

Queenstown Town Centre Masterplan Establishment Report



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Queenstown Town Centre Masterplan – Establishment Report

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QUEENSTOWN LAKES DISTRICT COUNCIL

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Contents

Executive Summary	1
1 Introduction	3
1.1 Purpose	3
1.2 Background.....	3
2 Taking a New Approach	6
3 Programme Integration	7
3.1 Core Dependencies	7
3.2 Significant Dependencies	8
3.3 Optioneering	9
4 Masterplan Preliminary Scope.....	11
5 Programme Governance and Decision Making Structure	12
6 Gateway Framework.....	13
7 Procurement Approach	14
8 Partner and Stakeholder Engagement.....	15
9 Community Engagement.....	16
10 Communication.....	17
11 Conclusion	17
12 Recommendations	17
Appendix 1 – Proposed Terms of Reference.....	18

Executive Summary

The community is looking to the Queenstown Lakes District Council and its investor partners to provide certainty around the town's future direction to ensure confidence both in the future function and amenity of the town and to give certainty around future investment. Currently, there is no document that brings all the implementation plans into an agreed vision showing how they will be integrated.

A recent review of Queenstown Town Centre strategic documents, including the Town Centre Strategy (2009), Transport Strategy (2016) and Inner Links project (2014), reflects key documents that have been developed over a passage of seven years in a changing political environment. This makes integration of the differing strategic goals challenging when we come to review these documents holistically. While the work in these documents provides a solid foundation to progress, what is needed is a collective approach to tell the full investment story. This approach must also reflect not only the unprecedented growth being experienced today but anticipate managing future growth. Public investors including New Zealand Transport Agency (NZTA), Ministry of Business, Innovation and Employment (MBIE) and Queenstown Lakes District Council (QLDC) are today seeking a fresh strategic approach to planning the future of this iconic town centre. The type of issues that have resulted from the pressure of growth include traffic congestion and finding parking spaces. These types of issues are not only impacting on today's resident and visitor but are perceived as becoming progressively worse¹. This paper is a critical step towards addressing these issues.

A new process is being proposed that creates:

- A specific governance decision structure with a proposed newly established review mechanism called the Queenstown Town Centre Advisory Group.
- Transparent stakeholder and community engagement with multiple opportunities for seeking feedback on projects and direction.
- A variety of tools to communicate across numerous media and community platforms.

A new masterplan for the town centre will bring together various project work streams and aim to show, in a very visual and evidence-based way, how and why they intend to be developed. From an investment perspective, the principle of telling the whole story is stronger than its individual parts. It is intended that the masterplan and associated projects be developed using the New Zealand Treasury Better Business Case (BBC) framework.

The masterplan will guide interventions designed to enrich the town centre in the following ways:

- Having a clear vision.
- Recognising and celebrating the distinctive precincts and what their future look and feel will be.
- Enabling quality space and priority for 'pedestrian fountains' created through new public transport hubs.
- Getting ahead of the game with managing traffic – how it flows currently and how it will be accommodated in the future.
- Using the land and levers available to QLDC to manage the demand for parking and where it is supplied.
- Futureproofing options that allow for more futuristic innovations to occur (i.e. introduction of autonomous vehicles).
- Enhancing walkable, cycle-friendly streets and public open spaces.
- Being deliberate in the requirements of cultural and civic facilities.
- Promoting quality design and diverse activation of spaces.
- Enable this community to take better advantage of Government funding.

There is a sense of urgency for this new approach to align with funding timetables set for the Long-Term Plan (2018–2028) and Otago Regional Land Transport Plan. These require well-considered, robust project

¹ QLDC Residents Survey 2015 – 'Biggest Improvement Opportunities'.

proposals to be agreed by the end of September 2017. It is intended that the draft Masterplan would be formally consulted on as part of the draft Long Term Plan (circa March 2018).

The funding to support this programme is coming from existing Infrastructure and Property budgets, NZTA and a funding request within the draft 2017/18 Annual Plan. This establishment report outlines the building blocks that need to be in place to be 'investment ready' and meet key milestone funding dates next year.

1 Introduction

1.1 Purpose

The purpose of this establishment report is to explain and agree a new approach for Queenstown Lakes District Council (QLDC) on how it manages growth pressures in Queenstown's town centre. It will use the Better Business Case (BBC) framework to identify gaps, to gather evidence through benchmarking, data analysis and community involvement, and to select the right projects to be created at the right time.

To create a place based Queenstown Town Centre Masterplan (Programme Business Case), the first goal is to determine what the collective vision is and what is needed to support it. The intention is to engage a facilitator who has experience with town centre strategies to assist with two workshops with the Mayor, Councillors and the proposed Advisory Group to either update the existing vision(s) or create a new one for Queenstown.

The following preliminary masterplan objectives will be tested at the first workshop:

1. Understanding what the future holds for Queenstown's town centre.
2. Integration of Queenstown Town Centre strategies, plans and projects.
3. We know what's needed, now we plan for it and get on with it.

As each project has the potential to influence and impact on others, an integrated method is being proposed that aims to achieve the following:

- Show how land use, development, civic opportunities and infrastructure are sequenced for implementation.
- Involve investors, partners, stakeholders and the community at key points to test the options and flesh out the preferred way forward. It will be critical to engage with both the business community and the wider community, as each brings a differing perspective.
- Provide a framework, which manages the tensions and interface issues, tests and selects options which result in a suite of projects that deliver on the masterplan objectives.

1.2 Background

1.2.1 Strategic Documents

A recent review of Queenstown Town Centre strategic documents, including the Town Centre Strategy (2009), Transport Strategy (2016) and Inner Links project (2014), reflects key documents that have been developed over a passage of seven years in a changing political environment. This makes integration of the differing strategic goals challenging when we come to review these documents holistically. While the work in these documents provides a solid foundation to progress, what is needed is a collective approach to tell the full investment story. This approach must also reflect not only the unprecedented growth being experienced today but anticipate managing future growth. Public investors including New Zealand Transport Agency (NZTA), Ministry of Business, Innovation and Employment (MBIE) and Queenstown Lakes District Council (QLDC) are today seeking a fresh strategic approach to planning the future of this iconic town centre. The type of issues that have resulted from the pressure of growth include traffic congestion and finding parking spaces. These type of issues are not only impacting on today's resident and visitor but are perceived as becoming progressively worse²¹. This paper is a critical step towards addressing these issues. The transport problems become particularly acute when the visitor season reaches peak capacity. For example, when one of the ski resorts is not open, or when large scale events that utilise the transport network are hosted in Queenstown, such as the Queenstown Marathon.

1.2.2 Vision Statements

QLDC, its investor partners and stakeholder organisations have each produced vision statements pertaining to the town centre. There is no 'one agreed vision' that Queenstown is geared towards. QLDC has two documents that outline a vision for the Queenstown town centre:

- Queenstown Town Centre Strategy (2009) vision statement – ‘*Queenstown town centre is the thriving entertainment, cultural, civic and commercial heart to New Zealand’s premier tourist destination.*’
- Queenstown Town Centre Transport Strategy (January 2016) – ‘*Preserve and improve resident and visitor enjoyment of the town centre by reducing congestion and leading a necessary shift away from reliance on private cars.*’

Other organisations that have separate visions that relate to the Queenstown Town Centre include;

- DowntownQT stakeholder vision within their Downtown Commercial Strategy is: ‘*Ensuring Queenstown’s Town Centre becomes a commercially and socially successful shopping, dining and lifestyle destination in its own right.*’²
- Community planning group, Shaping Our Future, has recently produced a vision for town development: ‘*A focus on warm, environmentally healthy housing, with natural development boundaries. Businesses have a hub for creativity and resources and the community have a base for community activities.*’³

1.2.3 Delivery Challenge

Figures 1 and 2 (see next page) depict the number of strategic and project documents already adopted that currently have implementation plans being worked on. The challenge within these documents is that land use, development landscape, design and transport are not integrated. The *QLDC Town Centre Strategy* (2009) for example, has limited direction on the transport projects required to enable a key objective of “... *prioritising towards pedestrians, creating more permeable and versatile spaces that balance vehicle and pedestrian movement, improved amenity and social spaces*”. Likewise, the *Queenstown Transport Strategy*, which sets out the transport programme well, does not discuss the implications of proposed changes to the District Plan, including intensification of existing town centre zoning and extension, residential land supply pressures and Frankton’s commercial growth. The whole ‘infrastructure to support growth’ story therefore is not being told.

There is a risk that future strategic processes currently being developed, if not managed in an integrated manner, will make pursuing individual projects problematic.

It is also noted that when agencies work in silos, but still rely on each other to deliver separate components, this can become particularly difficult. The Travel Demand Management programme initiated in 2014 is an acknowledged example of this situation. The NZTA has recognised this issue and has recently sought to combine several separate programme business cases under one integrated programme business case that seeks to address problems around the transport system not keeping up with growth and promoting alternative modes of transport.

² <http://www.downtownqt.nz/stakeholders/>

³ <https://www.shapingourfuture.org.nz/our-vision/>

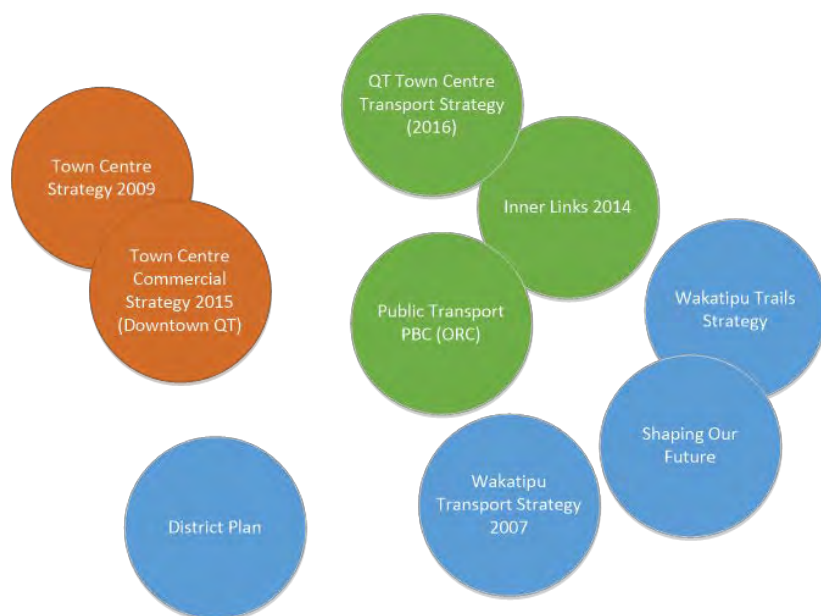


Figure 1: Current Strategic and Project Documents



Figure 2: Future strategic processes underway

2 Taking a New Approach

A business as usual approach will not produce the significant investment that is needed to tackle Queenstown town centre's problems and unlock potential opportunities. A new approach is needed that integrates all transport, public realm, living, civic and commercial projects into one comprehensive plan with integrated implementation plans. This prevents the silo approach of individual project stories not telling an integrated outcome, which investors struggle to buy into and which limits progress to piecemeal outputs.

This complex and challenging piece of work needs to be undertaken to give investors, in both the public and private sector, strong evidence and justification that the options being recommended are well-considered across a wide range of criteria not just focussed on the lowest cost.

It is intended that the Masterplan and associated projects be developed using the New Zealand Treasury Better Business Case (BBC) framework. The BBC framework is gaining wide acceptance as the preferred funding justification framework to enable local government to produce evidence-based and transparent decision making for delivery management and performance monitoring of any scheme.

The Masterplan and associated project business cases must be confirmed by the end of September 2017 to be considered for both the QLDC Long Term Plan and external funding requirements including the Otago Regional Land Transport Plan for transportation projects. This is a challenging timeframe within which a highly integrated and compelling investment story must be achieved.

The key parts to taking on this new approach, which will be discussed in the remaining parts of the report, are:

- a) Programme integration.
- b) Governance and decision making.
- c) Developing a team, including supplier panel.
- d) Community engagement.
- e) Stakeholder engagement.
- f) Communications.

3 Programme Integration

The workstreams structure below (see page 10), groups projects into core and significant dependencies (both QLDC and private projects), and how other agencies' transport business cases are intended to be integrated. A key principle is for information to be shared on a consistent basis.

3.1 Core Dependencies

The following projects are classed as core dependencies as they form the key work that will inform the masterplan. A summary of these projects is provided below.

3.1.1 Inner Links

One of the most significant projects recommended within the Queenstown Transport Programme Business Case, is the Revised Inner Links Project Business Case. The Inner Links business case was completed in 2014 and has recently been brought forward to retest. *"The project proposes the construction of a new urban arterial around the periphery of the Town Centre and intersecting the Town Centre extension (Plan Change 50), as a means of reducing congestion on Central Business District (CBD) streets (by enabling through traffic to bypass the town centre) and improving access to the town centre (by providing additional entry points close to town centre carparks)".*⁴

The reason for promoting the project now is a collective acceptance that the Travel Demand Management Programme (promotion of public transport and active modes) is going to take considerable time to reduce congestion in the short to medium term and achieve the 20% alternative modal split target. Early evidence gathering has shown that the 6-7% increase in traffic growth year on year from 2014 (due to an increase in tourism, development and resident population numbers) has considerably changed the level of service plots. The arterial roads of Frankton to Stanley Street are now showing level of service 'F', which is the worst category for road performance and something that was not forecast four years previously. This project is also supported within the Downtown QT *Downtown Commercial Strategy* (August 2015).

3.1.2 Queenstown Town Centre Public Transport Facilities

As part of the initiation phase of the Inner Links project, it was recognised that to update the Inner Links Strategic Case, a better understanding is needed of how to prioritise public transport facilities and routes into and out of the town centre as viable and attractive alternatives. Together with the *Wakatipu Basin Public Transport Network Review*, which Otago Regional Council are currently undertaking, this business case seeks to understand the future public transport scope options around high occupancy routes. This is alongside the Inner Links investigations, including other transport providers, (e.g. mountain transport, ferries etc.), and the facilities to accommodate the anticipated growth. The *Downtown Commercial Strategy* has suggested that a 'Transport Hub' be investigated for the Stanley Street area. This option would be considered as part of an option development and assessment stage within this business case.

3.1.3 Queenstown Town Centre Parking

In September 2016, QLDC released a report entitled 'The Stanley Street Opportunity'. Within this report, there was an idea to explore the possibility of car parking facilities in some of the land available in these two blocks. There is also an aspiration within the *Queenstown Town Centre Transport Strategy* for several of the CBD streets to be converted to shared space or to be pedestrianised. An existing parking management tool is being updated with the demand and supply required for public and private developments. This is being balanced alongside other planning levers such as the review of the parking charging scheme outside the CBD.

3.1.4 Queenstown Town Centre Spatial Framework

The spatial framework describes and identifies a public realm network, indication of key catalyst projects and opportunities for re-development. The framework is contained within and is a component of the Queenstown Town Centre Masterplan. This would describe the character, key moves and sequencing of the spaces identified as needing enhancement and shows the more detailed and specific proposals for individual projects

⁴ Queenstown Town Centre Transport Programme Business Case (January 2016).

and sites. It seeks to build upon and enrich the vibrancy, environmental qualities and heritage character of the Queenstown Town Centre. Both within the *Queenstown Town Centre Transport Strategy* and the *Downtown Commercial Strategy* there is a desire to introduce calmer streets to encourage walking and cycling, and to enhance the amenity values and retail prosperity progressively over the next 10 years. The upper part of Beach Street is the first of these streets to be tested using a tactical approach to trialling pedestrian and shared space options. To guide development of the streetscape, public realm and open space network, it is proposed that a public realm design guidelines be initiated. These design guidelines would guide the design strategy, coordinate the material palette and technical evidence for the future open space, pedestrian and cycleway upgrades in the town centre. The guidelines would tie into the development plan for Queenstown Bay and Queenstown Gardens Reserve Management Plan review. The design guidelines would be a separate document driven from the Spatial Framework.

3.1.5 District Plan Review

QLDC Planning and Development are initiating a review of the District Plan transport chapter. This is opportune timing, especially in regards to possible changes in the hierarchy of roads, parking policy and priority for enabling alternative modes.

3.2 Significant Dependencies

3.2.1 Lakeview Development

QLDC Corporate Services have been pursuing several development options including a proposed convention centre, residential development, \$25m hot pools attraction by Ngāi Tahu Tourism and hotel for the Lakeview land it owns. These options will be dealt with in separate QLDC reports, but the transport and public realm framework projects need to be mindful of the sequencing and timing of the proposed developments.



Figure 3: Artist Impression of the Ngāi Tahu Tourism Hot Pools proposal

3.2.2 One QLDC Queenstown Office

QLDC is progressing office accommodation project for Queenstown-based QLDC staff, elected representatives, and for the wider community requiring access to council services including library services. The timeline for these investigations are running parallel with the masterplan programme. The Masterplan will inform this project, including its contribution to the desired Town Centre outcomes.

3.2.3 Queenstown Integrated Transport and Wakatipu Public Transport Programme Business Cases

NZTA and Otago Regional Council (ORC) are delivering programme business cases that aim to deliver an integrated package of transport projects. They have identified that liveability is a consistent benefit within most of the transport business cases, but is inherently difficult to measure. NZTA have engaged a consultant firm called Think Place to benchmark what 'liveability' means in Queenstown and have been surveying a variety of people on this topic. This information will assist QLDC transport business cases, with new benchmarking for the key performance indicators.

ORC is developing a new bus network and fare system that will aim to incentivise people, especially town centre commuters, to utilise public transport. This new network has a planned roll out date of July 2017.

3.2.4 Private Development Interface

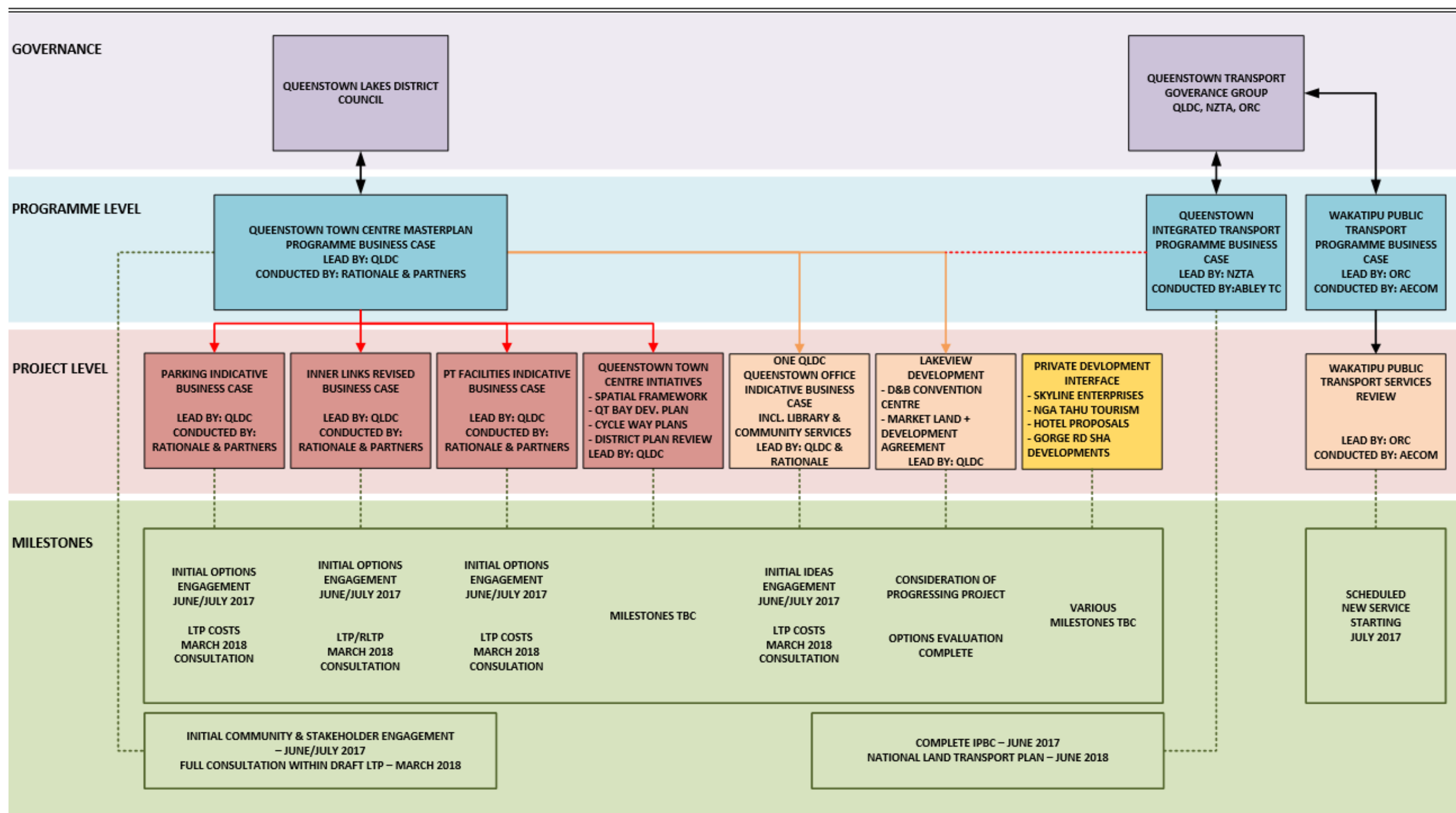
There are several private developments planned for the town centre, which, if they occur, will have a significant impact on the town centre in terms of attractions, accommodation and on the transport network. Skyline Enterprises have recently submitted a resource consent for increasing the gondola capacity to 10 seats and enlarging their base and summit buildings. This investment has been reported to be estimated at \$60m. There are also several hotel developments at different stages including Juicy Snooze hotel/backpackers which is currently in construction. This is a 256 bed five story accommodation development on the corner of Camp and Memorial Street and is due to be completed by October 2017. Other significant developments in construction phase include the 54-room, \$10 million boutique hotel on Henry Street and a 69-room, \$35 million five-star hotel on Thompson Street and a 3-floor retail complex on Shotover Street (the old World Bar site).

The masterplan programme and associated projects need to be mindful of the development landscape in the planning and feasibility stages as they add considerable weight to external funding applications.

3.3 Optioneering

The programme integration will primarily occur at the optioneering stage. Separate facilitated workshops will aim to agree the optimal solution for each core dependency and then combine to provide an optimal solution at the masterplan level. There may be tensions and interface issues that need to be acknowledged and worked through at this 'first cut' stage. This allows QLDC to assess whether the projects are an enduring solution or whether there needs to be more ambitious options considered. A 'second cut' would then be developed, following stakeholder and public engagement, and presented in a draft masterplan.

QUEENSTOWN TOWN CENTRE WORKSTREAMS



4 Masterplan Preliminary Scope

A principle purpose of the masterplan is to allow QLDC, its partners and stakeholders to reaffirm the strategic vision for the town centre.

The masterplan will build upon the existing research, vision and objectives of the *Queenstown Town Centre Strategy* (December 2009) and incorporates the goals / initiatives of the *Queenstown Town Centre Transport Strategy* (January 2015) to create a holistic and unified vision. It will also aim to incorporate and test many of the initiatives discussed in the *DowntownQT Downtown Commercial Strategy*, which has recently been updated.

The masterplan will consider the town centre both as a major tourist destination, a commercial centre and a place for the local community to gather and interact, while recognising and demonstrating how the issues associated with the rapid growth of Queenstown can be responded to, in alignment with the strategic vision.

The masterplan will have a focus on the physical interventions, fed by the business case projects (see 3.1). This will reveal opportunities to improve the public realm and unlock the potential of some key projects that will contribute to the overall vision.

The masterplanning process will investigate contextual, historical, heritage, cultural and development overlays and how these will inform the current and further potential civic, land use, streetscape, transportation and development opportunities. The masterplan will provide a strong visual story (supported by the various business cases), illustrating why the various projects are a priority, how they are prioritised and sequenced for implementation.

The geographical scope of the town centre, shown below, has been expanded since the 2009 town centre strategy scope to account for the Plan Change 50 town centre extension. The geographical scope is where the primary core focus for most of the initiatives, projects and key moves will be. Specific projects such as parts of Inner Links project, will stretch outside these boundaries. In recognition of this, a wider area of study has been shown that considers areas that will influence the town centre and where further commercial development is likely to occur.

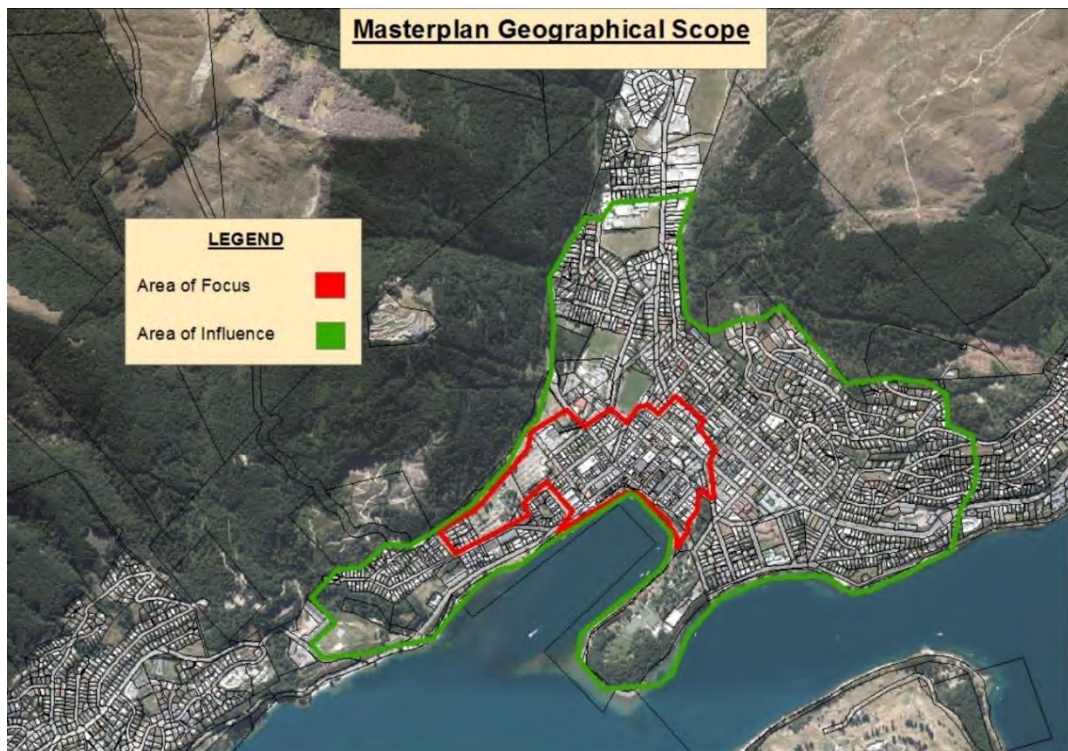


Figure 4: Queenstown Town Centre Masterplan - Geographical Scope

5 Programme Governance and Decision Making Structure

Programmes of this nature and complexity require a clear and well-structured governance or decision making arrangement. The proposed decision structure is set out below.

Queenstown Town Centre Decision Structure

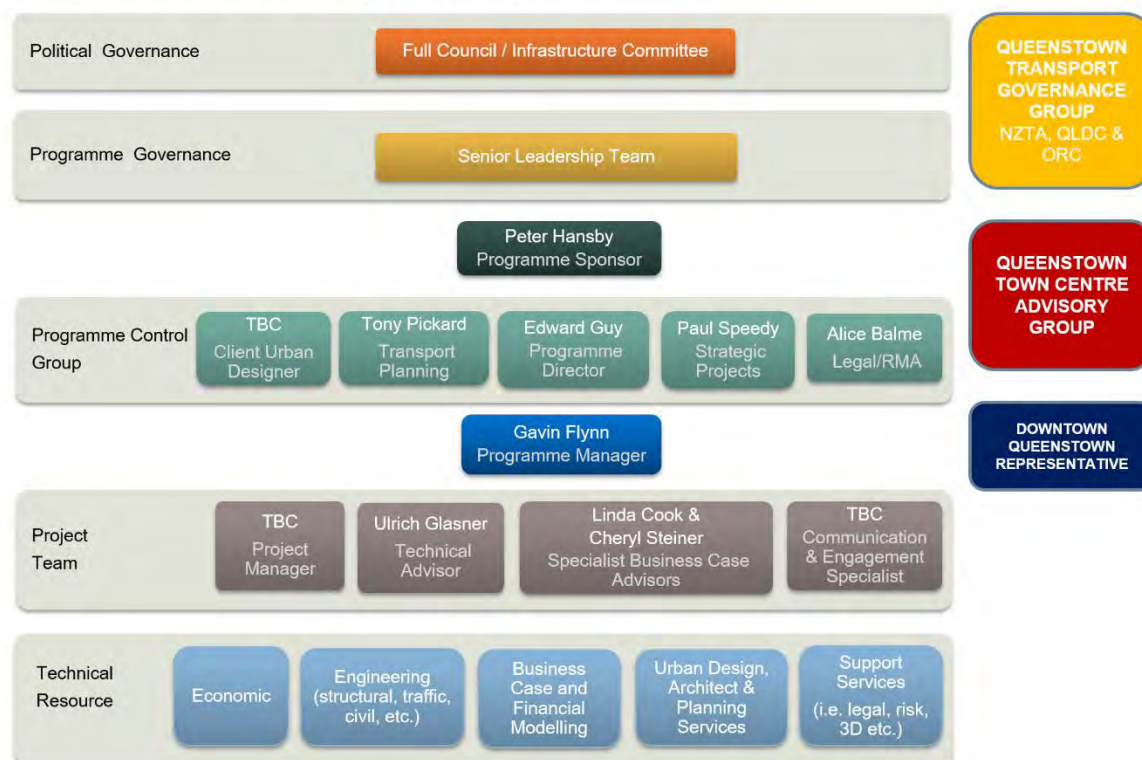


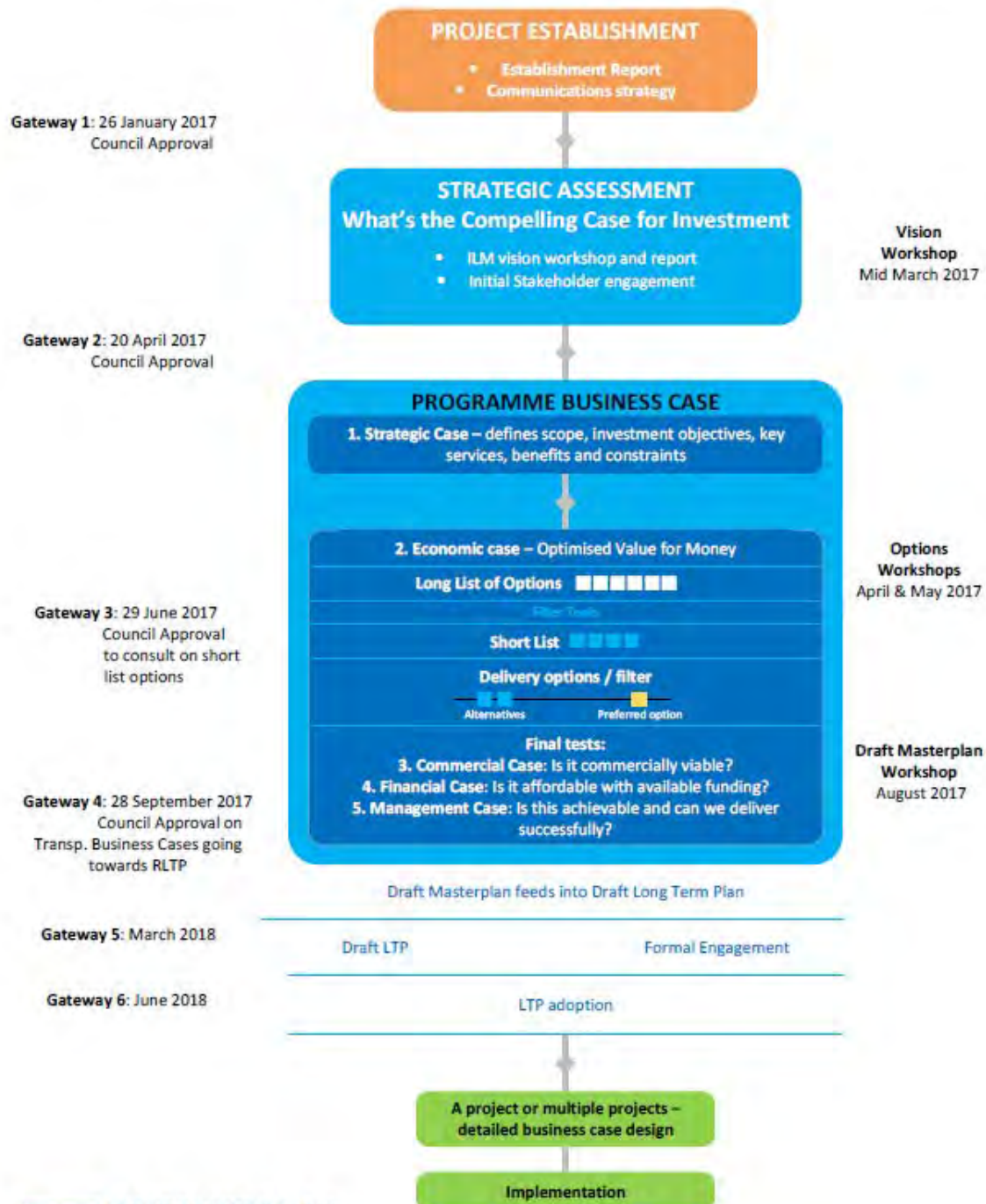
Figure 5: Queenstown Town Centre Decision Structure

The proposed decision structure indicates new governance groups specific to the Queenstown town centre. The Political Governance level is the main forum for gateway and financial approvals. The Programme Governance level is the primary review and integration forum to ensure the implications are thought through at an organisational level. The intention of the Queenstown Town Centre Advisory Group follows best practice, as shown in similar types of transformation programmes such as Auckland's Wynyard Quarter and Tauranga's Civic Heart, by establishing a challenge group that the Sponsor, Programme Control Group and Senior Leadership Team can utilise as a sounding board before reporting to the Infrastructure Committee and full Council. The Advisory Group's role is to advise and therefore does not have any council-delegated powers. The group will be made up of up to six people with attributes and experience that will include design, tourism, transportation, environmental, community and commercial knowledge. The intention is to invite suitably qualified individuals with a small stipend offered to cover meeting expenses. Terms of reference have been drafted for the Advisory Group, which has been modelled from Auckland and Tauranga examples. The draft terms of reference are attached to this report as Appendix 1.

6 Gateway Framework

QUEENSTOWN TOWN CENTRE MASTERPLAN PROGRAMME

Better Business Case Gateway Framework



A gateway framework has been created that shows the Masterplan Programme Business Case process and the key council approval meetings and workshops. It is intended that for the first vision workshop, this will be a joint workshop with the newly established Queenstown Town Centre Advisory Group.

7 Procurement Approach

The primary procurement objective is to develop a series of integrated projects, at best value, and in time to populate the 2018-2028 QLDC Long Term Plan with a programme of investment ready projects.

A key element of success is the development of the right procurement approach, which creates a highly cooperative team made of internal and external resources. This team must be focused and dedicated to hit the delivery dates, which are immovable. For this scope of work, a diverse team including design, engineering, planning, finance, property, communication and project management professionals is required.

A two-fold procurement process is proposed, which is differentiated between the design based disciplines and the non-design based disciplines, to optimise the activity output within the limited delivery timeframe; to support a collaborative and integrated approach; to minimise the number of suppliers across the full programme and to ensure value for money.

For the design team members (e.g. masterplanner / architect / urban designer and engineers) it is proposed that a single multi-disciplinary team be procured through a single stage Open Tender process. This would be evaluated using the Price Quality Method in accordance with NZTA's Procurement Manual guidelines.

For the non-design team members (e.g. planning, finance, property, data specialists, communication) it is proposed to procure these through Direct Appointment engagements from existing approved suppliers / supplier panels. This is due to the low values of these contracts and competitive rates having already been agreed.

To manage this procurement process, and the team when they are in place, the intention is to engage a fixed term Project Manager who has significant experience with this type of engagement process and running integrated programmes.

The financial cost of the whole procurement programme has been divided into existing budgets within the 2016/17 Annual Plan (\$729,000) and a funding application of \$729,000 within 2017/18 Draft Annual Plan. It should be noted that NZTA funding assistance will be applied for the Inner Links and public transport facilities project business cases.

8 Partner and Stakeholder Engagement

A preliminary stakeholder matrix that assesses the partner investors, external stakeholders and government ministers has been created for the masterplan. The intention is to involve the partner and stakeholders at key times to test and challenge the options in workshops and individual sessions. Each project has its own stakeholder matrix to reflect the interest and influence for that specific scheme. A Communication and Engagement Plan will be created that shows when and how the respective partners and stakeholder will be engaged with.

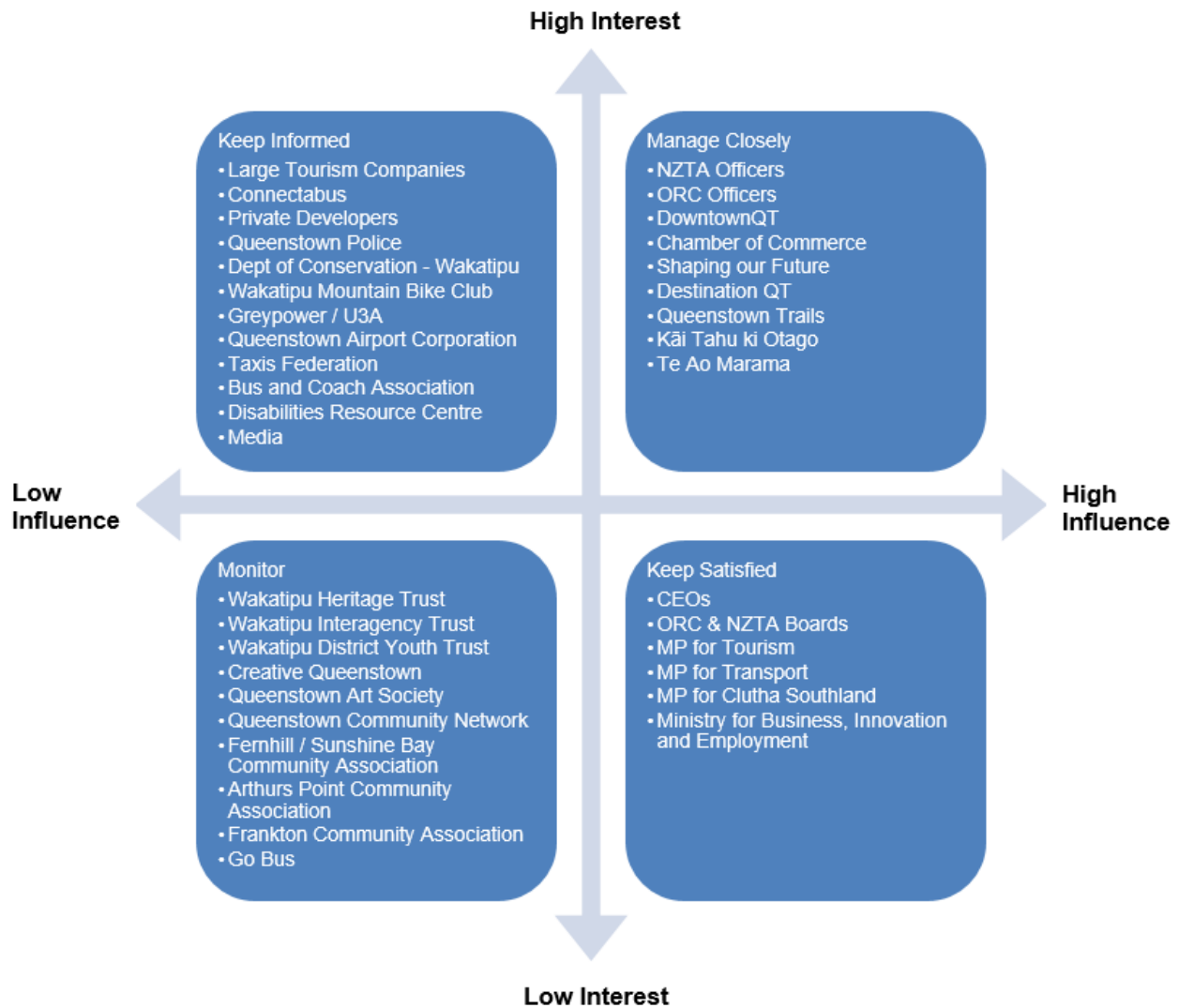


Figure 6: Queenstown Town Centre Masterplan - Partner and Stakeholder Matrix

NB: this is not an exhaustive list; further stakeholders may be added as the programme progresses.

9 Community Engagement

The community engagement for the masterplan and associated projects are another key element that will determine whether this programme will be deemed a success. The community wants to be involved in the future of their town centre and opportunities will be provided for community and stakeholder input at each stage of the masterplan life cycle.

A Communication and Engagement Plan is being prepared by the Communications team reflecting the principles of our Significance and Engagement Policy.

QLDC is committed to genuine engagement and will seek community involvement at the earliest possible time to introduce the programme; at subsequent periods where options are available and, finally, formally through the draft Long Term Plan (2018-2028). The first engagement event could be as simple as an open-air stall at the Queenstown markets, introducing people to the Masterplan programme and gathering their thoughts on what they love about Queenstown town centre and what they would suggest could be improved. Other engagement activities that could be undertaken, when there is some clarity around the various short list options, include an expo type event that is visual and interactive, held both in a town centre setting; and amplified to a wider audience through sharing online via the Council website, social media and video sharing platforms. Our traditional channels, including Scuttlebutt, will also be utilised to the full.

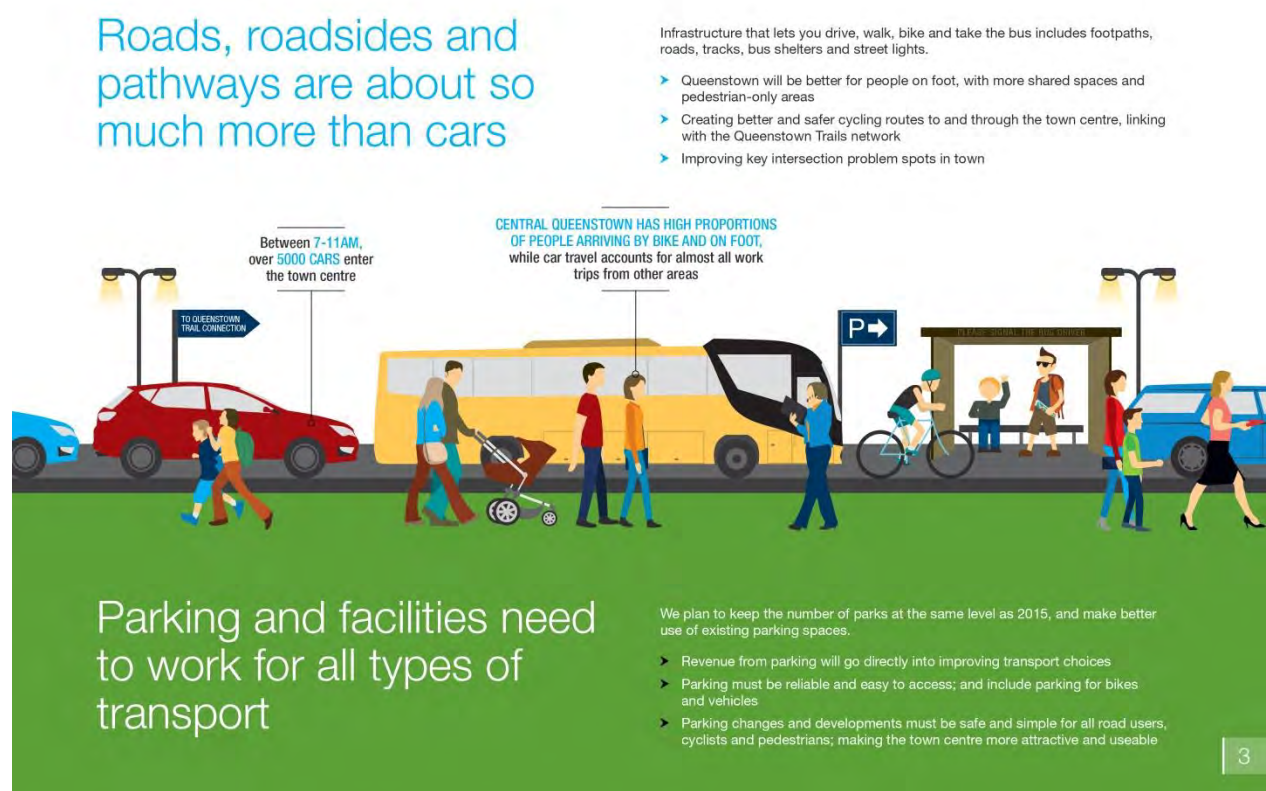


Figure 7: A recent example of the type of visual imagery QLDC provides to help the community understand a proposal.

10 Communication

It is critically important to communicate the process, potential options and any proposed changes across a wide variety of media to keep the community up to date and to seek their involvement in what is being planned. QLDC has an extensive toolbox of communications channels to reach a range of target audiences. The Communications and Engagement Plan will identify those that are most appropriate for each phase of this project, and how each will be employed.

11 Conclusion

Analysis of previous strategic documents, has shown that these were often undertaken as discrete projects, in isolation to each other such that a single view was not apparent for the community, investors and decision makers. While the work in these documents provides a solid foundation to progress, individually they do not tell the full investment story.

A new approach is needed to deliver a suite of integrated projects that not only have a compelling investment story but will deliver a better town centre for the community and its visitors. This will story will be told through a well-evidenced and robust business case approach, and a public-facing spatial masterplan. The masterplan and associated projects are required to be ready for the external funding timeframe requirements and QLDC Long Term Plan in October 2017.

The success of the initiative as outlined in the report will be about creating the following strong building blocks of:

- Programme governance.
- Programme integration.
- Developing great internal and external teams.
- Community engagement.
- Stakeholder engagement.
- Innovative communications and multi-media tools.

12 Recommendations

It is recommended QLDC endorse the 'new approach', which includes the following arrangements:

1. Establishing a place based masterplan with an implementation plan including a suite of project business cases.
2. Establishing the Queenstown Town Centre Advisory Group as a sounding board for the Sponsor, Programme Control Group and Senior Management Team.
3. The involvement of partners, stakeholders and the community at key points throughout the development of the masterplan lifecycle.

Appendix 1 – Proposed Terms of Reference

Proposed Terms of Reference for the Queenstown Town Centre Advisory Group (the Advisory Group).

Background

1. The appointment of the Advisory Group is to provide a review mechanism to guide the delivery of the masterplan programme.

Objective

2. The objective of the Advisory Group is to provide assurance to the Programme Control Group, Senior Leadership Team, Queenstown Lakes District Council (QLDC) and Queenstown Transport Governance Group that the outputs from the masterplan and its associated projects will meet the partners, stakeholders, customers and any other requirements.

Scope

3. The geographical scope focusses on the area between One Mile Roundabout in the south, Ben Lomond in the west, Wakatipu High School boundary in the north and an eastern boundary from the end of the Frankton Track to the Queenstown Hill Recreation Reserve. This will ensure that the advice provides the following:
 - Takes a wider contextual approach to the town centre.
 - Provides guidance around town centre issues of connectivity, prioritisation, dependencies and constraints.
 - Ensures that partner/stakeholder views are considered throughout each review.
4. Focussing the technical scope of the Advisory Group on all public developments at masterplan and individual project level will:
 - Enable QLDC to receive advice on decisions to integrate significant land use development, transport improvements, community facilities, public realm/amenity and business impact considerations.
 - Ensure that council-proposed public investment is reviewed to ensure that there is an 'acid test' on whether it achieves the desired outcomes.
 - Provide a sense check on whether planning and design fits the Queenstown context.
5. The Advisory Group is among more general tasks specifically charged with providing the Programme Sponsor, the Programme Control Group and the Senior Management Team with an independent review and recommendations to support the adoptions of the following:
 - Town Centre Masterplan
 - Town Centre Spatial Framework
 - Revised Inner Links Business Case
 - Parking Indicative Business Case
 - Public Transport Facilities Indicative Business Case
 - One QLDC Office Indicative Business Case.

Structure

6. The Advisory Group will sit within the masterplan programme. It will advise directly to the Programme Sponsor and Programme Control Group with recommendations.
7. Membership of the Advisory Group will be appointed based on competence and experience in governance, commercial/tourism, design and community outcomes relevant to Queenstown. Members must be able to provide competent advice.

Advisory Group Membership

8. Advisory Group membership positions will be sourced from local and national applicants.
9. There will be a between 4-6 Advisory Group membership positions.
10. The Advisory Group chair is appointed by Advisory Group membership.
11. Advisory Group members will provide QLDC with a sounding board for a diverse range of views, have a mindset of what is best for Queenstown and provide objective and impartial advice.
12. The Programme Control Group and Senior Management Team will evaluate applicants based on the following considerations:

- Knowledge of the Queenstown community and how it works.
 - Experience in commercial/tourism activity.
 - Experience of working effectively in advisory and review capacities and the role of good governance.
 - Passion for the community and enhancing the vibrancy of the town centre.
13. The recommendations of the evaluation will go to QLDC for final appointment of the Advisory Group.
 14. Advisory Group members are appointed for an initial term of one year, with the option to extend the term upon annual review of the performance and terms of reference. Membership beyond one year will be reviewed annually.

Attendance at the Advisory Group

15. Ideally, between four and six Advisory Group members will attend meetings. A minimum of three members is required for quorum.
16. Advisory Group meetings will also include attendance by QLDC staff and invited guests presenting on projects.
17. Elected Members may attend Advisory Group meetings to hear presentations and observe, but will not otherwise be involved in Advisory Group recommendations.

Process

18. The Advisory Group will meet at QLDC offices at regularly scheduled times. QLDC will provide a meeting schedule and notice of meetings as soon as practically possible to members of the Advisory Group.
19. It is envisioned that monthly meetings will be scheduled for the first eight months to ensure regular and meaningful feedback is incorporated into the design and business cases processes.
20. The Chairperson is responsible for running the meeting and composing and getting agreement for the recommendations.
21. QLDC staff will set the agenda for all meetings.
22. Where the Advisory Group has independently identified other issues for discussion and consideration, it will address these professionally and in collaboration with relevant staff at QLDC.
23. In advance of each meeting, the Advisory Group will be provided with sufficient information on each agenda item, to enable robust consideration and recommendations.
24. Projects, initiatives and processes will be discussed with the Advisory Group where input can be most helpful.
25. Sufficient time will be allocated for the Advisory Group to provide a formal review process and deliberation on recommendations.
26. All advice and interpretations are informed by the collective view from the diverse range of expertise within the Advisory Group.
27. All significant Advisory Group advice and recommendations will be formalised by meeting notes or minutes or, where a recommendation is made on major matters, by a report. These minutes/reports are confirmed by all members present at the meeting.
28. Advisory Group minutes/reports will be forwarded to the QLDC staff, who will coordinate and register required actions into a master schedule against the relevant project assumptions.
29. Members shall keep confidential all information provided to them as part of their role on the Advisory Group. There may be opportunities to discuss certain aspects of proposals with partners or stakeholder groups at discrete times. This will be clarified at the end of the meeting. If there is a request to update a stakeholder organisation, this needs to be forwarded to the Programme Sponsor, QLDC's General Manager Property & Infrastructure (currently Peter Hansby), for consideration.

Managing potential conflicts of interest

30. Any member of the Advisory Group may be delegated by QLDC to undertake specific tasks as part of their Advisory Group responsibilities. QLDC and the Advisory Group member(s) involved in any specific tasks outside the normal jurisdiction of Advisory Group, will ensure that there is total transparency in all matters and that the delivery of independent advice from the Advisory Group is not compromised.
31. QLDC must provide prior approval for any Advisory Group member(s) proposing to undertake independent project work within QLDC area of control.
32. Members must perform their functions in good faith, honestly and impartially, and avoid situations that might compromise their integrity or otherwise lead to conflicts of interest. Proper observation of these principles will protect the Advisory Group and its members and will ensure it retains public confidence.
33. Members are required to declare any actual or perceived interests to the Advisory Group. The Group will then determine whether the interest represents a conflict, and if so, what action will be taken.

34. The Chairperson will ask members to declare any actual or perceived interests at the start of each meeting.

Costs and Remuneration

35. \$5,000 per annum will be allocated to each member of the Advisory Group to cover administration, costs of time, and meeting attendance including travel, parking, accommodation, catering, printing, etc.