

In confidence

Attachment 1: Queenstown Strategic Network Plan - Summary



Key Challenges | How bad are the problems?

Queenstown faces a combination of challenges from rapid growth, nationally important tourism sector, constrained geography and limited options for expanding the existing network. Inaction risks turning Queenstown's transport network into a constraint on New Zealand's Tourism Economy.

Growth pressure

+150% traffic growth through Frankton since 2015
+23% p.a. growth on the Southern Corridor since 2016

Future demand

2055 demand forecast to be 2.5 – 3.0x capacity, with 5,000+ person trips/hour across both river crossings.

Reliability

- Travel times can exceed 80 minutes on SH6A for ~7 km journey
- 95th percentile travel times increased 97% between 2021 and 2025

Resilience

Highway network reliant on 2 river crossings. Only alternative is single-lane, 107 year old Edith Cavell bridge. Small incidents create network-wide disruption.

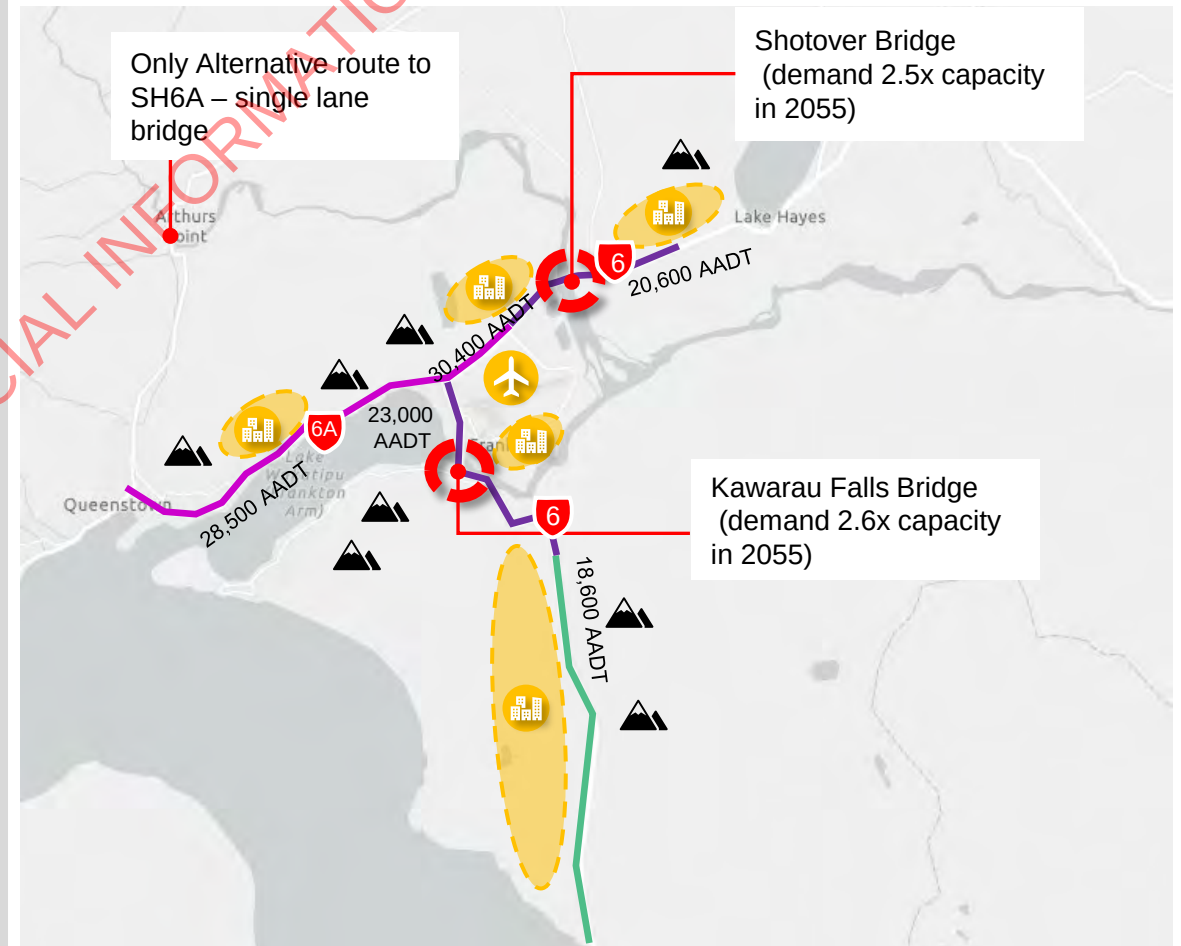
Congestion

In 2025, demand exceeded 85% of capacity for up to 6.5 hours/day over 361 days/year

National economic importance

\$4.7b district GDP
\$1.4b tourism GDP
11.6k tourism jobs
11.5% of NZ guest nights

A 0.5% reduction in visitor growth would have an estimated \$3.9b NPV impact on GDP and tax revenue over 40 years.



 Growth area  Bridge – network pinch point  2025 Daily weekday traffic

Preferred Strategic Approach | How do we fix the problem?

STRATEGIC APPROACH

01 Best use of infrastructure

Target constraints and prioritise strategic movements.

- Optimisation
- Targeted capacity upgrades
- Bus priority
- Walking & cycling improvements

02 Move more people in less space

Shift trips to high-capacity public transport and maximise the bus network.

- Bus service investment
- Higher capacity PT vehicles
- Access and demand management
- Modal interchanges

03 Actively manage demand

Use pricing, parking and access tools to reduce peak pressure.

- Travel demand management
- Time of use charging
- Parking management
- Land use and transport integration

IMPLEMENTATION STRATEGY

Sequence step-change improvements

Larger interventions proceed when triggers are met and funding is available.

- Offline public transport
- Southern corridor bridge
- Protect future high-capacity corridors

Fund and deliver differently

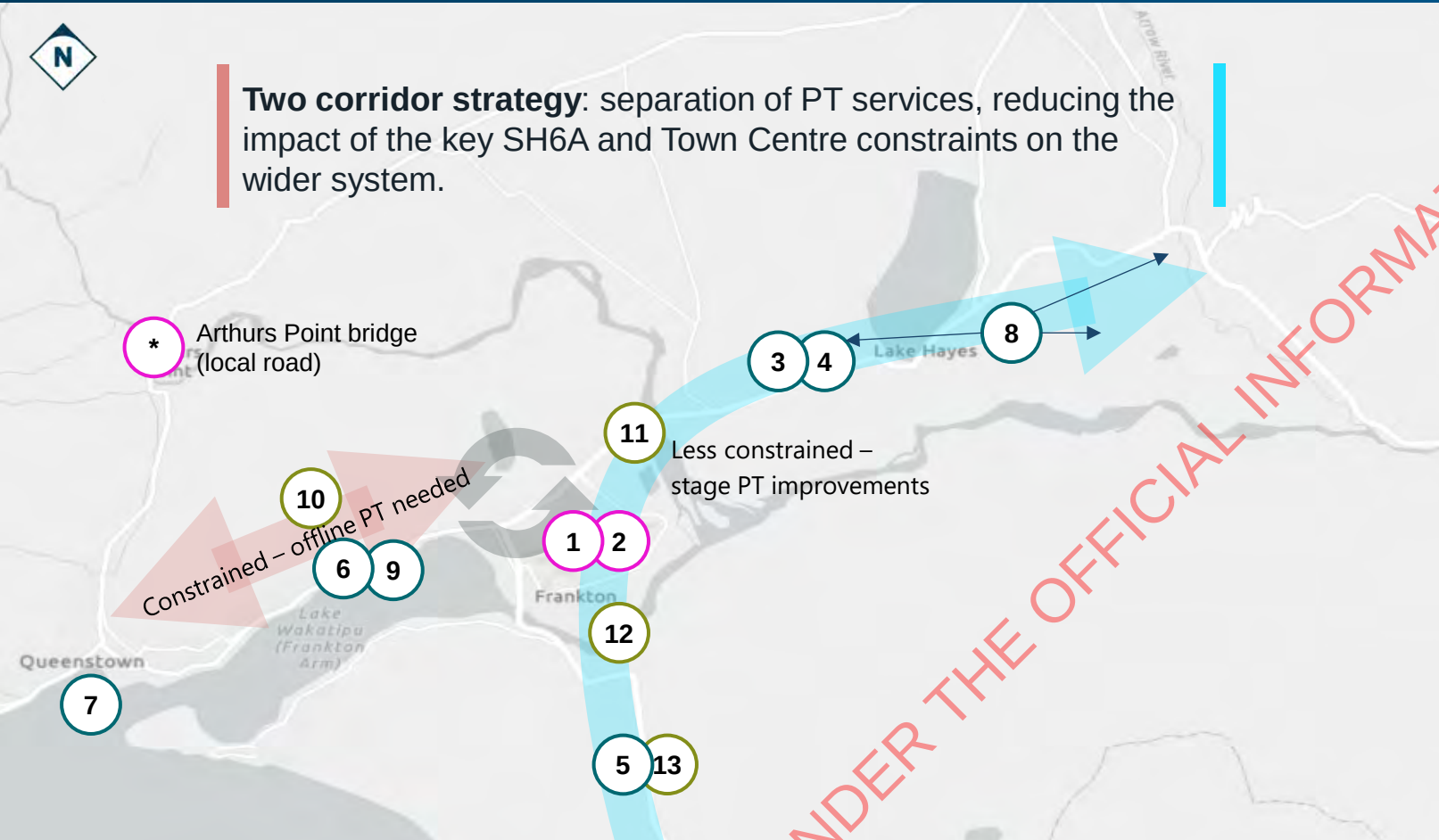
Adopt new delivery, funding and financing approaches.

- Equitable share of funding from beneficiaries
- Infrastructure funding & financing
- Private-sector partnerships
- Targeted visitor and growth levies

Other interventions tested – Assessed but not progressed as standalone components of the preferred strategy.

- **Queenstown Hill back road** – high cost / delivery risk; limited impact on existing constraints.
- **SH6A tunnelling / double-decking** – disproportionate cost and construction disruption; downstream impact.
- **High-capacity ferries** – limited catchment, weak fit with main travel patterns and efficient interchange points. Ongoing niche role in system.
- **Malaghans Road alternative route** – resilience benefit, but limited catchment and system capacity uplift.

Preferred Strategic Approach | Intervention Sequencing



Stage 1 – No-regret foundation

- 1 Frankton Flats bus priority & active mode upgrades
- 2 Frankton Flats intersection & capacity upgrades

Stage 2 – Incremental Capacity

- 3 Ladies Mile intersection upgrades
- 4 Ladies Mile bus priority & active mode upgrades
- 5 Southern Corridor intersection upgrades & bus priority
- 6 SH6A active mode & bus stop upgrades
- 7 Queenstown Town Centre bus hub improvements
- 8 Park & ride facilities (site TBC)
- 9 SH6A intersection upgrades

Stage 3 – Long-term transformation

- 10 Frankton-Queenstown offline public transport
- 11 Frankton-Ladies Mile offline public transport
- 12 New Kawarau River crossing (road or offline PT)
- 13 Southern Corridor capacity upgrades



Network-wide Activities



Bus service improvements



Walking / cycling & local access improvements



Travel demand management



Signal optimisation



Time of Use Charging Scheme

Preferred Strategic Approach | Scale and timing of investment

The scale of the challenge warrants earlier intervention, but affordability and deliverability constraints necessitate a staged pathway. The plan is designed to scale as triggers are met, with opportunities to bring forward key investments where funding and delivery constraints can be removed through innovative approaches.

1 No-regret foundation

2027–2033 | next 2 NLTPs

Maintain 2024–27 scale of investment

Sustained programme in the tens to low hundreds of millions, benchmarked against recent Queenstown projects.

Frankton Flats, Arthurs Point bridge, key intersections, bus priority, PT services, active modes and TDM.

2 Incremental capacity

2030s | optimise & scale

Incremental/optimisation period

Add capacity incrementally as triggers met. Bring forward discrete projects where benefits and partner funding align. Leverage private investment.

Expand bus priority into growth areas, interchanges, park and ride, signals and Time of Use.

3 Long-term capacity

When triggered | protect now

Major interventions

Projects in the high hundreds of millions. Protect corridors; advance business cases and explore funding / financing options.

New Kawarau river crossing and offline PT.

Why investment in this plan is warranted

By 2055, demand is forecast to **exceed capacity by 250–300%** on key corridors. If worsening transport performance reduces visitor growth by just 0.5%, the estimated impact is around **\$3.9b NPV in lost GDP and tax revenue** over 40 years. Traditional transport economics haven't been undertaken at this stage but would increase the benefits further. High level costs for the preferred approach are in the order of \$1.5-\$2.5b.

The Way Forward | Next Steps

Turn the strategic direction into a tangible delivery pathway.

What's next

1

Seek inclusion of activities for investment

Take first tranche of implementation activities through RLTP and NLTP processes.

Outputs/dependencies

State Highway Investment Proposal, RLTP, NLTP, CRD

2

Progress next stage of project development

Advance investigations for Ladies Mile, Southern Corridor, offline PT and time-of-use.

Outputs/dependencies

Business case pipeline

3

Test funding, financing and delivery approaches

Agree partner leads, funding shares and delivery pathway through Way to Go, RLTP and Regional Deal workstreams.

Outputs/dependencies

Partner-owned delivery model

4

Monitor and refresh

Track demand, network performance, growth delivery opportunities; programme activities as context dictates.

Outputs/dependencies

Monitoring and evaluation