

Board

12 June 2026

In confidence

Strategic Transport Planning workshop

Pre-read pack

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Workshop pre-reading: Introduction

The workshop on June 12th will **update the Board on several strategic transport plans that are underway.**

We would like to **test our preferred strategic approach for the Queenstown Plan,**

This pre-reading pack provides material to support the workshop. It covers:

- An overview of the strategic transport planning function (slides 2-3)
- The Queenstown Strategic Transport Plan, including our preferred strategic approach (slides 4-10)
- An overview of progress on the other four strategic transport plans currently underway (slides 11-23)

Recap: What is strategic transport planning?

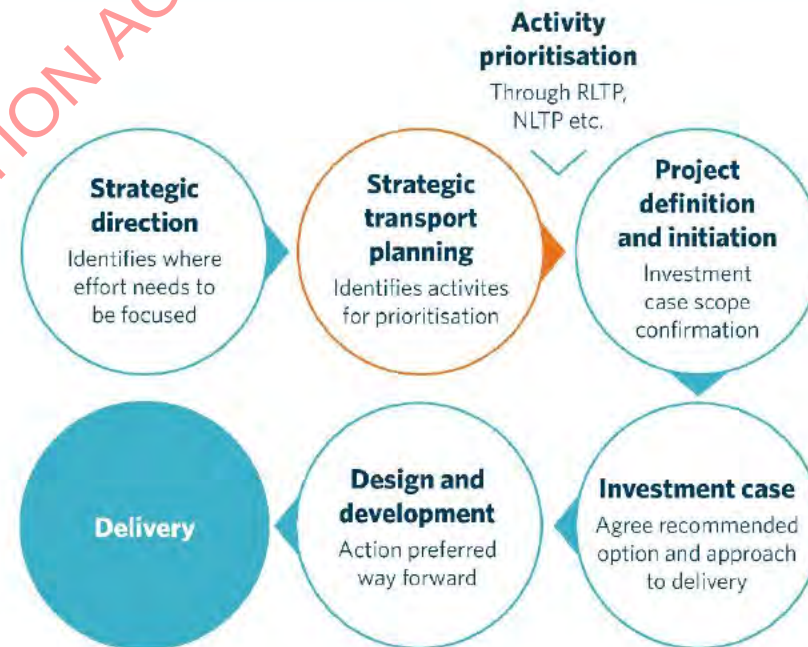
Strategic transport plans provide clear direction about what's needed over time in key areas to tackle some of the country's most complex and significant transport challenges. They provide long-term direction and identify what specific initiatives are likely to be required over time.

Strategic transport plans take a long-term system perspective. They:

- current and future challenges, including scale, timing and location
- provide a clear 'strategic approach' to guide how these challenges should be tackled, and set out the main ways the transport system will need to change over time in key locations
- identify potential future initiatives, to feed into prioritisation and further project development processes

The outputs of a strategic transport plan will inform a variety of functions and processes, including:

- the long-term 'pipeline' of future needs and investment intentions
- identifying potential investments for prioritisation through statutory Regional Land Transport Plan and National Land Transport Plan processes
- providing direction to the scoping and development of investment cases
- providing key transport inputs to regional strategies and plans
- guiding more detailed programme and operational decision-making where appropriate.



out of scope

Current programme and workshop questions

We are currently working on five strategic transport plans. These are at different stages of development.

Work on the Queenstown plan is the most advanced. We will explain our preferred strategic approach at the workshop, and test your comfort before we engage further with local stakeholders.

Work on the other four plans is at an earlier stage and we will discuss the key challenges and some of the questions and choices we will need to consider in developing the strategic approach for these plans.



To prepare for the 12 June workshop, please read the summaries of the plans in this pack.

At the workshop we would like to understand:

For Queenstown:

- ▶ The level of comfort with the preferred “balanced hybrid” strategic approach?

For all the plans:

- ▶ Are the key challenges clear and compelling to support the plan?
- ▶ Are there other issues you think the plan needs to consider?
- ▶ Are there other choices that we should consider when developing the strategic approach?

Queenstown is here

Strategic transport plans are developed in three parts:

Part 1

Understanding the challenge



» How well does the system currently perform?

» What role, function and level of performance is required to effectively and efficiently achieve desired transport outcomes?

» What long-term changes may influence how the system will perform in the future?

» What would happen if we don't do anything?

Part 2

Strategic approach



» What are different high-level ways of addressing the challenge? What might we do under all different options and why?

» What approach appears to be the most effective and efficient way of addressing issues and achieving desired benefits? What do key stakeholders and partners think of this approach?

Part 3

Identifying activities



» What are the activities required to deliver the strategic approach? Which ones are most urgent to progress and why?

» How can the plan be delivered in an efficient, effective and affordable way over time?

» What is the next phase of work, and what is its timing? Who needs to do what?

Queenstown Strategic Network Plan

Queenstown Strategic Networks Plan

Queenstown faces a unique set of urgent challenges and needs an agreed and enduring way forward.

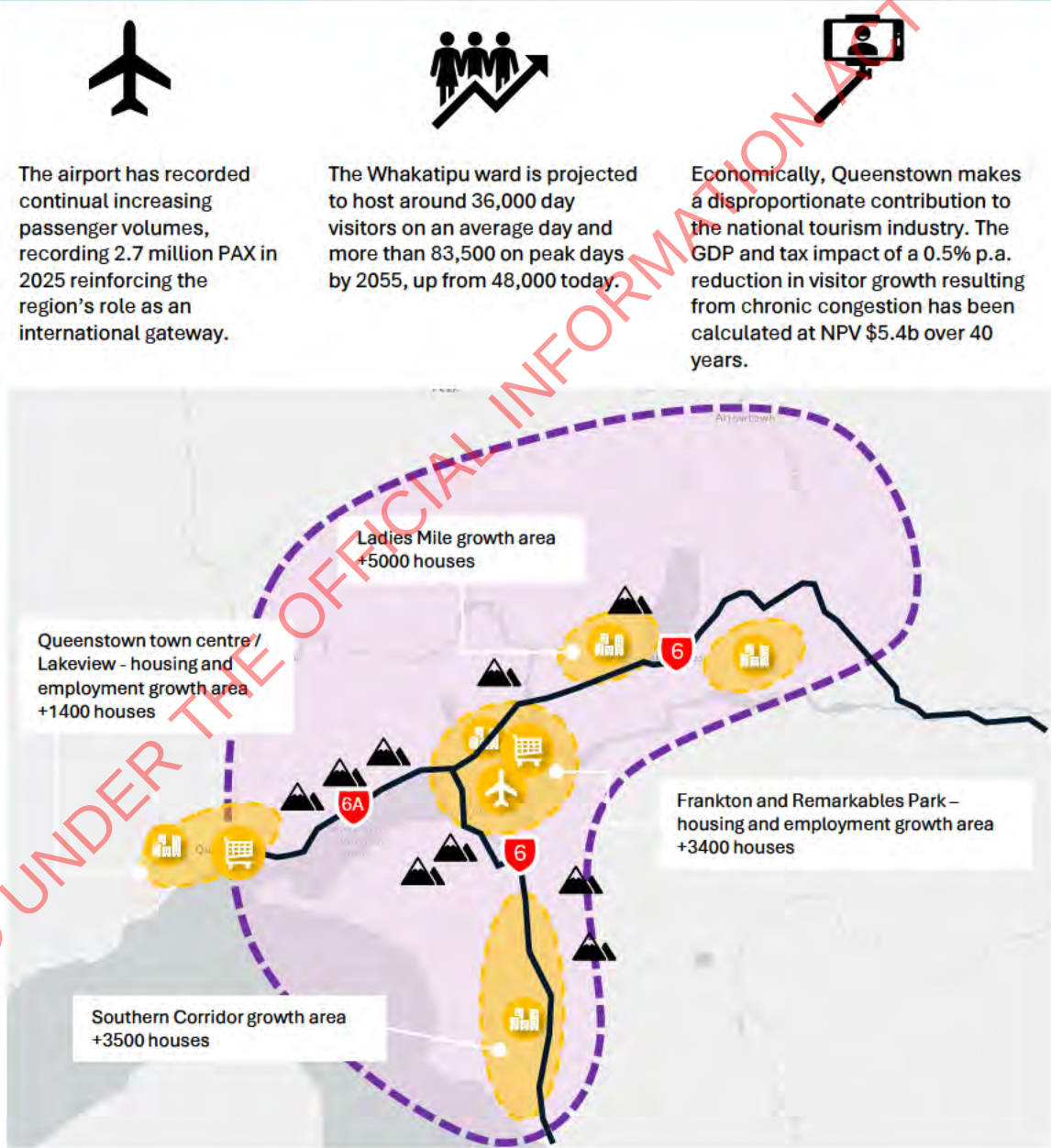
Queenstown's rapid growth, constrained geography and lack of capacity are placing extreme pressure on a small, single-corridor, and largely single lane network resulting in severe congestion, reliability issues, resilience risks and growing social and environmental impacts.

There has been a significant amount of strategic, land use and transport planning undertaken in recent years. This previous work shows it is neither practical nor feasible to provide enough network capacity for private vehicles to meet the demand. The land use planning exercises set a foundation for more mixed use developments along key corridors to support the demand for housing whilst reducing the need to travel.

The pace of urban development coupled with geographic constraints mean that options to provide for future demand are rapidly becoming increasing limited.

The Plan has been developed in collaboration with QLDC and ORC staff as public transport and local roads will play important roles in the future system.

The Plan is separate to the Otago Central Lakes Regional Deal, but will form NZTA's position to engage with local government.



The airport has recorded continual increasing passenger volumes, recording 2.7 million PAX in 2025 reinforcing the region's role as an international gateway.



The Whakatipu ward is projected to host around 36,000 day visitors on an average day and more than 83,500 on peak days by 2055, up from 48,000 today.



Economically, Queenstown makes a disproportionate contribution to the national tourism industry. The GDP and tax impact of a 0.5% p.a. reduction in visitor growth resulting from chronic congestion has been calculated at NPV \$5.4b over 40 years.

Our work on Queenstown is informed by and builds on recent plans, including:

- Queenstown Town Centre Masterplan (2017)
- Queenstown Integrated Transport Business Case (2017)
- Frankton Masterplan (2019)
- Wakatipu Active Travel Network Single Stage Business Case (2019)
- Queenstown Transport Business Case (2020)
- Wakatipu Water Ferry Business Case (2020)
- Whaiora Grow Well Partnership – Queenstown Spatial Plan (2021)
- Ladies Mile Masterplan – District Plan variation adopted (2024)
- Queenstown Lakes District Travel Demand Management Single Stage Business Case (2024)
- Queenstown Public Transport Business Case (2024)
- Southern Corridor Structure Plan (2025)

Key Challenges

Queenstown faces a combination of challenges from rapid growth, tourism activities, constrained geography and limited options for expanding the existing network. While these challenges are experienced locally, their economic consequences are nationally significant.

The network doesn't have capacity to cater for demand, resulting in increasing congestion, delays and poor travel reliability.

- The significant growth in visitors, residents and vehicles without commensurate increase in infrastructure has resulted in worsening travel times and trip reliability.
- Traffic volumes at SH6/SH6A increased 84% since 2012 and southern corridors growing 23% since 2016. Travel times exceed 80 minutes for a ~7km journey (~10x free flow).

The strategic network is not fulfilling its intended functions within the wider transport system.

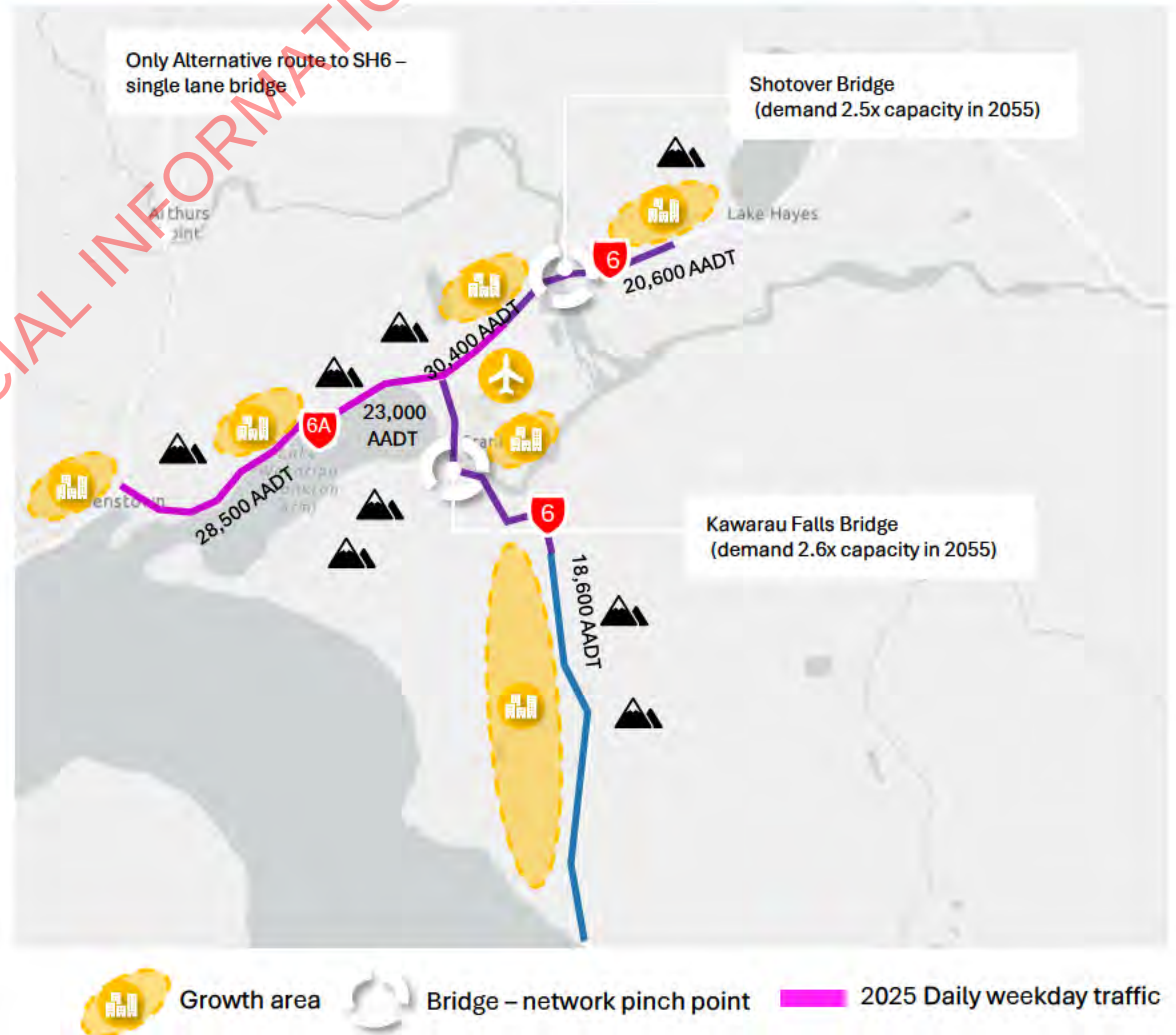
- The network serves freight, tourism, airport, local trips, public transport and active modes. There is strong conflict between through movement and local access needs.
- Rapid growth also means that much of the network which was designed for rural use, is now functioning as an urban network without necessary interventions to support this change.

The lack of alternative routes means the system is reliant on key parts of the strategic network, leading to widespread disruption during unplanned incidents.

- Geographic constraints and lack of network expansion in response to growth means that the network is highly sensitive to incidents, natural and human-made hazards, peak demand and land-use change.
- There are critical single points of failure due to a reliance on the Shotover, Kawarau and Edith Cavell bridges.
- Small incidents can cause major network-wide disruption, with examples of crashes causing travel time to double from ~15 mins to 33mins

Areas of unacceptable impacts on people, the environment, and quality of life.

- High reliance on private and single-occupancy vehicles and limited uptake of other modes leads to increased emissions, reduced amenity and inequitable access to alternatives.
- Commuting behaviour is currently dominated by private vehicle use with 81.1% travelling by private vehicle to work.



Preferred Strategic Approach

Queenstown's geography, growth, and economy make it fundamentally different to other centres. These constraints mean traditional upgrades and approaches won't work.

We need to be open to using new and innovative approaches to achieve our objectives in Queenstown.

For Queenstown, this means maximising use of high-capacity buses while transitioning to offline public transport. Demand management is also critically important, with Time of Use Charging likely to be a critical component.

Core Elements of the Strategy



Best use of infrastructure

Investment targeting key constraints, prioritising strategic movements

- Network optimisation and managing key bottlenecks to improve reliability and throughput
- Consider opportunities to benefit from new technology
- Incremental investment in capacity and bus priority
- Walking and cycling improvements including first/last mile



Move more people in less space

Shift to high-capacity public transport, maximising use of existing bus network

- Incremental investment in bus services
- Transition to higher capacity PT vehicles
- Access management in constrained locations
- Improving interchange between modes and services



Step-change only when needed and achievable

Larger interventions where triggers are met, pending funding availability.

- Offline public transport
- Additional road bridge to southern corridor
- Protecting corridors for future high-capacity transit



Actively manage demand

Lean heavily on tools like pricing and access management to reduce pressure at peak times and make better use of available capacity.

- Time of Use charging
- Parking management
- Travel planning



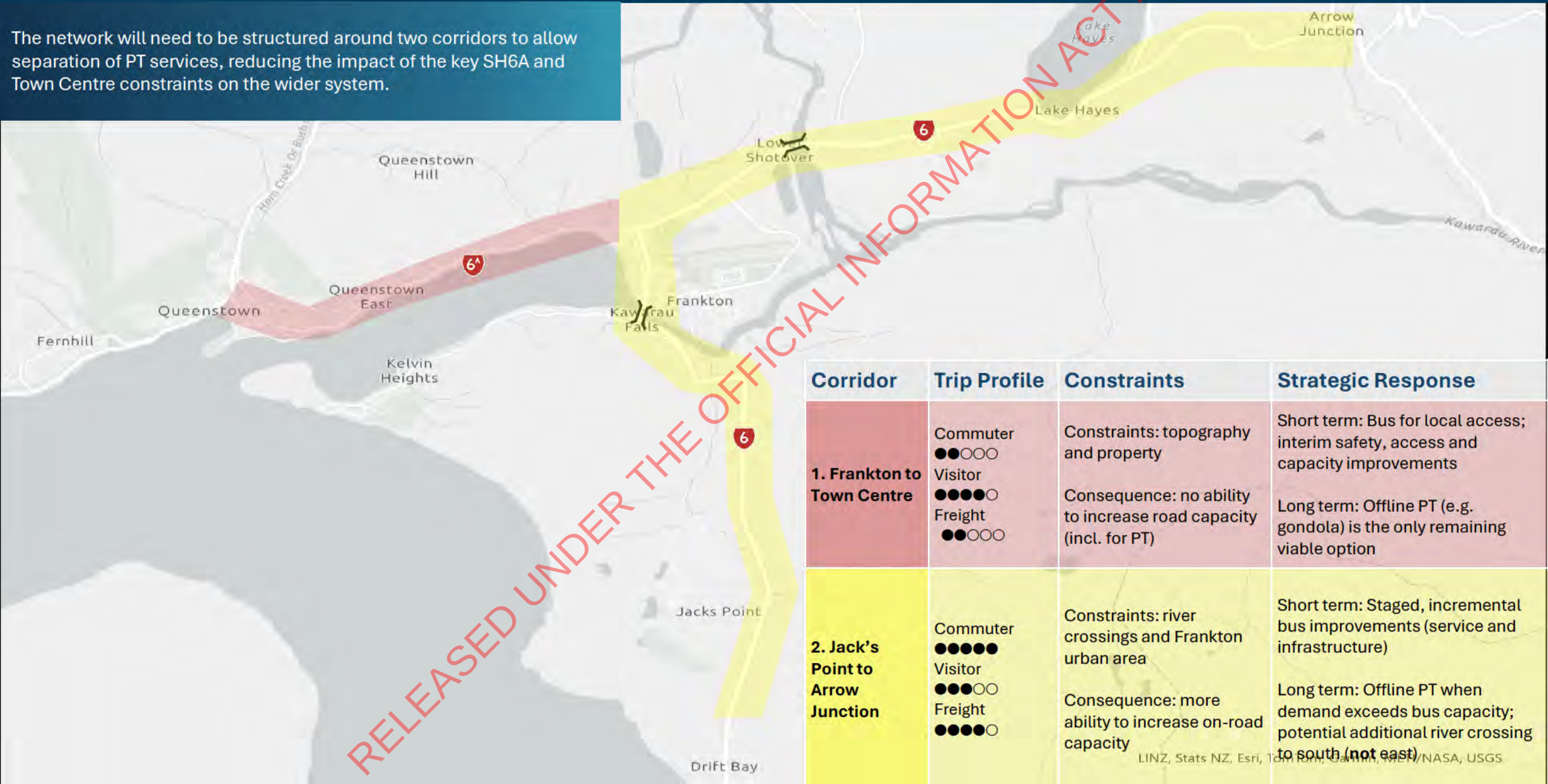
Innovative approaches to funding, financing and delivery

Be open to using new and innovative approaches to how we deliver, fund and finance solutions that better attribute cost to beneficiaries

- Development funding equitable share of transport improvements
- Infrastructure Funding and Financing
- Partnering on private investment
- Targeted levies on visitors and growth

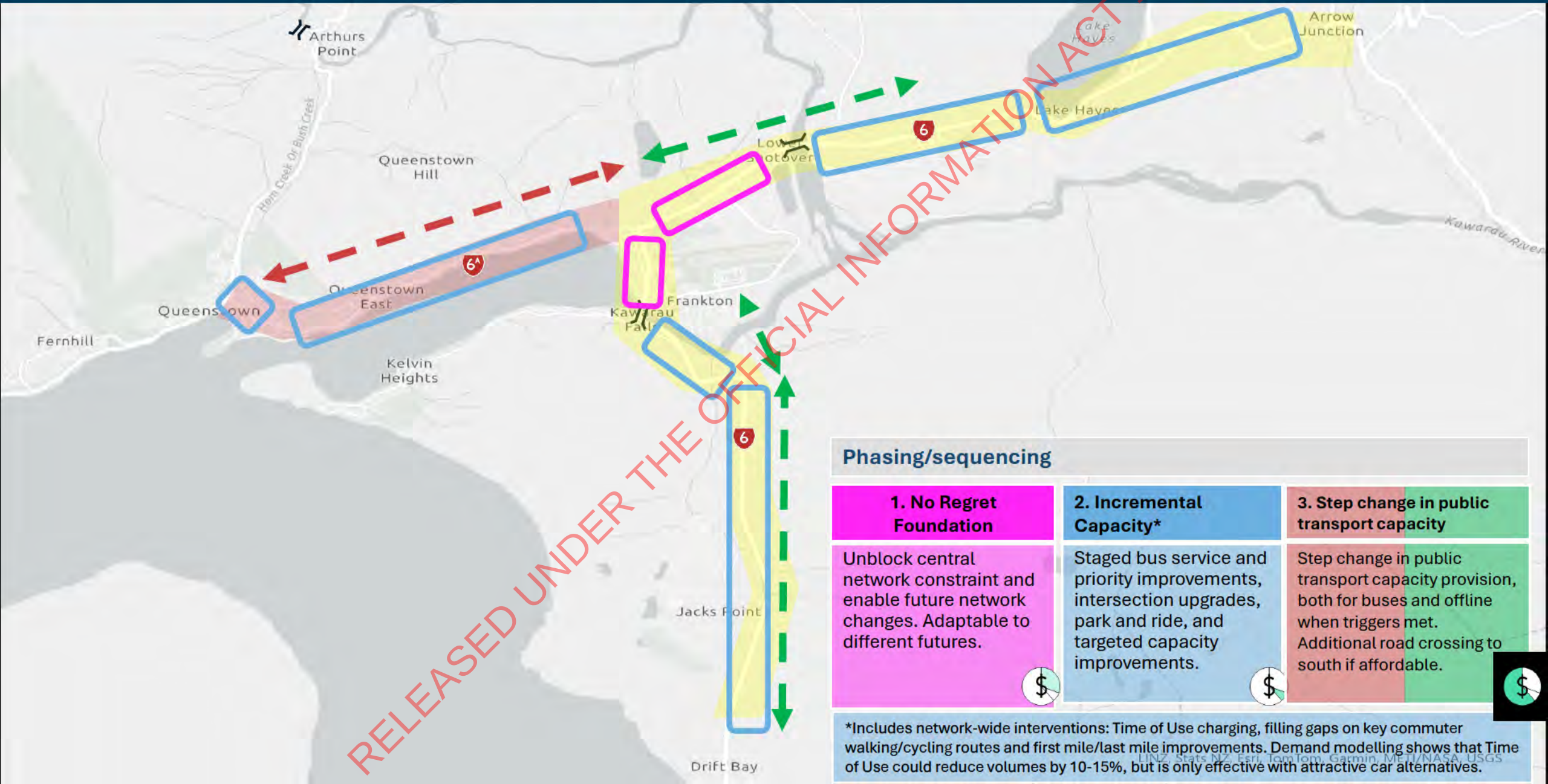
Preferred Strategic Approach – two strategic corridors

The network will need to be structured around two corridors to allow separation of PT services, reducing the impact of the key SH6A and Town Centre constraints on the wider system.



Corridor	Trip Profile	Constraints	Strategic Response
1. Frankton to Town Centre	Commuter ●●○○○ Visitor ●●●●○ Freight ●●○○○	Constraints: topography and property Consequence: no ability to increase road capacity (incl. for PT)	Short term: Bus for local access; interim safety, access and capacity improvements Long term: Offline PT (e.g. gondola) is the only remaining viable option
2. Jack's Point to Arrow Junction	Commuter ●●●●● Visitor ●●●○○ Freight ●●●●○	Constraints: river crossings and Frankton urban area Consequence: more ability to increase on-road capacity	Short term: Staged, incremental bus improvements (service and infrastructure) Long term: Offline PT when demand exceeds bus capacity; potential additional river crossing to south (not east)

Preferred Strategic Approach – phasing / sequencing



Phasing/sequencing

1. No Regret Foundation

Unblock central network constraint and enable future network changes. Adaptable to different futures.



2. Incremental Capacity*

Staged bus service and priority improvements, intersection upgrades, park and ride, and targeted capacity improvements.



3. Step change in public transport capacity

Step change in public transport capacity provision, both for buses and offline when triggers met. Additional road crossing to south if affordable.



*Includes network-wide interventions: Time of Use charging, filling gaps on key commuter walking/cycling routes and first mile/last mile improvements. Demand modelling shows that Time of Use could reduce volumes by 10-15%, but is only effective with attractive car alternatives.

Next steps and discussion

Preferred Strategic Approach

- The preferred strategic approach will form a key part of the strategic plan
- It will represent the NZTA position on the long term response and investment intentions across the Queenstown state highway network.
- We propose to progress with a balanced hybrid approach which focuses on:
 - Hybrid public transport network (bus and offline)
 - Public transport priority infrastructure (bus lanes, signalised intersections)
 - Targeted road capacity improvements (intersection reconfiguration, potential southern corridor crossing)
 - Demand management (time-of-use charging)

The next steps include:

- Further developing the preferred strategic approach
- Confirming potential activities and investment needs - priorities, sequencing, risks, triggers & dependencies
- Engaging with local elected members in July (QLDC and ORC)
- We expect to present a final plan to you for endorsement in August.
- The outputs of this plan will inform the SHIP and NLTP processes



Discussion points

- Do you support the preferred strategic approach?
- Are you supportive of the types of interventions that this approach has highlighted?
- Is there anything else we need to consider?