM for emergencies (eg weather, crashes, natural disasters)

TDM can also be crucial in moving people quickly in the event of an emergency and to get them back to business afterwards.

This is particularly relevant in the Queenstown area as the transport network is constrained by geography and there is a lack of easy alternative routes. Best practice indicates careful consideration should be given to evacuation and emergency services routes in pedestrianised areas and near sustainable transport infrastructure. The Queenstown area would benefit from engaging QLDC, Civil Defence and emergency services in discussions to reduce conflict, increase safety and streamline activity, particularly in highly pedestrianised areas.

Recommended next steps: Review existing emergency plans, identify limitations and integrate TDM measures to develop a coordinated response to emergencies. Integrate evacuation and emergency service routes into planning and design of TDM measures.

1.9 Car-free town centre and residential areas

Pedestrianising areas by restricting car travel can increase liveability, improve the streetscape environment and create a friendly environment that attracts residents and visitors. Car free districts are either; closed to motor vehicle traffic altogether, or closed during certain time periods such as mornings, evenings and/or weekends. This may include exceptions for public transport and HOV vehicles, delivery vehicles, taxis, people with disabilities, pickup and drop-off for residents and hotels, service and emergency vehicles, or other categories deemed appropriate. For Queenstown, creating car-free environments will build upon the already walkable town centre by prioritising sustainable transport and further enhancing an environment that is designed and scaled for pedestrians. It is noted from the Queenstown Town Centre Masterplan process as well as the consultation for this project that there is interest in creating a car-free CBD.

Wanaka has trialled car free areas in their town centre (Nugent 2019), Auckland trialled the closure of High Street to cars (RNZ 2018) Cuba Street, Wellington, Boulder, Colorado, USA, Melbourne, Australia are all considering car free streets (Chalkley-Rhoden 2018).

Recommended next steps: QLDC should work with business organisations and community associations to identify readiness and interest in implementing this measure in the Queenstown Town Centre and in residential areas. Once established, the TMA should support and advocate for these measures.

Box 6: Case Study - Zermatt, Switzerland

Zermatt is a ski resort town in Switzerland it has a resident population of 5,755 people, 7,772 hotel beds and 5,066 apartment beds. For the 2017/18 financial year they had 2.2 million overnight bookings. Zermatt has been car free since 1961. Only electromobiles (fabricated at the resort), electric buses and horse-drawn carriages and trains are used for transport.

Visitors can park their car in a parking garage at Tasch and travel the remaining 5 km by train (in 12 minutes) (MC 2019).

1.10 Promotion of Queenstown Sustainable Tourism Destination as options become available

Destination Queenstown currently promotes Queenstown as a self-drive destination. Sustainable transport options improve and become available, Destination Queenstown has indicated that they will promote Queenstown as a sustainable tourism destination as options become available.

Scotland actively promote car-free destinations (see box 7).

Benefits include an Increased awareness of travel options, and the potential to influence tourist behaviour before they arrive in Queenstown

Recommended next steps: DQ to promote Queenstown as a Sustainable Tourism Destination as increased travel options become available.

1.11 Airport Access Study

The Airport is a major trip generator with over 8000 trips per during peak times. An access study for the airport is recommended to understand how people travel to and from the airport, mode, trip patterns, existing transport options, parking, information provision and how access to and from the airport can be improved.

Recommended next steps: QLDC to work with Queenstown Airport in developing the access study.

Box 7: Case study – Car free tourism, Scotland

The tagline for Car-Free Tourism in Scotland is “The Best of Scotland Without a Car”. The website provides information to tourists on how to travel to tourist destinations by foot, by bike and by bus without spending time on lots of research. Walking and cycling routes are provided as files that can be downloaded to smartphone apps and GPS devices. The site also provides advice for tourism operators encouraging them to develop or improve sustainable travel options for visitors (TS n.d.).



Car-free tourism, Scotland. Image source: (TS n.d.).

1.12 Understand current levels of service for walking and cycling

Level of service (LOS) is a widely used concept within traffic engineering referring to the flow of traffic; LOS A refers to free flow conditions (i.e. no delays) and LOS F refers to severe congestion (ie long delays). For walking and cycling facilities there are other factors to consider including perceived “comfort”, facility types and tolerance for adverse conditions (eg busy motor traffic).

The United Kingdom has developed useful guide to creating healthy streets with a predominant focus on walking. This guide is used to assess streets and people's reaction to the space, walking attractiveness and how this street contributes to public wellbeing in a holistic way. See image below:

10 Healthy Street Indicators™



- Everyone feels welcome
- People to choose to walk and cycle
- People feel relaxed
- Easy to cross
- Clean air
- Not too noisy
- Places to stop and rest
- People feel safe
- Things to see and do
- Shade and shelter

Image source:
Healthy Streets
(2018)

A New Zealand Cycle Level of Service Assessment Framework (CLOSA) was researched and developed by WSP-Opus, on behalf of the New Zealand Transport Agency Research Team in 2018. This CLOSA tool has a cycle level of service analysis tool spreadsheet which can assign a cycle level of service rating from 1 to 10 based on New Zealand research. The tool is limited to mid-block facilities and the transport Agency is undertaking additional research to gather more data on some newer facility types and intersection impact.

The Department of Transport and Main Roads in Australia has created a Level of Service Model for Bicycle Riders. The model is sensitive to facility type (shared path, cycleway, on-road without bicycle lanes, on-road bicycle lanes, on-road protected bicycle lanes), frequency of delay due to interaction with other path/road users, interactions with other path users (cyclists, pedestrians), car volumes, bus volumes, presence of kerbside parking and speed limits (50, 60, 80 km/h) (CDMR 2013).

Recommended next steps: QLDC to engage a consultant to undertake a study to determine the levels of service of the walking/cycling infrastructure in Queenstown in coordination with the Wakatipu Active Travel Network Single Stage Business Case.

1.13 Considering wider trips

1.13.1 Advocate for travel plans for tourist destinations, eg Routeburn Track, Milford Sound, Arrowtown, Wanaka, ski resorts, the Gondola

Tourist destinations in and around Queenstown are increasingly popular throughout the year. Although many are served by tour operators, there is very little in terms of alternatives to the self-drive experience. Destination travel plans represent an opportunity to capture people travelling to the same destination often doing similar activities.

Destination travel plans have the potential to manage visitor travel demand during the peak season and save on the need for parking provision whilst making experiences accessible to those without access to a car, potential to coordinate and consolidate existing services

Recommended next steps: QLDC, ORC, NZTA to advocate for and gain commitment from the providers to develop travel plans for tourist destinations such as the Glenorchy area, Routeburn Track, Arrowtown, Wanaka, ski resorts and the gondola.

1.13.2 Self-drive Permit Study (to protect sensitive areas)

To minimise environmental impact and reduce congestion in sensitive areas a system can be implemented to require a permit to drive various sections of road (eg Milford Sound, Route Burn Track). This could be managed through a lottery system, with a cost associated with the permit to encourage sustainable transport and there should be a maximum number of permits allowed to be effective. Self-drive permits and mandatory shuttles can be implemented during peak season only or year-round. The Queenstown area would benefit from reducing the environmental, social and economic impact on high demand destinations by managing the number of drivers and visitors able to access these sites on their own.

Example of restricting vehicle access include: as of the summer of 2018, the Department of Conservation no longer allows visitors to self-shuttle for the Tongariro Crossing due to vehicle crowding (Stuff 2017). Private vehicle access between the visitor centre and Dove Lake (along Dove Lake Road) is restricted during shuttle bus operating hours at Cradle Mountain National Park in Tasmania (PWT 2019). Denali National Park in Alaska has a road lottery and permit fee for those who want to self-drive (NPSA 2019). Odds of being drawn in the lottery are about 1 in 7.

Recommended next steps: MBIE, MoT, NZTA and DOC should lead a study to assess the feasibility of mandatory permits to high demand areas and advocate for a bus service to these areas to reduce the impacts of self-driving. Once established, the TMA should support and advocate for the study and subsequent changes to improve travel within their area of service.

2 Travel planning and behaviour change initiatives

2.1 Continue and enhance the school travel plan programme

The first School Travel Plan in the Queenstown Lakes District was Queenstown Primary School in 2007. Less than 5% of travel is by foot and less than 1% by cycle (QT Primary school survey).

There is opportunity to increase the level of school travel that uses sustainable methods, particularly walking, cycling and bus in line with the aims and targets outlined in the "School Travel Plan Programme" (QLDC 2009). Resources are provided to the community through the QLDC website (QLDC 2019).

Recommended next steps: Continue supporting school travel plans.

2.2 Cycle/scooter training (adults and children)

Providing cycle and scooter training will help people overcome barriers to active transport, increase confidence and improve safety.

Recommended next steps: QLDC and Police to work with community partners to provide education courses and hands on training for community members interested in using active transport.

2.3 Community travel plans (eg Lake Hayes, Shotover, Jacks Point)

Similar to school and employer-based travel plans, community travel plans are a commitment to reduce the number of car journeys to and from your neighbourhood by utilising other forms of transport such as walking, cycling, using the bus and ride sharing.

With a combined investment of \$7 million over two years from June 2010 as part of the 'Model Communities project', New Plymouth experienced a 44% decrease in cars at school, 12 % decrease in cars at workplace and in Hastings, there was a 20% increase in cyclists and 23% increase in public perception of cycling safety (NZTA 2013).

Recommended next steps: Gain commitment from communities to develop community travel plans. QLDC to provide toolkits to support communities.

2.4 Awards/ rating scheme (eg cycle/scooter-friendly employer or destination, link in with existing reward schemes or rewards for mode-shift/ car free journeys)

Reward schemes related to TDM can create excitement, motivation and incentivise desired travel, driving behaviour change and pushing mode shift faster than stand-alone initiatives.

Measures could include resident focused reward schemes that incentivise using sustainable transport by providing Fly Buy Points, public transport or ferry discounts. Tourist focused reward schemes could provide incentives such as discounted or free use of the bike share, car shares or public transport.

For six months a year, in Bologna, Italy an initiative called Bella Mossa ("Good Job") operates within the city, which rewards users of sustainable forms of transport with free beer, ice cream or film tickets. The programme, which runs from April to September, aims to reduce pollution and offers residents and visitors an incentive to walk, cycle or take public transport, rather than travel by car (Whitehead 2018).

Glastonbury Festival is committed to reducing carbon emissions and raising awareness of what can be done to help combat climate change. As part of that message, the Festival rewards people for travelling to Somerset by public transport or by bicycle. They have created the Glastonbury Festival Green Traveller package to provide an extra incentive for attendees to "go Green" (GF 2019).

Recommended next steps: Identify opportunities for partnerships and collaboration to create or link in with existing reward schemes.

2.5 Gamifying mode shift within travel plans (to encourage mode shift for residents and tourists)

Gamifying transport plays on our sense of competition and captures the interest of users.

Gamification can be defined as the “use of game design elements in non-game contexts”. It introduces competition and social activity into behavioural interventions. The participants become “players” who can win individual or group rewards if they adjust their behaviour. Incentive criteria such as travel route, mode and traffic volumes can be selected with the aim to guide travellers to select different travel options (route and mode). This process can also lead to valuable data on travellers and their decision making on transport.

Gamification has dramatically transformed people’s health and physical activity levels in the UK with the “Beat the Street”

initiative, “Healthy Active School Travel” has been effective with primary school students, parents and teachers in Australia and gamification schemes have been introduced in a public transport context in Singapore (TCMG 2019). In the from 5 to 4



From 5to4, the mobility game UK Image source: F5T4 n.d.

game, people are encouraged to change their travel behaviour at least 1 day out of 5 (F5T4 n.d.). It then provides data which can be used to monitor change in travel behaviour.

Recommended next steps: Identify opportunities for partnerships and collaboration to implement gamification to encourage mode shift by residents and tourists.

3 Wayfinding improvements (digital and physical)

3.1 Wayfinding and Information Provision Audit and Design Guide (including wayfinding for public transport, key destinations, facilities, routes, parking)

To facilitate walking, cycling and public transport use it is important that information about these modes is consistent, quick and easy to access, easy to understand and is correct. There is a need to provide both pre-trip and in-trip information that targets both visitors as well as locals.

Pre-trip information needs in includes information that allows people to understand how to make a trip and allows them to compare travelling by different modes and provides over-view maps and timetables where applicable. In-trip information provides a more way-finding function, it may include static signs as well as digital information. Ideally it should be provided to assist in decision making and answer the questions of: which way do I go from here, how much longer will it take, is this the right bus stop etc.

If people are new to the area (they need information that helps them locate themselves within the environment – such as landmarks), knowledge of what to visit and means of travelling there (including being able to compare making a trip by different modes) and how much will it cost/what payment methods are accepted. Whereas people who are locals require a lot less information, they generally just want to know if there are delays (ie, if the bus is late – what time will it arrive, or if a road/footpath/cycleway is closed).

Static signage and digital information for wayfinding is about helping people to easily navigate from one place to another. They can also be used to direct people in certain ways, for example they can take people past multiple attractions or away from unsafe areas. Providing a digital wayfinding platform ensures visitors use the proper tool to direct or redirect them to where they want to go.

Provision of way finding and travel information can have many benefits including:

- Support the use of modes of travel other than by single occupancy car travel through providing information about alternative ways to make a trip

- Allow for re-directing of people in real-time during incidents or events.
- Reduced trip anxiety over how to make a trip, both before a person makes a trip and whilst making the trip
- It allows people to compare making a trip by different modes, giving them a greater understanding about the benefits of using different modes (eg trip time, cost, difficulty of walking or cycling if hills are involved, carbon footprint etc)

Wayfinding provision should follow best practice principals to ensure that it provides the best benefit for the public, it will be important to develop a wayfinding and transport information provision guideline. The guideline will need to cover:

- Web-based information should adhere to the New Zealand Web Accessibility Standard 1.1, this ensures that the information is accessible to all and is a requirement of all public service and non-public service agencies.
- System must be robust in an emergency - this includes allowing changes/updates to be made remotely. Provision of real-time and location specific information should be considered as this allows people to make changes to their trip/mode as situations occur. Having people sign up for updates for specific routes provides a powerful way to communicate with users directly when there is a change needed at short notice. Need to get an understanding of apps, social media, tourism operators staff and websites that visitors and locals are using to investigate ways to utilise these to push "information out" where appropriate
- All information should be easy to understand and 'speak the user's language', using common terms for locations, directions and landmarks. Users should not have to guess what terms mean. This may mean ensuring that the terminology used to advertise attractions in Queenstown matches the terminology used in information provision. The aesthetic qualities of design such as colour, fonts and maps should adhere to accepted design principles. For examples see: TCRP Reports 45 (TCRP 1999) and 84 (TRCP 2003). Static signage should have a consistent look, placement and use of maps to allow people to quickly identify where to get information. Maps should be displayed so they match the real world from where the person will stand to view them. Information should be designed to support both novice and experienced users.
- Information should be provided in at least two different formats. Those to suit the tech savvy and more paper-based methods for the non-tech savvy. Provision of information kiosk should be considered to provide digital information for those who may not have wifi or a smartphone.

Recommended next steps: The TMA and QLDC should work with a consultant to draft a wayfinding information provision design guide (physical and digital) and audit strategy for Queenstown. Once a design guideline has been developed an audit should be undertaken of the existing wayfinding information so that a prioritised list of improvements can be developed and costed.



Example of signage providing a guide for walking visitors. Image source: Temple 2019

3.2 Smooth walking/wheeling routes & CCS disability action links

In pedestrianised areas, the environment should be designed to favour people who are walking including the mobility impaired by increasing walkway widths and providing smooth walking surfaces. Kerb ramps are important for people using handcarts, scooters, baby strollers and bicycles, as well as wheelchair users though raised crossings would be preferred to provide traffic calming while also creating a seamless walking surface. At crossings and kerb ramps, tactile tiling provides cues to alert, guide and assist pedestrians on the urban street footway network who have a visual impairment.

Examples of smooth walking and wheeling routes include Accessibility Design Guide: Universal design principles for Australia's aid program (AG n.d.), Auckland Design Manual (AC n.d.a).

Recommended next steps: QLDC supported by the TMA, could conduct an audit in the town centre, key commercial centres and residential areas to identify problem areas. The findings should then be discussed and areas where walking surface improvements are needed should be prioritised. All future pedestrian areas should consider smooth walking/wheeling surfaces.

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4 Transport Management Association (TMA)

A TMA will be beneficial to implementing the TDM program as it will provide an advocacy role along with offering a coordinated voice for its members and establish clear and consistent lines of communication between its Board, Wakatipu Way to Go, QLDC, ORC, the NZ Transport Agency and other government agencies. This will ensure that the TMA members have visibility of plans and proposals for infrastructure changes and relevant agencies are aware of local issues and concerns. The suitability of a TMA as a governance structure for the delivery of a TDM programme for Queenstown was agreed in principle in a workshop with key stakeholders

Below are the actions required to set-up a TMA followed by the recommended program for the TMA to undertake.

4.1 Set up

4.1.1 Establish itself (mission, values, brand, set up incorporated society, confirm board of directors)

4.1.2 Write Business Plan and Funding Plan

4.1.3 Agree membership fees & recruit members

4.1.4 Establish potential revenue sources (Parking brokerage and event management plans)

4.1.5 Recruit staff to run the TMA and its activities

4.2 Action plan

4.2.1 Develop Communication Plan (document co-ordination, communication channels, stakeholder matrix etc)

An early task for the TMA will be to establish how it will communicate with the different stakeholders, what channels/ forums will be used and how often.

4.2.2 Develop website and promotional material about the TMA itself to raise the profile of the TMA and communicate to people what it's going to do

Raising awareness of the TMA will be key for the success of the TMA in securing membership and ensuring they have a strong voice.

4.2.3 Fund raising (depending on the level of funding secured from the NZ Transport Agency)

A key role of the TMA will be to identify and secure funding for its activities. This will depend on the level of support received from the Agency and the remit TMA board members agree to.

4.2.4 Co-ordinate submissions on on-going projects, policies and strategies

A fundamental task of the TMA will to coordinate views of the stakeholders and submit on on-going projects, policies and strategies as one voice.

4.3 Set up programmes

4.3.1 Guaranteed ride home scheme

Guaranteed Ride Home schemes provide commuters who use sustainable modes a subsidised ride home in an emergency. An emergency ride home acts as an insurance policy for commuters who use sustainable transport by reassuring them, they have a timely and inexpensive way to get home if an emergency arises or something urgent comes up. To ensure that the system is manageable limits can be set in terms of, specifying a maximum amount and number of trips. An

example of a scheme may include a maximum of \$80 per trip with a maximum of four rides a year. If public transport passes and fleet car use are included as preferred options for non-emergency rides the average cost per trip may be significantly lower.

The Denver Regional Council of Governments (Denver, CO, USA) has a Guaranteed Ride Home scheme as part of their vanpool programme and their employers-based public transport programme, EcoPass (WtG n.d.). Throughout New Zealand employers who have a travel plan offer this as a service including Hawke's Bay DHB and Greater Wellington Regional Council have a Guaranteed Ride Home Scheme as part of their carpooling resource (GWRC 2017).

Recommended next steps: TMA to investigate scheme options and engage with employers to gain commitment. Employers will bear the cost of rides once they join the scheme.

4.3.2 Luggage logistics action plan

Currently, there is no luggage logistics facility in Queenstown.

Carrying luggage can be a barrier to people using public transport in Queenstown (eg skis and suitcases).

Removing barriers to using public/ active travel has potential to improve visitor experience, reduces demand for luggage on public transit and shuttles.

Recommended next steps: TMA to work with Air New Zealand and others to develop a luggage logistics action plan

Box 9: Case Study- luggage logistics, Japan

In Japan, you can send a bag of any type, including skis, from Narita or Haneda airports to Nozawa Onsen ski resort and back. Most times it will arrive the next day. Luggage Free travel in Japan partners with several major hotels and provides door to door service from your home to your final destination (LF 2019).

4.3.3 Journey Planning App/ Travel amalgamator

Travel amalgamator's aim to provide mode comparisons and mode option searching in one location allowing users to seamlessly move between modes whilst making a single trip. Previous research (Chang et al 2013) has indicated that people do not spend time comparing how to make a trip by different modes when they have to seek out information from a range of sources (e.g., look up bus timetables, find safe cycle and walking routes, cycle parking options etc). Creation of a travel amalgamator will allow people to compare all their options for making a trip. A travel amalgamator should be designed using the wayfinding and information design guide principles (see 3.1).

Note: Choice App trial in Queenstown ended in 2017. Future application of this App is uncertain.

Recommended next steps: TMA to identify a suitable option for Queenstown.

4.3.4 Set up bike share/E-bike share connecting key destinations and hotels

Docked or dockless bikeshare schemes are currently operating throughout New Zealand in areas where it is quite hilly like Queenstown, an e-bike share programme would be worth investigating.

Bike hire should be easy and possible via smartphone app or a subscription service may be suitable for permanent and seasonal residents to make it an affordable option. Bikes should be readily available at or near hotels and key public destinations. This measure could also be promoted as a commuter or shopping transport option particularly between Kelvin Heights, Frankton and central Queenstown using cycle paths in the area.

Recommended next steps: The TMA in partnership with QLDC to put out an expression of interest to identify operators interested in providing a bike/e-bike share model that meets community expectations for Queenstown.

4.3.5 Dynamic Ridesharing/Carpooling

Dynamic Ridesharing uses apps or social networking to provide on demand and real-time information for drivers and those looking for a ride. These apps allow the driver to pick up someone anywhere along a route and the rider can track where their carpool is based on the phone GPS location. Targeted areas for promotion of these measure could include trips to/from Frankton and central Queenstown and communities east of Queenstown including Arrowtown, Wanaka and Cromwell. This measure would be best paired with a TMA working with employers, HOV lanes and/or incentivising through a free vanpool service or free car parking for carpoolers to increase uptake.

High occupancy vehicles or vanpools, particularly for major employers, could further increase uptake once this measure is established. A vanpool is prearranged for a group of 5 to 15 people who share their ride to work. A bus provider company, not for profit or employer would usually provide a vehicle and the passengers pay a low monthly fare based on daily trip mileage which is divided by the number of riders in the van. The fares cover the cost of operating the vanpool including petrol, insurance and maintenance as well as a guaranteed ride home scheme.

Travellers could potentially use a rideshare platform by which to share rides to popular destinations. Waze (Waze 2019), Scoop (Scoop 2019), Liftango has a service specifically for TMAs (Liftango n.d.). Coseats is specifically for travellers and backpackers (Coseats n.d.). Vanpool programmes have been quite successful in Washington State, US where they have the largest public vanpool programme in the country (WSDoT 2019).

Recommended next steps: The TMA should consult with community to identify demand and support for service.

4.3.6 Mobility Lab (based on Arlington, Virginia, USA)

Established in 2010, with the purpose of running the TDM programme, raising awareness and monitoring the effectiveness of TDM, the Mobility Lab has become an internationally valuable research centre for transport behaviour change and policy. It is based in Arlington, Virginia and runs one of the largest transportation demand management programs in the USA, removing 45,000 car trips from the county's roads each work day. The Mobility Lab conducts research about Arlington's TDM efforts and communicates best practice worldwide. It is an excellent resource of information, tools, research and best practice examples. It's daily news email and twice-monthly newsletters are widely read by transportation planners and TDM practitioners.

Evaluating what does and doesn't work in the Queenstown context and making changes where necessary due to either a TDM implementation not working or new mobility/information provision trends emerging will be vital to ensuring that a TDM package works as a whole.

The advantage of this for Queenstown would be that they could be at the cutting edge of TDM provision which would be in keeping with their Iconic tourism destination status as well as achieving the goals of TDM. With the new TDM contestable fund there is opportunity to present the Queenstown TDM programme alongside a partnership with Mobility Lab as a model for funding.

Recommended next steps: TMA to investigate the potential for a Mobility Lab in Queenstown

4.3.7 Identify public transport workforce infrastructure deficits and establish programmes required to run the sustainable transport sector eg bicycle technician, e-bike and e-scooter servicing, sustainable transport ambassador programmes, cycle skills training, bus driver workforce planning and development

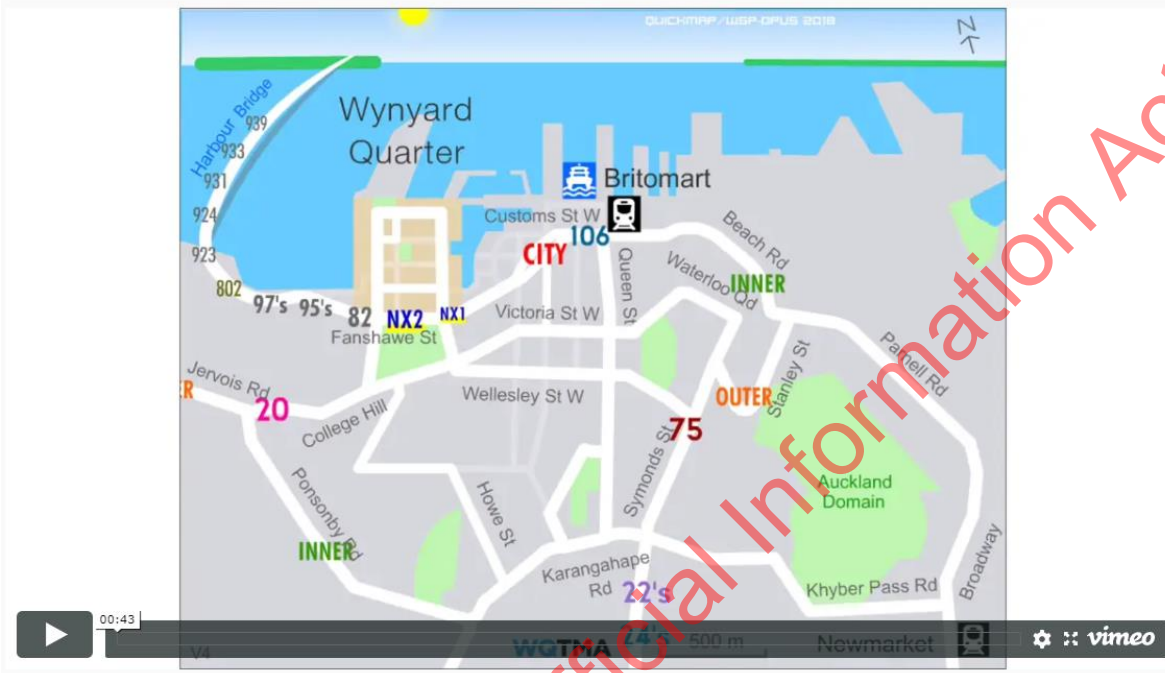
An assessment should be performed to determine where there are gaps in the workforce needed to support sustainable transport.

Recommended next steps: TMA to identify what services or partnerships might fill deficits, then look to fill roles as needed as programmes are implemented and demand increases.

4.4	Documenting the data gaps
4.4.1	Work with government and confirm what information the businesses/ member organisations are willing to share; identify what data should be collected
The TMA member organisations and government has access to a significant amount of data that would be useful for evaluating the current and future travel situation. Various entities may also be better positioned to collect relevant information. Recommended next steps: The TMA should work with its members and government to identify what information could be shared and identify the information that should be collected to track and measure change over time.	
4.4.2	Create an inventory of existing bus and shuttle services; understand current situation; agree if and how to collaborate; identify potential partnerships; make it happen
Currently there is no limit to the number of private shuttle operators and there are many that operate in the Queenstown area. A private shuttles study will identify consolidation opportunities as a number of them take similar routes and go to similar destinations to maximise efficiencies.. The study would collect data to quantify anecdotal evidence, notably: the number of private shuttles and coaches, their routes and timetables; traffic bottle necks; specific operator/supplier concerns; current bus service to ski fields; and the integration of private service with the wider public transport network. Recommended next steps: Engage a consultant to conduct a private shuttles study and identify consolidation opportunities.	
4.4.3	Set up events register for Queenstown (for event travel demand management)
Major events occur year-round in the Queenstown area that are well attended and draw both domestic and international visitors. A register of events would be helpful in the planning of sustainable transport and would ensure the entire transportation network can meet demand. Recommended next steps: Set up an events register	
4.4.4	Data inventory and gap analysis (visitor flows and seasonal peaks)
A number of data rich business cases and projects have been undertaken recently but there isn't a clear understanding of what data is available and where there are gaps. To better understand current travel behaviour (origin/destination), the disconnect between how people currently travel and how they would like to travel and peoples' willingness to change their behaviour, there is a need for further data collection. There is an opportunity to engage employers, communities, neighbourhoods and schools in travel surveys to fill in some of the gaps on travel behaviour. Transportation and physical activity apps can also provide useful anonymous data on how people move around communities. This can include capturing local issues through websites like FixMyStreet (FMS n.d.) or apps such as Snap Send Solve (SSS 2019), currently used by Christchurch City Council, ECAN, Nelson City Council and others. Recommended next step: A key task for the TMA will be to gain an understanding of and develop and inventory of the data that is available and where there are gaps in the data (eg visitor flows, seasonal peaks, impact of dispersed accommodation etc).	
4.4.5	Understand and establish a register of transport jobs in Queenstown
TMA to understand and establish a register of transport jobs in Queenstown to monitor skills that could be included in the Immigration New Zealand's skills shortage list. See 4.6.4.	
4.5	Better information provision
4.5.1	Collate and communicate transport information on getting around without a car through the TMA website (using tools like the Bus map movie and travel scenarios)

The TMA can play a crucial role in providing information for getting around without a car. The TMA's website can become a one-stop shop for people to find information on walking/ cycling routes, smooth walking/ wheeling routes, bus routes, carpooling, car sharing etc (using tools like the Bus map movie and travel scenarios).

GETTING TO WYNYARD QUARTER BY BUS



Bus map movie screenshot. Image Source: WQTMA, n.d.

Recommended next steps: The TMA and partners, including tourism entities can build upon any existing traveller scenario information to target visitors with relevant sustainable transportation communication. If data does not currently exist a plan to collect, it should be developed.

4.5.2 Marketing of car-free holidays (information to support this on the TMA website)

Refer to 1.9.

Visitors to the Queenstown area are interested in various activities around the region like hiking, mountain biking, adventure, golfing, shopping, wine and food or passing through as part of a campervan tour of the South Island.

Tourism New Zealand has specific information on what activities visitors are interested in while visiting New Zealand (TNZ 2019, TNZ 2019a). Having transport information for each of these "scenarios" or markets could help visitors quickly find transport information that pertains to them. TMA can support car-free holidays targeted at visitors by proving information on its website.

Car-free Tourism in Scotland has created a visitor travel planning resource for countryside leisure destinations which provides details on how to develop travel plans with the goal of changing visitor behaviour towards sustainable transport (Speakman 2008). They also have information on improving access and options for car-free visitors. Their Sustainable Transport Checklist provides a list of simple things you can do to provide information and facilities to encourage car-free visitors (TS n.d.). The Green Access for Countryside Recreation created by Transplan provides a comprehensive toolkit for auditing sustainable travel options for countryside attractions (Wood 2009).

Recommended next steps: The TMA and partners, including tourism entities develop a plan and strategy to market Queenstown as a car-free holiday destination. It is noted that this will only be possible once it is easy to get around without a car.

4.6 Advocacy

4.6.1 Advocate for/ support enhanced public transport service to the airport

Public transport or shuttle service to/from the airport should provide dedicated space for luggage and connect to Queenstown town centre, hotels, fare free zones or loop into other routes so travellers can easily get from the airport to their accommodation. Another option is for hotels to provide a free shuttle service to and from the airport as part of a collaboration with other nearby accommodation. Examples of transport service to the airport include the Wellington Airport Flyer and Auckland SkyBus.

Recommended next steps: TMA to advocate for enhanced public transport service to/from the airport.

4.6.2 Advocate for changes to bus time tables/ routes to better meet the needs of users

In consultation with suppliers, there is a need to advocate for changes to bus time tables/ routes to make sure these best meet the needs of the community and people in the service industry.

Recommended next steps: TMA to voice concerns, identify issues and advocate for changes to bus time tables/ routes to make sure these best meet the needs of the community and people in the service industry.

4.6.3 Gain commitment from the businesses to develop their own travel plans/ work on travel plan activities together through the TMA

There is a need to advocate for changes to bus timetables/routes to ensure that they offer a viable alternative to using a vehicle.

Recommended next steps: The TMA to advocate for improved public transport timetables/routes to better meet users' needs

4.6.4 Advocate for/ support high quality branded bus stops (eg iconic bus stops)

Creating iconic bus stops can be used to create natural landmarks for wayfinding and can activate what can be an otherwise sterile environment. These can be used to reinforce Queenstown's reputation as an iconic tourist destination where it is fun to catch the bus. By using social engagement, it is possible to change the perception of riding the bus while creating an engaging street environment. Businesses can sponsor a bus stop, which would make this both a marketing tool for them whilst keeping the implementation and maintenance costs low.

The Queenstown area has a need for high quality, branded bus stops that are recognisable and provide consistent amenities. Heated bus stops, shelters or benches can make waiting for the bus more pleasant and people may be more likely to use them. Shelters should be provided whenever possible, particularly in high use areas, to increase safety, protect riders from the elements and the size of the shelter should accommodate demand.

For public transport users to easily recognise if they are located at the correct bus stop, bus stops should be branded, numbered (and QR codes) and the numbers should be used in addition to bus stop names on the routes, timetables and website. This also future proofs public transport information as bus stop numbers could be integrated into a travel planning app.

A project lead by Splash Adelaide and students to activate plain bus stops into ones that are "arty, fun and engaging". The project was designed to change the perception of waiting for a bus (SA 2019)

Recommended next steps: The TMA to advocate with the business sector and community to create iconic bus stops.

4.6.5 Advocate for inclusion of bike technicians and others in the Immigration NZ skills shortage visa category to support sustainable transport

Stakeholder feedback cited a shortage of skilled workers to support sustainable transport. TMA can play a critical role in advocacy for specific skills that are needed to support the sector informed by businesses and the community.

Recommended next steps: The TMA to advocate for skilled workers that Queenstown has a shortage of to be added to the NZ skills shortage visa category.

4.6.6 Gain commitment from the tourism industry in the delivery of the plan (DQ, travel agents, tour providers)

To have a successful implementation of this plan it is important to have the support of the tourism industry who can directly influence the way tourists and their employees move around Queenstown.

Recommended next steps: The TMA to advocate with the tourism industry to gain support for carrying out the actions of this TDM plan.

4.6.7 Advocate for improved access to bus and ferry tickets

In addition to improved access to information, it is essential that residents and visitors have easy access to bus and ferry tickets.

Recommended next steps: Identify potential outlets that are convenient for residents and visitors to access eg information centre at the Airport (currently sold at the Milford Sound scenic flight desk), visitor information centres in the town centre and other outlets in the satellite communities

4.6.8 Advocate for public transport supplier contracts to be reviewed and updated to include metrics to capture quality of service

Having a good quality of service for public transport is an important determinant that can either pull people towards using public transport (when the quality of service is high) or push them away from using it (when the quality of service is low).

Recommended next steps: The TMA to advocate with to have supplier contracts reviewed and updated to include metrics to capture quality of service.

4.6.9 Advocate for Queenstown to adopt the Sustainable Travel Town vision

Current improvements to the transport network in Queenstown are done in an ad-hoc and incremental manner. The Sustainable Travel Town model is a holistic approach to delivering targeted outcomes that the local and national government can commit to. All other TDM initiatives can fall within the remit of a sustainable travel town vision for Queenstown.

Recommended next steps: Develop position papers and gain commitment from key partners to set out a clear long-term vision for Queenstown which is in line with the Sustainable Travel Town model. Consider tying in with the RLTP and the RPTP reviews

Box 1: Case study – Sustainable Travel Towns, UK

In 2004, three towns in the UK- Darlington, Peterborough and Worcester- jointly received £10 million in funding from the Department for Transport for the implementation of a range of initiatives aimed at encouraging a shift towards non-car options. As a result of the community-wide programmes, the towns saw a 2% reduction in traffic levels and 7-10% reduction in the number of car driver trips per resident (DfT, 2010). Furthermore, a conservative cost-benefit analysis considering congestion benefits only, produced a benefit cost ratio (BCR) of 4.5:1 for the programmes (Sloman, et al., 2010).

4.6.10 Advocate for Queenstown to become a Blue Zone

The Blue Zones approach is a holistic approach to healthy living. Blue Zones are regions of the world where people live longer, healthier lives than average. The term first appeared in the November 2005 National Geographic magazine cover story "The Secrets of a Long Life" by Dan Buettner. Buettner's book describes the common lifestyle characteristics that contribute to this longevity (Blue Zones, n.d.).

After it was published, California's health boards decided to retrofit Blue Zone principles to suburbs where residents were feeling stressed and were less healthy than average. The health sector funded this with a US\$2 million investment based on an accountable care model (reducing spending money to prevent disease rather than treating it after the fact). The suburbs are now collecting some impressive results. This more holistic 'culture change' approach is achieving greater behaviour change than a household level/ individually targeted programme. See Box 2 for some headline results. Central to the blue zones is allowing people to "move naturally", this involves working with city planners, schools and worksites to reshape communities in a way that naturally results in people being more active each day. It also incorporates the following principals: make the healthy choice the easy choice, eat wisely, connect with others and having the right outlook.

The biggest benefit of implementing blue zones is the creation of healthier communities. Issues and challenges: Funding to implement measures

Recommended next steps: Write position papers and gain commitment from partners to agree on a vision using the Blue Zones model to tackle the community's travel challenges from a health perspective. Coordinate with the health sector and explore cross-agency funding and delivery

Box 2: Case study – Blue Zones project, Alberta, US

Blue Zones Project: ALBERT LEA, MN

This Midwestern city had high smoking rates and low activity levels, and they climbed out of a health and economic crisis with projected lifespans increased by nearly 3 years.

- \$7.5 million in savings in annual health care costs for employers.
- 2.9 years added to lifespans within one year of participating in the Blue Zones Project.
- The Downtown Streetscape revitalization has increased private investment, tourism, and the tax base.

Results from the Blue Zones Project Alberta, Minnesota (Blue Zones, n.d.)

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Appendix G – Indicative cost of delivery

Released under the Official Information Act 1982

Travel Demand Management Programme for Queenstown: Indicative cost of delivery

Note: recommended programme only subject to approval and funding. Not government policy.										Cost estimate					
WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA once the TMA is established	Level of complexity 1= straight-forward to 3=difficult	Considerations	Year 1 (low)	Year 1 (high)	Year 2 (low)	Year 2 (high)	Year 3 (low)	Year 3 (high)
TOTAL										1,239,000	1,888,000	539,000	813,000	434,000	589,000
1	Policy									287,000	480,000	132,000	295,000	27,000	80,000
1.1	Region-wide strategies									287,000	480,000	132,000	295,000	27,000	80,000
1.1.1	Develop a sustainable transport vision for Queenstown					QLDC		1							
1.1.2	Car-free tourism					MBIE, Destination Queenstown, QLDC, NZTA		3	Requires the tourism industry to be on board and relies on gaps in the transport network being addressed; assume they will use existing marketing budget, this budget allows for a memo to be developed	2,000	5,000	2,000	5,000	2,000	5,000
1.1.3	Mobility co-ops for outlying areas e.g. Arrowtown, Lake Hayes (research and blueprint)					QLDC, NZTA		1	Research needed to guide the practical application of this idea. Estimated BCR for car sharing schemes is to be upto 72:1*, but this is usually in urban areas	75,000	150,000				
1.1.4	Car-share policy					QLDC		1	Either take a simple route by copying what's been done elsewhere (5k) or complete a more complex study looking into parking availability before developing the policy	5,000	25,000				
1.2	Park and ride study					QLDC		1	to build on what's been done so far and consider bike and ride, campervan and the potential use of private land	80,000	100,000				
1.3	Require travel plans for new developments, large employers and significant trip generators					QLDC		2	Requires policy change. Workplace travel plans for multiple business sites is estimated to have a BCR range of 3.5:1-13:1*						
1.4	Require new developments to provide infrastructure that supports and encourages use of sustainable transport (new developments, outlying areas that generate trips into Queenstown)					QLDC		2	Requires policy change			25,000	75,000	25,000	75,000
1.5	Require travel plans for events as part of consent/ traffic impact assessments					QLDC		2	Requires policy change. Potential to offset as event could cover some cost or cost could be neutral if supplier charges people attending events.						
1.6	Charging for parking that is currently free or cheap					QLDC		3	Requires policy change; budget is for a parking study- 'high' amount allows for an inventory of private parking; low end explores options, advises consultation approach, calculates potential revenue and suggests technology to use			25,000	75,000		
1.7	Freight management plan					QLDC		1	Requires collaboration			80,000	100,000		
1.8	TDM for emergencies (eg weather, crashes, natural disasters)					QLDC, ORC, NZTA, Civil Defence	✓	1	assume this would tie in with a wider emergency plan, this budget is to fund a study to confirm how the TDM programme can support an emergency response. Could be TMA staff time (\$0), could require a consultant (high)			-	40,000		
1.9	Car-free town centre and residential areas					QLDC		3	Requires policy change; infrastructure costs						
1.10	Promote Queenstown as a Sustainable Tourism Destination (as options become available)					DQ		2	Development of marketing material, requires tourism agencies to be onboard; TMA staff time with DQ						
1.11	Airport Access Study and travel plan					Queenstown Airport, QLDC		1	Develop a travel plan for the Airport- consultant fees	100,000	150,000				
1.12	Understand current levels of service for walking and cycling					QLDC		2	Consultant fees	25,000	50,000				
1.13	Considering wider trips									90,000	150,000	-	-	-	-
1.13.1	Advocate for travel plans for tourist destinations eg Routeburn Track, Milford Sound, Arrowtown, Wanaka, ski resorts, the Gondola					QLDC, ORC, NZTA		1							
1.13.2	Self-drive Permit Study (to protect sensitive areas)					MBIE, NZTA, MoT		1		90,000	150,000				
2	Travel planning and behaviour change initiatives									115,000	195,000	40,000	45,000	40,000	45,000
2.1	Continue and enhance the school travel plan programme					QLDC, MoE	✓	1	Estimated BCR 4.6:1*						
2.2	Cycle/scooter training (adults and children)					QLDC, Police	✓	1		15,000	20,000	15,000	20,000	15,000	20,000
2.3	Community travel plans (eg Lake Hayes, Shotover, Jacks Point)					QLDC, ORC	✓	1							
2.4	Awards/ rating scheme (eg cycle/scooter-friendly employer or destination, link in with existing reward schemes or rewards for mode-shift/ car free journeys)					QLDC	✓	1	Hire venue & time to run a scheme (contractor rates)	25,000	25,000	25,000	25,000	25,000	25,000
2.5	Gamifying mode shift within travel plans (to encourage mode shift for residents and tourists)					QLDC, TMA	✓	1	From5to4 costs \$15 per person to run- this budget would explore which tools to use and then allows for the cost of playing	75,000	150,000				
3	Wayfinding improvements (digital and physical)									100,000	200,000	-	-	-	-
3.1	Wayfinding and Information Provision Audit and Design Guide (including wayfinding for public transport, key destinations, facilities, routes, parking)					QLDC with TMA input, NZTA		1	infrastructure budget not included	85,000	170,000				
3.2	Smooth walking/wheeling routes & CCS disability action links	✓				QLDC and TMA	✓	1	infrastructure budget not included	15,000	30,000				
4	Transport Management Association (TMA)									647,000	863,000	367,000	473,000	367,000	464,000

Travel Demand Management Programme for Queenstown: Indicative cost of delivery

Note: recommended programme only subject to approval and funding. Not government policy.										Cost estimate					
WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA once the TMA is established	Level of complexity 1= straight-forward to 3=difficult	Considerations	Year 1 (low)	Year 1 (high)	Year 2 (low)	Year 2 (high)	Year 3 (low)	Year 3 (high)
4.1	Set up									547,000	693,000	327,000	403,000	327,000	403,000
4.1.1	Establish itself (mission, values, brand, set up Incorporated society, confirm board of directors)					TMA			some consulting time to guide set up and run workshops; could be completed by local government staff (low end) or run by current team (higher end)	15,000	30,000				
4.1.2	Write Business Plan and Funding Plan					TMA			1 Assumes consultant and specialist time	200,000	250,000				
4.1.3	Agree membership fees & recruit members					TMA			1 TMA staff time to develop promotional material and contact potential members						
4.1.4	Establish potential revenue sources (Parking brokerage and event management plans)					TMA			2 Consultant time- cost estimates for revenue assuming reports are available to inform calcs eg event register and parking inventory	5,000	10,000				
4.1.5	Recruit staff to run the TMA and its activities; includes office rent and annual insurance cost					TMA			1 Salaries and office space	327,000	403,000	327,000	403,000	327,000	403,000
4.2	Action plan									5,000	5,000			-	-
4.2.1	Develop Communication Plan (document co-ordination, communication channels, stakeholder matrix etc)					TMA			1 Early input & set up from consultants, to then be run by TMA staff	5,000	5,000				
4.2.2	Develop website and promotional material about the TMA itself to raise the profile of the TMA and communicate to people what it's going to do					TMA			1 TMA staff time						
4.2.3	Fund raising (depending on the level of funding secured from the NZ Transport Agency)					TMA			2 TMA staff time						
4.2.4	Co-ordinate submissions on on-going projects, policies and strategies					TMA			1 TMA staff time						
4.3	Set up programmes									55,000	90,000	35,000	60,000	35,000	60,000
4.3.1	Guaranteed ride home scheme	✓				TMA			1 set up cost: assumes employers will bear the cost of rides once they join the scheme. An example of a scheme may include a maximum of \$80 per trip is subsidised and employees may use up to four rides a year. If public transport passes and fleet car use are included as preferred options for non-emergency rides the average cost per trip may be significantly lower	20,000	30,000				
4.3.2	Luggage logistics action plan	✓				TMA			1 Work with Air NZ and others; consultant time to establish approach	35,000	60,000	35,000	60,000	35,000	60,000
4.3.3	Journey Planning App/ Travel amalgamator	✓				TMA			1 annual cost tbc, possibly cost neutral if it can be funded through transactions fees or sponsorship						
4.3.4	Set up bike share/E-bike share connecting key destinations and hotels					QLDC, TMA			1 Up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking opportunities. States in the US with the highest levels of biking and walking also have the lowest levels of costly chronic disease, such as high blood pressure, obesity and diabetes, according to the Centres for Disease Control and Prevention						
4.3.5	Dynamic ridesharing/carpooling	✓				TMA			1 annual cost tbc, possibly cost neutral if it can be funded through transactions fees or sponsorship						
4.3.6	Mobility Lab (based on Arlington, Virginia, USA)					TMA			2 TMA staff time						
4.3.7	Identify sustainable transport workforce deficits and establish programmes to run the sustainable transport sector eg bicycle technician, e-bike and e-scooter servicing, sustainable transport ambassador programmes, cycle skills training, bus driver workforce planning and development					TMA			2 TMA staff time						
4.4	Documenting the data gaps									25,000	45,000	-	-	-	-
4.4.1	Work with partners and confirm what information the businesses/ member organisations are willing to share; identify what data should be collected					TMA			2 TMA staff time						
4.4.2	Create an inventory of existing bus and shuttle services; understand current situation; agree if and how to collaborate; identify potential partnerships; make it happen					TMA			2 Consulting time to complete an inventory and map routes and identify consolidation opportunities	25,000	45,000				
4.4.3	Set up events register for Queenstown (for event travel demand management)	✓				TMA			2 TMA staff time						
4.4.4	Data inventory and gap analysis (establish what data is available and where there are gaps in the data)					TMA			2 TMA staff time						
4.4.5	Understand and establish a register of transport jobs in Queenstown (to identify gaps)					TMA			2 TMA staff time						
4.5	Better information provision									15,000	30,000	5,000	10,000	5,000	1,000
4.5.1	Collate and communicate transport information on getting around without a car through the TMA website (using tools like the Bus map movie and travel scenarios)	✓				TMA			1 budget allows for Map Movie development & enhancements each year	15,000	30,000	5,000	10,000	5,000	1,000
4.5.2	Marketing of car-free holidays (information to support this on the TMA website)					TMA, DQ			2 TMA staff time & DQ						
4.6	Advocacy									-	-	-	-	-	-
4.6.1	Advocate for/ support enhanced public transport service to the airport					TMA			1 TMA staff time. Infrastructure budget not included						
4.6.2	Advocate for changes to bus time tables/ routes to better meet the needs of users	✓				TMA			1 TMA staff time						

Travel Demand Management Programme for Queenstown: Indicative cost of delivery															WSP OPUS					
Note: recommended programme only subject to approval and funding. Not government policy.															Cost estimate					
WBS #	TDM Programme	Quick win	Year 1	Year 2	Year 3	Organisation(s) responsible for delivery	Could be delivered by the TMA once the TMA is established	Level of complexity 1= straight-forward to 3=difficult	Considerations	Year 1 (low)	Year 1 (high)	Year 2 (low)	Year 2 (high)	Year 3 (low)	Year 3 (high)					
4.6.3	Gain commitment from the businesses to develop their own travel plans/ work on travel plan activities together through the TMA					TMA		1	TMA staff time											
4.6.4	Advocate for/ support high quality branded bus stops (eg iconic bus stops)					TMA		1	TMA staff time. Infrastructure budget not included											
4.6.5	Advocate for inclusion of bike technicians and others in the Immigration NZ skills shortage visa category to support sustainable transport	✓				TMA		1	TMA staff time											
4.6.6	Gain commitment from the tourism industry in the delivery of the plan (DQ, travel agents, tour providers)					TMA, DQ, MBIE		2	TMA staff time											
4.6.7	Advocate for improved access to bus/ferry ticketing					ORC, TMA		2	Infrastructure budget not included											
4.6.8	Advocate for supplier contracts to be reviewed and updated to include metrics to capture quality of service					TMA, ORC		1	TMA staff time											
4.6.9	Advocate for Queenstown to adopt the Sustainable Travel Town vision					TMA		3	TMA staff time for advocacy, position papers and consultation. Implementation requires significant investment in infrastructure and service improvements; would need public consultation & update to Regional Land Transport Plan. 4.5:1 BCR range*. Budget for unfactured and service improvements not included. The programme in the UK cost 15 million over 5 years across 3 towns											
4.6.10	Advocate for Queenstown to become a Blue Zone					TMA, DHB		2	TMA staff time for advocacy, position papers and consultation. Implementation requires cross agency collaboration, delivers wellbeing benefits. In California, US\$2M of investment deliver US\$6M in healthcare savings											

*Travelwise, Depart of Health, Highways Agency, NHS South West, South West RDA (2011) Soft measures - hard facts: The value for money of transport measures which change travel behaviour

Appendix H - Key partners and potential roles

Released under the Official Information Act 1982

This appendix includes key partners and their potential roles in the delivery to be used as a basis for a stakeholder matrix to be developed as the programme gains momentum.

NZ Transport Agency

NZ Transport Agency is responsible for funding, as well as maintaining the state highway network. In the context of this TDM Programme, the Agency will have an ongoing role in the funding of the TMA and the delivery of the TDM Programme depending on the level of funding secured from other sources.

Queenstown Lakes District Council

Many of the measures in the TDM Programme fall within the remit of the District Council as it is responsible for: land use planning and building and maintaining local transport infrastructure (bus stops, shelters, bus lanes on local roads, parking etc). It is noted that it does not currently have the resources needed to deliver the Programme.

Otago Regional Council

The Regional Council is responsible for planning, operating and managing the bus service (contracted to Ritchies) and therefore will have an integral role in the delivery of the TDM Programme.

Wakatipu Way to Go

Still in its infancy, Wakatipu Way To Go is partnership between the NZ Transport Agency, Otago Regional Council and the District Council to create a safe and well-connected transport network. The role of Wakatipu To Go in the delivery of the TDM programme is unclear at this stage as it is still in the process of being established. This will be further explored as the partnership strengthens.

Businesses and other organisations through the TMA

The business community has a critical role in ensuring Queenstown's transport needs are met. There is scope for potential partnerships to develop and solutions to be implemented that cannot be delivered by government alone. Much is already happening, for example NZ Ski operate shuttles (at breakeven) that also move 500+ employees per day in the peak season; luggage logistics and remote check ins are being considered. Through the TMA, businesses and other organisations will have the ability to be a part of the solution.

Resident and community associations through the TMA

A number of associations already exist in the Queenstown area. They will be key to the success of the TDM programme by being the voice for the communities they represent.

Destination Queenstown and NZ Tourism

Destination Queenstown (DQ) and NZ Tourism are crucial to the success of the TDM Programme. DQ is responsible for the marketing of Queenstown here and overseas and the tourism industry (travel agents, accommodation providers, tour operators) has direct contact with visitors.

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