

QLDC Council  
14 December 2017

**Report for Agenda Item: 2**

**Department: Property & Infrastructure**

**Queenstown Town Centre Masterplan Programme Business Case**

**Purpose**

The purpose of this report is to present the Queenstown Town Centre Masterplan Programme Business Case to allow further detailed work to proceed on the programme and associated business cases.

**Recommendation**

That Council:

1. **Note** the contents of this report;
2. **Approve** the Queenstown Town Centre Masterplan Programme Business Case; and
3. **Approve** works to proceed on the programme and project business cases into the detailed planning phase.

Prepared by:



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30/11/2017

Reviewed and Authorised by:



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30/11/2017

**Background**

- 1 Property & Infrastructure are leading a multi-disciplinary team to identify and address the challenges facing the Town Centre through the development of a Masterplan. The Masterplan is a 35-year vision that will coordinate a set of integrated projects and sets the direction for the Town Centre to achieve the Council's vision of "supporting a thriving heart to Queenstown, now and into the future".
- 2 The district is currently experiencing significant and unprecedented population, traffic, residential and tourism growth. Projected visitor growth is significant.

Long range forecasts predict that domestic visitors will double and international visitors will nearly triple by 2026.

- 3 It is crucial that the Town Centre delivers an attractive experience to locals and visitors. To do this a collective and collaborative shift must be achieved through well considered planning. The evidence outlined within the Queenstown Town Centre Masterplan Programme Business Case demonstrates how this experience is becoming degraded in a way that threatens the cherished liveability, local resident appeal and rich visitor experience that people expect from Queenstown.
- 4 Rapid and organic growth has created a situation where the needs of the private motor vehicle are taking priority over people and the much-needed balance of transport across public, passenger and active modes cannot occur at anywhere near the level required.
- 5 Through the development of the Masterplan programme and its supporting projects, the historical evidence that informed previous strategies has been re-tested with stakeholders, analysed at a high level and integrated through a spatial framework. The critical difference in the current planning is the way that people have been placed at the centre of the analysis, with the behaviour and needs of people driving the consideration of issues, opportunities and solutions.
- 6 The Masterplan programme brings together a set of business cases and documents to describe an integrated investment story. These are focused on the following:

*Transport related business cases to be approved in 2017:*

- Town Centre Arterials
- Public and Passenger Transport Facilities
- Parking

*Spatial Documents and business cases to be developed in 2018:*

- A Spatial Framework for the town centre (to be completed in early 2018)
  - Public Realm improvements
  - Community and Civic Facilities (the business case for the development of a Community Heart precinct is to be developed).
- 7 The Queenstown Town Centre Parking Indicative Business Case was approved by Council in October. The Town Centre Arterials and Public and Passenger Transport Facilities business cases will be presented alongside this business case.

## **Comment**

- 8 The Better Business Case framework has been followed as it provides clear investment objectives; is evidenced based and includes transparent options analysis to achieve co-investor agreement.

## Options

### 9 Option 1: Reject the Business Case and do nothing.

#### *Advantages:*

- 10 No capital expenditure required.

#### *Disadvantages:*

- 11 Consistent problems around congestion, access, liveability, loss of heritage and culture and reduced quality of local and visitor experiences in the town centre will continue to increase along with resident and visitor dissatisfaction.
- 12 Town Centre projects proceed in isolation and are less likely to attract funding due to lack of integration.
- 13 An opportunity for economic growth and development of the town centre will be lost.

### 14 Option 2: Approve the Business Case preferred programme.

#### *Advantages:*

- 15 Town centre projects are fully integrated and are more likely to attract funding.
- 16 New town centre arterials enable the town centre to grow, public and passenger transport to have better access and town centre parking to be developed around the town centre fringes.
- 17 Improved parking supply and management through the introduction of new parking buildings on the town centre fringes, expansion of the town centre paid parking area, development of new park and ride facilities, introduction of enabling technology and demand management to optimise occupancy levels.
- 18 A new public transport hub on Stanley St, which supports the growth in bus services and forecast passenger increases, while supporting improved arrangements for passenger transport.
- 19 Development of wharf facilities to support waterborne transport.
- 20 A programme of public realm improvements that aim to enhance the visitor and local experience in the town centre through enhancing streets and lanes, improving connections between attractions and celebrating Queenstown's unique heritage and culture.
- 21 Introduction of technology to better manage and connect people with public transport and parking options, together with marketing communications campaigns to better educate people on transport options.

- 22 Improved walking and cycling routes and facilities in the town centre, supporting the uptake of active transport and integrating with wider networks.

*Disadvantages:*

- 23 Significant capital expenditure is required which will be considered during the Long Term Plan (LTP).
- 24 This report recommends **Option 2** to ensure that QLDC provides a forward thinking integrated strategy for achieving the objectives of the Town Centre Masterplan and enabling its key projects.
- 25 This matter is of high significance, as determined by reference to the Council's Significance and Engagement Policy because the programme will cause a significant change to the transport networks and enable growth of the Town Centre. As an integrated package of individually significant projects, the overall outcome will be positive.
- 26 This matter relates to strategic risk SR1 Current and future development needs of the community, as documented in the Council's Risk Register. The risk is classed as high. This matter relates to this risk because the change to the community will result in growth, behavioural changes, significant effects on infrastructure and high capital expenditure.
- 27 The recommended option considered above mitigates the risk by:
- Treating the risk – through a staged approach, good communications and multi-agency integration.
- Mitigating the risk – by integrating several large projects into a planned sequence of events.

## **Financial Implications**

- 28 The expected budget for the detailed business cases for the Town Centre Arterials, Parking Supply and Management, Public and Passenger Transport Facilities and the indicative business case for the Community Heart is \$1,210,000 and this is provisioned for within the Town Centre Masterplan Implementation budget and the first year of the LTP. The costs associated with the design, consenting and construction of the physical works will be subject to the LTP consultation process.

## **Council Policies, Strategies and Bylaws**

- 29 The following Council policies, strategies and bylaws were considered:
- Queenstown Town Centre Transport Strategy
  - Queenstown Integrated Transport Strategy
- 30 The recommended option is consistent with the principles set out in the named policy/policies.

- 31 This matter is included in the 10-Year Plan/Annual Plan. The Masterplan enables key projects that address key issues around reducing traffic congestion, access, liveability, loss of heritage and culture, increasing the liveability experience within the town centre.

### **Local Government Act 2002 Purpose Provisions**

- 32 The recommended option:

- Will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by having a robust business case supporting the investment;
- Can be implemented through current funding under the 10-Year Plan and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or transfer the ownership or control of a strategic asset to or from the Council.

### **Consultation: Community Views and Preferences**

- 33 The persons who are affected by or interested in this matter are Queenstown residents, visitors, business owners and operators.
- 34 Throughout the Masterplan process a wide range of community stakeholders and representatives have been engaged formally since January 2017.
- 35 An independent Advisory Group (with local representation) was engaged on a monthly basis to provide feedback throughout the Masterplan process. Their final comments in September 2017 noted that "In order to support and achieve implementation, community ownership of the plan is important. We see the challenge as being how to get wider interests involved, including representatives of 'communities of interest', broadly covering business, the community, arts/cultural and sports sectors".
- 36 In July 2017, QLDC published a community engagement document for the Queenstown Town Centre Masterplan and conducted several community engagement events encouraging feedback across a wide variety of mediums. 46% of respondents agreed that the preferred options included within the draft Masterplan addressed the challenges facing the town centre (33% were neutral).
- 37 Consultation regarding the physical works will be dealt with under the LTP consultation process.

### **Attachments**

- A Queenstown Town Centre Masterplan Programme Business Case (circulated separately)