

Queenstown's Future Integrated Transport System

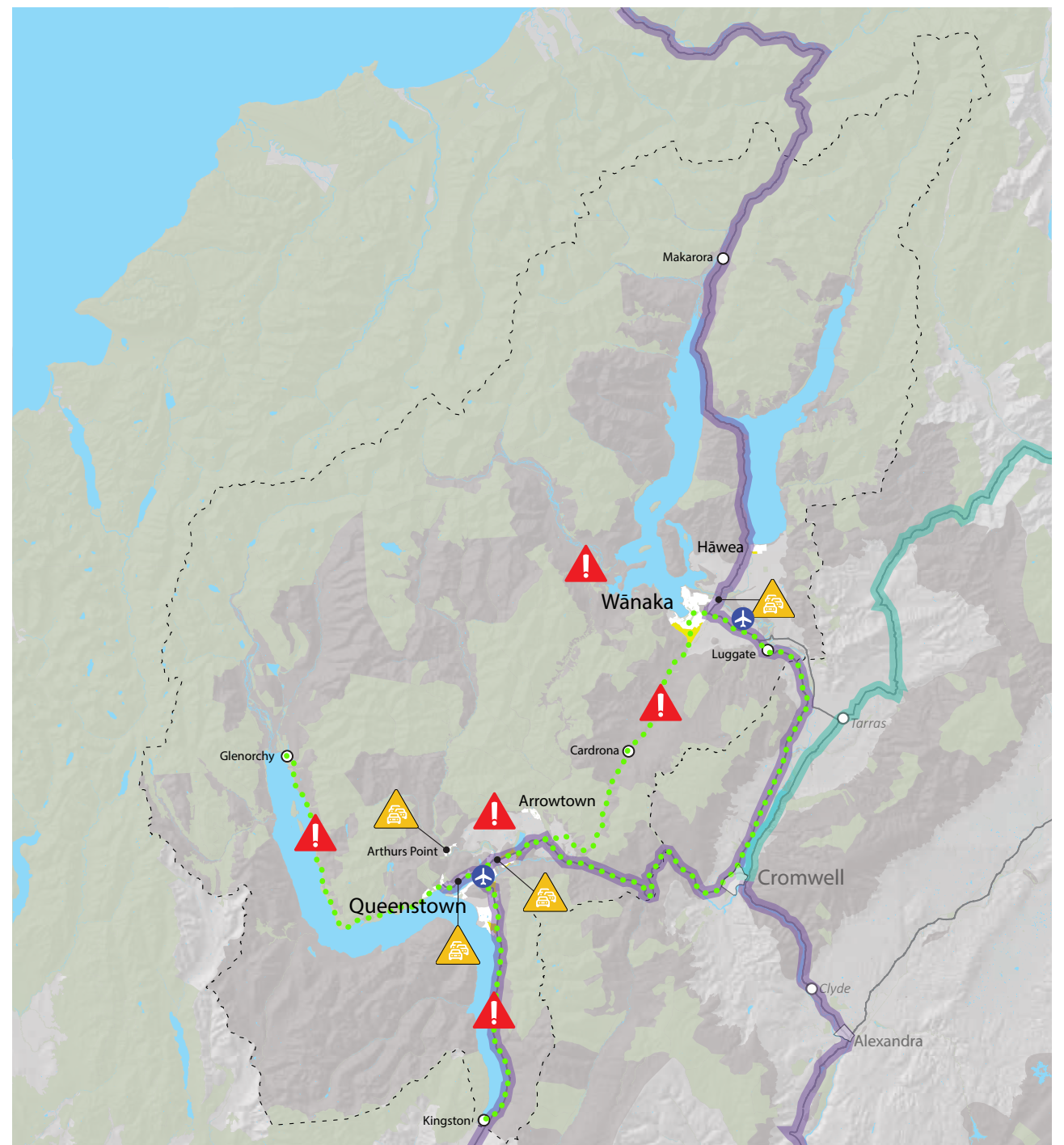
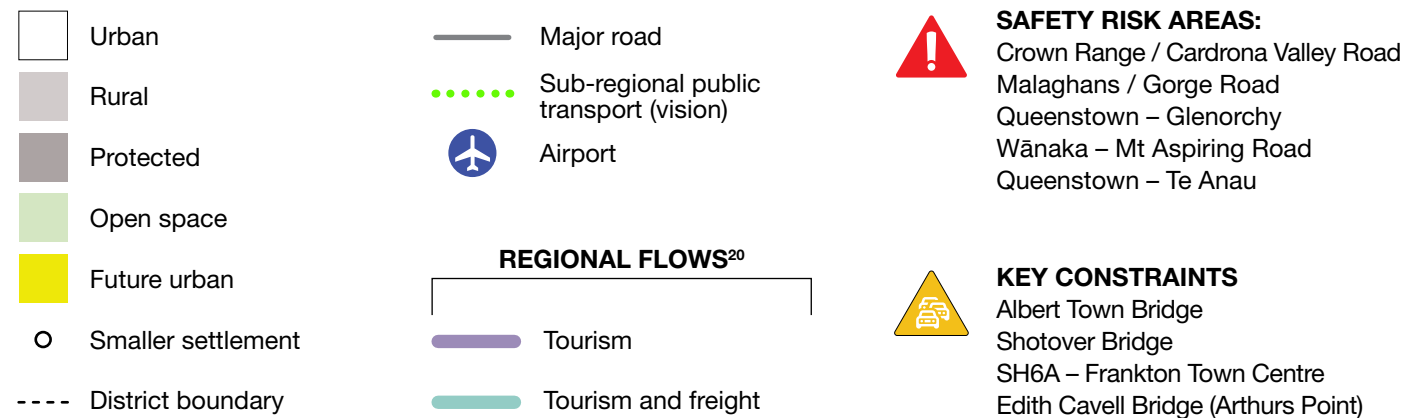
A package of new transport initiatives and projects will transform how we get around Queenstown over the next few years. This multimodal approach includes a much improved walking and cycling network, enhanced ferry services and a frequent public transport system. It will provide efficient and reliable access for residents, visitors and goods while improving pedestrian safety and significantly reducing emissions - allowing Queenstown to 'Grow well - Whaiora'.

The backbone of the new system is a Frequent Public Transport Network, initially between the Queenstown Town Centre and Frankton, and eventually extending east to Ladies Mile, and south to Jacks Point / Homestead Bay, via the Airport and Remarkables Park. Services on the frequent network will run at least every 10 minutes during the day, offering 'turn-up and go' convenience so users will no longer need to look at a timetable.

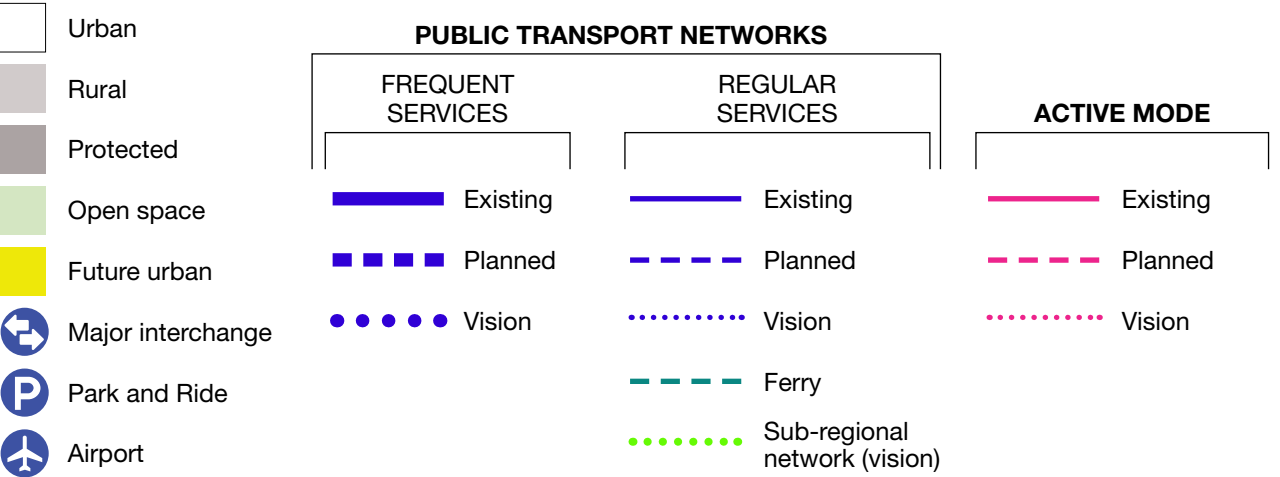
The frequent network will initially use buses with bus lanes and priority over cars at key intersections, along with a new bus hub on SH6 making it faster than a car during busy times. The system is designed to be scalable and can be upgraded as demand increases to higher capacity buses and modes, such as a trackless tram. The government has already allocated \$175m towards the initial stage as part of the New Zealand Upgrade Programme and the COVID-19 Economic Stimulus Package. Initial works are expected to be completed by 2024.



MAP 13: QUEENSTOWN LAKES - TRANSPORT



MAP 14: WAKATIPU – PUBLIC TRANSPORT AND ACTIVE TRAVEL NETWORKS



Outcome 3: A sustainable tourism system

The rapid increase in visitors has stretched infrastructure networks and is putting pressure on the environment and the community. Better coordination is needed to ensure visitors tread lightly and are a welcome contributor to the social, economic, cultural and environmental story of the Queenstown Lakes.



STRATEGY 8:
Improve
coordination
across the
tourism system

Sustainable tourism needs to balance environmental protection, social equity, quality of life, emission reduction, cultural diversity and a viable economy. Focusing on sustainable tourism ensures that community wellbeing and environmental sustainability are integral to the success of the industry. Achieving a model for sustainable tourism in the Queenstown Lakes would have a significant impact on the national stage and demonstrate leadership within the industry.

There are many parties that play an important role in managing a destination for the benefit of both residents and visitors. Currently there is no single authoritative forum that listens to the community, makes comprehensive long-term strategic plans about local tourism. A Destination Management Strategy will connect the long term plans of the various parties involved in the tourism sector and better enable community participation. This will align decision making and sustainable development principles, reducing the impact of tourism in the Queenstown Lakes on the environment and communities.

- A DESTINATION MANAGEMENT STRATEGY COULD COVER:
- > Strategic direction
 - > Leadership
 - > Governance structures
 - > Role of mana whenua
 - > Forum for alignment of marketing, planning and delivery
 - > Forum for alignment of sustainable development principles and climate change actions
 - > Forum for frequent review of tourism’s social capital
 - > Representative community participation
 - > Scenario planning
 - > Risk management
 - > The role of air connectivity
 - > Consistent approach to data
 - > Visitor experience responsibility and give-back
 - > Monitoring and evaluation

STRATEGY 9:
Ensure
infrastructure
supports a
great visitor
experience

Even taking into account the impact of the COVID-19 pandemic on the visitor economy, by 2031 it is expected that almost 150,000 people could be in the Queenstown Lakes at the peak of summer, of which over 90,000 will be either domestic or international visitors²¹.

Core infrastructure, such as wastewater systems, must cater for the number of visitors as well as residents. Investment is needed to ensure there is sufficient infrastructure capacity in networks to provide for community needs, support a quality visitor experience and protect environmental qualities. Under current funding frameworks, the cost of funding infrastructure falls disproportionately on the Queenstown Lakes ratepayers.

A more equitable approach to funding infrastructure is needed. A long-term, secure and sustainable funding stream will be required to put tourism-related infrastructure and services on a self-sustaining footing. Ensuring revenues can adjust with visitor volumes and support the operating and capital costs will safeguard both the quality of experiences offered to visitors and the social licence of the sector to operate.

In 2019, a local referendum was held on the need for a levy on visitor accommodation within the district. The referendum demonstrated significant support for the levy, the implementation of which will be pursued in future years.

²¹ <https://www.qldc.govt.nz/community/population-and-demand>

STRATEGY 10: Promote a car free destination

Many major tourist destinations in the Queenstown Lakes have the potential to be reached by public transport, creating an opportunity to move visitors out of cars and make the Queenstown Lakes a car-free destination for more visitors. This would help to reduce congestion and emissions and lessen the impact on the landscape by requiring less space for car parking. Use of the public transport system by visitors will help to increase patronage, making more services feasible in areas with a relatively small resident population.

Promotion of public transport, walking and cycling as an option before visitors arrive is needed, as well as improving the frequency and reliability of the public transport network. The Spatial Plan envisages public transport connections between Queenstown, Wānaka and Cromwell. This would provide options for residents and visitors to travel conveniently around the Queenstown Lakes without needing a car, and has the potential to link to new airport services in the future.



FUTURE SUB-REGIONAL NETWORK CONCEPT (ASPIRATIONAL)

NETWORKS:

- Wakatipu
- Upper Clutha
- Queenstown – Cromwell – Wānaka
- Potential seasonal or on-demand
- Frequent network



Priority initiatives to be advanced by the partnership's joint work programme:

11. Develop and implement a Destination Management Strategy to align decision making and development with sustainable development principles
12. Implement a levy on visitor accommodation across the Queenstown Lakes
13. Develop and implement a Tourism Travel Demand Strategy to encourage the use of public and active modes by visitors
14. Investigate establishing a sub-regional public transport network that provides for both local residents and visitor needs



Outcome 4: Well-designed neighbourhoods that provide for everyday needs

Much of the recent growth has been in housing developments that lack local shops, services and adequate parks and community facilities. Ensuring a greater mix of uses in neighbourhoods will mean more everyday needs can be met locally, get people out of cars, and help to improve the health and wellbeing of communities now and into the future.

STRATEGY 11: Create well- connected neighbourhoods for healthy communities

Having places for people to connect is important for growing strong, healthy and inclusive communities. It provides opportunities to bring different groups of people together, contributing to social integration, a sense of belonging and the desirability of a place. A connected and healthy community is one that can live, work and play together. The key components are:

- > Education opportunities
- > Access to physical and mental health and medical care
- > Green spaces and facilities to keep active, healthy and participate in sports and recreation
- > Community spaces for arts, cultural, sporting, recreational, religious and social needs
- > Places of work
- > A safe environment
- > Local shopping and meeting places

The everyday needs of the community need to be considered upfront when new neighbourhoods are designed. Increasing densities and the redevelopment of sites can often make it difficult for social infrastructure to be provided retrospectively. This highlights the need for areas to be planned in their entirety to ensure the everyday needs of the community are met locally.

The Spatial Plan aims to create more connected neighbourhoods and improve access to the everyday needs of communities in a number of ways. The consolidated approach to managing growth concentrates population in settlements and neighbourhoods of a scale that can sustain more local services, such as parks, community spaces, shops and schools. It will also support improved public transport services. The plan also proposes several new centres that will improve access to everyday needs by walking and cycling for many residents. This will help to increase incidental exercise and interaction in everyday life, as well as provide for low emission transport options.

Maps 16 and 17 indicate where new or major upgrades to social infrastructure is needed to support the growth envisioned by the Spatial Plan. This will help to ensure the full-spectrum of community needs are considered upfront in planning for these areas.

STRATEGY 12:
Design to grow well

The Spatial Plan aims to enable a much greater variety of buildings to be constructed than has traditionally been the case, including more mixed-use and higher density neighbourhoods. It is important that new buildings and neighbourhoods are well thought out to create attractive, liveable environments for people

that perform well in both the local and global environment.

Improved design can also play a part in improving the cultural narrative of the Queenstown Lakes by articulating Kāi Tahu stories and identity. Kāi Tahu cultural values and sites and areas of wāhi tūpuna need to be protected and can be enhanced through future development and urban design. This will contribute to Kāi Tahu being more visible in the environment and enhance the sense of place that is unique to the Queenstown

Lakes. Establishing indigenous vegetation, biodiversity corridors and riparian plantings are recognised means of supporting cultural association and practice.

Providing practical urban design guidance that reflects the local character and environment, such as the alpine climate, and that embrace Kāi Tahu cultural values will help the successful transition to the higher density, transit-oriented and mixed-use urban form needed for the Queenstown Lakes to grow well.

STRATEGY 13:
Enhance and protect the Blue-Green Network

As the Queenstown Lakes grows, ensuring access to a variety of quality public open spaces is increasingly important. The Blue-Green Network is the compilation of all the parks, open spaces, streets and accessible waterways that deliver a variety of educational, recreational, ecological, cultural, landscape and health benefits. Establishing a connected open space network needs to be planned for in the initial stages of new developments, as well as taking opportunities to add, retrofit and improves links with the existing network wherever possible.

will increasingly become the ‘kiwi backyard’ for residents and will need to provide for a wider range of activities, such as community gardens that allow residents to mingle and grow their own food. Ensuring residents in higher density housing have easy access to open space is critical to make this an attractive option for more of the community.

While new open spaces can be secured when greenfield developments occur, adding more open space is difficult where infill redevelopment is occurring within the existing urban area. In these areas, protecting and improving the quality of existing open space is important so they cater for a mix of activities for more people. The quality of the streetscape will also become increasingly important to provide amenity in higher density areas.

Increasing density to provide more housing choices will mean more people will be living in attached housing and apartments in the future. These types of houses often have less private open space than traditional detached suburban properties. Public open space

Health and Education Facilities in the Queenstown Lakes

New and upgraded health and education facilities will be needed to service the growth of residents and visitors in the Queenstown Lakes over the next 30 years. Both the Ministry of Education and Southern District Health Board have provided general advice on what facilities may be needed, depending on where and how fast growth occurs.

EDUCATION

In the Wakatipu area, additional primary schools may be needed to service growth in the Southern and Eastern Corridors, along with an additional secondary school to service the wider area. Elsewhere in the Wakatipu area, the expected growth is likely to be accommodated through expanding existing schools.

In the Upper Clutha, an additional primary and secondary school is likely to be needed in Wānaka to accommodate the growth expected over the next 30 years. Expansion of the current school or relocation may also be needed to service growth in Hāwea.

The Ministry of Education will continue to engage with schools and communities on the school network as part of its response to managing growth in the area.

HEALTH

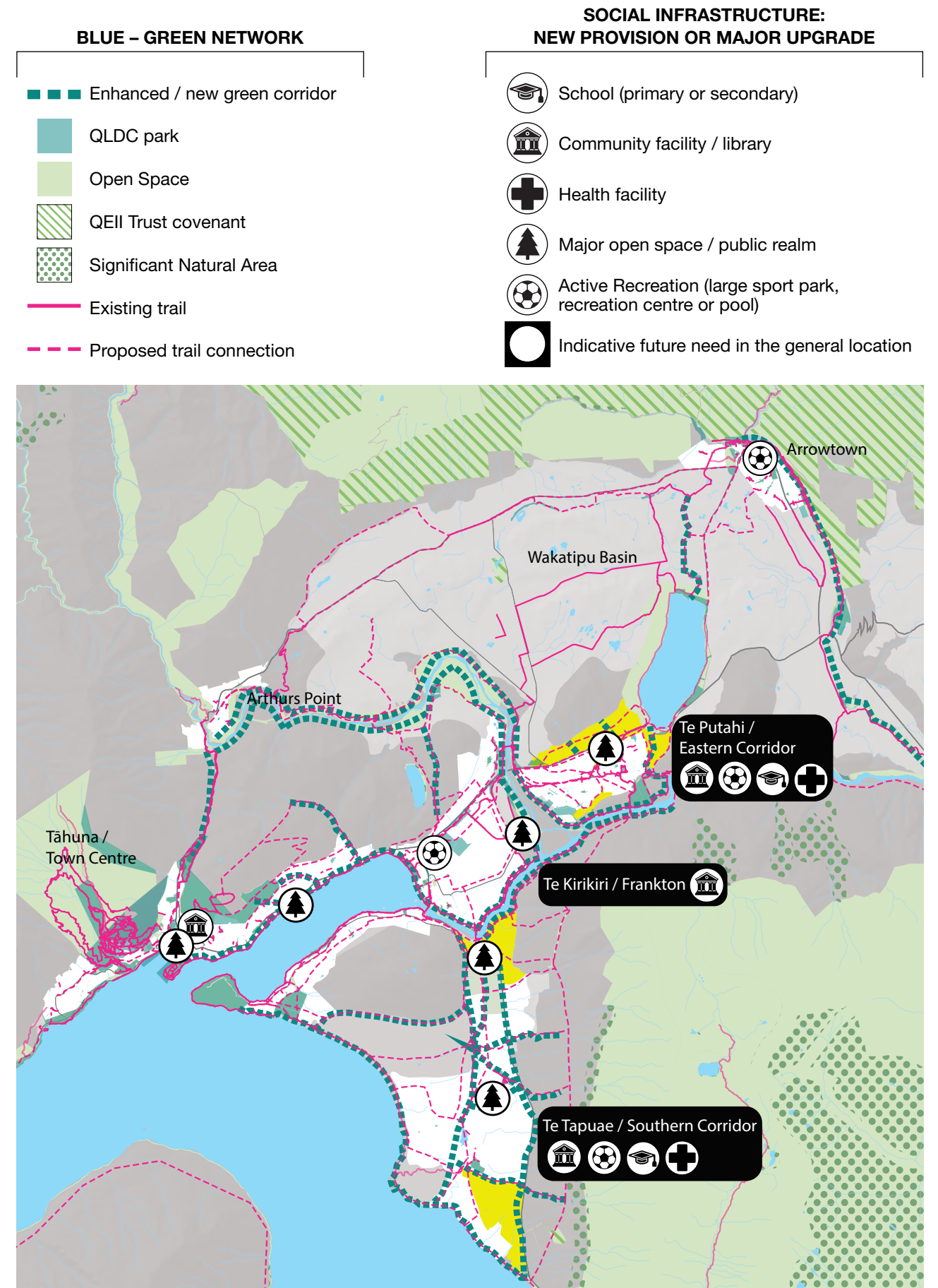
The future populations of the Southern and Eastern Corridors may support new general practices. Hāwea may also support a general practice depending on the scale of growth that occurs. Residents in smaller settlements will need to continue to travel Queenstown and Wānaka to access primary health care facilities.

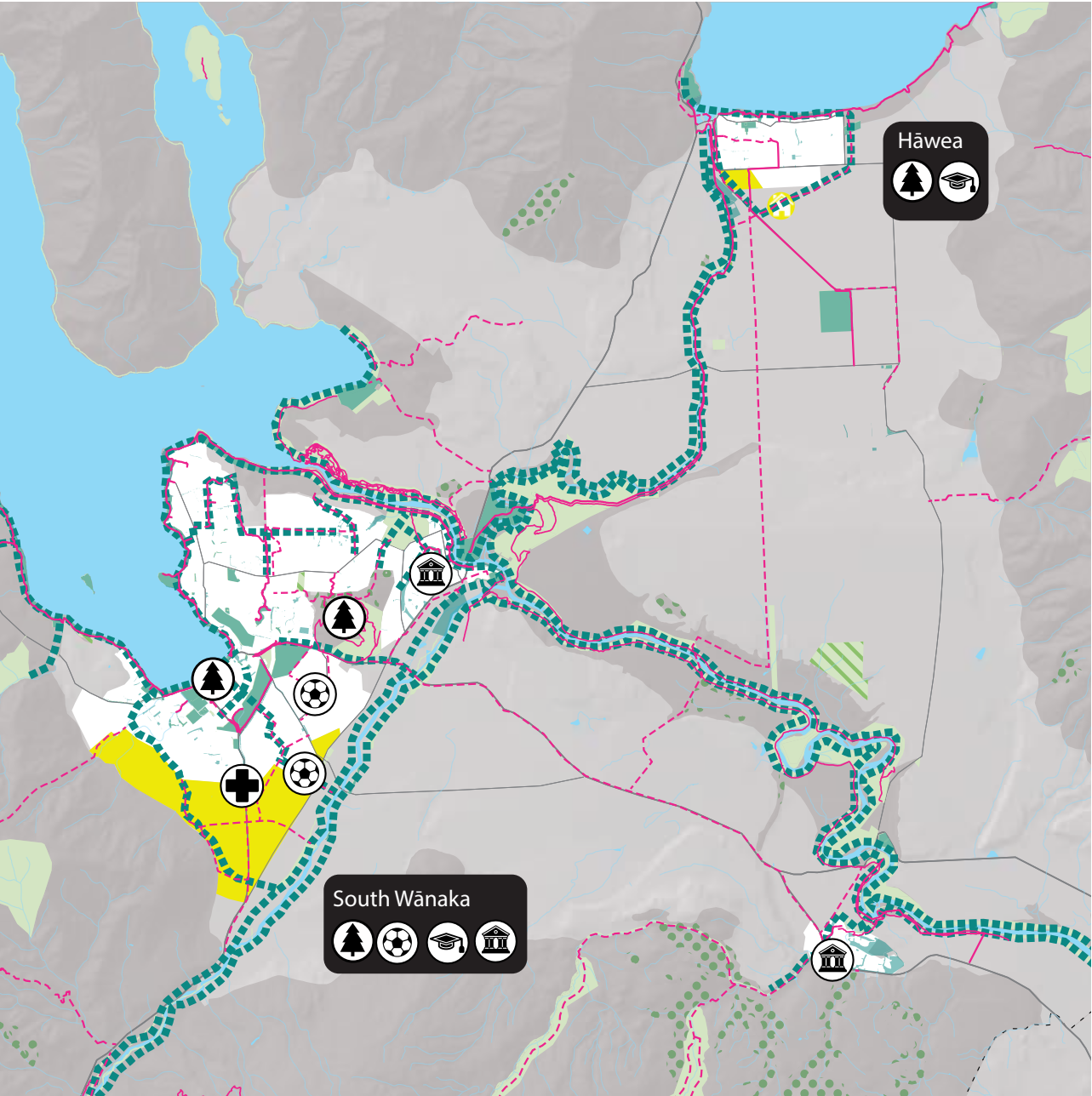
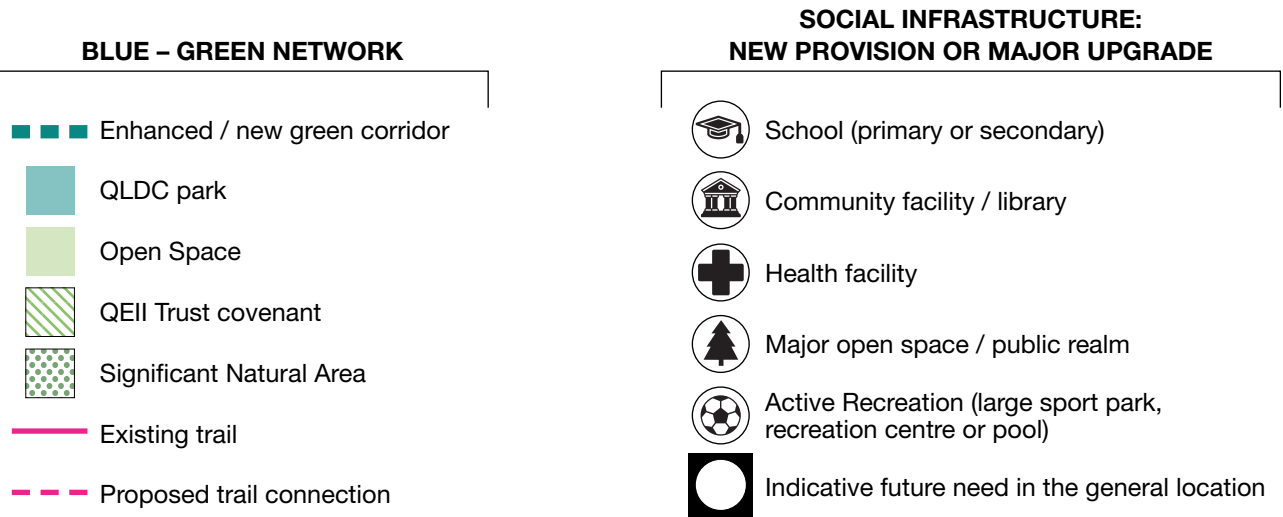
The populations of Wānaka, Queenstown and Cromwell may support development of community health hubs that deliver a range of services, including outpatients, diagnostics, sexual health, maternity (incl primary birthing) and population health. These locations will require good access for emergency services by road and helicopter.

Priority initiatives to be advanced by the partnership's joint work programme:

15. Develop open space network plans to deliver the Blue-Green Networks
16. Complete, update and implement Community Wellbeing, QLDC Community Facilities and Parks and Reserves and strategies and plans
17. Develop a *Grow-well Design Guide* to improve the quality of built form and embrace Kāi Tahu cultural values

MAP 16: WAKATIPU – BLUE GREEN NETWORK AND SOCIAL INFRASTRUCTURE





Outcome 5: A diverse economy where everyone can thrive

The Queenstown Lakes is currently reliant on a few key industries, leaving the economy particularly vulnerable to external forces. A plan is needed to proactively diversify the economy, supported by well located space for business and resilient connections.

STRATEGY 14: Diversify the economy

The Queenstown Lakes is an iconic destination and a central part of New Zealand's tourism offering. The area's economy is concentrated and reliant on a few sectors, with the tourism industry (before the COVID-19 pandemic) accounting for 63% of jobs and 55% of Queenstown Lakes GDP. Rapid population and visitor growth have resulted in very strong economic growth over the past decade – over double the New Zealand average.

This dependency makes the area vulnerable to the risk of fluctuations in the global economy. In the midst of a global pandemic, the need for economic diversification has never been more pronounced. Industries that have traditionally thrived here have been dependent upon a significant number of domestic and international visitors to be viable, including tourism, hospitality, retail and associated construction. Consequentially, the area has seen higher than average job losses, unemployment and the associated social consequences of economic stress in 2020.

While the existing Economic Development Strategy²² prioritises the need for diversification, the impact of the pandemic on the Queenstown Lakes economy provides fresh impetus to review the approach with more focus on detailed implementation. Priority sectors for economic development include low-carbon, non-extractive industries such as the growing film industry and regenerative initiatives that will create high value jobs in the Queenstown Lakes. A more diversified economy will insure against such significant shocks, supporting the tourism industry to continue to deliver an exceptional visitor experience whilst protecting the wellbeing of local communities.

STRATEGY 15: Make spaces for business success

The growing population of the Queenstown Lakes will need more space for places of employment in the future. Current estimates indicate there will be between an additional 10-15,000 jobs over the next 30 years. The location of employment opportunities is a key driver of where people choose to live. The Spatial Plan provides for a variety of spaces and locations for business activities.

Currently, approximately 88% of jobs in the Queenstown Lakes are in the urban areas of Queenstown and Wānaka, with the remainder dispersed across the rural area and smaller settlements – at places like ski fields, farms and wineries²³. In the urban area, 72% of jobs occur in business zones, with 20% in industrial areas and 80% being in retail and commercial activities typically located in centres and mixed-use areas. Looking forward, most new jobs are expected to occur in centres and mixed-use areas, but new industrial areas are also needed due to the larger footprint of these activities.

The Spatial Plan seeks to support most new employment being in major centres that are well connected with public transport. The development of mixed-use centres will increase the vibrancy of these areas, improve equity and access to opportunities, and reduce the need to travel by private vehicle

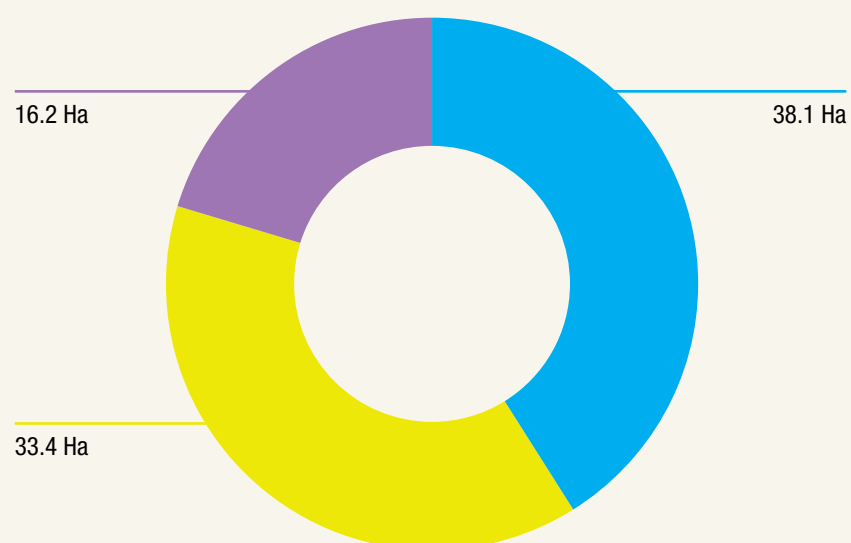
to access employment. The Queenstown Town Centre and Frankton are expected to be the major employment hubs in the Wakatipu area and the Wānaka Town Centre – Three Parks Corridor in the Upper Clutha.

More space for a range of industrial uses will be required as the economy diversifies and grows. While the Queenstown Lakes does not have a significant manufacturing sector, new spaces are needed for specialised technical trades, to locate light industrial activities such as workshops, trade related enterprises, light engineering and processing as well as warehousing and construction yards. Some of these activities need large, flat sites, separated from sensitive activities, with good access to main roads that can provide for trucks and many vehicle movements. Market forces are likely to pressure industrial activities to relocate from existing sites in the Queenstown Town Centre and Frankton as land is taken up by mixed-use commercial, residential and retail uses in these areas this highlights the need to ensure these areas are protected.

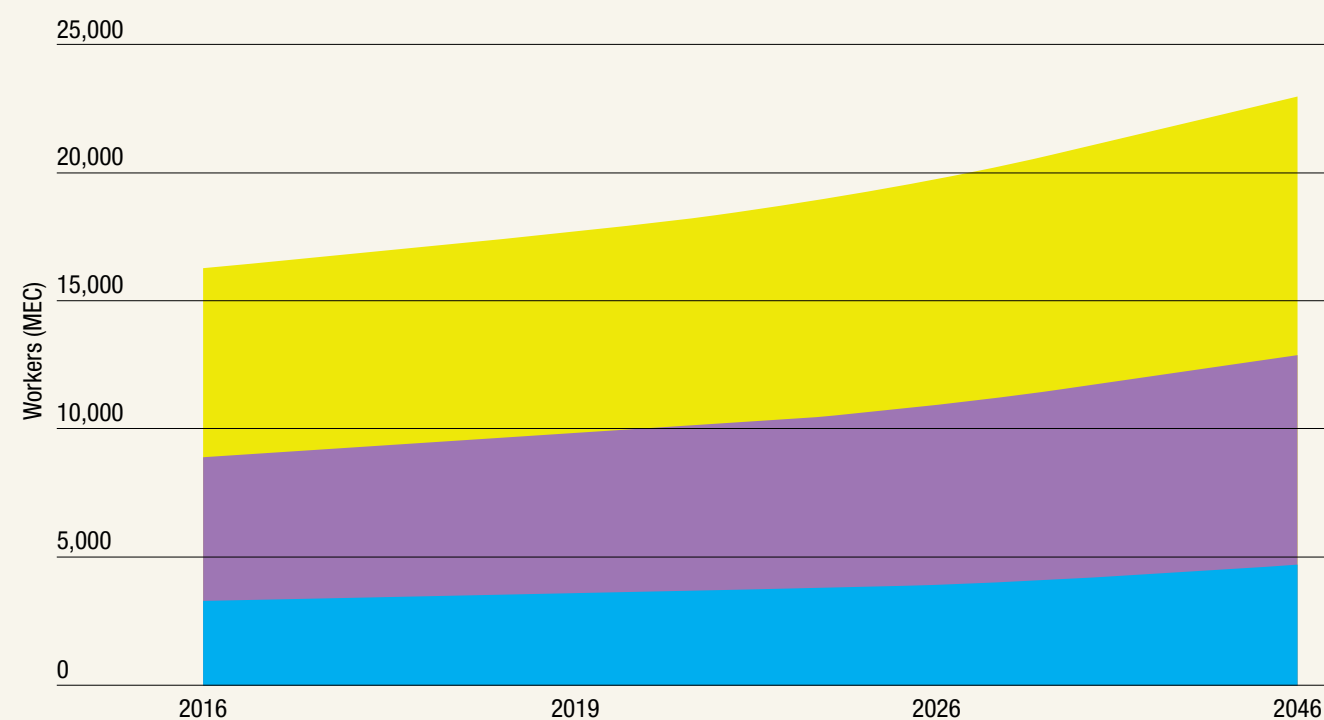
The Spatial Plan anticipates further provision for industrial activities will be made in the future urban areas identified in the Southern Corridor and Wānaka. Cromwell is also expected to increasingly provide for some of these activities.



ESTIMATED DEMAND FOR ADDITIONAL BUSINESS SPACE
2016 – 2046



PROJECTED URBAN EMPLOYMENT BY LAND USE 2016 – 2046



Urban Centres in the Queenstown Lakes

The Spatial Plan uses four categories for urban centres across the Queenstown Lakes to guide planning and investment decisions. These reflect differences in the scale and types of activities expected and the built form.

METROPOLITAN CENTRE: Queenstown Town Centre and Frankton

Metropolitan centres provide for a broad range of commercial, community, recreational and residential activities. They have a strong emphasis on employment with a higher employment-residential ratio than town centres and often accommodate head/regional offices. They support an evening and night economy and are focal point for sub-regional cultural and civic facilities, including tertiary education. The urban form is predominately high density.

TOWN CENTRE: Wānaka Town Centre to Three Parks Corridor

Town Centres provides for a range of commercial, community, recreational and residential activities that service the needs of the immediate and neighbouring suburbs and settlements. They have a balance of both residential and employment activities, providing for a variety of housing through predominately medium - high density urban form.

LOCAL CENTRE: Arrowtown, Arthurs Point, Hāwea, Albert Town, Luggate, Northlake PROPOSED: Jack's Point, Coneburn, Southern Corridor, Southern Wānaka, Ladies Mile

Local Centres are used predominantly for a range of commercial and community activities that service the needs of the residential catchment. The urban form is predominately medium density.

NEIGHBOURHOOD CENTRE: Fernhill, Queenstown Marina, Kelvin Heights, Shotover Country Lake Hayes Estate PROPOSED: Queenstown Marina

Neighbourhood centres are small-scale commercial and community activities that service the needs of the immediate residential neighbourhood.

STRATEGY 16:
Establish
efficient
and resilient
connections

Both the visitor economy and other businesses are dependent upon reliable power, communications and transport connections. The Queenstown Lakes is distant from other urban centres and established markets for goods and services, resulting in increased transport and trade costs. When combined with the small local market, local businesses can struggle to achieve the same economies of scale as those in larger markets, which limits their productivity. Ensuring people, goods, services and resources can efficiently flow in and out of the area by land and air is critical for economic prosperity, including attracting new businesses to locate here, and helping to diversify the economy.

The Spatial Plan’s focus on moving people by public transport, walking and cycling will assist with improving the reliability of freight journeys – particularly in constrained parts of the network such as between Frankton and the Queenstown Town Centre. Cromwell is emerging as a freight hub for the wider Queenstown Lakes, requiring distribution of goods to businesses in Queenstown and Wānaka. More proactive management of road and parking space in town centres, as they become increasingly designed for walking and cycling, will be needed so deliveries can be made easily and efficiently.

The rapid population and visitor growth in Queenstown, the shift to electric vehicles and the age of existing infrastructure are some of the factors that mean significant upgrades to the electricity network servicing both Wakatipu and the Upper Clutha will be needed in the short to medium term.

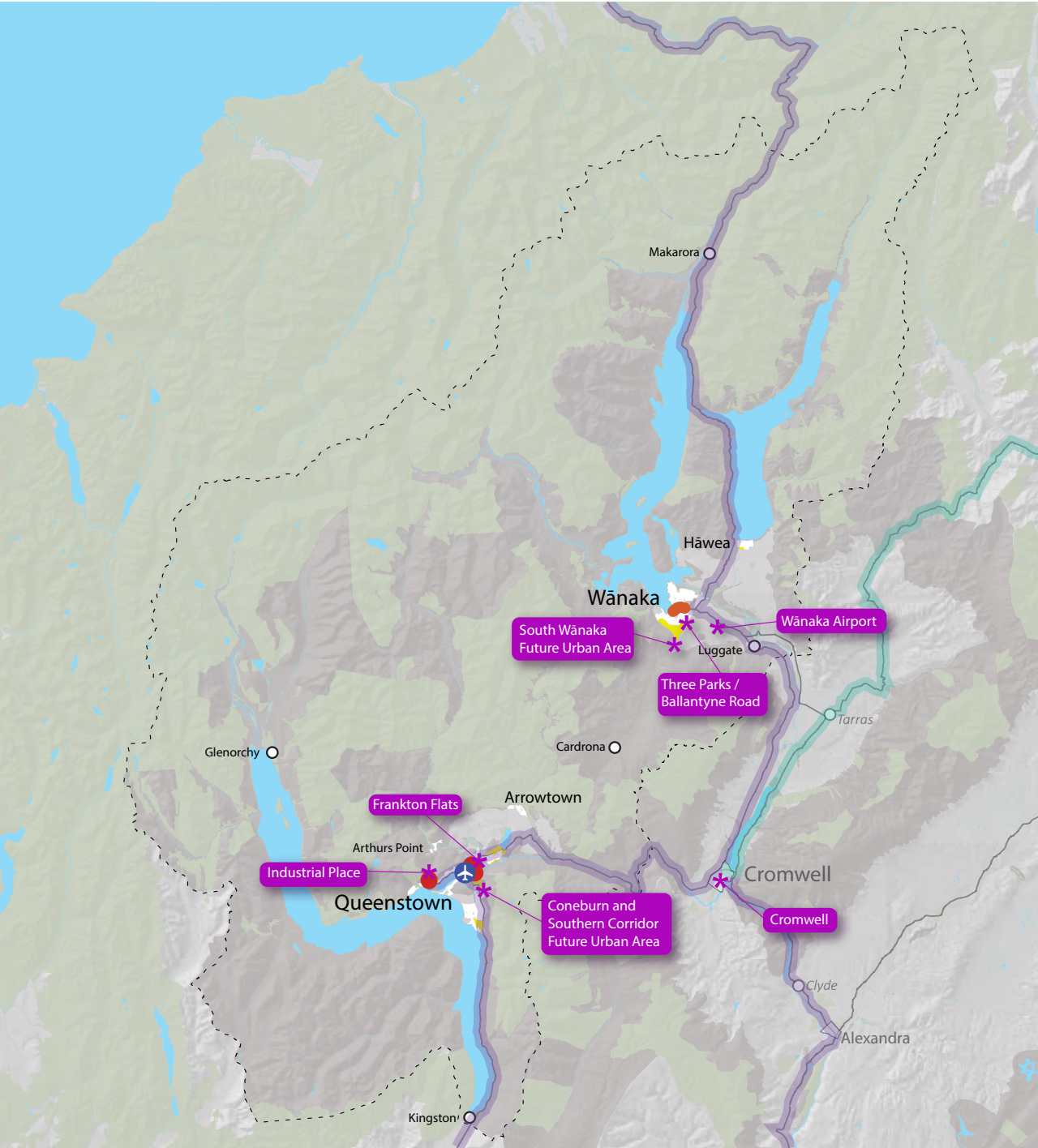
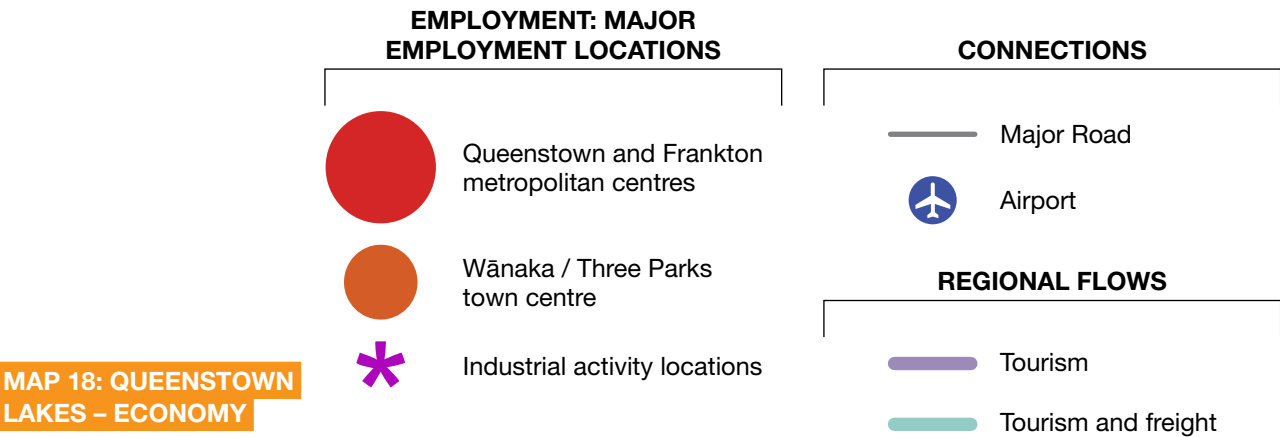
Future energy trends and aspirations to reduce emissions have implications for built form and public spaces, such as providing EV charging facilities, more energy efficient buildings and domestic solar systems.

Fast, resilient communications infrastructure is essential to success in Queenstown Lakes’ remote, yet international facing economy, enabling people to make choices about where they work and live. Our desire to attract business that diversify the economy depends on reliable air and land transport, communications and power. Most of the urban areas of the Wakatipu and Upper Clutha now have access to world-class high-speed internet. It is important that communities in smaller settlements and rural areas of the Queenstown Lakes don’t get left behind, particularly given the tourism activities in these areas, and as more services move online.

We will work with local electricity distributors, national grid owner Transpower, and telecommunications service providers to ensure Queenstown Lakes has a resilient set of networks which deliver to our aspirations.

Priority
initiatives to be
advanced by the
partnership’s
joint work
programme:

- 18. Develop an Economic Diversification Plan
- 19. Support the Otago Regional Economic Development Network to continue to deliver regionally connected initiatives
- 20. Review and update the zoning of centres and major employment locations in the District Plan to be consistent with the Spatial Plan
- 21. Establish a Queenstown Lakes utility infrastructure providers forum to improve coordination with Spatial Plan outcomes and resilience of the networks
- 22. Identify and ensure the efficient operation of main freight routes by developing a Network Operating Plan



Delivering the Spatial Plan

Delivering the Spatial Plan will require coordination and collaboration between the Partners, and will build on the process used to develop this Spatial Plan.

The Queenstown Lakes Partnership will develop a draft joint work programme to advance the priority initiatives identified in the Spatial Plan. A range of mechanisms will deliver the initiatives, including budget.

An implementation plan will be developed that sets out responsibilities and timeframes for delivering the initiatives. This will be reviewed annually to progress delivery of the joint work programme.

The Spatial Plan will be reviewed and updated in 2024.

Grow Well Whaiora Partnership: Joint Work Programme					
SPATIAL PLAN OUTCOMES	Consolidated growth and more housing choice	Public transport, walking and cycling is the preferred option for daily travel	A sustainable tourism system	Well-designed neighbourhoods that provide for everyday needs	A diverse economy where everyone can thrive
SPATIAL PLAN PRIORITY INITIATIVES	1. Review zoning and other levers to enable higher densities and more flexible use of land within the existing and new urban areas in appropriate locations identified in the Spatial Plan.	6. Complete and implement the Queenstown Transport Business Cases including the delivery of the Frequent Transit Network	11. Develop and implement a Destination Management Strategy to align decision making and development with sustainable development principles	15. Develop open space network plans to deliver the Blue-Green Networks.	18. Develop an Economic Diversification Plan
	2. Use the Grow Well Whaiora Urban Growth Partnership to improve alignment and coordination to unlock joint priority development areas, including: > Ladies Mile > Five Mile Urban Corridor > Queenstown Town Centre to Frankton Corridor > Southern Corridor > Wānaka Town Centre to Three Parks Corridor > Southern Wānaka	7. Complete and implement a mode shift plan for Queenstown including travel demand management measures	12. Implement a levy on visitor accommodation across the Queenstown Lakes	16. Complete, update and implement QLDC Community Facilities, Parks and Reserves and Community Wellbeing strategies and plans	19. Support the Otago Regional Economic Development Network to continue to deliver regionally connected initiatives
	3. Undertake structure plans for future urban areas identified in the Spatial Plan, including identifying infrastructure triggers needed to enable and sequence new growth areas. Ensure the development of future urban areas prioritise the delivery of affordable housing options.	8. Investigate and protect the extension of the Frequent Transit Network to Remarkables Park and the Southern Corridor	13. Develop and implement a Tourism Travel Demand Strategy to encourage the use of public and active modes by visitors	17. Develop a <i>Grow-well Design Guide</i> to improve the quality of built form and embrace Kāi Tahu cultural values.	20. Review and update the zoning of centres and major employment locations in the District Plan to be consistent with the Spatial Plan
	4. Investigate the use of alternative funding and financing tools to accelerate infrastructure delivery	9. Complete the Wakatipu and Upper Clutha Active Travel Networks	14. Investigate establishing a sub-regional public transport network that provides for both local residents and visitor needs		21. Establish a Queenstown Lakes utility infrastructure providers forum to improve coordination with Spatial Plan outcomes and resilience of the networks
	5. Establish a coordinated programme that draws together central government, community providers, iwi and council projects and initiatives to improve affordable housing outcomes	10. Investigate establishing Upper Clutha and Sub-Regional public transport networks			22. Identify and ensure the efficient operation of main freight routes by developing a Network Operating Plan
MONITORING PROGRAMME					
Tracking Progress of the delivery of the Priority Initiatives					
Tracking growth against the spatial elements and outcomes of the Spatial Plan					