

Attachment B

WĀNAKA MASTER PLAN

PROGRAMME BUSINESS CASE

PREPARED FOR QUEENSTOWN LAKES DISTRICT COUNCIL

July 2019



WĀNAKA TOWN CENTRE MASTER PLAN

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REVISION SCHEDULE

REVISION	DATE	DESCRIPTION

QUALITY STATEMENT

PROJECT MANAGER	PROJECT TECHNICAL LEAD
Andrew Maughan	TBC
PREPARED BY	
Kylie Huard	23/08/2019
CHECKED BY	
Sarah Connolly	23/08/2019
REVIEWED BY	
Sarah Connolly	23/08/2019
APPROVED FOR ISSUE BY	
Andrew Maughan	23/08/2019

QUEENSTOWN

134a Gorge Rd, Queenstown 9300
 PO Box 13-052, Armagh, Christchurch 8141
 TEL +64 3 450 0890, FAX +64 3 450 0891

Executive Summary

Context

Wānaka is undergoing rapid change. More people are living and working in Wānaka than ever before, and it is increasingly popular with domestic and international visitors. Increasing growth is beginning to lead to undesirable outcomes that detract from the experience of visiting Wānaka, such as: traffic congestion, increased parking demand caused by reliance on private vehicles for key journeys, and limited route options. The community has a strong desire to enhance the place function of the town centre; Ardmore Street forms the heart of the public realm but also is used as a through route, eroding the amenity of the town centre.

Evidence from the Strategic Case 2018 confirmed that there is a case for change and revealed that the most significant issue in Wānaka is accessibility, which has also been confirmed by Community feedback. The main destinations are not well connected to residential areas, and this is true for all modes. There are limited route choices which is leading to lower levels of service on those routes and increased severance. There are conflicts in the town centre that create a high personal safety risk. Two new centres are emerging at Three Parks and Northlake, of a different format and character to the Wānaka town centre. The location and land use within these centres has been primarily developer led, and transport and land use planning are not comprehensively integrated across the wider network. These new centres will be destinations for all residents; they will require enhanced connectivity with Wānaka's residential areas to improve access.

In addition, a decision on the future of Wānaka Airport is expected in the near future, with operation of scheduled commercial flights being considered. The operation of commercial flights out of Wānaka will change land use and travel demands around the airport and on the SH6/SH84 corridor.

To guide future planning and investment for Wānaka, an integrated transport Programme Business Case (PBC) and Master Plan has been developed. The Master Plan focuses on transport and public realm

improvements within Wānaka town centre, while the PBC focuses on transport needs within the wider Wānaka area, as well as changes to the transport network to support the desired outcomes of the Master Plan. Two separate documents have been developed, but the two processes have been collaborative and interdependent, each referring to the other as required.

Problems, Benefits and Opportunities

Key stakeholders including QLDC, NZ Transport Agency, ORC, Wānaka Community Board, Lake Wānaka Tourism and Active Travel Wānaka participated in a facilitated Investment Logic Mapping workshop in July 2018 and identified the key problems, benefits and opportunities as shown below. Investment objectives were then developed as part of this PBC and agreed with a wider group of stakeholders at a PBC workshop in November 2018.

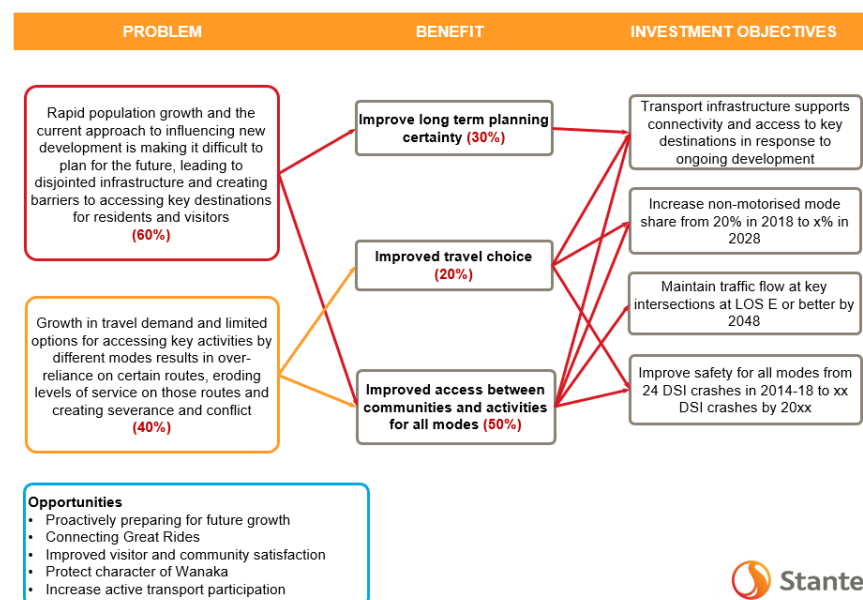


Figure 0-1: Investment Logic Map

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Option & Programme Development

A long list of interventions was developed with stakeholders at the PBC workshop in November 2018. Workshop participants were encouraged to identify various interventions that would contribute to addressing the key issues and future aspirations focusing on the following four key themes:

- Improved Travel Choice
- Improved Access
- Improve Long Term Planning Certainty
- Wānaka Town Centre Master Plan

Through the stakeholder workshop participants generated 115 discrete interventions. These interventions were assigned to seven potential programmes of work based on whether the intervention aligned with the programme theme. The seven programme themes were as follows:

1. Do Minimum
2. Baseline Investment
3. Efficient Movement
4. Visitor Access
5. Balanced Movement
6. Enable Growth
7. Do Maximum

Assessment of these seven programmes was undertaken using a multi-criteria analysis (MCA) to identify a shortlist of three potential investment programmes that would contribute the most to the desired project outcomes. The shortlisted programmes were: Baseline, Efficient Movement and Balanced Movement.

The three shortlisted programmes were presented at an interactive stakeholders' workshop in April 2019 attended by 45 representatives from 13 organisations, community groups and the local community. Participants worked in groups to agree on their preferences for each feature of the Master Plan and wider transport network. Other than some minor differences in the preferred locations of new parking, and the extent of the wider cycle network, there was near consensus on the remaining key features enabling a single preferred programme to be developed. The preferred programme is a modified version of the Balanced Movement programme (modified to align with the feedback

from stakeholders at the workshop). This programme of work aims to better manage travel demand to relieve network pressure and improve safety of vulnerable road users, with an emphasis on modal shift.

Preferred Option Summary

The preferred option provides a proactive plan for the future that allows for anticipated growth in travel demand as population and visitor numbers in Wānaka continue to grow. The Master Plan provides a slow speed, high quality urban realm with a focus on pedestrians in the town centre and adjacent to the lakefront, whilst ensuring parking and access is maintained. This will cause a reduction in through traffic in the town centre, with vehicles redirected to Brownston Street and to a new town centre bypass (the location and form of which needs to be explored in more detail with the Community in the next stages of this plan). Clear gateways will mark the entrance to the town centre and warn drivers of slower speeds and higher pedestrian activity. Intersection upgrades will be required at key locations to ensure traffic continues to flow smoothly and safely around the town centre. Riverbank Road will be upgraded to provide an outer bypass and enhanced access to the industrial area.

A number of intersection and corridor upgrades are included to address existing issues and provide for growth. As part of these improvements, roundabouts or traffic lights will be installed at many of the busiest intersections so that it is easier for pedestrians and cyclists to cross the road as well as ensuring traffic is directed to streets that are designed to accommodate the desired function. This will be supported by effective wayfinding so that visitors can easily get to where they need to go and quickly find suitable parking. A replacement of the Albert Town Bridge (from one to two lanes) is included in the long term, given the growing traffic volumes, which is supported by the NZ Transport Agency.

A parking management strategy followed by the implementation of short term parking interventions are proposed for the short to medium term to address some of the issues that were identified during the community engagement. This will include considering campervan and boat trailer access and parking, as well as ensuring sufficient parking is provided close to the town centre and lakefront for those who need it the most.

Walking and cycling are already popular in Wānaka, and the recommended option includes providing a high-quality cycle network, cycle parking and electric bike charging points to support further uptake

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of cycling for commuters, students and visitors. Routes will be provided from new developments to key destinations so that cycling or walking continues to be a real choice, even when traffic volumes increase as a result of growth. A number of pedestrian improvements are included that address specific issues which arose during community engagement.

The preferred option also includes the introduction of a public transport service in Wānaka to provide independent access for young people and the ageing population and to enable the changes to the town centre arising from the Master Plan. A trial of an innovative public transport solution is proposed in the medium term, however in the long term it is anticipated that buses will service the local urban area as well as providing connections to outlying settlements. Provision has been made for an on-street bus hub on Dungarvon Street in the Master Plan, which will provide a central location close to where people want to go, and will support public bus services as well as coach pick up/drop offs.

Maps highlighting the main interventions of the preferred option for the town centre and wider transport network are shown below.



Figure 0-2: Preferred option - Wānaka Town Centre

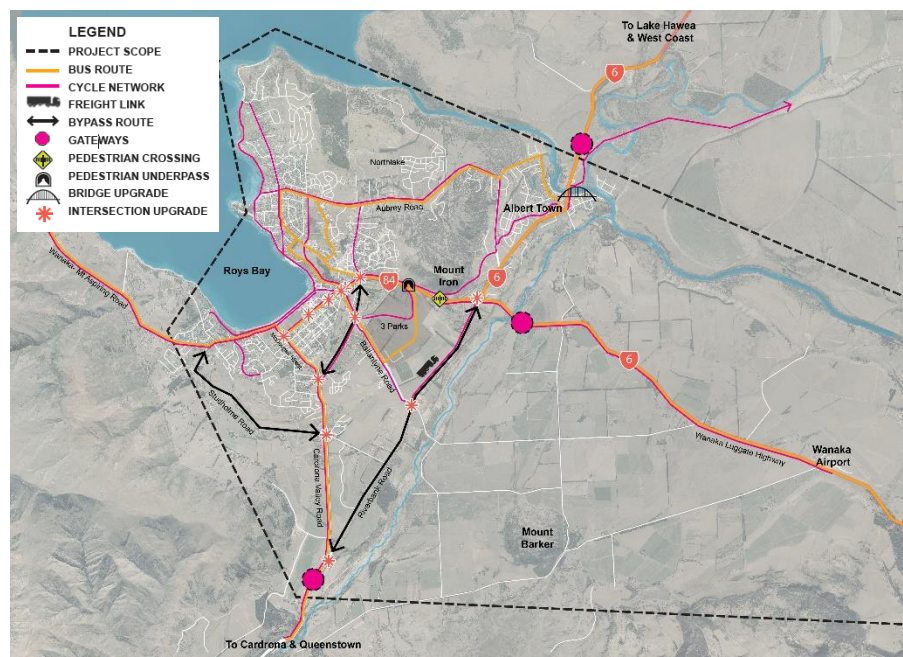


Figure 0-3: Preferred Option - Wider Wānaka

The Preferred Option makes the following contribution to the Investment Objectives:

Investment Objectives	Contribution of Preferred Option
Transport infrastructure supports connectivity and access to key destinations in response to ongoing	<p>Many of the projects that are part of the scope are aimed at enhancing connectivity and access. It is expected that those that will make the greatest contribution to this investment objective are:</p> <ul style="list-style-type: none"> Wānaka Parking Management Strategy will better manage demand and retain suitable parking options for those who need it the most in the town centre and

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development for residents and visitors	<p>lakefront, whilst longer stay and commuter parking is relocated to the periphery of the town centre. Implementation of parking management tools such as restrictions, pricing and parking schemes will optimise parking supply, and contribute to mode shift outcomes;</p> <ul style="list-style-type: none"> Modelling outputs show that by 2048, trips in the peak and interpeak hours grow from 11,600 to 29,200, an increase of 152%. New road links and intersection upgrades are proposed to address existing issues and provide for growth, with roundabouts or traffic lights introduced at the busiest intersections to manage flows and provide for safe crossing points. The proposed interventions have been modelled and will improve the efficiency of the network compared to the Do Minimum (baseline) investment (from seven intersections operating at LOS E/F compared to three with the master plan option): Multi-modal access to destinations will be achieved through enhanced walking and cycling networks and the introduction of public transport and a central bus hub. Investment in other modes will reduce or delay the need to invest in capacity improvements in the road network to accommodate traffic growth.
Increase non-motorised mode share from 20% to x% by 20xx	<p>Investment in improvements to pedestrian networks and a high-quality cycle network along with end of trip facilities and electric bike charging points is expected to make the greatest contribution to this investment objective. The completion of the primary cycle network is proposed for this PBC, which when complete will provide a 20km network of safe, separated routes connecting key destinations. Based on school travel plan data, this is expected to contribute to an additional 312 school students using active modes to travel to school.</p> <p>The Parking Management Strategy and introduction of public transport can contribute to achieving this outcome through incentivising use of active and public transport. Investment in walking, cycling and public transport will also provide social, environmental and health benefits, as well as reducing the need to invest to increase road capacity improvements.</p>

Maintain traffic flow at key intersections at LOS E or better by 2048	Supporting use of active modes and public transport and implementation of parking management tools will reduce vehicle travel demand, however this may not be enough to offset overall growth in traffic. It is expected that the intersection upgrades will make the primary contribution to this investment objective. Modelling outputs of the baseline (do minimum) results in seven intersections functioning at LOS E or F by 2048. With the implementation of the master plan interventions, just three intersections will be operating at LOS E or F by 2048.
Improve safety for all modes from 24 DSI crashes in 2013-18 to xx DSI crashes by 20xx	<p>Safety will be considerably improved in the town centre due to the introduction of slower traffic speeds and the partial closure of Ardmore Street that will reduce through traffic and enhance the place function of the town centre. Evaluation of the likely DSI reduction will be undertaken in the next stage, however NZTA's Pedestrian Planning and Design Guide (2009) estimates that the implementation of physical aids across the network will contribute to pedestrian crash reductions, with kerb extensions contributing to a 36% crash reduction, and zebra crossings on a platform contributing to an 80% pedestrian crash reduction.</p> <p>An assessment of the 24 DSI crashes that occurred between 2014-18 found that investment in the transport and master plan interventions would have been likely to prevent eight of these crashes; a 33% crash reduction.</p> <p>Gateways and wayfinding will raise drivers' awareness of the environment and of higher levels of pedestrian and cycling activity. Targeted safety improvements are also included such as the SH6/Riverbank intersection and widening of Riverbank Road. Intersection upgrades to traffic lights/roundabouts will also help to improve safety for all modes, as will the planned walking and cycling improvements.</p>

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Assessment Profile of Preferred Option

Results Alignment

An assessment using NZ Transport Agency's Investment Assessment Framework (2018-21) was undertaken on the basis that Wānaka meets the High Growth urban area criteria. Given the broad scope of the PBC, assessment against three activity classes has been provided;

- Public Transport, rapid transit and transitional rail improvements
- Walking and cycling improvement
- Regional, local road and state highway improvements

Overall, the results alignment across the three activity classes most likely to support investment in this programme of works is HIGH.

Financial Case

Cost- benefit appraisal

The total capital expenditure (capex) costs for the core elements of the preferred option is approximately \$88.7 million in current dollar terms (excluding Albert Town Bridge Upgrade). Given the uncertainty of the programme at this early stage, Council is seeking NZ Transport Agency endorsement for the projects proposed in the short and medium term (2019-21 NLTP and 2021-24 NLTP), with an estimated cost of \$17.6 million in total. Of this, \$2.25M is expected to be funded solely by QLDC to develop and deliver a parking management strategy.

NZ Transport Agency is being asked to note, rather than endorse, the long-term programme elements of the Programme Business Case. This reflects the uncertainty around growth and land use changes. Council will review of this Programme Business Case during the 2021-24 NLTP period and seek endorsement of the updated programme of works at that stage. The updated PBC will be informed by new evidence, additional modelling, a new district-wide Spatial Plan and Network Operating Plan and incorporate outcomes of key land use decisions such as proposed changes to Wānaka airport.

A high-level assessment of the benefits and costs of the preferred programme provides a cost benefit range of between 0.63 and 1.95. This has been estimated using typical BCR ranges for similar type projects. Further, more detailed, economic assessment is required in the

next stage of work, in particular to determine which interventions offer the greatest benefits for least cost.

Indicative Project Delivery and Timing

The sequencing of interventions has been an important factor to enable subsequent projects to be delivered and achieve the desired outcomes, without significant impact on the network function.

Funding

QLDC has committed \$510,000 in 2019/20 towards funding the next stage of the business case planning process (Detailed Business Case). A further \$3M is available to deliver Wānaka's low cost low risk (LCLR) projects, which has been allocated to deliver parts of the primary cycle network. Beyond this, there are no other specific funding allocations set aside by Council to invest in core improvements. However, the purpose of this PBC was to identify the scope and scale of investment required to address agreed problems and better plan for the future. Through the Annual Plan budget process in 2020, Council will consult on the Master Plan and PBC and seek the community's feedback on allocating additional rates funding to support its implementation. Council will also seek external funding opportunities through other government agencies such as MBIE.

Community Engagement

Pedestrianising parts of Wānaka's town centre has featured in numerous past strategies; trialling a road closure and activating the road space also enabled the project team to test how the transport network would respond and gauge the community's interest and support for the changes. This trial was supported by the project team presenting ideas that had been generated in stakeholder workshops directly to the Community in a tent within the activated area. As part of this engagement, feedback was sought and received from over 1,100 people from the community via an online survey that sought opinions on the core elements of the ideas presented to the Community including:

- Implementation of a cycle network
- Implementation of a public transport network
- Wānaka bypass options
- Development of Wānaka's 'gateways'

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- Landscaping of town centre streets
- Extent of Ardmore Street closure
- Changes to the form and function of Pembroke Park
- Changes to the function and use of key town centre streets
- Development of a Civic Heart, and potential locations
- Development of Civic Gardens, and potential locations
- Changes to parking in town centre
- Location of town centre markets
- Location of additional play spaces

Feedback was presented to a wide stakeholder group in April 2019, and the preferred option developed at that workshop was presented back to the Community in June 2019.

Feedback from the June 2019 Community Engagement has informed development of the next steps in developing the Town Centre and wider Wānaka transport plans.

Next Steps

Council will consider the Master Plan and PBC later this year. It is expected that funding will be incorporated in QLDC's 2020/21 Annual Plan consultation. The scope of the recommended future planning and delivery works (and likely funding partners) are as follows:

Short Term (2019-21)

- Parking Management Strategy (QLDC)
- Network Optimisation and Mode Share SSBC (QLDC/NZTA)
- Low Cost Low Risk Projects (QLDC/NZTA), which includes funding for the primary cycle network

Medium Term (2021-24)

- Implement Parking Management Strategy (QLDC)
- Network Optimisation and Mode Share priority projects – stage 1 (QLDC/NZTA)
- SH6/SH84 Riverbank Intersection upgrade
- Low Cost Low Risk Projects, including public transport trial (QLDC/NZTA/ORC)
- Review of PBC

Longer Term (2024+)

- Network Optimisation and Mode Share priority projects – stage 2 (QLDC/NZTA)
- Town Centre Master Plan SSBC (QLDC/NZTA)
- Albert Town Bridge SSBC (NZTA)
- Public Transport SSBC and Implementation (ORC/NZTA/QLDC)

Conclusion

Wānaka is at a crossroads and is growing rapidly. A decision on the Wānaka Airport is imminent, approvals for new subdivisions across the wider area continue, and the retail function within Three Parks will commence in 2019.

The Wānaka Town Centre Master Plan and PBC provide a potential vision and framework for the town centre and wider Wānaka through this time of change. While it incorporates ideas and feedback from stakeholders and the Community, more investigation work and engagement with the Community is needed, if it is to be developed further.

Queenstown Lakes District Council

Wānaka Town Centre Master Plan and PBC

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Part A – The case for the project

1. Introduction

Wānaka is a town on New Zealand's South Island within the Queenstown Lakes District. It is located at the southern end of Lake Wānaka with views of snow-capped mountains. It is the gateway to the Southern Alps' Mount Aspiring National Park; a wilderness of glaciers, beech forests and alpine lakes.

The town is undergoing rapid change. More people are living and working in Wānaka than ever before, and it is increasingly popular with domestic and international visitors. A period of unprecedented growth across the district has led to pressures on existing infrastructure including parking, delays at many intersections and conflicts between the place and movement function within the town centre. Increasing growth has also led to undesirable outcomes that detract from the experience of visiting Wānaka, such as traffic congestion and delays, especially during events such as Warbirds Over Wānaka, Wānaka A&P Show and Challenge Wānaka. This is caused by reliance on private vehicles for key journeys, limited route choices, and exacerbated by growth in the urban area as well as in outlying settlements including Luggate, Cardrona, Hāwea, Albert Town and Glendhu Bay, for which Wānaka provides essential goods and services. Growth in these centres has been moderate but residents and visitors in these areas rely on Wānaka as a service centre.

Currently, Wānaka's goods and services are primarily located in the town centre around Ardmore and Brownston Streets. These roads are used as through routes, but also form the heart of the public realm, in conjunction with the waterfront. The through route and place functions often conflict, leading to safety concerns and delays on these routes. The through route function also reduces the attractiveness of the centre, which is currently vehicle-dominated.

In the last few years, two new centres are emerging, of a different format and character to the Wānaka town centre. The location and land use within these centres has been primarily developer-led, and transport and land use planning are not comprehensively integrated. These new centres, located within the Three Parks and Northlake developments will be significant destinations for residents, providing new commercial offerings and community facilities for residents and visitors. A new aquatic centre opened within Three Parks in 2017, and a new primary school will open in 2020. These new destinations will create travel demand and require enhanced connectivity with surrounding residential areas to provide safe and convenient access for all modes.

Finally, a decision on the future of Wānaka Airport is expected by the end of 2019, with the introduction of scheduled commercial flights being considered. Depending on the scale and timing of such a change, the introduction of commercial flights may result in significant change to land use around the airport and along the SH84 corridor as tourist sector services look to establish. This will increase travel demand along the corridor from both visitors and commuters working at the airport and in new businesses.

1.1 Business case process to date

In 2015 the Council worked with stakeholders to develop a draft Strategic Case for transport in Wānaka. A draft PBC was completed in 2016. The 2016 PBC evaluated five programmes for walking and cycling, and four for parking, against the agreed benefits of investment. A preferred programme was developed which encompassed road network upgrades and planning, walking and cycling improvements, and parking changes.

In April 2016 the Transport Agency formally confirmed it did not support the Wānaka Transport Strategic Case. The evidence presented was insufficient to support a medium or high strategic fit (as defined by the Investment Assessment Framework at the time). The Transport Agency

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confirmed the assessment profile was Strategic Fit – Low and the project was put on hold.

In March 2017 the Council reviewed the evidence supporting the Wānaka Transport Strategic Case, in collaboration with the Transport Agency. It was agreed that the parties would continue to keep a watching brief in light of the rate of population growth in the centre. The evidence was reviewed again in 2018, and a Point of Entry document was prepared proposing that an updated Strategic Case be lodged to reflect key changes, to proceed to a PBC. In July 2018 the Point of Entry document was approved by the Transport Agency, supporting the Strategic Case.

To provide certainty for residents and businesses, an integrated transport PBC and Master Plan has been developed to guide future planning and investment for Wānaka. The Master Plan focuses on transport and public realm improvements within Wānaka town centre, while the PBC focuses on transport needs within the wider Wānaka area, as well as changes to the transport network to support the desired outcomes of the Master Plan. Two separate documents have been developed, but the two processes have been collaborative and interdependent, and each references the other as required.

1.2 Project Scope

The study area for the Master Plan focuses on the town centre, while the PBC (PBC) study area extends to the surrounding urban area and includes the airport in the east (refer to Figure 1-1). The PBC encompasses the key arterial routes serving Wānaka and providing access to and from major tourist areas such as Mount Aspiring National Park and ski-fields, the West Coast, Queenstown and Cromwell. These routes also provide for local trips by residents of the surrounding smaller centres of Albert Town, Luggate, Hawea, Cardrona and Glendhu Bay, which rely on Wānaka for goods and services.

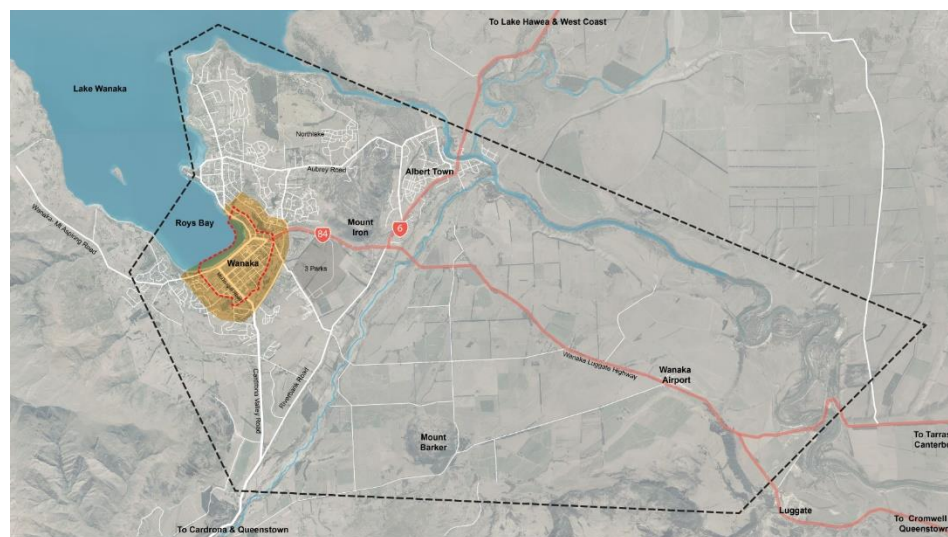


Figure 1-1: Wānaka PBC study area

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2. Strategic Case Review

The Strategic Case was completed recently (August 2018) and approved by the NZ Transport Agency. This section presents the problems and benefits from the Strategic Case and provides updated evidence for the problems where this is available. For more details on the evidence to support the agreed problems and benefits, and the strategic alignment with relevant organisations' objectives, please refer to the Wānaka Strategic Case (2018) in attached appendix. An overview of the case for change identified in the Strategic Case is summarised below.

2.1 Case for Change

Evidence from the Strategic Case showed that the most significant issue in Wānaka is accessibility. The main destinations are not well connected to residential areas, and this is true for all modes. There are limited route choices which is leading to eroding levels of service on those routes and increased severance. There are conflicts in the town centre reflected by a high personal risk. Two new centres are emerging at Three Parks and Northlake, of a different format and character to the Wānaka town centre. The location and land use within these centres have been primarily developer-led, and transport and land use planning are not comprehensively integrated across the wider network. These new centres will be destinations for all residents. They require enhanced connectivity with Wānaka's residential areas to improve access.

Going forward, the aim is to create an accessible and well-connected town centre and wider urban area, with a choice of modes, where growth can be accommodated and does not erode levels of service on key routes or discourage active travel. The evidence supported immediate progression to develop a town centre masterplan and Programme Business Case for the wider urban area, particularly given the need to integrate with the Council's Spatial Plan.

This approach aligns with the GPS focus on creating liveable and accessible centres, by providing increased access to economic and social opportunities throughout Wānaka. The project is included in the

Regional Land Transport Plan and the Council's Long-Term Plan 2018-28.

2.2 Defining the problem

During the Strategic Case process, key stakeholders participated in a facilitated Investment Logic Mapping workshop in July 2018 to identify the key problems, opportunities and benefits in relation to transport in Wānaka. Participants identified and agreed on the problems, opportunities and benefits as shown in Table 2-1.

Table 2-1: Problems, Opportunities and Benefits

Heading	Heading
Problem 1	Rapid population and visitor growth and the current approach to influencing new development is making it difficult to plan for the future, leading to disjointed infrastructure and creating barriers to accessing key destinations for residents and visitors (60%)
Problem 2	Growth in travel demand and limited options for accessing key activities by different modes results in over reliance on certain routes, eroding level of service on those routes, and creating severance and conflict (40%)
Opportunities	Preparing for future growth
	Connecting Great Rides
	Improved visitor and community satisfaction
	Protect character of Wānaka
Benefits	Increase active transport participation
	Improve access
	Improve long term planning certainty
	Improve travel choice

Detailed evidence to support each of the problem statements is presented in the Strategic Case 2018. New evidence to support the Case for Change is presented below.

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2.3 Updated Evidence Base

Since the Strategic Case was completed, new evidence and data has become available. This includes updated growth projections, updated traffic model outputs, additional traffic data, and the development of a Network Operating Framework (NOF). A summary of these is provided below.

2.3.1 Growth Projections

In June 2017, QLDC adopted growth projections that were developed to guide Council on strategic planning and policy decisions. However, over the last three years the Queenstown Lakes District has experienced unprecedented growth of new residents, building consents and visitors to the area (refer to Figure 2-2).

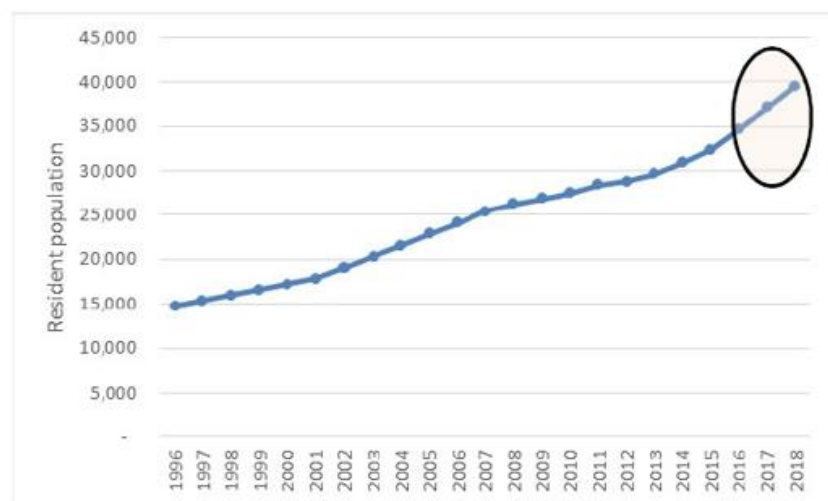


Figure 2-1: Growth of resident population in Queenstown Lakes District

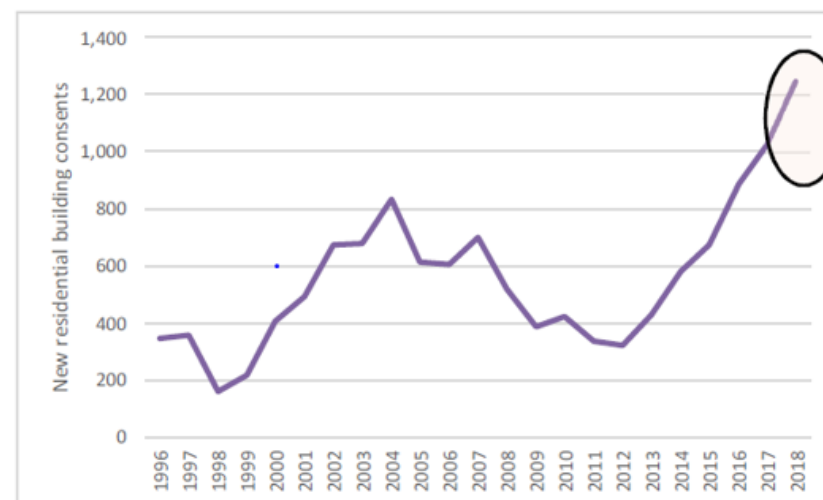


Figure 2-2: Growth of resident population and new building consents in Queenstown Lakes District

With this continued growth, as well as changes to the Statistics New Zealand geographic classifications and the National Policy Statement on Urban Development Capacity, QLDC reviewed the district's growth projections in 2018. Figure 2-3 provides the historic and projected population for the Wānaka Ward¹ between 1996 and 2048 that highlights the rapid growth that has been evident in Wānaka over the last five years, as well as ongoing anticipated growth.

¹ Wānaka Ward is wider than the urban area of Wānaka. It includes settlements in the wider Upper Clutha area such as Luggate and Hāwea.

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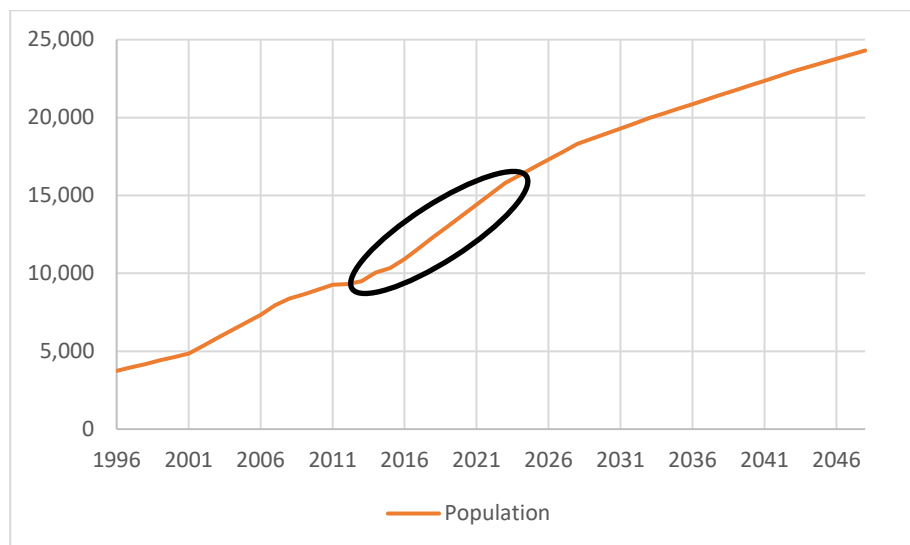


Figure 2-3: Historic and projected residential population for the Wānaka ward between 1996 and 2048 (Source: Utility 2018 Growth Projections Review data).

Based on this information, this new data strengthens the case of Problem 1, demonstrating rapid population growth in Wānaka, and indirectly influences Problem 2, given that increasing population will result in increased travel demand.

2.3.2 Travel demand

2.3.2.1 Traffic counts

Updated traffic data for the state highway network in Wānaka has become available, with new traffic counts for 2018. The new data confirms that the growth seen on the network over the past few years continues to be sustained.

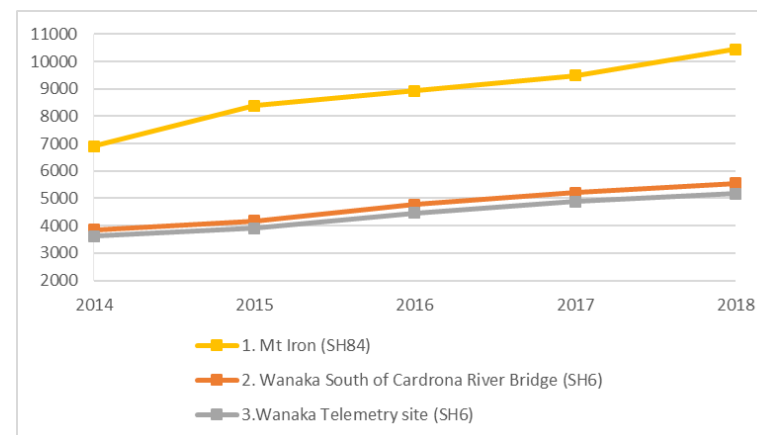


Figure 2-4: Wānaka average daily traffic volumes (Source: NZ Transport Agency 2018)

2.3.2.2 Cycle counts

A cycle counter was installed on the Lakeside Drive shared path to measure the number of cyclists using the facility over the 2018/19 summer season. Between December and January there were an average of 435 cyclists using the path each day, with a peak of 659 cyclists each day in the first week of January. Note that several manual counts were taken to measure the split of cyclists using the shared path versus those cycling on the road. The manual counts showed that around one third of cyclists do not ride on the shared path indicating that the average number of cyclists using the corridor is closer to 600 per day.

2.3.3 Safety

The Council undertook speed and traffic counts on a selection of local roads in Wānaka in August 2018. The data shown in Figure 2-5 provides the 85th percentile speed² of vehicles on six local roads in Wānaka, all of which have a posted speed limit of 50km/h. The data demonstrates that for every road measured, 85% of vehicles are travelling at or below

² The speed at or below which 85 percent of all vehicles are observed to travel

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60km/hr, with two streets logging 85th percentile speed limits in excess of 60km/h.

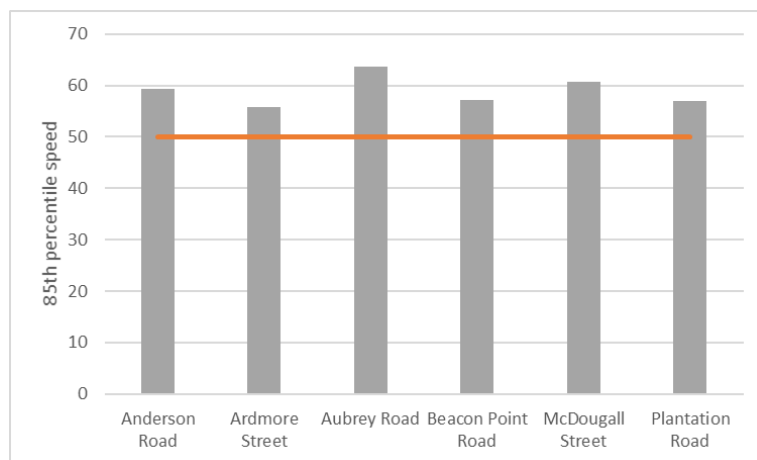


Figure 2-5: 85th percentile speed data for a selection of local roads in Wānaka

High speed environments contribute to real and perceived safety issues and can result in increased severance and conflict, which provides further evidence in support of problem statement 2.

2.3.4 Traffic modelling

Outputs from the 2015 Tracks traffic model were presented in the Strategic Case. These outputs identified some minor level of service deficiencies, with forecasts for 2045 (PM peak) showing the network operating at Level of Service (LoS) E at the Anderson Road roundabout, Ardmore/ Helwick Street intersection, and part of Dunmore Street. However, this traffic model was based on historical trends and did not reflect the rapid growth that has occurred over the past three years, nor

³ LoS sourced from the US Transportation Board Highway Capacity Manual (HCM) where at priority intersections:

- LoS C is 15 – 25 seconds on worst approach,
- LoS D is 25 – 35 seconds on worst approach,
- LoS E is 35 – 50 seconds on worst approach, and
- LoS F is 50 seconds or greater on worst approach.

the anticipated growth that will be generated from land use changes such as the Northlake and Three Parks subdivisions.

2.3.5 Updated Model Outputs

The base model was updated in 2018 that incorporates the new population projections and future land use forecasts. The outputs from this model paint a very different picture compared to those presented in the Strategic Case 2018.

The 2018 model outputs shows the worst time of day being the PM peak, when there are currently only minor travel time delays along the main SH84 corridor (refer to Figure 13-3), which functions at LoS C³. Parts of Helwick and Dunmore Streets also face some delays in the PM peak, operating at LoS D and E respectively. Note the AM and PM peak represents an average of summer traffic flows (November through April) between 8-9am and 5-6pm respectively, and therefore does not depict the absolute peak periods experienced over the Christmas break.

With no major changes to the network, the SH84 corridor between Anderson Road and Brownston Street deteriorates to LoS E in 2028 during the PM peak (refer to Figure 2-7). The intersections at SH84/Macpherson Street and SH84/Ballantyne Road also drop to LoS E, while the eastern end of Dunmore Street deteriorates to LoS F. LoS F is defined as a “*zone of forced flow, where the amount of traffic approaching a point exceeds that which can pass it resulting in queuing and delays.*” At a roundabout, LoS F equates to delays exceeding 80 seconds, while a stop/give way intersection will have a delay of more than 50 seconds.

By 2048, it is estimated that trips in the peak and interpeak hours grow by 17,600, from 11,600 (2016) to 29,200. With continued growth and no investment in the network, travel times will be slower (refer to Figure 2-8). In the PM peak in 2048, seven intersections are operating at LoS E

LoS for roundabouts and signals are as follows:

- LoS C is 20 – 35 seconds weighted average across all approaches,
- LoS D is 35 – 55 seconds weighted average across all approaches,
- LoS E is 55 – 80 seconds weighted average across all approaches, and
- LoS F is 80 seconds or greater weighted average across all approaches.

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or F. Some corridors have deteriorated to LoS E, and the SH84 corridor between Ballantyne and Anderson Roads is operating at LoS F. There are also corridors and intersections in the town centre that are operating at LoS E and F in the AM peak in 2048.

These updated model outputs highlight that Wānaka's transport network will become congested during peak times as a result of population growth and changes in land use. Improvements to optimise the network or manage demand will be needed to address these issues.

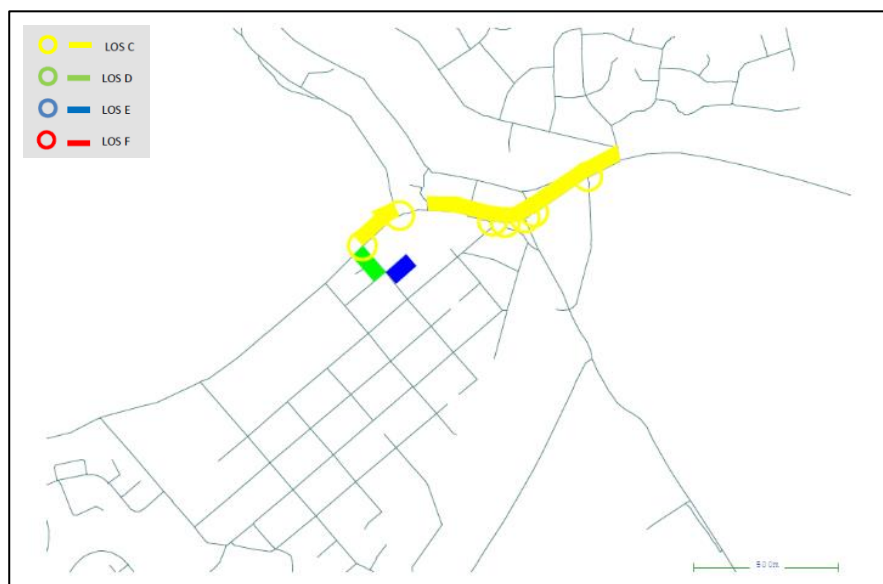


Figure 2-6: 2016 Do Minimum transport model output (PM peak)

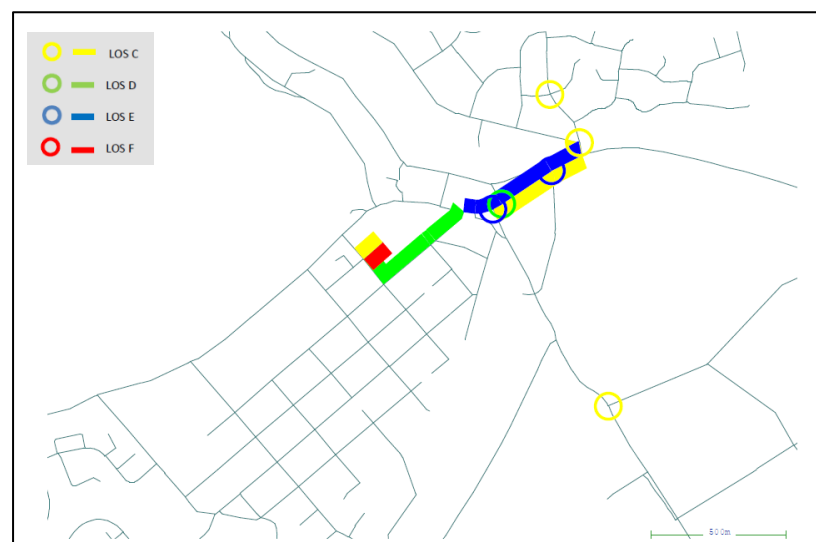


Figure 2-7: 2028 Do Minimum transport model output (PM peak)

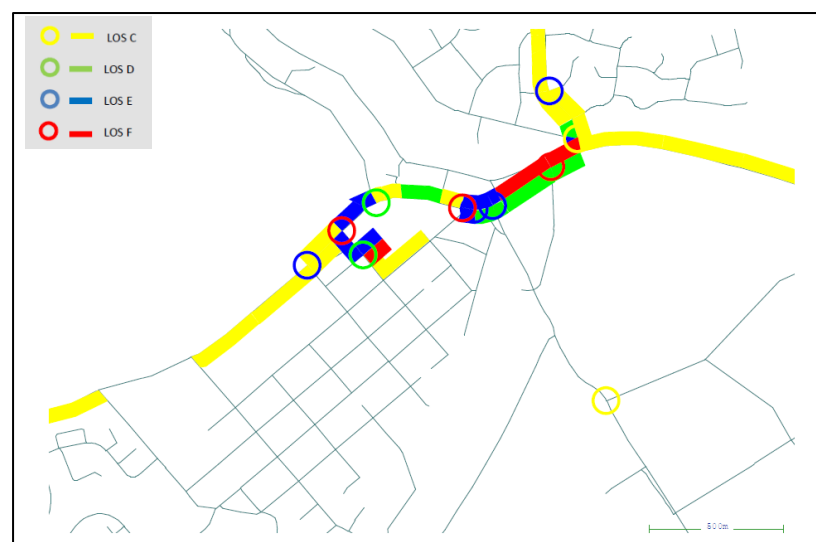


Figure 2-8: 2048 Do Minimum transport model output (PM peak)

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2.4 Strategic Context

2.4.1 Wānaka Network Operating Framework

Following the completion of the Strategic Case, Council developed the first stage of a Network Operating Framework (NOF) for Wānaka. The purpose of a NOF is to identify network priorities for each mode and determine how to manage potential conflicts where multiple demands exist on the network. A NOF aims to balance the needs of all road users by allocating limited road space that aligns with long term strategic goals, such as achieving mode shift.

The Wānaka NOF applies to the wider Wānaka area. The NOF includes strategic network maps for each mode, as well as a number of key locations where there are modal priority conflicts (refer to Figure 2-9 below). The NOF reflects the workshop participants' preferences on how these conflicts could be managed but does not specifically provide solutions. While the NOF identifies a number of new routes for the network including new routes through Three Parks, and a new route connecting Three Parks to Cardrona Valley Road, it does not identify changes to the layout of the existing network e.g. changes to intersections. A key outcome of the PBC is to inform the development of a Network Operating Plan (NOP), which is an agreed programme of works that aim to address the issues and conflicts identified within the NOF. It is likely there will be significant overlap between the NOP and the SSBC as both are focussed on addressing issues on the network.

The delivery of the key outcomes from the NOP will be integrated in to the forward planning of the proposed PBC interventions. The NOP requirements have not been scoped in detail as the opportunity has only recently arisen, following the requirement for a district-wide Spatial Plan, but the process is expected to commence in December 2019.



Figure 2-9: Modal conflict areas (Source: Wānaka Network Operating Framework)

2.5 Summary

The new evidence and data strengthen the case for investment, emphasising the scale of growth in Wānaka and the future negative impacts this will have on the transport network particularly in terms of travel delays, safety concerns and severance. The new information also fills a number of the evidence gaps that were highlighted in the Strategic Case. Other gaps such as intersection capacity constraints will be addressed once there is a better understanding of the potential interventions that may contribute to the agreed problems and benefits.

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3. Partners and Key Stakeholders

The partners and key stakeholders for this project, and their responsibilities and focus, is shown in Table 3-1.

Table 3-1: Partners and Key Stakeholders

Partner or Key Stakeholder	Responsibilities and Focus
Queenstown Lakes District Council (QLDC) – Councillors and staff	Lead organisation responsible for developing this Strategic Case, in partnership with NZ Transport Agency and Otago Regional Council. Responsible for strategic transport planning, managing/operating the local transport network, land use planning, recreation and placemaking.
NZ Transport Agency - Investment and Finance, and System Design and Delivery	Responsible for managing/operating the state highway network. Regulates access to, and use of, the land transport system. Invests in the land transport system.
Otago Regional Council	Responsible for environment management, land management, public transport planning and funding, and Regional Land Transport Plan.
Wānaka Community Board	Elected representatives for the Wānaka community.
Wānaka Community Reference Group	Wānaka Community Reference Group includes the members of the Wānaka Community Board plus some invited members representing specialist areas. The group provides a review mechanism to guide the delivery of the Wānaka Town Centre Master Plan and Integrated Transport PBC (this document) to ensure outputs meet stakeholder and community requirements.
Lake Wānaka Tourism	Regional Tourism Organisation with over 430 member organisations. Local tourism advocacy and promotion of Wānaka as a destination.
Active Transport Wānaka	Local walking and cycling advocacy group.

There are many other organisations that have an interest in this project. Existing organisations as well as new groups that formed as a result of this project were involved in various stages of the development of the PBC and Master Plan. These groups and organisations included:

- Ignite Wānaka Chamber of Commerce
- Queenstown Airport Corporation – operates Wānaka airport
- Department of Conservation
- Heritage NZ
- Local Residents' Associations
- Ngai Tahu
- NZ Police and Emergency Services
- Upper Clutha Trails Trust
- Upper Clutha Transport Taskforce
- Link Upper Clutha
- Grey Power
- Automobile Association
- Wānaka Town Centre Business Group
- Wānaka Business Landowners Group
- Helwick Business Group

4. Issues, Constraints and Uncertainties

4.1 Issues and Constraints

The key issues and constraints that could influence the scope of the project outcomes were discussed at a stakeholder workshop and by the project team. A summary of issues raised is provided in Table 4-1.

Table 4-1: Issues and Constraints

Category	Issues and Constraints
Environmental	<ul style="list-style-type: none"> • The town centre and Pembroke Park are prone to flooding.
Property	<ul style="list-style-type: none"> • QLDC's land ownership is limited within the town centre, however the Council and the Crown owns large parcels of land surrounding the town, including Pembroke Park, Wānaka Showgrounds, Lismore Park and Wānaka Golf Course. These parcels form part of Wānaka's town belt and are currently zoned for recreation. Any proposed development or substantial changes to the function of these land parcels is unlikely to be challenging and not align with relevant management plans and Acts.

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Category	Issues and Constraints
	<ul style="list-style-type: none"> Low density residential development makes investment in new transport modes less viable as distances are further. Higher density residential areas are currently limited to locations adjacent to the town centre.
Economic	<ul style="list-style-type: none"> Poor housing affordability and limited employment opportunities make it difficult to attract and retain key workers The development of a new commercial centre at Three Parks will have economic impacts on the town centre as residents will have more choice about where to shop.
Resource Management	<ul style="list-style-type: none"> Constrained height restrictions limit opportunities to increase density within the town centre and medium and high-density zones. The current Development Contribution Policy is such that new development contributes investment to infrastructure within the attributed subdivision but does not contribute to indirect and wider impacts of continued growth on the rest of the transport network.
Maintenance	<ul style="list-style-type: none"> Improvements such as the provision of new networks or safety enhancements are likely to require increased maintenance funding in the future.
Safety	<ul style="list-style-type: none"> Increasing visitor numbers results in higher traffic volumes, and increased numbers of pedestrians, increasing the road safety risk as a result of higher exposure
Stakeholders and Public	<ul style="list-style-type: none"> The community has experienced years of intermittent engagement and consultation, and some residents may be wary that this process will not result in any progress, improvements or changes. The PBC, Master Planning process and activation trial may establish community expectations that improvements will occur, and/or create resistance to change. Differing stakeholder expectations and priorities will need to be managed, including approval and acceptable changes to the State Highway network.

4.2 Uncertainty Log

An uncertainty is an event or change in conditions that may result in a different future state from that originally anticipated or assumed. This can impact on the need for an investment and/or require a change in the response to a problem. These assumptions add a level of uncertainty to the assessment and the likelihood of an event occurring and are classified as follows:

- Near certain – The outcome will happen or there is a high probability that it will happen.
- More than likely – The outcome is likely to happen but there is some uncertainty.
- Reasonably foreseeable – The outcome may happen, but there is significant uncertainty.
- Hypothetical – There is considerable uncertainty whether the outcome will ever happen.

Uncertainties for Wānaka relevant to this PBC are identified in Table 4-2.

Table 4-2: Uncertainty Log

Factor	Time	Uncertainty	Impact on Option	Comments
Future demand (visitors, population & traffic volume)	Ongoing	Near certain	High	Future demand may be higher or lower than forecast. Future traffic and population scenarios have been recently modelled by QLDC to inform this PBC to determine the range of potential impacts.
Cars continue to dominate the transport network	Long term future	Hypothetical	High	Disruptive technology (such as mobility as a service initiatives and autonomous vehicles), political responses to issues such as climate change and fluctuations in oil prices

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Factor	Time	Uncertainty	Impact on Option	Comments
				may result in a different future state.
Natural events	Ongoing	Reasonably foreseeable	Medium	An unexpected natural event may temporarily restrict access to Wānaka. NZ Transport Agency's State Highway Resilience Tool identifies what corridors may be impacted following a high impact/low probability event (e.g. earthquake, tsunami). The greatest risks are to SH6 north of Wānaka where a 1/100-year storm or 1/1000-year return earthquake will result in road closures with no alternative route, and some outages may be in place for more than six months. This would have substantial impacts on the economy of the town, as many businesses are reliant on tourist income.
Economic benefits	Ongoing	More than likely	High	The expected economic benefits to the community derived from the investment are uncertain. They have not been quantified or used to determine the cost benefit assessment.
Community wellbeing	Ongoing	Reasonably foreseeable	Medium	The impact of the investment on community wellbeing is uncertain. Wellbeing may increase or decrease depending on the provision of facilities, visitor

Factor	Time	Uncertainty	Impact on Option	Comments
				behaviour and downstream impacts.
Airport expansion	Near future	Reasonably foreseeable	Very High	Introduction of scheduled commercial flights is being considered for Wānaka Airport. This could trigger rapid development around the airport and along the SH84 corridor for tourism sector services. These new land use activities will attract trips through increased customer numbers as well as through workers commuting both to new commercial operations and to the airport. For future planning purposes, the Council's assumption is that the airport will accommodate scheduled commercial flights within 5-10 years.

5. Investment Objectives and Indicators

The Strategic Case 2018 clearly articulated the problems and benefits of investment. From this, four investment objectives have been developed that will be used to assess the performance of the potential programmes of work. These are shown in the Investment Logic Map (ILM) in Figure 5-1. The Investment Objectives form a key aspect of the multi-criteria assessment and allow investors to understand what the benefits they will be buying.

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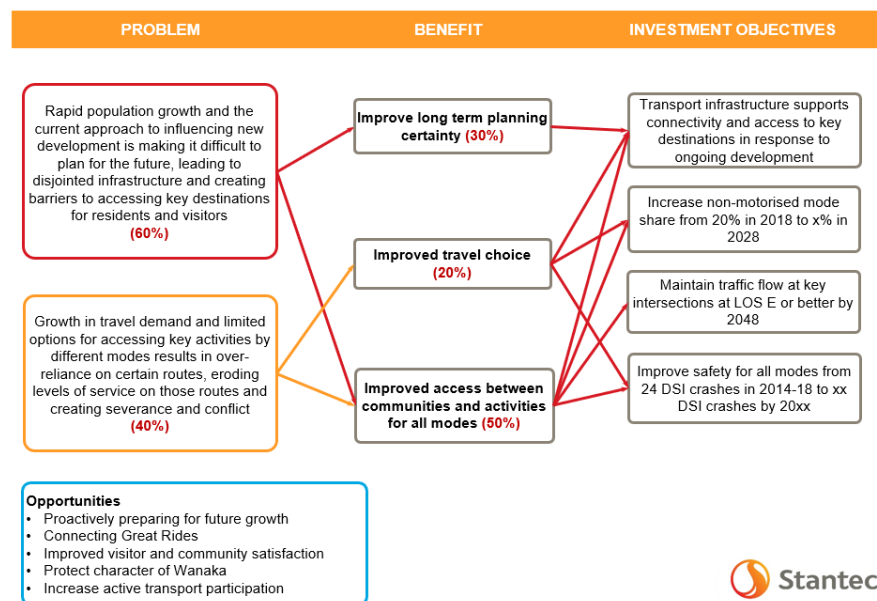


Figure 5-1: Investment Logic Map

The key performance indicators and investment targets related to each investment objective are defined in Table 5-1. Most of the target KPIs are undefined at this early stage (marked with an x), and some measures may need to be reviewed in the next phase of work. For example travel time reliability could be used instead of average travel time, because growth is likely to result in increases in travel time. A monitoring plan to further develop the indicators and measure progress at regular intervals will be developed during the next business case phase.

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Table 5-1: Project Investment objectives and Key Performance Indicators (KPI's)

PROBLEM	INVESTMENT OBJECTIVE	MEASURE	BASELINE	TARGET
<p>Rapid population growth and the current approach to influencing new development is making it difficult to plan for the future, leading to disjointed infrastructure and creating barriers to accessing key destinations for residents and visitors (60%)</p>	Transport infrastructure supports connectivity and access to key destinations in response to ongoing development	Peak parking occupancy in the town centre	71% in 2018	<80% for xx days per year
		Average travel time between key destinations in the PM peak	Puzzling World to the Town Centre (SH84) 4 mins in 2018 Mt Aspiring College to 3 Parks Recreation centre Car = 6 mins Cycle= 12 mins	Puzzling World to the Town Centre (SH84) Car = x min Cycle= x mins Mt Aspiring College to 3 Parks Recreation centre Car = x mins Cycle= x mins
	Increase non-motorised mode share from 20% in 2018 to x% in 2028	Mode share for sustainable transport modes	20% walking and cycling journeys to work* 30% walking and cycling journeys to school# 0% journeys by public transport	xx walking and cycling journeys to work* by 20xx xx walking and cycling journeys to school# by 20xx xx% journeys by public transport by 20xx
	Maintain traffic flow key intersections at LOS E or better by 2048	Spatial coverage of sustainable transport networks	2km of sealed, separated primary cycle network in 2018 0% of households within 400m of bus stop in 2018	20.9^ km of sealed, separated primary cycle network in 2018 xx% of households within 400m of bus stop in 20xx
<p>Growth in travel demand and limited options for accessing key activities by different modes results in over-reliance on certain routes, eroding levels of service on those routes and creating severance and conflict (40%)</p>		Measure of delays	7 intersections operating at LOS E of F by 2048 (Tracks model data)	3 intersections operating at LOS E of F by 2048 (Tracks model data)
	Improve safety for all modes from 24 DSI crashes in 2014-18 to xx DSI crashes by 20xx	Deaths and serious injuries (DSI)	24 deaths and serious injuries between 2014-18	xx deaths and serious injuries between 20xx
		Length of road with high personal risk	4.5 kilometres in 2018	xx kilometres in 20xx

* 2013 census data

2017 school survey

^ based on completion of primary cycle network

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6. Stakeholder and Community Engagement

Extensive collaboration and engagement with stakeholders and the community has been an integral part of this project. Throughout the course of developing the PBC, ongoing engagement has occurred with key stakeholders, as well as regular meetings with the Community Reference Group (including the Wānaka Community Board).

Two stakeholder engagement workshops were held in November 2018 and April 2019 and participants included QLDC's project partners NZ Transport Agency and Otago Regional Council, Wānaka Community Reference Group (see below), as well as Queenstown Airport Corporation, Wānaka Chamber of Commerce, Ministry of Education, Lake Wānaka Tourism Board and Active Transport Wānaka.

In addition to these workshops, four 'check in' meetings were held with the Wānaka Community Reference Group (CRG). The CRG is composed of Wānaka Community Board members as well as six appointed members who have a strong local interest in Wānaka's future and bring a diverse range of skills and expertise to the table. The purpose of the CRG was to test ideas and provide ongoing feedback throughout the Master Plan and transport PBC process and provide support in the development and delivery of the community engagement activities. These workshops occurred in December 2018, February 2019, and two in May 2019.

The community were engaged twice:

- during an Activation Trial in March 2019, when over 1 100 responses were received; and
- a summary of progress on the PBC and Master Plan was provided during June 2019, and 1297 responses were received.

More details of the community engagement activities are described in Sections 9 and 15.3, with a summary of the activation trial results in 1.1.1.1 Appendix B.

Part B – Developing the Programme

To initiate this process, two workshops were held with stakeholders on the 15th and 16th November 2018. The purpose of the first workshop (Wānaka Vision workshop) was to review the key themes and ideas generated during the early public engagement in September 2018, confirm the project objectives, understand Wānaka's sense of place and establish a vision for Wānaka town centre. The second workshop (Master Plan and Integrated Transport PBC) focused on developing the long list of potential interventions for both the Master Plan and PBC.

7. Wānaka Town Centre Master Plan

7.1 Project Objectives

An early public engagement campaign was coordinated by the Council in September 2018 to understand what the community cherished, as well as what changes or challenges the community faced and would like to see addressed. A summary of the key themes generated during the engagement campaign are as follows (number in brackets indicates ranking given by stakeholders at later workshop):

- Reconnect the town centre and the lake front (2)
- People focussed town centre (4)
- A connected town centre (6)
- An activated and vibrant town centre (3)
- Convenient and practical parking (5)
- Express local culture and identity (6)
- Protect character and environment (1)

These seven key themes have been adopted as project objectives and were used to generate discussion with stakeholders at the Wānaka Vision workshop. At the workshop, participants provided feedback on the key themes and some of the community insights so the project team could understand what aspects of the town centre were highly valued by

the community, and gauge elements that were flexible or where change was desired.

This discussion was constructive and provided clarity for both the stakeholders and the project team about the potential trade-offs that may be required in order to achieve the desired outcomes for Wānaka. For example, introducing pedestrianised areas in the town centre was supported, but this can take different forms, and have different impacts on the transport network. Potential changes to Pembroke Park were also explored to understand how this space functions, as well as the location of a future market space.

The project objectives were ranked by participants to identify stakeholder priorities with 'Protect character and environment' considered the most important project objective. These rankings enabled the project team to develop design responses, resulting in five 'Big Moves'. Each of the 'Big Moves' consist of potential initiatives that were used to develop the draft Master Plan. The 'Big Moves' are:

- Bring the lakeside into the town centre
- Authentic Wānaka
- Connect Wānaka
- Create a strong Civic Heart
- A people and community focused town centre

These project objectives were later used to assess the long list for the town centre Master Plan to ensure the interventions aligned with the themes.

7.2 Vision

A key outcome of the Wānaka Vision workshop was to agree on a future vision for Wānaka town centre. Workshop participants were invited to identify key words that characterised Wānaka's identity. The key words generated through this process are shown in the word cloud below.

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Figure 7-1: Key words that characterised the vision for Wānaka

Using this input, a vision statement was developed for Wānaka town centre. This vision was presented to and endorsed by the Community Reference Group (CRG) in December 2018. The vision for Wānaka's town centre is as follows:

“An authentic Wānaka town centre that embraces its lakeside identity and character. The streets and open spaces provide the stage for a thriving and welcoming town centre that are environmentally responsive and reflect the natural qualities of the inspirational landscape that surround Wānaka.”

8. Generation of Interventions

8.1 Intervention Long List

The development of the long list of interventions for both the Master Plan and PBC was undertaken by a wide range of stakeholders and community representatives at the Master Plan and Integrated Transport PBC workshop on 16th November 2018.

Workshop participants were encouraged to identify various interventions that could contribute to addressing the key issues and future aspirations. Given the scope and scale of the project, this process was split up by key themes that enabled participants to focus on one issue at a time and to ensure all issues were covered. The interventions were later grouped by sub-themes to enable the feedback to be collated and improve the assessment process. The key themes and sub-themes are shown in Table 8-1 below.

Table 8-1: Key themes and sub-themes that were used to develop and group interventions

Key Theme	Sub-Theme
Improved Travel Choice	Cycle network Cycle facilities Pedestrian network Public transport network Other transport initiatives
Improved Access	Intersection improvements New links Corridor upgrades Freight and HV access Parking
Improve Long Term Planning Certainty	Planning Integrated transport and land use Development Revenue models Governance
Wānaka Master Plan	Movement and place making on waterfront Identity Place making through streets, parks, plazas and civic spaces Pedestrian access and cycleways Civic Heart Street network and gateways Reallocation of car parking

Workshop participants generated 115 discrete interventions; the full list of these is provided in Appendix A.

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Many of the fine-grained interventions that related to the PBC have been captured within broader interventions for the purposes of assessment. For example, most of the individual cycle route interventions have been captured in the primary and secondary cycle networks as defined in Wānaka's Network Operating Framework (NOF). Additional routes not captured in the NOF (e.g. Mt Aspiring Road and Riverbank Road) were included as standalone interventions. It should be recognised that the routes contained within the NOF are not 'set in stone' and will continue to evolve as transport and land use form and function change. In relation to the cycle network example, it is expected that this PBC will deliver the case for investment in the cycling network. Details of the primary and secondary cycle network (location and facility type) will be explored in the next phase of work.

9. Community Engagement: Activation Trial

An enhanced community engagement event was held over four days in mid-March 2019. The key purpose of the activation trial event was to test some of the transformational interventions that had repeatedly been requested by the community and observe how the community and the transport network responded to these changes to the town centre. Feedback on the activation trial and some of the proposed options was sought from local residents and visitors.

9.1 Activation Trial

Pedestrianisation of parts of Wānaka's town centre has featured in numerous existing and past strategies and is regularly raised during consultation with the community. As part of this project, a temporary road closure was trialled in the town centre to test how the transport network would respond and gauge the community's interest and support for the changes. From 15-18th March 2019, part of Ardmore Street and Helwick Street was closed to traffic (refer to Figure 9-1 and Community Response). These spaces were activated with interactive spaces, games and events to demonstrate alternative uses and functions for the space.



Figure 9-1: Traffic management to enable the Wānaka Activation trial

9.2 Community Response

The partial closure of Ardmore and Helwick Streets stimulated a high level of discussion within the community and initiated a lively debate about the future of the town and how it could respond to growth. Online survey responses were completed by 1,120 people. Key highlights from the survey data is provided below.

- 88% of responses were received from Wānaka residents, with a further 6% from occasional residents (e.g. owners of holiday houses)
- 55% of responses were from people aged 45+ (compared to a median age of 41.1 years (2013 census))
- 82% supported a public bus network for Wānaka, with 75% support for an extended network that included the outer settlements

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- 90% support for a safe cycle network
- 72% support for some form of closure of Ardmore Street, however 20% did not want Ardmore Street closed
- 96% support for a Wānaka bypass
- 48% support for paid parking close to the town centre
- 71% support for relocating parking away from the lakefront
- 60% support for connecting Pembroke Park to the lakefront
- 49% support for Wānaka Gardens to be located at Pembroke Park
- 75% support for the development of new play spaces
- 62% support for the expansion of the existing Civic Heart location (near Dunmore Street)

9.3 Transport network response

Transport data was collected during a four-week period in March 2019 (either side of the Activation Trial period) and highlighted the impacts of key events and how the transport network responded. The partial closure of Ardmore Street during the activation event had a substantial effect on other parts of the network, resulting in increased traffic and travel times on Brownston Street, higher numbers of vehicles on Golf Course Road and more motorists undertaking U-turns on Lakeside Road. The closure of Ardmore Street resulted in more cycling journeys on all three paths that were measured compared to the baseline weekend, and longer pedestrian dwell times in the town centre.

This data was used to inform key elements of the preferred option for presentation to the Community.

10. Programme Development

One of the key outcomes of this PBC is to provide an overarching high-level summary of the programme of work that is needed to proactively plan for the future, address the identified problems and achieve the desired outcomes for the wider Wānaka area. Conversely, the Master Plan focuses on a discrete subset area, and requires fine grained interventions in order to realise the vision for Wānaka's town centre.

In order to manage this inconsistency, it was agreed that the Master Plan would define the transport interventions within the town centre. An area of influence surrounding the town centre would then need to respond to these changes and would be adapted once a preferred Master Plan was agreed (refer to Figure 10-1). As such the development of programmes for the PBC initially focused on the wider Wānaka area. Interventions within the 'area of influence' and the Master Plan area were determined through the Master Planning process and added to the shortlisted PBC programmes later.

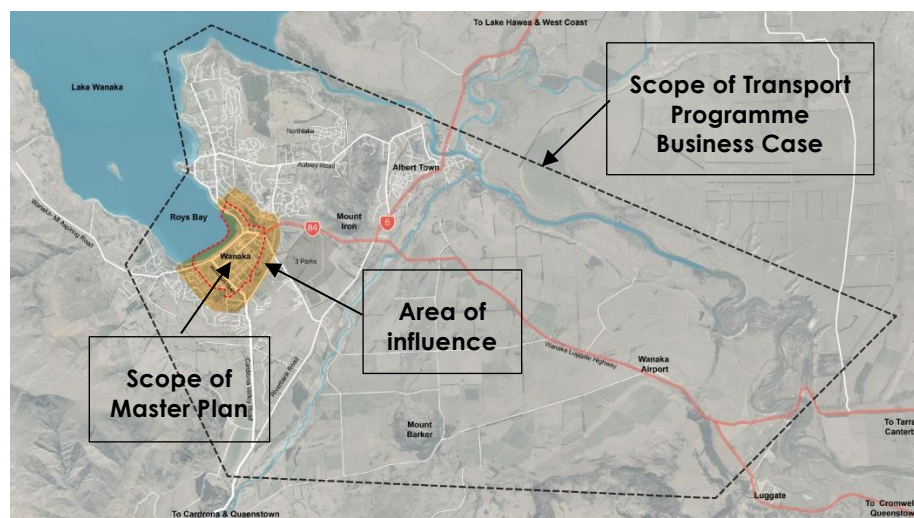


Figure 10-1: Map showing the geographic scope of the PBC and Master Plan, and the area of influence on the periphery of the town centre.

10.1 Business Case Programmes

Seven programmes consisting of various combinations of interventions to address existing and growing problems, opportunities and future aspirations were developed, assessed and then considered by stakeholders. These included a Do Minimum and Do Maximum, as well as a number of intermediate programmes of varying scope and scale. The focus of each programme is described below, with the composition of each of the seven programmes provided in Appendix C.

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10.1.1 Do Minimum

This programme includes already planned maintenance and minor upgrades as provided for in Council's Long-Term Plan e.g. upgrading Ballantyne Road; scheduled minor improvements and planned low cost low risk projects.

10.1.2 Baseline Investment

This programme was developed after the subsequent five core investment programmes were defined (excluding Do Minimum). The baseline investment programme captures all those interventions that are shared by these programmes. Essentially this programme forms the baseline of investment that is required to address the identified problems.

10.1.3 Efficient Movement

This programme aims to improve the efficiency of the existing network and adopts Wānaka's Network Operating Framework (NOF), and is informed by transport model outputs to define long term investment. The NOF identifies network priorities for each mode and determines where multiple demands and potential conflicts may exist on sections of the network. The NOF includes networks for transport infrastructure that does not yet exist in Wānaka; as such this programme invests in delivering a quality public transport service, primary and secondary walking and cycling networks and improvements to pedestrian infrastructure.

This programme proposes investment to better manage corridors or intersections where multiple modes compete for priority, as well as efficiency constraints as determined by the Queenstown District transport model.

10.1.4 Visitor Access

The focus of this programme is to enhance visitor journeys, with an emphasis on safety and amenity improvements, and improving access to parking and wayfinding. This programme includes elements of the transport network that supports visitor journeys such as the primary cycle network, ferry services, improved access to Wānaka airport.

10.1.5 Balanced Movement

The focus of this programme is on how to better manage travel demand to relieve network pressure and improve safety of vulnerable road users, with an emphasis on modal shift. Key elements of this programme include the implementation of a public transport network for Wānaka, primary and secondary cycling networks, and parking management pricing and restrictions to manage demand. This programme includes interventions to improve the place function of the town centre, as well as minor investment in increasing the capacity of the road network as a trade-off to improving pedestrian access within the town centre.

10.1.6 Enable growth

This programme focuses on increasing network capacity to address existing constraints such as new corridors links, intersection upgrades and new parking facilities, as well as investments to support access for all modes.

10.1.7 Do Maximum

This programme encompasses the widest range of initiatives that will increase corridor and network capacity for all modes.

11. Exclusions

11.1 Excluded Interventions

Nearly all of the interventions identified at the stakeholder workshop were captured and included in at least one of the programme options. However, there were a small number of interventions that have not been included in any of the options; a list of these and the rationale for the exclusion is provided in Table 11-1 below.

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Table 11-1: Excluded Interventions

Theme	Intervention	Rational
Public Transport network	Expand eligibility of school bus service	This is a central government decision and is out of the scope of this project.
Freight/HV access	Freight distribution hub at Cromwell	This is outside the area of scope and beyond the influence of QLDC.
Other transport initiatives	Bluetooth trigger to slow vehicles at gateways	If viable, this intervention can be encompassed within the speed management intervention, however there are likely to be implementation issues with this technology including compatibility, legality and operational issues (e.g. emergency service access).
Integrated transport & land use planning	Develop Airport Master Plan	This work is being undertaken by QAC. While it is out of scope for this project, QLDC advised that future investment should include the assumption that commercial use of the airport will occur within 5-10 years for the purposes of planning the transport network.
	Urban boundary contained within 'rivers'	This is captured in the 'Retain current urban growth boundaries' intervention, and essentially aligns with the current growth boundary within Operative District Plan
Governance	NZTA and QLDC long term 'alignment' project sequencing/co-ordinating investments	Governance is covered within the Management Case (refer to Section Error! Reference source not found.).

11.2 Broader Exclusions: Integration of Transport and Land Use Planning

The impacts of transport and land use are interdependent, with transport planning decisions affecting the development of land use, and land use conditions influencing transport activity. However, at the current time for QLDC the development of land use and transport strategies and plans are generally independent of one another and prepared separately. Plans and strategies may also be prepared at different times, influenced by changing government priorities, economic drivers and technology.

Spatial and structure plans focus on land use and do not fully consider the transport impacts arising from urban development on the fringes, located away from core services. Zoning, minimum lot sizes and parking requirements aim to protect areas from adverse effects of inappropriate development, but can hinder innovation, add costs and reduce the feasibility of developing networks to support other modes. By contrast, transport strategies focus on modes and movement, but pressures on networks may downgrade the place function of an area and contribute to severance and poor safety outcomes.

For Wānaka, there is recognition that rapid growth and existing planning mechanisms are making it difficult to plan for the future, resulting in negative outcomes for the town. This issue is specifically reflected in one of the key problem statements of this PBC; *“Rapid population and visitor growth and the current approach to influencing new development is making it difficult to plan for the future, leading to disjointed infrastructure and creating barriers to accessing key destinations for residents and visitors”*

As part of the initial stakeholder workshop, participants were encouraged to identify interventions that could contribute to addressing the agreed problems, focusing on four key themes; Improved Travel Choice, Improved Access, Improved Long Term Planning Certainty and Wānaka Master Plan (refer to Table 8-1). Tangible interventions that were considered for the “Improve Long Term Planning Certainty” theme included the following:

- Preserve / designate future transport corridors (e.g. cycleways, bus)
- Development aligns and enables long term vision for Wānaka

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- Opportunities for integrated investment e.g. alignment with utility upgrades/construction
- Retain/extend urban growth boundaries
- Enable increased density within urban boundary
- Higher density development around transport hubs
- Retain local experience & services
- Visitor accommodation precincts

A number of other suggestions were identified that could contribute to enhancing transport and land use integration, however these require changes to current business, funding or governance practices and are likely to be more challenging to implement. Some examples of these potential interventions included the following:

- New/alternative funding streams e.g. expanded scope of developer contributions
- Developer education
- Developers to demonstrate wider benefits as part of application & consent
- Clear and accelerated planning processes
- Adaptive and proactive planning to manage development
- Lead infrastructure investment (not just addressing current problems)
- Enable value capture from value uplift from changing land use

QLDC has already demonstrated that changes to business practices can occur and recently a bed tax was approved for the district. However, given that these issues are not unique to the Queenstown Lakes District, QLDC may seek to advocate for improvements through a wider platform such as Local Government New Zealand, and work collaboratively with other Councils to explore potential opportunities and initiatives. Collaboration and representation from other Councils will add more value to advocacy efforts and is likely to be more effective in bringing about change.

11.2.1 Influencing Future Planning

While a key outcome of a PBC is to identify the investment required to best respond to the agreed problems, it also provides direction on the

less tangible changes that might be needed to improve the status quo. Council recognises the importance of integrated transport and land use planning and is adopting a different approach to ensure that future planning is more aligned. While the outputs of this PBC can influence and inform change, it is not a statutory document and is not able to direct change.

The District Plan is currently undergoing an elongated review, having been split into a number of stages. As significant elements have been only recently decided after the initiation of this PBC, opportunity to retrospectively influence them is not available. QLDC did begin a Future Development Strategy, however this has now been superseded by the Ministerial requirement for a Spatial Plan (Queenstown Lakes Spatial Plan) which is a multi-agency project led by the Department of Internal Affairs, and includes the following agencies and stakeholders:

- Ministry of Housing and Urban Development;
- QLDC;
- Otago Regional Council;
- Central Otago District Council;
- Ministry of Business, Innovation and Employment;
- Treasury;
- Ministry of Education;
- Iwi; and
- NZ Transport Agency.

This forward planning process allows consideration of the ten-year period, commensurate with the District Plan and includes matters such as the capacity for various types of development to be considered alongside infrastructure. It also provides an opportunity to consider the District's growth out to a 30-year planning horizon (2048), which aligns with the district-wide strategic transport models.

QLDC's transport planning team have fed into the relevant chapters in the latter stages of the District Plan Review, particularly the Transport Chapter, to further enable high level alignment with the GPS. Similarly, submissions have been made on the review of the QLDC Engineering Code Of Practice to promote the key GPS themes.

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11.2.2 Other opportunities to influence long term planning

It is recognised that QLDC is bound by central government statutory processes, legislation, and funding mechanisms, limiting Council's ability to introduce significant change and reform.

There are a number of opportunities that Council may want to explore as part of the development of Council's new Spatial Plan to improve transport and land use integration. Recent Government policies and strategies, including 2018 Government Policy Statement on Land Transport (GPS) recognise that some local Councils have resource and funding constraints, and seeks to assist regional New Zealand through funding support for regional economic development and tourism initiatives. Potential interventions and funding options (in addition to those identified by stakeholders on the previous page) include:

- Introduction of Infrastructure Funding Agreements (IFA) – Funding agreements between developers and Councils can be used to share the costs of implementing key infrastructure. IFAs are being used in Auckland to allow developers to expedite and synchronise the construction of new infrastructure or services in lieu of paying all or part of development contributions
- Introduction of special targeted rates – targeted rates are applied to a specific group or area of ratepayers who benefit from a specific service e.g. new water scheme, improvements to commercial area that benefit local businesses. Targeted rates recognise that these costs need to be shared but should not be a burden to those who do not benefit from the new service or improvement. For example, QLDC will be seeking the community's feedback on the introduction of a district bed tax in a referendum on 5 June 2019. The aim of the bed tax is to provide a mechanism for visitors to contribute to funding infrastructure and services. The tax is likely to consist of a targeted levy on short-term accommodation in the district.
- Opportunities to apply to the Provincial Growth Fund for studies, infrastructure or development. The \$3 billion fund was introduced in 2018 to support local authorities to respond to the impacts of tourism growth, and facilitate economic development, employment and growth in the regions.

- Other funding opportunities including Tourism Infrastructure Fund, Housing Infrastructure Fund, National Land Transport Funds, public private partnerships (PPPs), land value capture or betterment funding.

In addition, there may be an opportunity to expand developer contributions in the near future. A private members bill is currently being progressed through Parliament (Local Government [Community Well-being] Amendment Bill). If supported, the legislation will *"restore territorial authorities' power to collect development contributions for any public amenities needed as a consequence of development; and make minor modifications to the development contributions power."* This will expand the scope of contributions that Councils can seek from developers, including funding for community services and facilities such as parks, libraries, and water/wastewater infrastructure.

12. Programme Assessment

Overview of Process: A multi-criteria assessment (MCA) of the seven transport programmes was undertaken and three investment programmes were shortlisted. Following this, options for each of the Master Plan core elements (Civic Heart, Pembroke Park, closure of Ardmore Street, Gardens, parking) were iteratively added to each programme to provide three integrated programmes of work. These three programmes were presented at a stakeholder workshop on 4 April 2019, where in groups, participants further refined their preferred programme, resulting in a stakeholder preferred programme.

12.1 Multi-criteria assessment of long listed programmes

To assess the performance of each of the seven programmes in the long list, an MCA was undertaken. The MCA assessment used a seven-point score (-3 to 3), where the following scores were attributed:

3. Significant benefit or alignment
2. Moderate benefit

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1. Slight benefit
0. Neutral/ No impact
- 1. Slight disbenefit
- 2. Moderate disbenefit
- 3. Significant disbenefit or misalignment

The seven programmes were initially assessed against four investment objectives. Programmes that did not contribute positively to the investment objectives (i.e. achieved an overall negative score) were generally excluded at this point. For Wānaka, only the 'Do Minimum' achieved a negative score, however this programme is always carried forward for economic purposes, as it establishes the intended investment that was planned and is used to inform the preferred programme's 'value for money'. All programmes were then screened against six standard assessment criteria. These criteria were derived from the Transport Agency guidelines⁴ and considered relevant to this project.

Results from the MCA assessment are shown in Figure 12-1 below. Based on these scores, the Baseline Investment, Efficient Movement and Balanced Movement programmes are carried forward for further assessment, as well as the Do Minimum for economic assessment purposes only.

Programme	Investment objectives				Assessment criteria									
	Transport infrastructure supports connectivity and access to key destinations in response to ongoing development	Increase non-motorised mode share from 20% in 2018 to x% in 2028	Maintain traffic flow at key intersections at LOS E or better by 2048	Improve safety for all modes from 28 DSI crashes in 2013-18 to xx DSI crashes by 2021-26	Achieved threshold?	Technical difficulty	Consentability	Property impacts	Natural Environment	Stakeholder workshop outcomes	Strategic Alignment	Total	Total score	Shortlist/ Carry forward
Do Minimum	-2	-1	-3	1	-5	3	3	3	-1	-2	-1	5	0	Yes - for comparison
Baseline investment	2	1	1	1	5	0	2	-1	0	1	2	4	9	Yes
Visitor Access	3	2	2	2	9	-2	-2	-3	-3	1	1	-8	1	No
Efficient movement	2	3	2	2	9	-1	-2	-2	-2	2	3	-2	7	Yes
Enable Growth	3	2	1	3	9	-2	-3	-3	-2	0	1	-9	0	No
Balanced movement	3	3	2	3	11	-1	-2	-2	-2	3	3	-1	10	Yes
Do Maximum	3	2	2	3	10	-3	-3	-3	-3	0	1	##	-1	No

Figure 12-1: MCA scores for investment objectives and assessment criteria for each programme

A description of the rationale for scoring decisions against the investment objectives and assessment criteria is provided in Table 12-1. Programmes highlighted in green are those that were shortlisted and carried forward for further assessment.

⁴ MCA Guidance for NZ Transport Agency, 2018

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Table 12-1: Programme assessment rationale against investment objectives and assessment criteria

Programme	Assessment/ Rationale for Score	
	Investment Objectives	Assessment Criteria
Do Minimum	Did not score well against the investment objectives given that this programme provides minimum investment and does not respond to the identified problems. This programme received a -3 for the traffic flow investment objective as transport modelling outputs show numerous intersections functioning at LOS E by 2048. Mode share is unlikely to grow as traffic volumes continue to increase and ongoing development may exacerbate severance.	The Do Minimum programme scored well against the criteria related to implementation, as very little investment is proposed, and it aligns to the status quo. The programme scored a -2 against stakeholder outcomes, as it does not align with their vision for the community. However, this score also recognised that there may be some members of the community who do not seek substantial investment for upgrades as these may be unaffordable or may limit or downgrade vehicle access.
Baseline Investment	This programme scored positively against all the investment objectives as the programme encompasses the core list of interventions that are expected to achieve the desired project benefits	The baseline investment received a negative score for property impacts as a result of intersection and corridor upgrades/ realignments, the implementation of a cycle network and introduction of bus stops to support a public transport network. Construction may have negative environmental impacts; however, these are likely to be only short term. This programme aligns with stakeholder outcomes (although possibly not ambitious enough), as well as strategic policies and drivers.
Efficient Movement	This programme built on the baseline investment programme, with the addition	Negative scores were assigned to technical difficulty principally due to the construction of a new

Programme	Assessment/ Rationale for Score	
	Investment Objectives	Assessment Criteria
	of the secondary cycle network that will contribute to a higher active mode share. The introduction of a town centre bypass, an expanded public transport network to outlying settlements, increased parking supply enhances connectivity to key destinations.	bridge at Albert Town; and consentability and property impacts resulting from potential changes to the Golf Course and Pembroke Park. Positive scores were assigned to stakeholder outcomes and strategic alignment, as many of the interventions align with stakeholder and government outcomes there is a strong stakeholder demand for cycle infrastructure, which also aligns with local and central government objectives.
Visitor Access	The visitor access programme received similar scores to the baseline investment programme, however upgrades to enhance an outer ring road connection at Mt Barker Roads and additional parking in the town centre contributed to a higher score for transport connectivity and access to key destinations.	Connecting Mt Barker Road to Cardrona Valley Road requires a new connection and bridge crossing across private land and Cardrona River, resulting in negative scores for technical difficulty, property impacts and natural environment (construction impacts). The introduction of water transport to Albert Town may also lead to negative environmental outcomes on the ecology and amenity of Lake Wānaka and the Clutha River. While increased cycle provisions provided by this programme are desired by stakeholders, the score is offset by more parking supply within the town centre, which doesn't align with stakeholder outcomes
Balanced Movement	Enhanced cycle provisions, including investment in the secondary cycle network and	This programme scored similarly to the Efficient Movement programme. However higher

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Programme	Assessment/ Rationale for Score	
	Investment Objectives	Assessment Criteria
	other key links resulted in a higher score for increasing non-motorised mode share. Safety benefits are anticipated to be high as a result of investing in active mode infrastructure, pedestrian spaces and speed limit reductions.	scores were assigned to stakeholder outcomes and strategic alignment, as this programme aligns with the community's vision and key local and central government transport objectives.
Enable Growth	This programme strongly aligned to enhancing transport connectivity and access to key destinations. Despite investment in transport network improvements for all modes, scores for these investment objectives were moderated as growth enabled by the expansion of the urban growth boundary will increase traffic volumes and reduce the viability of non-motorised modes.	The technical difficulty, consentability and property impacts scored poorly due to the combined impacts derived from four laning Anderson Road (in addition to a cycle facility on the corridor), providing an outer ring road on Mt Barker, shifting industrial land to the airport and upgrades to numerous intersections that may result in impacts on private property. Expansion of the UGB, and substantial investment in the road network doesn't align with stakeholder outcomes.
Do Maximum	This programme builds on the Enable Growth programme and achieves similar scores, however investment in mass transit is likely to reduce traffic demands in the urban area.	This programme scored poorly against technical difficulty, consentability, property impacts and natural environment as it includes all the interventions of the enable growth programme, as well as an additional new corridor and second new bridge across the Cardrona River, and the introduction of mass transit to the airport. This scale of change is likely to be considered unaffordable by many in the community.

12.2 Integration with Master Plan options

Various options for the locations of core Master Plan elements including Wānaka Gardens, Civic Heart, central bus hub, markets and car parking were iteratively integrated into the three shortlisted transport programmes: Baseline (1), Efficient Movement (2) and Balanced Movement (3). The location of each of these elements was determined by the location that best aligned with the intent and desired outcome of each programme.

Note that the Master Plan elements were excluded from the initial multi-criteria assessment as the assessment criteria and investment objectives were defined in response to Wānaka's transport problems (refer to Section 2) and have no bearing nor are related to the Master Plan options. Furthermore, unlike the co-dependencies of the transport network, most of the core elements of the Master Plan are independent of one another; for example, the location of the Civic Heart does not impact on the extent of the Ardmore Street closure, nor the location of Wānaka gardens or market.

12.3 Stakeholder engagement on shortlist

A stakeholder workshop was held on 4 April 2019 to present on the progress of the project and seek feedback on the three integrated programmes. The workshop also provided an opportunity to share the data and feedback that was generated from the activation trial and demonstrate how this was integrated into the shortlisted programmes, as well as informing project risks and constraints.

For each of the three shortlisted integrated programmes, two maps were presented to stimulate discussion with stakeholders. A detailed map of the town centre highlighted the main elements of the proposed changes to the town centre, while a map of greater Wānaka identified the key changes for the wider transport network.

An example of the maps developed for the Balanced Movement programme is shown in Figure 12-2 and Figure 12-3. Six groups of stakeholders reviewed the provided maps and supplementary information with the aim of agreeing on their preferred option for each feature on the map. Key features included preferences for Ardmore

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Street (commercial area and Pembroke Park); town centre bypass; Albert Town bridge; extent of public transport and cycle networks; and locations of new parking areas, Civic Heart, Wānaka Gardens and markets.

Other than some minor differences in the preferred locations of new parking, and the extent of the wider cycle network, there was near consensus on the preferred programme. Appendix C provides the list stakeholder preferences for each feature which was used to define the preferred programme.



Figure 12-2: Town centre map for the Balanced Movement programme presented at the April 2019 stakeholder workshop

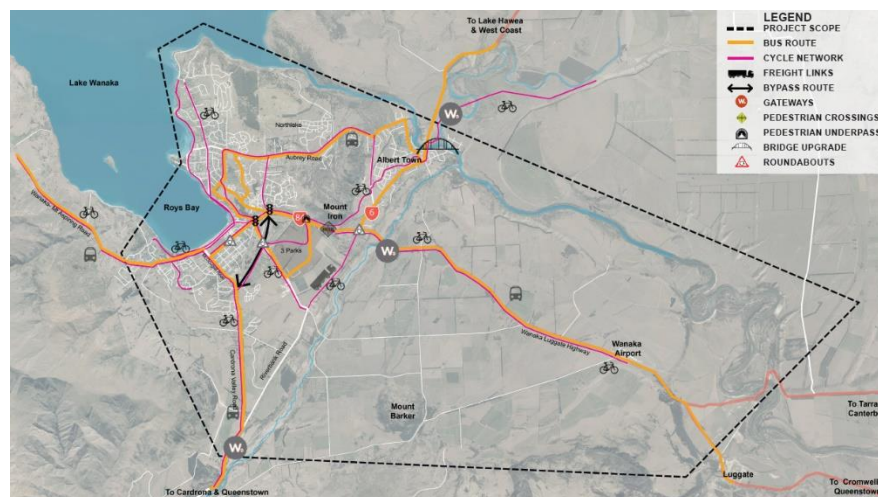


Figure 12-3: Wider Wānaka transport map for the Balanced Movement programme presented at the April 2019 stakeholder workshop

13. Preferred Option

13.1 Preferred option presented to the Community

The preferred option for the Wānaka Master Plan and PBC was generated through the stakeholder workshop in April 2019. The preferred option is nearly identical to the Balanced Movement option, albeit with some minor changes. The combination of interventions that make up the preferred option is considered the optimum solution to address the agreed problems as identified by stakeholders at the commencement of this project. The maps in Figure 12-2 and Figure 12-3, visually represent the core elements of the preferred option. A full list of the interventions contained with the preferred option is described in Table 13-1 below, in conjunction with the scope and anticipated timeframe of each intervention.

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13.2 Scope of Preferred option

Each intervention of the preferred option has been defined by the following parameters, indicating its value to the scope of the overall programme:

- Core activities that are expected from the programme: these reflect the essential elements that must be successfully delivered;
- Desirable requirements to be met these are the requirements that would add value and bring about additional benefits but are not essential to successful delivery;
- Optional requirements: those things that might be delivered if sufficient budget were available; and
- Excluded from scope: those things that are excluded from this programme. This is a powerful tool to prevent scope creep.

The timeframe is indicative where Short Term refers to 1-5 years, Medium Term is 5 -10 years, and Long Term is 10+ years.

13.3 Preferred option summary

The preferred option provides a proactive plan for the future that allows for anticipated growth in travel demand as population and visitor numbers in Wānaka continue to grow. The Master Plan provides a slow speed, high quality urban realm with a focus on pedestrians in the town centre and adjacent to the lakefront, whilst ensuring parking and access is maintained. This will cause a reduction in through traffic in the town centre, with vehicles redirected to Brownston Street and to a new town centre bypass. Clear gateways will mark the entrance to the town centre and warn drivers of slower speeds and higher pedestrian activity. Intersection upgrades will be required at key locations to ensure traffic continues to flow smoothly and safely around the town centre. Riverbank Road will be upgraded to provide an outer bypass and enhanced access to the industrial area.

A number of intersection and corridor upgrades are included to address existing issues and provide for growth. As part of these improvements, roundabouts or traffic lights will be installed at many of the busiest intersections so that it is easier for pedestrians and cyclists to cross the

road as well as ensuring traffic is directed to streets that are designed to accommodate the desired function. This will be supported by effective wayfinding so that visitors can easily get to where they need to go and quickly find suitable parking. A replacement of the Albert Town Bridge (from one to two lanes) is included in the medium term, given the growing traffic volumes, which is supported by the NZ Transport Agency.

A parking management strategy is a high priority as it will allow many of the issues that were identified by the Community to be further explored and addressed. This will include considering campervan and boat trailer access and parking, as well as ensuring sufficient parking is provided close to the town centre and lakefront for those who need it the most.

Walking and cycling are already popular in Wānaka, and the recommended option includes providing a high-quality cycle network, cycle parking and electric bike charging points to support further uptake of cycling for commuters, students and visitors. Routes will be provided from new developments to key destinations so that cycling or walking continues to be a real choice, even when traffic volumes increase as a result of growth. A number of pedestrian improvements are included that address specific issues which arose during engagement with the Community.

The preferred option includes the introduction of a public transport service in Wānaka to provide independent access for young people and the ageing population and to enable the changes to the town centre arising from the Master Plan. The preferred option provides for bus services to local urban areas as well as connections to outlying settlements. Provision has been made for a bus hub in the Master Plan, which will provide a central drop-off/pick-up point close to where people want to go, as well as supporting coach services and access.

Maps highlighting the main interventions of the preferred option for the town centre and wider transport network are shown in Figure 13-1 and Figure 13-2 below.

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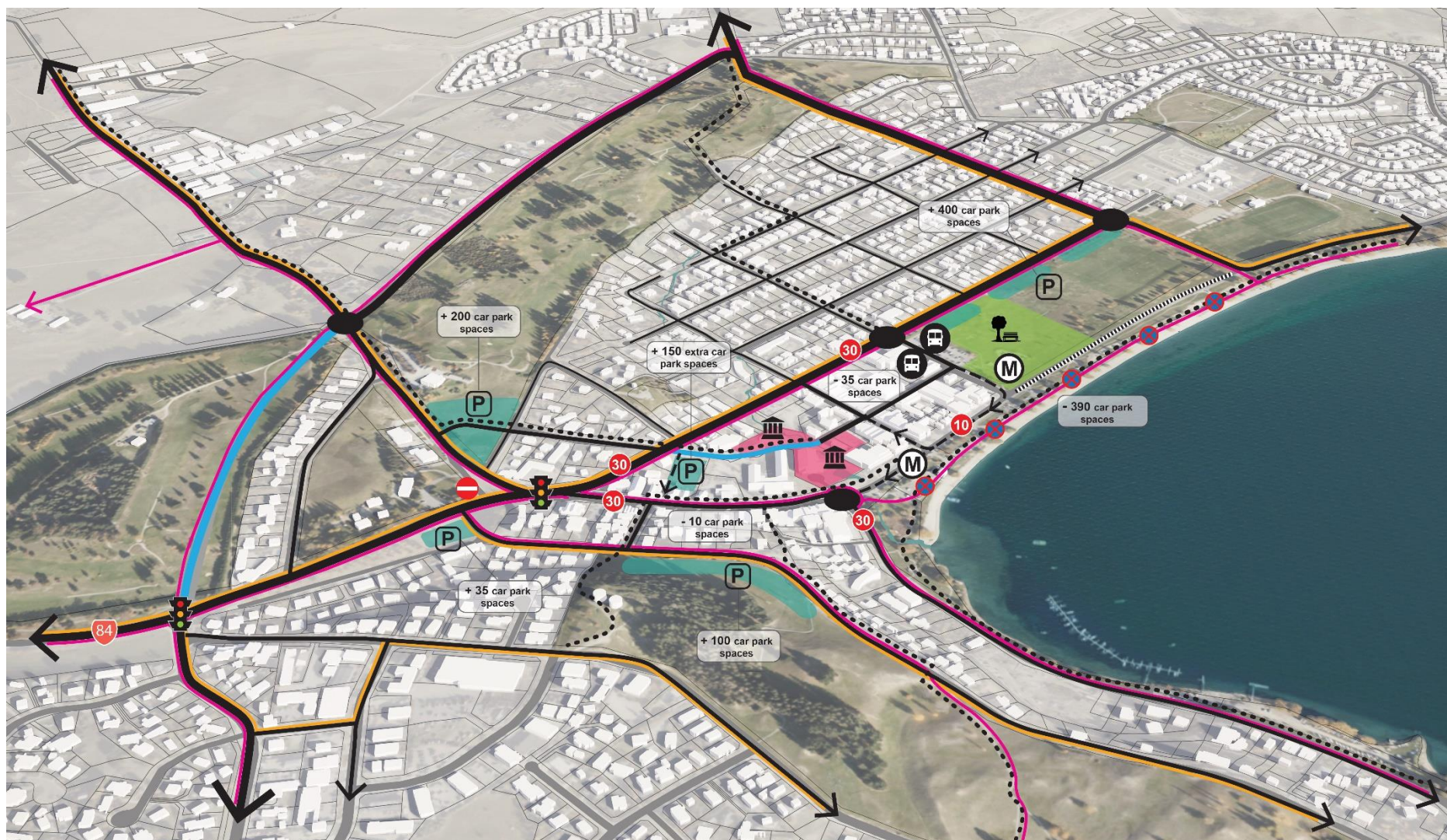


Figure 13-1: Wānaka Town Centre - Preferred option

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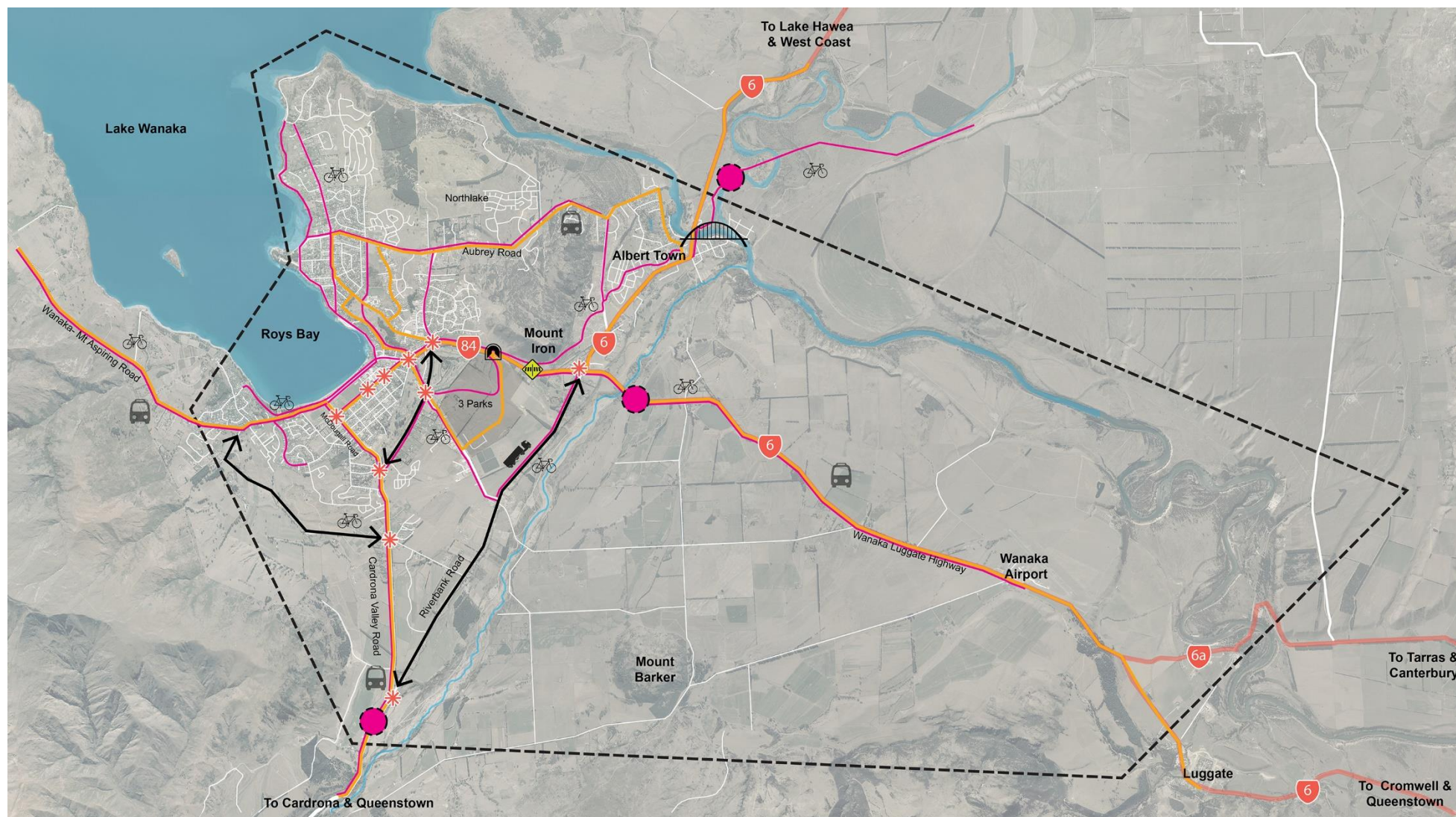


Figure 13-2: Wider Wānaka - Preferred option

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Table 13-1: Scope of preferred option

#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
1	Pedestrian network	Upgrades to pedestrian network and safe crossing points	Improvements to the pedestrian network to improve safety and comfort is needed across the network, given the ageing population and increasing demand for transport choice and mobility. Increasing path width on primary and secondary pedestrian networks (as identified in the Wānaka NOF), and ensuring paths are sealed and well-lit can contribute to addressing relevant issues. Specific sites for improved crossing points as identified by key stakeholders included across SH84 at Hedditch St and Puzzling World; along Brownston St; Ballantyne Road between golf course; Riverbank Road; and Cardrona Valley Road at the medical centre.	Core	Short/ Medium (LCLR)
2		Legible wayfinding for pedestrians (and cyclists)	Pedestrian and cycle wayfinding assist visitors to navigate their way around Wānaka but can also highlight alternative transport options to residents. A design suite of wayfinding signs can be used to communicate direction, as well as culture and heritage to enhance the visitor experience.	Core	Short (LCLR)
3		Grade separated crossing (walking and cycling) at Tim Wallis Drive	A new roundabout on SH84 connecting Tim Wallis Drive is being constructed, and the intersection design includes a pedestrian/ cyclist underpass to improve access to and from 3 Parks.	Core	Short (LCLR)
4		Provision of footpaths in older parts of Wānaka	A small number of streets in the older subdivisions in Wānaka feature no footpaths. Streets include Matai Crescent, Beech Street, Eely Point Road, Lindsay Place, Collins Street and Kidson Lane. It is recommended that these streets (and any others) are included in an annual footpath renewal programme to ensure safe pedestrian access is provided.	Core	Medium (LCLR)
5	Cycle network	Complete primary cycle network	The aim of the primary cycle network is to provide a safe and connected network to key destinations including schools, recreational facilities and the town centre. The primary network should be separated from traffic to support all ages and abilities to travel by bicycle. The primary network was derived from QLDC's Wānaka Network Operating Framework (NOF) (2018), with some minor changes around Mt Aspiring High School, and an extension of the Aubrey Road cycleway to the lake.	Core	Short/ Medium/Long
6		Complete secondary cycle network	The secondary cycle network provides a more expansive network that generally provides cycle access beyond the residential footprint of Wānaka. The secondary cycle network was derived from QLDC's Wānaka NOF (2018). These routes will generally appeal to more experienced cyclists; however, separation should be provided where possible, particularly on higher speed roads. Where corridor constraints exist, some facilities may be provided via on-road cycle lanes and shoulders, however desired minimum widths should be achieved (as a minimum) relative to the associated speed environment ⁵ .	Core	Long

⁵ <https://www.nzta.govt.nz/walking-cycling-and-public-transport/cycling/cycling-standards-and-guidance/cycling-network-guidance/designing-a-cycle-facility/between-intersections/cycle-lanes/>

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#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
7		Cycle facility on Riverbank Road	This route was excluded from the NOF, however extensive development in 3 Parks will increase the demand for cycling along this corridor. Given this corridor is the preferred freight route to Wānaka, a safe and separated facility is the desired option for this corridor.	Core	Long
8		Mt Aspiring Road cycleway to Glendhu Bay	This route was excluded from the NOF, but is a popular training route for competitive cyclists, and provides access to Mt Roy, a popular tourist attraction (a parallel route is available along the lakefront; however, this route is only suitable for mountain bikes). The corridor is very constrained and investment to enhance drainage has been identified by Council.	Core	Long
9		Improvements to existing shared paths (e.g. width, surface, gradient)	Most of Wānaka's existing cycle network consists of off-road trails to support recreational and mountain biking. Some of these routes form part of the primary and secondary cycle network and should be enhanced to support all types of cycling.	Desirable	Short/ Medium/ Long (LCLR)
10		Commuter cycleway to Airport/Luggate	The importance of this route will be significant should commercial flights be approved for Wānaka airport. The airport will become a major employment centre for the area, and more intensive development is likely along SH84 for complementary activities (e.g. hotels, car rental). Providing a safe cycle link will provide mode choice for people working in the area.	Core	Long
11		Safe cycle access between local schools and Meadowstone	There may be opportunities to use easements to provide for cycle access and short cuts through the suburb.	Optional	Long
12	Cycle facilities	Bike and EV charging	Electric bicycle (and vehicle) charging stations should be expanded to support and incentivise these growing modes.	Core	Long
13		Bike parking	Bicycle parking should be provided at key destinations throughout Wānaka, if not already available. Creatively designed bicycle parking solutions should be considered as part of the upgrades to town centre streets, along with other core infrastructure such as seating and drinking fountains.	Core	Long
14		Quality bike/scooter share service	Bicycle and scooter share are already available in New Zealand and are likely to be operational in Wānaka in the near future. While the availability of these modes is driven by market forces, Council may need to develop relevant policies to enable the safe operation of these modes which will incur operational costs.	Desirable	Market driven
15		'End of trip' cycle hub	An end of trip cycle hub that provides services such as bike repairs, showers, secure parking as well as bicycle hire is likely to be market driven. However, Council could proactively support such a service through a partnership, subsidised leasing or grant. Funding from parking management could be allocated to support this service.	Desirable	Market-driven
16	Public Transport network	Local urban bus network for Wānaka	An urban bus network will provide mode choice for local residents and reduce parking demand at key destinations. The proportion of older people in Wānaka is among the highest in New Zealand; a reliable and connected bus network will provide an accessible and equitable transport option for the town, supporting these residents as they age.	Core	Long (PT trial in medium term)

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#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
			The local urban bus network was derived from the Wānaka NOF; however, stakeholders supported a minor change of one of the routes, with the bus using Beacon Point Road instead of Totara Terrace. The format and operation of a public transport network in Wānaka is unknown, but given its size, Wānaka is an ideal location to trial an innovative public transport option.		using LCLR funds)
17		Regional bus network to outlying settlements	Stakeholders and the community supported the bus network servicing the outlying settlements (e.g. Lake Hāwea, Cardrona & Luggate). Routes to these areas will provide transport choice and equity, however the viability and frequency of these services will need to be assessed as anticipated patronage is likely to be lower than the urban network.	Core	Long
18		Airport links (Wānaka & Queenstown)	The local service to Luggate will serve Wānaka airport based on its current form, however, should Wānaka airport be approved for commercial services, the scale and frequency of services will need to be enhanced to support visitors and staff. Private operators may fill a gap until a public service becomes viable.	Core	Long
19		Central bus hub	An on-street central bus hub has been identified for Dungarvon Street. Initially the bus hub will serve local coach operators, as the existing coach parking at the Log Cabin on the lake front will be moved. Pick up/ drop off zones will be available for coaches on Dungarvon Street, with long term parking for coaches provided in an outer car park (either the Showgrounds or Golf Course land adjacent to Stratford Terrace). Prior to the introduction of a public bus network, the bus hub should be expanded and straddle both sides of Dungarvon Street (south of Dunmore Street), which will allow the hub to support bus and coach stops. Supporting infrastructure such as seating, lighting, shelter, toilets and real time information should also be provided to service bus patrons and enhance amenity. A roundabout at Brownston/Dungarvon is intended to provide access to the bus hub and should therefore be designed to support tracking of buses and coaches. To reduce bus movements on other town centre streets, a roundabout should be considered at the Dungarvon/Ardmore Street intersection. While this does not align with the place function of Ardmore Street as shown in the Master Plan, it negates the negative impact of bus movements through the town centre by constraining bus movements on Dungarvon Street. Further consideration of an appropriate measure to accommodate bus movements will need to be undertaken at the next stage of the business case.	Core	Long
20		Preserve PT corridors, stops & hub (designation)	While provision of a public bus network for Wānaka is expected to be some years away, it is imperative that changes to parts of the road network consider future bus access. The identified bus routes need to be preserved, and opportunities for integration into developments and road network upgrades should be captured. The SH84 corridor is critical in this regard, given the current uncertainty around the future of Wānaka airport. Should the	Core	Long

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#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
			airport proceed with commercial flights, Council in partnership with the NZ Transport Agency may want to seek designation of the corridor to secure potential future mass transit access.		
21	Intersection Improvements	Upgrade Anderson Road/ SH84 intersection	There was stakeholder support to upgrade this intersection and add a new fourth leg to provide for a bypass through Wānaka Golf course. Implementing traffic signals at this intersection was supported by stakeholders and provides many benefits including improved walking and cycling access, platooning on the network, providing gaps for safer turns from side streets. Detailed design work will need to consider the interface with Plantation Road, given its proximity to SH84.	Core	Medium
22		Upgrade Brownston/Ardmore Street intersection	There was stakeholder support to upgrade this intersection to enable the desired outcomes for the town centre. Implementing traffic signals at this intersection was supported by stakeholders and will improve walking and cycling access and result in traffic platooning that will provide gaps to enable vehicles on side streets to turn safely. Closure of the southern end of Ardmore Street at SH84 (adjacent to Alpine Motel) is also propose for this intervention.	Core	Medium
23		Upgrade Ballantyne Road/ SH84	Given the proximity of this intersection to Brownston/ Ardmore Street intersection, it will be necessary to alter this intersection. It is recommended that access to Ballantyne Road is restricted to left in/left out, with a mountable island to enable full access to the road network for emergency vehicles. Alternatively, a signalised intersection could be provided here, tied into Hedditch Street on the north side of SH84, however the proximity of Ballantyne Road to Brownston Road may result in queueing across either intersection.	Core	Medium
24		Upgrade Ballantyne Road/ Golf Course Road	Improvements to this intersection are required to support the Golf Course Road to Anderson Road bypass. A roundabout is recommended at this intersection. A new roundabout will need to provide access to Wānaka Golf Club, including improvements to the existing pedestrian crossing on Ballantyne Road that is used by golf members to access either side of the golf course. Council could consider building a pedestrian underpass to link the two sections of the Golf Course to offset some of the proposed changes. There is also a desire from the developer of 3 Parks for an access to the subdivision close to this intersection. Construction of a 5-leg roundabout is undesirable; it is recommended that should access to 3 Parks be required that it is tied into Ballantyne Road south of the roundabout.	Core	Medium
25		SH84/ SH6/ Riverbank Road intersection improvement	There is strong stakeholder support to upgrade this section, as the current dog leg alignment means that turning right from Riverbank Road or SH6 can be challenging at peak times. The proposed Mt Iron Junction development for a 'workers village' incorporates an upgrade of this intersection with a proposed five-way roundabout to support access to the new residential subdivision.	Core	Medium
26		Upgrade Riverbank/ Ballantyne Road intersection	An upgrade to this intersection is needed to improve freight access to the Ballantyne industrial area. There will also be increasing demand on Riverbank Road and Ballantyne Road with the construction of 3 Parks, and improvements to Riverbank Road to support through movements	Core	Long

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#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
			between the West Coast and Queenstown. Upgrades to this intersection will need to consider cycle access as both roads form part of Wānaka's cycle network.		
27		Upgrade at Golf Course Road/ Cardrona Valley Road intersection	The need for a Wānaka bypass connecting Anderson Road to Golf Course Road has been identified as a key move to reduce vehicle movements through the town centre. Golf Course Road will require an improved intersection treatment at Cardrona Valley Road to manage the increasing the traffic volumes using the bypass. Options could include providing a roundabout, by realigning Golf Course Road to meet Faulks Terrace; or using line marking to improve channelisation and reduce operating speeds of vehicles travelling over the brow of the hill on Cardrona Valley Road.	Core	Long
28		Upgrade Aubrey/ Anderson Road intersection	Minor upgrades to this intersection are recommended to safely provide for pedestrian and cyclists.	Core	Medium (LCLR)
29		Upgrade Cardrona Valley/Orchard/Studholme Road intersection	With anticipated future residential development along Studholme Road and east of Cardrona Valley Road (including 3 Parks), the demands on Orchard Road for cross town journeys will increase. To improve safety at this offset intersection, it is recommended that improvements are made to enhance safety and access. Improving the alignment of the intersection or implementing a roundabout should be considered.	Desirable	Long
30	Corridor Upgrades	Albert Town bridge upgrade for all modes	Albert Town bridge is a single lane bridge over the Clutha River on SH6. It features a narrow footpath that is used by pedestrians and cyclists. New traffic signals have recently been installed to manage traffic flow. Stakeholders supported the construction of a new bridge at the site, given that the asset is a critical part of the road network, linking Wānaka and Queenstown to the West Coast. The existing bridge may also be near the end of its life; investment to increase the width of the existing bridge may provide poor value in the long term, and construction on the existing bridge will be disruptive.	Core	Long (100% NZTA)
31		Upgrade access & place function of Brownston Street	With the partial closure and creation of a shared space on Ardmore Street, traffic demands on Brownston Street will increase. However, Brownston Street also supports a strong place function, as it interfaces with the town centre. Improved pedestrian access across the street is needed, as well as provision for cycling, parking and turning vehicles. It is recommended that Brownston Street becomes a 30km/h speed environment, with improved landscaping to reinforce the place function and reduce sight distances. While the Master Plan shows some of the intersections along the route as give way priority intersections, this is likely to result in delays along Brownston Street due to right turning traffic (turn pockets have been removed). Given the lower speed environment, roundabouts could be considered along the corridor as they provide for turning movements and splitter islands can be used for pedestrian access across all intersections. This reduces the need for turning bays	Core	Long

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#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
			and provides for pedestrian access at desire lines. Further investigation of appropriate and feasible intersection treatments will need to be undertaken at the next stage of the business case.		
32		Wānaka outer bypass route (Riverbank Road between SH84 & Cardrona Valley Road)	Enhancing Riverbank Road to support freight movements to Ballantyne Road, and to function as a bypass for through movements between Queenstown and the West Coast (and potentially a future commercial airport at Wānaka) was supported by stakeholders. The road is currently six metres wide; it is recommended that the road is widened to 8.4 metres (QLDC recommended width), in addition to a separate cycle facility given the speed limit and heavy vehicle movements.	Core	Long
33	New Links	Wānaka inner bypass route (link Golf Course Road to Anderson Road)	The partial closure of Ardmore Street will result in increased travel demand on Brownston Street, as demonstrated during the activation trial. The need for a bypass to link Anderson Road to Ballantyne & Golf Course Roads was strongly supported by stakeholders and the community in light of the future development at 3 Parks and Northlake. Two options were considered, with the preferred alignment tracking on the western edge of Wānaka Golf Course. This option provides a more direct and effective bypass, supported by intersection improvements at SH84 and Ballantyne Road (as well as Cardrona Valley Road). However, this option requires the acquisition of some of the Golf Course. The alternative option was via Macpherson Street, however this bypass features four intersections instead of two, and requires a double or peanut roundabout or alternative treatment on SH84 at Macpherson and Anderson Roads, given the proximity of the two intersecting streets.	Core	Medium
34		Studholme Road link (<i>developer driven</i>)	Future residential development in this area will increase travel demand. There is a desire to connect the two ends of Studholme Road to provide an alternative access to Mt Aspiring Road. This link is likely to developed as part of a future subdivision.	Desirable	Long
35	Freight/HV access	Fit for purpose freight link to Ballantyne Road industrial area	Refer to items 26 (Upgrade Riverbank/Ballantyne Road intersection) and 32 (Wānaka outer bypass route)	Core	Long
36		Vehicle route for boat trailer access	Given the popularity of boating activities in the summer, it is recommended that a preferred route for vehicles towing boats is identified to minimise impacts on the town centre. This route will need to connect to petrol stations and local boat ramps. Any changes to intersections or corridors along this route will need to consider the tracking of these vehicles to ensure they can safely and comfortably navigate the route.	Core	Medium (LCLR)
37	Parking	Parking management strategy (review parking controls, time limits, user restrictions, designated	An overarching parking management strategy is needed to ensure that the existing parking supply is meeting users' needs and is responsive to demands. There was overwhelming consensus for this intervention from stakeholders, and nearly half of the community supported the introduction of paid parking for the town centre. Managing the existing parking supply prior to removing or adding new parking spaces will allow Council to better gauge the demand for	Core	Short/ Medium/ Long

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#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
		commuter & campervan parking areas)	the number and types of parking spaces required. Parking meter revenue can provide a new revenue stream for the town. Committing to reinvest parking revenue into amenity or transport upgrades can assist to gain support from local retailers.		
38		New/ additional parking areas	The removal of parking from Ardmore Street and the lakefront to enhance the place function and amenity of the area requires the reallocation of parking spaces. Potential locations for new parking areas include the rear of Pembroke Park (part of a landswap with the closure of Ardmore Street in front of the park), Stratford Terrace, Lismore Street and Hedditch Street. Providing for a multi-storey parking building on existing at-grade car park off Brownston Street was discussed, however four of the six stakeholder groups opposed this option.	Core	Short
39		Parking enforcement	Enforcement of parking is vital to the success of any parking management strategy. To minimise ongoing operational costs, technology can be used to support enforcement efforts. Parking revenue can be used to reinvest in town centre or transport improvements.	Core	Ongoing (operational)
40	Other transport improvements	Mobility as a service (MAAS) initiatives e.g. uber, car share, lime scooters, cycle rickshaws	A range of new and evolving shared transport and micro mobility options are already available in New Zealand and are likely to be operational in Wānaka in the near future. While these are market driven, Council may want to support providers with associated infrastructure (e.g. parking for car share vehicles, charging stations). Similarly, Council may also need to develop relevant policies to enable the operation of these transport services, which will incur operational costs.	Desirable	Ongoing (market)
41		Travel behaviour change education/ initiatives/ travel planning	It is recommended that Council support the improvement of active mode infrastructure and future public transport networks with travel behaviour change education initiatives. These initiatives align with local and national health, safety and environmental outcomes, as well as reducing parking demand and congestion. Development of travel behaviour change programmes however will incur operational costs to Council.	Core	Ongoing (operational)
42		Wayfinding (general)	Wayfinding signage in Wānaka can be considered to direct motorists to cross town bypasses and beyond to key destinations such as Wānaka and Cromwell. Signage should also be used within the town centre to direct motorists to key parking destinations.	Core	Medium (LCLR)
43		Application of safe and appropriate speed limits	Reduced speed limits are proposed for the town centre, with 30km/h proposed for the retail areas, and 10km/h shared zones on Ardmore Street (adjacent to lake) and the lower part of Helwick Street. In addition to these recommended changes, QLDC is developing a new Speed Limits Bylaw. The bylaw recommends the following speed limit changes (relevant to Wānaka): <ul style="list-style-type: none"> Reduced speed limit in 15 urban traffic areas (including Wānaka and Albert Town) from 50km/h to 40km/h; Reduced speed limits on Crown Range (60-80km/h), Cardrona Valley Road (80km/h from distillery to ski field turn off) and Mt Aspiring Road (80km/h) 	Core	Ongoing (LCLR)

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#	Theme	Intervention	Description	Scope	Timeframe (Short/ Medium/ Long term)
			<ul style="list-style-type: none"> Reduced speed limit on Aubrey Road (60km/h from Anderson Road to Albert Town) and Cardrona Valley Road (80km/h from distillery to township) NZTA have indicated support for this initiative and will work with the Council to achieve safe and appropriate speed limits.		
44		Speed management (e.g. traffic calming)	Traffic calming may be considered for some local residential streets to reduce rat running or to provide for cycle boulevards in lieu of separated or dedicated cycle facilities.	Core	Long (LCLR)
45		Additional street lighting	There is a need to enhance lighting to enhance personal and road user safety in Wānaka, particularly for pedestrians and cyclists. However, there is also a desire for the community to retain the 'dark sky' benefits of the town. Street lighting used in the town will need to minimise light pollution.	Desirable	Ongoing
46		Gateway treatments	Gateway treatments can be used to distinguish between the rural/urban interface, convey arrival to the town and a change in speed limit and provide an opportunity to communicate the area's cultural identity. Gateway treatments are recommended at the town's outskirts on the State Highway network, as well as on approach to the town centre itself to highlight the changing land use, reduced speed limit and increased pedestrian activity.	Core	Long (LCLR)

13.4 Preferred Option – Community Engagement

13.4.1 Overview of Engagement Process

The preferred option was presented to the Community from 13th to 28th June 2019. The purpose of this engagement period was to inform the community on the progress of the PBC and masterplan and the preferred option. Feedback was sought on the community's support or opposition to the overall direction of the Master Plan, with open questions to allow people to identify what they liked or did not like.

The Council used the following methods to disseminate information and discuss the project with the community:

- Two drop-in sessions at Wānaka Hotel;
- Drop in-sessions at four local schools;
- Two pop-up stalls at New World supermarket;

- Presentations at hosted events including the Ignite Chamber of Commerce After 5 event and Pembroke Park Groups members event
- Radio interviews with members of the Community Reference Group

Standard communication methods including traditional and social media, and meetings with local groups and organisations were also held.

Through a number of engagement events in June 2019, some members of the business community sought a greater input into the Master Plan and many highlighted that they were not supportive of some of the core elements. Business representatives sought assurances from Council that there would be further opportunities to have input into the decision-making processes and outcomes. At these events, Council management provided assurances to participants that the Master Plan would function as an overarching framework, and further engagement and affected

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party consultation would be undertaken as core Master Plan elements were investigated and developed.

13.4.2 Summary of Community Engagement feedback

QLDC received 1297 submissions of which 86% were from residents, 11% from occasional residents, and 1% from domestic visitors, international visitors or not stated.

33% of submissions were from people under 45 years of age yet the 2013 census identifies this group of people make up 56% of the population. 63% of submissions were from people over 45 years of age yet the 2013 census identifies this group of people making up 44% of the population. This indicates that the overall feedback potentially over represents the views of those over 45 years of age compared to those under 45 years of age.

Respondents were asked whether they supported the overall direction of the draft Wānaka Town Centre Master Plan and the response varied by age group with those under 30 tending to be more in support, those aged 30-44 being equally divided between those who supported and those who opposed, and those in the 45+ age bracket tending to be more opposed, as shown in

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Table 13-2 below.

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Table 13-2: Support for the overall direction of the Wānaka master plan

Do you support the overall direction of the draft Wānaka Town Centre Masterplan?	Yes	Neutral	No
Under 18 years	49%	35%	16%
19-29 years	50%	6%	44%
30-44 years	44%	11%	44%
45+ years	23%	10%	63%
ALL AGES	33%	15%	52%

Several key themes (mentioned by around 10% or more of respondents) emerged in the section were people were asked ‘*what do you think we got right?*’ and ‘*what do you think we got wrong or was missing?*’. Results from this question are provided in Table 13-3 below.

Table 13-3: Key them raised by survey respondents

Theme ⁶	Something we got right	Something missing or wrong
Golf Course Road bypass	6%	39%
Parking	22%	30%
Town centre shared space/pedestrianisation	14%	13%
Pembroke Park changes	10%	10%
Cycleways	9%	4%

More details on the main issues raised by survey respondents is summarised below:

- 39% of respondents identified Golf Course Road bypass as something we got wrong. Concerns were primarily associated with the land having been gifted for the use of golf, and that many value the asset (for recreation and green open space) and do not want to

see it changed. Of those who answered yes in terms of support for the overall direction, 23% of those thought the Golf Course Road bypass was something we got wrong. Of those who answered no regarding support for the overall direction, 50% gave this as one of or the only reason for opposing.

- 30% of respondents did not support the parking proposals. Concerns included how the elderly, disabled and families would access the town centre and lakefront with 4% mentioning this. There were also concerns about the impact of Three Parks on the viability of businesses in the town centre if access is less convenient. However, others thought Three Parks would be beneficial for access to the town centre as traffic flows would be reduced.
- 22% of respondents supported the parking proposals. Comments included overall support for the town centre changes, as well as support for removal of lakefront parking and relocating it because of the negative impact on views of the Lake and the way it generates traffic. There was also support for the provision of additional parking.
- 14% mentioned shared space/pedestrianisation as something we got right, 13% as something we got wrong. Some felt we got it wrong as we didn't go far enough – they wanted it completely closed, others had concerns about how it would work safely in practice. Others thought it was a good compromise to accommodate those concerned about full closure.
- The views of the changes to Pembroke Park were balanced, with 10% in support and 10% opposed. Those in support liked the idea of connecting the park to the lakefront whereas those opposed felt distances would be too great to walk from the new parking area to the Lakefront.
- 9% mentioned cycleways as something we got right, 5% as something we got wrong – but primarily because they wanted more facilities for cyclists.

⁶ Due to the use of open questions in the survey and the large number of respondents, percentages presented are based on key word analysis. It is expected that this method will lead to slight under-reporting of percentages.

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13.5 Preferred Option - Risk Assessment

An assessment of the risk and likelihood of occurrence in delivering the core elements of the preferred option have been considered and are summarised below. Additional risks are likely to be identified as the project progresses, and these should be captured in a risk register during the next phase of work.

Technical

- Assumptions made in the transport model may be inaccurate or not realised, resulting in worse traffic outcomes or over-investment
- Delivery of elements of the project are dependent on previous stages of the Master Plan and transport programme. Delays in earlier stages will have knock on effects to succeeding stages, resulting in project delivery delays.
- Potential impacts on areas of cultural and heritage value
- Potential lack of resources in Wānaka may make it difficult or costly to prioritise and implement the project
- Upgrading the Albert Town bridge may be challenging if bridge is to remain on current alignment

Operational

- Preferred options for the 'Big Moves' involve changes to public land that may make it challenging to deliver these keystone projects
- Some intersection upgrades have been identified for the State Highway network, requiring approval from NZ Transport Agency
- Otago Regional Council is responsible for managing the region's bus network
- Some aspects of the project will require resource consents that may result in delays or be declined, impacting on the outcome of the overall project
- Increased maintenance requirements following changes
- Some improvements are likely to be developer-led and the timeframes for delivery of these hinge on the timing of these developments.

Financial

- Inaccurate cost estimates due to limited available information at this preliminary stage, and numerous assumptions made
- Benefits relating to place function and amenity are difficult to measure and may result in a poor BCR, making the project unattractive to funding partners that use BCR measures to prioritise projects.
- Increased maintenance budgets will be needed as a result of improvements that will incur increased costs to Council and the community
- Costs are likely to escalate over time given the long timeframe to deliver the project
- Additional costs and delay from land acquisitions/transfers
- Uncertainty of funding support from potential investors
- May be unable to secure local share/ co-investment from Council

Stakeholder/ public

- Stakeholder group opposition to proposed changes may make it difficult to deliver preferred elements of the project e.g. Pembroke Park landswap and town centre bypass through the Golf Course
- Aspects of the project are controversial and likely to result in public debate and controversy
- PBC process has established community expectations that work will be undertaken, prior to funding being confirmed or committed.
- PBC provides high level direction with more detailed assessment to come in later stages which may result in changes to what is presented
- Lack of clarity on directly impacted properties
- Local elections in 2019 may bring new political environment with implications for content, delivery and funding

Environmental/ Cultural

- Potential interventions may impact on sites of cultural, heritage or environmental significance.
- Adverse environmental effects during construction may result in degradation of natural landscapes and waterways and loss of at-risk flora and fauna species in the area.

Safety

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- Ongoing growth in visitors will increase the presence of pedestrians and cyclists on the network that may increase the crash risk for these road users. However, increased pedestrian and cyclist numbers may lead to safer outcomes and reduced crash risk
- Incomplete cycle networks may increase exposure and safety risk to cyclists at 'pinch points' and suppress demand

Economic

- The status of Wānaka Airport is under review and is being considered for commercial flights. If approved, the impacts on transport, land use, growth and investment will be significant.
- Investment is primarily focused on proactively future proofing the transport network ahead of anticipated growth. Many of the interventions provide lead infrastructure, which does not align with Central Government's 'problem-based' investment framework. Partners may not contribute funding or view this project as a priority until existing problems are significant
- Investment may not offer value for money or deliver expected economic benefits if growth forecasts aren't achieved.
- Low ratepayer base and limited revenue streams may make it difficult to fund interventions to achieve desired outcomes without central government support

13.6 Preferred Option - Modelling Assessment

Modelling of the preferred option was undertaken to understand how the network will respond to the proposed changes and compare these to the existing network with no changes in the future. Model outputs compare the 2016 baseline (validated with 2018 data) against future years (2028 and 2048), based on projected growth. Note that the model outputs for the existing network in 2016, 2028 and 2048 are provided in Part A (refer to Section 2.3.4). However, the 2016 baseline output is also shown in this section for ease of comparison (refer to Figure 13-3).

The Tracks model used includes validation of screen lines and a selection of spot counts in the vicinity of Wānaka. However extensive local area validation has not been undertaken, nor has the model been peer reviewed. In its current form the model is therefore less suitable for modelling assessments for Wānaka, however it is a useful tool for

making comparisons between different scenarios. The Tracks model uses a 2016 base year network, and includes the following changes to land use and the transport network in the vicinity of Wānaka:

- Three Parks development area infrastructure including alterations to intersections on Ballantyne Rd and SH84.
- Northlake development area infrastructure including alterations to intersections on Aubrey Rd.
- Conversion of priority intersections at Ardmore St / Lakeside Rd and Ardmore St / Brownston St to single circulating lane roundabouts.

It is recommended that calibration and validation of the Tracks model is undertaken prior to any further development of interventions to confirm outputs and to quantify benefits during the next phase of work.

13.6.1 Model assumptions

A number of key assumptions have been made to inform model outputs. Future modelling should ensure these assumptions are reviewed and updated as further information becomes available.

- Public transport and active modes - Due to uncertainty around implementation and uptake there have been no modelled changes to public transport. There has also been no estimation of additional active mode uptake as a result of improved walking and cycling infrastructure, parking management or increased congestion. As such the assessment is considered conservative.
- Parking locations - The model used for this analysis distributes vehicle traffic directly to the desired activity location. It does not allow for, or attempt to calculate, parking redistribution due to over-demand or due to the parking capacity being located differently to the land use activity. This will result in a high proportion of trips to the town centre routing through the Brownston/ Helwick/ Dunmore St area, and fewer trips utilising Ballantyne Rd and the western section of Brownston St where additional parking capacity is proposed to be located. This limitation needs to be considered when reviewing model outputs.
- Wānaka Airport – changes to the operation of Wānaka Airport are likely within the model horizon. This development will be likely to

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include either extra commercial and industrial growth, or a redistribution of current growth towards the airport. In the absence of reliable guidance on the extent or timing of development in the airport environs no land use changes have been included at this stage in either the base or Master Plan option networks.

13.6.2 Do Minimum Model Outputs

The discussion in Section 2.3.4 describes the model outputs should no investment in the network occur. By 2048, the Do Minimum scenario results in seven intersections operating at LOS E or F in the PM peak. Some corridors have deteriorated to LOS E, and the SH84 corridor between Ballantyne and Anderson Roads is operating at LOS F. There are also corridors and intersections in the town centre that are operating at LOS E and F in the AM peak in 2048.

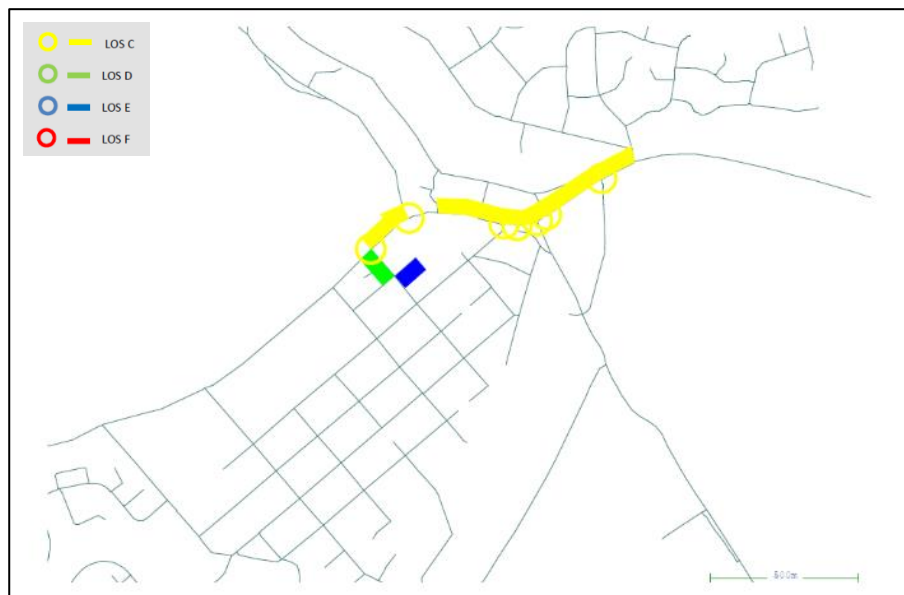


Figure 13-3: 2016 Do Minimum transport model output (PM peak)

13.6.3 Master Plan Model Outputs

Modelling outputs for 2028 and 2048 were developed based on the proposed interventions contained within the preferred option of the Master Plan and integrated transport PBC. The delivery timeframe of the proposed interventions were incorporated into the model to ensure the model outputs reflected the anticipated network at each point in time.

Outputs for 2028 show the first block of Brownston Street deteriorating to LOS F, and the Russell Street extension (new street linking Brownston to Dunmore Street) operating at LOS E (refer to Figure 13-4). By 2048, there are three intersections operating at LOS E or F (refer to Figure 13-5) in the PM peak, and sections of the corridor operating at LOS E (Russell Street extension, Dunmore Street, Brownston Street and SH84) and LOS F (Brownston Street).



Figure 13-4: 2028 Master Plan transport model output (PM peak)

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Figure 13-5: 2048 Master Plan transport model output (PM peak)

13.6.4 Modelling outputs summary

The model outputs show that between 2016 and 2048 trips in the peak and interpeak hours grow by 17,600 vpd, from 11,600 to 29,200 (2.4% pa). This will result in seven intersections functioning at LOS E or F by 2048 without any investment (see Figure 2-8), compared to three intersections operating at LOS E or F as a result of the interventions contained within the proposed master plan.

Overall, the modelling outputs show that without investment in the transport network, there will be significant deterioration in the transport network due to continued growth in Wānaka. The preferred Master Plan option features substantial changes to the network, with a focus on enhancing and enabling the place function of the town centre with the creation of shared spaces, and the introduction of a town centre bypass and a new street linking Brownston Street to Dunmore Street. Even with these changes there are some parts of the network that are expected to experience delays and constraints.

Further validation of the transport model, and a peer review of the model should be undertaken to confirm these outputs and assumptions in the next stage of the business case. Future modelling should incorporate anticipated public transport uptake and active mode share, as well as the proposed new parking locations. These updates may demonstrate a further reduction in congestion at constrained sections of the corridor and will also determine how sensitive the model outputs are to mode shift.

The updated model can also be used to optimise the network of the preferred option. Testing various configurations such as addition of lanes at intersections or altering traffic signal phasing and timing is likely to improve intersection and corridor LOS where required.

13.7 Value for Money

A very high-level assessment of potential project costs and benefits has been undertaken. Project costings have been developed based on numerous assumptions and based on present day value, while benefits have been quantified using a potential range of anticipated benefits based on similar initiatives elsewhere.

Given the very early stage of this project, a value for money assessment has not been undertaken, nor sensitivity testing. More detailed economic evaluation and benefit calculations will be required at the next stage of the project.

13.8 Assessment Profile

An assessment profile has been completed using NZ Transport Agency's Investment Assessment Framework (2018-21). Given the broad scope of the PBC, assessment against three activity classes has been provided;

- Public Transport, rapid transit and transitional rail improvements
- Walking and cycling improvement
- Regional, local road and state highway improvements

An assessment against the relevant criteria contained within the IAF has also been undertaken to define the scale of growth in Wānaka.

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13.8.1 Urban Growth Area assessment

The IAF defines a High Growth urban area as any urban area (as defined by Statistics New Zealand) that has:

- at any point in the year a combined resident population and visitor population of over 30,000 people (using the most recent Statistics NZ urban area resident population estimates); AND
- in which the resident population of that urban area is projected to grow by more than 10% between 2013 to 2023.

The Wānaka Transport - Strategic Case (2018) demonstrated that Wānaka meets the High Growth urban area criteria as follows:

- Statistics New Zealand defines Wānaka as a minor urban area.
- The most recent population projections for QLDC7 confirm that the combined resident and visitor peak day population is 34,440.
- Growth projections for the Wānaka highlight that between 2013 and 2023 the population of Wānaka is anticipated to grow from 6,800 residents to 10,600 residents; a 56% increase. Note that the population growth in Wānaka over the past **five** years (2013-2018) is approximately 36%.
- Furthermore, the scale of growth in Wānaka is further demonstrated by the Council's Housing Accord that now applies to the whole district, recognising that Wānaka has the same growth pressures as Queenstown. The Housing Accord enables the development of Special Housing Areas (SHAs) that fast track housing approvals with the aim of increasing housing supply and improving housing affordability.

13.8.2 Results Alignment

The results alignment demonstrates how well the programme aligns with the goals of the GPS and to allow funding partners to determine the priority and importance of this project relative to others across the region

(refer to Table 13-4). This assessment will need to be repeated for each element of the preferred programme of works as these are developed in subsequent business cases.

Table 13-4: Results Alignment

Activity Class	GPS Priority	Description
Public Transport, rapid transit and transitional rail improvements	Access – liveable cities	<p>Results alignment is HIGH for this activity class as this project:</p> <ul style="list-style-type: none"> • Addresses a significant gap in new housing in high growth urban areas <p>This assessment is based on the following evidence:</p> <ul style="list-style-type: none"> • Wānaka currently has no public transport service, meaning there are no households in Wānaka within 500m of a bus stop (NZTA Investment performance measure for public transport⁸). • New developments being built on the outskirts of Wānaka and outlying settlements have poor transport choice, meaning residents are very car dependent with 97% of households having access to a motor vehicle. • Wānaka's median population is older than in other parts of New Zealand (median age of 41.1 years, compared to 36.9 for New Zealand -2013 Census). As the population ages, some residents will no longer be able to drive and may face social exclusion without transport choices. • The median annual income in Wānaka is \$33,600, which is substantially lower than the NZ median annual income of \$51,800 (2013 Census). Paired with some of the highest housing costs in New Zealand, the high costs of living may make it difficult for some residents to

⁷ Queenstown Lakes District Population Projections (December 2018)
<https://www.qldc.govt.nz/assets/Uploads/Our-Community/Population-Projections/QLDC-Growth-Projections-2018-to-2048-summary-table.pdf>

⁸ <https://www.nzta.govt.nz/assets/P-and-I-Knowledge-Base/docs/Investment-performance-measures-2018-09-10.pdf>

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Activity Class	GPS Priority	Description
		<p>participate in the community and exacerbate social exclusion.</p> <ul style="list-style-type: none"> Results from the Wānaka activation engagement clearly demonstrated support for public transport in Wānaka; 82% of respondents (n=1,120) supported the introduction of a bus network for Wānaka. <p>While the current population is unlikely to sustain a viable public transport service in the short term, this is a 30-year programme of works, and the ORC has indicated that public transport services in Wānaka are likely in the next 10 years. No funding in the short to medium term is being sought for the implementation of a public transport service, and the PBC review proposed in 2021-24 will provide a better indication of the scope and timeframe for introducing public transport services. A public transport trial has been identified in this PBC for the medium term (2021-24), .</p>
Walking and cycling improvement	Access – liveable cities	<p>Results alignment is HIGH as this project:</p> <ul style="list-style-type: none"> Supports increasing the uptake of children using walking and cycling especially to and from school Addresses significant gap in access to new housing in high growth urban areas <p>This assessment is based on the following evidence:</p> <ul style="list-style-type: none"> The approved Wānaka' Strategic Case demonstrated that there was a significant gap in Accessibility against the ONRC level of service benchmark for both key arterial and collector roads.

Activity Class	GPS Priority	Description
		<ul style="list-style-type: none"> Wānaka's current cycle network is predominantly recreational and does not support key commuter and school journeys. Only 2km off Wānaka's Strategic Cycle Network is completed, which represents only 10% of the primary cycle network (NZTA Investment performance measures for cycling⁹), demonstrating a significant LOS and access gap The 2017 annual student travel surveys show that for Wānaka Primary School 20% of students used active travel modes (walk, scoot or cycle) to travel to school but given the choice, 60% of students would prefer to use active modes. For Holy Family the figures are 26% using active modes and 70% wanting to; and for Mount Aspiring College, 35% use active modes and 45% want to. Combining all three schools gives a total of 312 potential new active mode users for the journey to school. Results from the Wānaka activation engagement clearly demonstrated support for cycling; 90% of respondents (n=1,120) supported the development of a safe cycle network in Wānaka. <p>Wānaka has one of the highest active mode shares in New Zealand, however the town and Council have aspirations for do better. Without investment and with the 2.4% traffic growth per annum, it is likely that use of these modes will decline due to high traffic volumes, safety risk and severance.</p>
Regional, local road and state highway improvements	Access – liveable cities	<p>Results alignment is HIGH as this project:</p> <ul style="list-style-type: none"> Supports high priority elements in agreed integrated land use and multi-modal plans

⁹ <https://www.nzta.govt.nz/assets/P-and-I-Knowledge-Base/docs/Investment-performance-measures-2018-09-10.pdf>

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Activity Class	GPS Priority	Description
		<ul style="list-style-type: none"> • Makes best use of key corridors that prioritise multi-modal use and freight <p>This assessment is based on the following evidence:</p> <ul style="list-style-type: none"> • The PBC and Master Plan have been developed via an integrated process with extensive community and stakeholder engagement. The result is a multi-modal, visionary long term plan that aims to improve network connectivity for all modes, implement travel demand management initiatives and reduce traffic impacts through the town centre. Land use planning staff from QLDC were also involved in the engagement process, and they will use the master plan to guide the vision and direction of Councils' new Spatial Plan to ensure transport and land use outcomes are integrated and aligned. • The programme addresses the modal priority conflicts identified in the Wānaka Network Operating Framework (NOF) including intersection upgrades for key intersections along SH84, development of a Strategic Cycle Network, replacement of the Albert Town bridge and an enhanced freight link/ bypass to serve Wānaka's industrial area and support an improved link between Queenstown and the West Coast. • Modelling outputs show that by 2048, trips in the peak and interpeak hours grow from 11,600 to 29,200, an increase of 152%. This will result in seven intersection operating at LOS E/F in the PM peak based on the do minimum compared to three with three intersections operating at LOS E or F with investment in the master plan/ PBC. The proposed investment increases the efficiency of the network and delivers enhanced multi-modal access and placemaking benefits.

Activity Class	GPS Priority	Description
		<ul style="list-style-type: none"> • The PBC responds to the community's aspirations for a more pedestrian-friendly town centre, and improved active mode provision. The master plan proposes to remove the through movement function of one of the town centre's main arterial streets. The activation trial demonstrated that the additional loading on Brownston Street following the closure of Ardmore Street was not acceptable, resulting in a two to three-fold increase in travel time during the peak.

Overall, the results alignment across the three activity classes most likely to support investment in this programme of works is HIGH.

In addition to the Investment Assessment Framework, this project aligns with a number of the core position statements contained within NZ Transport Agency's Statement of Performance Expectations 2018/19. In particular, the Transport Agency recognises the benefits of transport as an enabler to more vibrant and interactive communities. As part of the Liveable Communities position statement, the NZ Transport Agency aims to:

- Increase space in our cities dedicated to people rather than vehicles
- Increased proportion of the urban network at slow (liveable) speeds (e.g. 30km/h)

Many of the core interventions of the Wānaka Master Plan aim to achieve or enable a more liveable community, demonstrating a strong alignment to this position statement.

13.8.3 Cost-benefit Appraisal

A high-level assessment of the benefits and costs of the core elements of preferred options provides a cost benefit range of between 0.63 and 1.95. The scope of key interventions is very unclear at this early stage, hence more detailed refinement is required to better understand and calculate project costs and anticipated benefits.

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14. Financial Case

The Financial Case focuses on project affordability, timing and funding arrangements. It also identifies opportunities for collaboration as well as funding risks. The assessment includes all elements of the recommended option: core; desirable and optional.

14.1 Indicative Project Delivery Costs

The total capital expenditure (capex) costs for core elements of the preferred option is approximately \$88.7 million (in current dollar terms), with a further \$15 million required for Albert Town Bridge upgrade. There will be additional operating expenditure costs, predominantly to fund the operation of a proposed public transport service, however these costs have not been estimated nor included in the Financial Case. Given the scale of the proposed programme of works, the desirable and optional programme elements have also been excluded from the project costs to enhance affordability.

At this early stage, Council is seeking NZ Transport Agency endorsement for the projects proposed in the short and medium term (2019-21 NLTP and 2021-24 NLTP) only, with an estimated cost of \$17.6 million in total (\$2.25M of this is expected to be funded solely by QLDC to develop and deliver a parking management strategy).

Due to uncertainty around growth and land use changes, the NZ Transport Agency is being asked to note the remaining long term programme elements of the Programme Business Case. Council will undertake a review of the Programme Business Case during the 2021-24 NLTP period and seek endorsement of the updated programme of works at that stage. The updated PBC will be informed by new evidence, additional modelling, changes to the Spatial Plan and incorporate outcomes of key land use decisions such as proposed changes to Wānaka airport.

At this early stage of the project, many cost assumptions have been made, and all estimates are based on present day costs. A summary of cost estimates of the short and medium term NLTP periods based on indicative programming scope as well as delivery timeframes is provided Table 14-1 and respectively. The tables also include separate line items for projects that are expected to be funded 100% by either QLDC or NZTA. For a more detailed breakdown on project costs, refer to Appendix E

Table 14-1: Estimated capital expenditure 2019-21 NLTP period (short term)

	Short term (2019-21)		LTP 2019-21
	QLDC & NZTA	NZTA (100%)	QLDC 100%
Network Optimisation and mode shift SSBC	\$750,000		
Parking Strategy			\$250,000
Low Cost Low Risk projects (includes parts of primary cycle network)	\$3,000,000 ¹⁰		
Sub Total	\$3,750,000		\$250,000
Funding period total			\$4,000,000

¹⁰ Funding for LCLR projects in the short term have already been identified and are funded through the LCLR activity class

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Table 14-2: Estimated capital expenditure 2021-24 NLTP period (medium term)

	Medium term (2021-24)		LTP 2021-24
	QLDC & NZTA	NZTA (100%)	QLDC 100%
Low Cost Low Risk projects	\$1,330,000		
Review of PBC	\$500,000		
Network Optimisation implementation Priority projects"	\$1,750,000		
Primary Cycle Network	\$4,308,333		
Public Transport Investigation (Trial) - LCLR	\$700,000		
SH6/SH84/ Riverbank Intersection upgrade		\$3,000,000	
Implement parking strategy			\$2,000,000
Sub Total	\$8,588,333	\$3,000,000	\$2,000,000
Funding period total			\$13,588,333

Indicative costs for the long term programme of work identified in this PBC is provided in

Table 14-3. The scope and timing of this programme of work will be reviewed in 2021-24

Table 14-3: Estimated capital expenditure in the long term (2024+)

	Long term (2024+)		LTP 2024+
	QLDC & NZTA	NZTA (100%)	QLDC 100%
Network Optimisation implementation Priority projects"	\$9,100,000		\$20,200,000
Primary Cycle Network	\$6,116,667		
Other cycle network/cycle facilities	\$16,039,500		\$700,000
Low Cost Low Risk projects	\$3,400,000		

Implement parking strategy			\$3,000,000
Public Transport SSBC & implementation	\$1,337,000		
Albert Town Bridge SSBC & Implementation		\$15,000,000	
Riverbank Road freight upgrade	\$10,200,000		
Sub Total	\$46,193,167	\$15,000,000	\$23,900,000
Funding period total			\$85,093,167

14.2 Project Revenue

Expected project revenue is likely to include bus fare revenue and parking management initiatives such as parking meters and enforcement. The capital cost of delivering new parking areas has been assumed to be revenue neutral, as this is likely to be offset by anticipated parking revenue.

Market driven initiatives such as mobility as a service provider (e.g. car, bike and scooter share schemes) may also provide a future potential revenue stream. The value of these potential revenue sources has not been estimated.

14.3 Project Benefits

A high level BCR range has been calculated, estimated to be between 0.6 and 1.8. Many assumptions have been made to derive this BCR, and further work is required in the next phase to better understand and quantify project costs and benefits. A key assumption is that the whole package will be delivered to maximise project benefits. The benefits of some of the individual interventions might be low in isolation, however, may form a critical role in enabling subsequent works to occur.

14.4 Contribution to Investment Objectives

Table 14-4 provides a summary of how the preferred programme contributes to the investment objectives. Given the uncertainties around

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the details of the interventions at this stage of the business case, it is difficult to measure the scale of how each of the interventions will contribute to achieving the investment objectives. In the next stage of work, estimates of demand and more detailed modelling will need to be undertaken to quantify and measure impacts of interventions.

Table 14-4: Contribution of preferred programme to investment objectives

Investment Objectives	Contribution of Preferred Option
Transport infrastructure supports connectivity and access to key destinations in response to ongoing development for residents and visitors	<p>Many of the projects that are part of the scope are aimed at enhancing connectivity and access. It is expected that those that will make the greatest contribution to this investment objective are:</p> <ul style="list-style-type: none"> Wānaka Parking Management Strategy will better manage demand and retain suitable parking options for those who need it the most in the town centre and lakefront, whilst longer stay and commuter parking is relocated to the periphery of the town centre. Implementation of parking management tools such as restrictions, pricing and parking schemes will optimise parking supply, and contribute to mode shift outcomes; Modelling outputs show that by 2048, trips in the peak and interpeak hours grow from 11,600 to 29,200, an increase of 152%. New road links and intersection upgrades are proposed to address existing issues and provide for growth, with roundabouts or traffic lights introduced at the busiest intersections to manage flows and provide for safe crossing points. The proposed interventions have been modelled and will improve the efficiency of the network compared to the Do Minimum (baseline) investment (from seven intersections operating at LOS E/F compared to three with the master plan option): Multi-modal access to destinations will be achieved through enhanced walking and cycling networks and the introduction of public transport and a central bus hub. Investment in other modes will reduce or delay

	the need to invest in capacity improvements in the road network to accommodate traffic growth.
Increase non-motorised mode share from 20% to x% by 20xx	<p>Investment in improvements to pedestrian networks and a high-quality cycle network along with end of trip facilities and electric bike charging points is expected to make the greatest contribution to this investment objective. The completion of the primary cycle network is proposed for this PBC, which when complete will provide a 20km network of safe, separated routes connecting key destinations. Based on school travel plan data, this is expected to contribute to an additional 312 school students using active modes to travel to school.</p> <p>The Parking Management Strategy and introduction of public transport can contribute to achieving this outcome through incentivising use of active and public transport. Investment in walking, cycling and public transport will also provide social, environmental and health benefits, as well as reducing the need to invest to increase road capacity improvements.</p>
Maintain traffic flow at key intersections at LOS E or better by 2048	Supporting use of active modes and public transport and implementation of parking management tools will reduce vehicle travel demand, however this may not be enough to offset overall growth in traffic. It is expected that the intersection upgrades will make the primary contribution to this investment objective. Modelling outputs of the baseline (do minimum) results in seven intersections functioning at LOS E or F by 2048. With the implementation of the master plan interventions, just three intersections will be operating at LOS E or F by 2048.
Improve safety for all modes from 24 DSI crashes in 2013-18 to xx DSI crashes by 20xx	Safety will be considerably improved in the town centre due to the introduction of slower traffic speeds and the partial closure of Ardmore Street that will reduce through traffic and enhance the place function of the town centre. Evaluation of the likely DSI reduction will be undertaken in the next stage, however NZTA's Pedestrian Planning and Design Guide (2009) estimates that the implementation of

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	<p>physical aids across the network will contribute to pedestrian crash reductions, with kerb extensions contributing to a 36% crash reduction, and zebra crossings on a platform contributing to an 80% pedestrian crash reduction.</p> <p>An assessment of the 24 DSI crashes that occurred between 2014-18 found that investment in the transport and master plan interventions would have been likely to prevent eight of these crashes; a 33% crash reduction.</p> <p>Gateways and wayfinding will raise drivers' awareness of the environment and of higher levels of pedestrian and cycling activity. Targeted safety improvements are also included such as the SH6/Riverbank intersection and widening of Riverbank Road. Intersection upgrades to traffic lights/roundabouts will also help to improve safety for all modes, as will the planned walking and cycling improvements.</p>
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Table 14-5 below.

14.5 Project Timing

As discussed, the sequencing of interventions is important to enable subsequent projects to be delivered and achieve the desired outcomes. For example, removing the through movement function of Ardmore Street will have detrimental impacts on Brownston Street. The implementation of a town centre bypass is therefore sequenced before changes to the town centre to provide additional network capacity and enable the desired improvements to enhance the place function of key town centre streets. Similarly, the bus hub is proposed in the medium term to initially enable the existing coach stops to be removed from the lakefront. In the long term the bus hub will support public transport access as well.

The indicative timeframes for delivery of the key interventions is shown in

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Table 14-5: Indicative delivery timeframes for key interventions of the preferred option

Intervention	Short term NLTP 2019-21	Medium term NLTP 2021-24	Long term NLTP 2024+
Network Optimisation & Mode Shift SSBC	Develop SSBC	Stage 1 Priority Projects	Stage 2 projects
Primary Cycle Network	Delivered through LCLR	Network Optimisation and Mode Shift (Stage 1)	Network Optimisation and Mode Shift (Stage 2)
Parking Strategy & Implementation			
Low Cost Low Risk projects			
Review of PBC			
Public Transport Investigation (Trial) – LCLR project		Investigation/ PT Trial	SSBC and implementation
SH6/SH84/Riverbank Road Intersection upgrade			
Albert Town Bridge			
Riverbank Road freight upgrade			

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14.6 Collaboration and Funding Options

In Council's Long-Term Plan (2018 – 2028), QLDC has committed \$510,000 in 2019/20 towards funding the next stage of the business case planning process (Detailed Business Case). Beyond this, there are no other specific funding allocations set aside by Council to invest in core improvements. However, the purpose of this PBC was to identify the scope and scale of investment required to address agreed problems and better plan for the future. Through the Annual Plan budget process in 2020, Council will consult formally on the Master Plan PBC and seek the community's feedback on allocating additional rates funding to support its implementation.

In addition to external revenue developer contributions to fund new infrastructure, QLDC is in a unique position to potentially access a new revenue stream to fund visitor-related infrastructure and services. A community referendum in June 2019 resulted in 81% support for a Proposed Visitor Levy in the district. Approval for the implementation of the Levy is being sought from Central Government; if successful, the Levy will consist of a 5% charge paid by visitors in addition to their accommodation costs. The Levy is anticipated to be in place by 2021 and is expected to generate \$22.5 million per annum.

In addition to Council's internal funding allocation, there are opportunities to seek funding for core improvements from external funding sources. In addition to local Development Contributions, a number of Government Agencies may support some of the Master Plan core interventions. Some funding partners require a local share contribution (co-investment), while others may only seek a business case to demonstrate for the case for change and investment. A list of potential funding partners and their funding mechanisms is provided in Table 14-6 below.

Table 14-6: Potential External Funding Options

Funding Source	Description	Funding Mechanism
NZ Transport Agency	Core elements of this project relate to the transport corridor, as well as long term strategic planning and therefore may be eligible for funding from the NZ Transport Agency. The approval of this PBC is the key gateway to obtaining funding approval from the Transport Agency. Assessment against the Investment Assessment Framework (refer to Section 13.8) demonstrated a HIGH alignment against key investment criteria.	Funding is allocated through the NLTP. Approved State Highway projects are 100% funded by the Transport Agency, and some activity classes (e.g. walking and cycling) have higher Funding Assistance Rates (FAR) for the 2018-21 NLTP (Targeted Enhanced Funding Assistance Rate – TEFAR). For other approved projects, co-investment from local Councils needed; QLDC's FAR is 51%, meaning the Transport Agency will invest 51% in approved local road projects. All NZTA-funded projects are subject to a national prioritisation process, meaning that any funding allocation from NZTA may not align with the timeframe presented in this PBC.
MBIE	The Tourism Infrastructure Fund (TIF) provides funding to support regions facing pressure from tourism growth to develop tourism-related infrastructure. The scale of the funding is relatively small, with most applications seeking funding for car parks and toilet facilities. QLDC could seek to apply to TIF to	Contestable fund capped at \$25 million per annum. A number of funding rounds are made available each year, with applications assessed by a panel of independent advisors, government and sector representatives.

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Funding Source	Description	Funding Mechanism
	develop long term parking for campervans.	
MBIE	The Provincial Growth Fund (PGF) provides funding to invest in regional economic development. In Otago the focus for funding to date has been tourism, transport, manufacturing and skills. Wānaka may be in a strong position for eligibility of PGF funding for relevant core infrastructure should Wānaka Airport be approved for commercial flights.	Funding through the Provincial Growth Fund. \$1 billion available per annum across NZ. Applications for funding over \$100,000 require a business case or feasibility study.

14.6.1 Low Cost Low Risk projects

NZ Transport Agency has introduced a Low-Cost Low Risk (LCLR) work category (replaces the minor improvements category) for the construction or implementation of low cost, low risk transport improvements, with a maximum total cost for approval per project of \$1 million. The LCLR improvements must relate to road improvements (local roads or State Highways), regional improvements (improving safety and resilience of key freight and tourism routes) or public transport improvements. The \$1.0 million total cost includes professional services, property and construction/implementation costs; any amount over the \$1 million cap must be funded by the approved organisation.

During the 2018/21 NLTP, QLDC has an allocation of \$4.67 million for LCLR work in Wānaka. \$3 million has been allocated to deliver active travel elements of the Wānaka Lakefront Development Plan, as well as the Anderson Road cycleway and state highway underpass at Tim Wallis Drive. The remaining \$1.67m has been allocated to minor projects such as lighting and safety upgrades, footpath improvements, signage and line marking.

There will be opportunities to fund future works identified in the Master Plan and PBC in future NLTP periods. Table 14-7 highlights those projects that may be eligible for funding through the LCLR activity class.

Table 14-7: Potential Future Low Cost Low Risk projects

Projects	Cost Estimate
Pedestrian network upgrades	\$200,000
Primary Cycle network (Short term 2019-21 NLTP only)	\$3,000,000
Legible wayfinding for pedestrians	\$50,000
New footpaths in older parts of Wānaka	\$2,000,000
Pedestrian network upgrades	\$200,000
New and improved pedestrian crossings	\$200,000
EV and Bike charging stations	\$200,000
Bike parking	\$500,000
General network wayfinding (e.g. parking locations)	\$100,000
Application of safe and appropriate speed limits	\$100,000
Speed management (e.g. traffic calming)	\$750,000
Gateway treatments at urban/rural interface	\$1,000,000
Upgrade Aubrey/ Anderson Road intersection	\$300,000
Vehicle route for boat trailer access	\$30,000

14.7 Financial Risk

The key financial risk for the project is that funding is not currently available nor committed to deliver the key elements of the programme. Funding from key partners will need to be secured before further development or investigation of the core interventions can be undertaken. Funding for this project is expected to be sourced from multiple funding partners including NZ Transport Agency, MBIE and potential developers. This PBC provides a key funding gateway for government agencies including NZ Transport Agency and MBIE.

To secure NZ Transport Agency, the programme of works must compete nationally for funding, and currently only projects that demonstrate a HIGH results alignment are being funded. Projects must also achieve a BCR>1.

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Many interventions included in the preferred option are interdependent, enabling subsequent changes and desired outcomes to be delivered. Staging is therefore an important aspect to successfully deliver this project. As such, some of the core interventions are considered to be 'lead infrastructure', meaning that the benefits of these projects may not be realised for some time. This negatively impacts on the projects 'value for money', yet there are real opportunities and long-lasting benefits that can be achieved through early investment.

Part C – Delivering and Monitoring the Programme

15. Management Case

15.1 Scope of the next stage

Following consideration of the PBC and Master Plan by the Council in August 2019, it is anticipated that the funding to deliver the enabling works of the PBC and Master Plan will be incorporated into QLDC's 2020/21 Annual Plan. Through the Annual Plan process, the community will be given a formal opportunity to provide feedback.

An outline of the proposed next stages of work is provided below. It is recommended that where possible, the overarching planning of future works is delivered as a complete package. Many of the desired outcomes require early enabling works; on their own, some of the enabling works may not provide a positive BCR and therefore may be difficult to attract funding. However, some core elements should be progressed in isolation, and may be delivered as 'quick wins'.

Note that the timing and delivery of this work is subject to Council approvals and funding, as well as funding through the NLTP, which is subject to a national prioritisation process. The priority of this programme at a national scale may not align with the delivery timeframes as set out below.

Council is seeking NZ Transport Agency endorsement for the projects proposed in the short and medium term (2019-21 NLTP and 2021-24 NLTP), and to note the remainder of the Programme Business Case. A review of the Programme Business Case is proposed in 2021-24 that will be informed by further evidence and modelling.

15.1.1 Short term (NLTP 2018/21)

15.1.1.1 Network Optimisation and Mode Shift Single Stage Business Case (QLDC/NZTA)

The Network Optimisation and Mode Shift Single Stage Business Case (SSBC) will focus on delivering the overarching transport elements within the town centre and surrounds to ensure the network is operating efficiently and effectively. This SSBC should provide a multi-modal approach to managing transport supply and demand and consider the influence of parking and active mode networks and facilities.

There is strong community support to define and deliver walking and cycling networks in Wānaka, however it is recognised that these should be planned and delivered as part of a complete and integrated package of works. Improvements to pedestrian safety and access have been a major focus of this project, with a strong community desire to enhancing the place function of the town centre. Indicative cycling networks largely based on the Wānaka Network Operating Framework have been defined, however further work is needed to confirm these routes and define the facility types, as well as understand costs and benefits in more detail.

Funding of \$510,000 has been allocated within the NLTP 2018-21 to progress this work, however the scale of this SSBC means additional funding is likely to be needed. More detailed traffic modelling will need to be completed as part of this SSBC (refer to Section 13.6) to better understand the impact of different options on town centre access, and detailed designs for transport interventions such as intersection and cycle network design will be required. Extensive consultation throughout the process will also be required. The cost to undertake this work is estimated to be \$750,000, requiring additional funding and approvals from Council and NZTA. The need for a new bypass needs to be explored in detail through modelling and economic assessment.

WĀNAKA TOWN CENTRE MASTER PLAN

Given the projected growth in Wānaka, there are likely to be opportunities to schedule projects to tie into other works such as planned drainage, road widening, seal extensions and new water mains. These opportunities should be actively pursued to minimise costs and duplication.

15.1.1.2 Parking Management Strategy (QLDC)

Following the Network Optimisation SSBC, Council will have a better understanding of Wānaka's parking requirements, and will be in a position to develop a Parking Management Strategy to manage demand and optimise the existing parking supply. The Strategy will need to be future focused, with initiatives and interventions to manage increasing demand in the face of growth and identify new locations to enable the reallocation of parking spaces that are proposed through the town centre Master Plan.

The Council may want to consider adopting a strategy with triggers for implementing change (such as parking occupancy rates), as well as a parking hierarchy to demonstrate Council's priorities in relation to allocating parking. Potential new schemes and permits may need to be considered to support specific road users or land uses, as well as pricing, timing restrictions and allocation of space to specific road user types (e.g. disabled parking, taxi ranks). Council should also identify how parking meter revenue will be used, as this is generally beneficial in gaining support from the local community and retailers.

15.1.1.3 Low Cost Low Risk Projects (QLDC/NZTA)

Funding for Low Cost Low Risk projects is used for interventions that cost less than \$1 million (combined planning and delivery). Over the 2018/21 NLTP, Council has \$4.67m to deliver minor works. \$3 million has been allocated to deliver active travel elements of Lakefront Development Plan, as well as the Anderson Road cycleway and state highway underpass at Tim Wallis Drive. The remaining \$1.67m has been allocated to minor projects such as lighting and safety upgrades, footpath improvements, signage and line marking.

15.1.2 Medium term (NLTP 2021/24)

15.1.2.1 Network Optimisation and Mode Shift: Priority Projects - Stage 1 (QLDC/NZTA)

Funding will be required to deliver the outcomes of the Network Optimisation and Mode Shift SSBC. It is anticipated that the Stage 1 Priority Projects will focus on intersection improvements and upgrades to increase efficiency and capacity along the SH84 corridor east of the town centre, as well as construction of priority cycle routes.

These initial priority projects aim to future proof capacity in the network ahead of more ambitious placemaking and urban design outcomes in the longer term as identified in the Master Plan.

15.1.2.2 Parking Management Implementation (QLDC)

Implementation of relevant parking infrastructure and schemes to achieve the outcomes of the parking management strategy.

15.1.2.3 Low Cost Low Risk Projects (QLDC/NZTA)

Future low-cost low risk funding will be used fund minor projects and quick wins outside of the business case process. In the medium term, the main projects that were identified through this business case for delivery using LCLR funds focus on improving the pedestrian network including footpath improvements, provision of safe crossing points and wayfinding.

15.1.2.4 Public Transport Trial (ORC/NZTA/QLDC)

A trial of a public transport solution could be considered in the medium term to gauge community support and demand for the service. Given its size, Wānaka is an ideal location to trial an innovative transit option. A trial could be funded through LCLR funds, with additional support from ORC and QLDC. A trial will also provide evidence to demonstrate whether there is a case for investment in a longer term solution, and the format of a transit service for Wānaka.

15.1.2.5 Review of PBC (QLDC/NZTA)

A review of the Wānaka Programme Business Case is proposed in 2021-24 that will be informed by additional modelling, changes to the

WĀNAKA TOWN CENTRE MASTER PLAN

Spatial Plan and outcomes of key land use decisions such as Wānaka airport. The review should include validation and peer review of the existing TRACKS model, as well as extensive economic assessment of the programme benefits. A review at this point will provide more certainty of the scope of the programme of works required in the subsequent NLTP funding periods, supported by more up to date evidence.

15.1.3 Longer term (NLTP 2024+)

The projects identified in the longer term are indicative and are subject to review and refinement as part of the PBC review proposed in 2021-24.

15.1.3.1 Network Optimisation and Mode Shift: Priority Projects - Stage 2 (QLDC/NZTA)

It is anticipated that the second phase of projects identified from the Network Optimisation and Mode Shift SSBC will be delivered in the longer term. Many of the proposed elements within the SSBC are interdependent and enable future town centre placemaking improvements. Other elements provide high priority safety and efficiency improvements to support the operation of the transport network to address the continued and future growth.

15.1.3.2 Town Centre Master Plan SSBC (NZTA/QLDC)

Town centre amenity improvements are estimated to cost \$20 million, which is expected to be mostly funded by QLDC. However these upgrades will provide safety and mode shift benefits, which align with NZ Transport Agency's investment outcomes. Any potential contribution will need to be discussed with the Agency prior, however the NZTA will require a business case to support their investment contribution

15.1.3.3 Albert Town Bridge SSBC (NZTA)

NZTA have confirmed that there is merit in including this project in the longer term given the 12% growth in traffic volumes on Albert Town Bridge in the preceding 12 months. They have recommended that a bridge replacement project to provide a two-lane bridge should be included in the 2021-27 RLTP programme. The existing single lane bridge has existing traffic volumes of ~ 6000 vehicles per day (vpd). The

trigger used for the replacement of the single lane bridge at Kawerau Falls in Queenstown was 8000vpd.

15.1.3.4 Public Transport SSBC & Implementation (ORC/NZTA/QLDC)

The Otago Regional Council have confirmed that public transport services are likely in the 10-year horizon for Wānaka, and will be included in the new Regional Public Transport Plan that is currently under development. A business case will be needed to demonstrate the case for investment from all funding partners; to deliver the service, construction of the central bus hub, and bus stops throughout the network. The proposed transit trial in the medium term will provide critical evidence to demonstrate the case for investment in a permanent and long term transit solution.

15.2 Governance

Decisions on changes to the transport network are made at different levels, depending on the scale and impact of the decision. While overarching funding decisions lie with the elected members of QLDC and ORC, as well as the NZ Transport Agency Board, the decision on progression of future stages of this project lies solely with the QLDC.

15.2.1 Governance Model

A summary of the tiers of governance, and the role and responsibility of each is described below.

- **Political Governance:** Primary role of elected members and is the main gateway for financial and community engagement approvals. The preferred option is expected to be presented to the QLDC Councillors in August 2019 for endorsement.
- **Wānaka Community Board (WCB):** Local elected members with a strong connection to the local community. Members of the WCB formed part of the overarching Community Reference Group (CRG) and have played a key role in the **development** of the Master Plan. The PBC and Master Plan require endorsement from the Community Board prior to going to full Council in August 2019
- **Community Reference Group (CRG):** The purpose of the CRG was to guide and influence decisions, however as a group they had

WĀNAKA TOWN CENTRE MASTER PLAN

no decision-making authority. A decision on whether to sustain or restructure this group for future stages of project development will need to be made.

- **Programme Control Group:** This level of governance consists of QLDC management that provides a review and integration forum, ensuring that wider implications are considered across the organisation. This group provides oversight on the day to day issues of project development, including budget and timeframe accountability.
- **QLDC Project Team:** QLDC staff that are responsible for the day to day actions, decisions and delivery of project outcomes. It is recommended that this group is supported by an independent project manager who will be responsible for project planning and delivery across project partners.
- **Technical Specialists:** Specialist resources are needed to deliver key elements of future phases of work and should be procured through a competitive tender process if not available internally. They should work closely with the core QLDC Project Team to lead the development of subsequent stages.

15.2.2 Expansion of the 'Wakatipu Way to Go' Governance Model

In December 2018, QLDC signed a Memorandum of Understanding with the NZ Transport Agency and the ORC to work together to provide forward-thinking solutions to create a safe and well-connected transport network for Queenstown. The 'Wakatipu Way to Go' partnership recognises that all three agencies have an important role to play in driving change.

Given that the issues likely to be facing Wānaka in the future are not dissimilar to the issues facing Queenstown today, there is a potential opportunity to expand the scope of the Wakatipu Way to Go' partnership to cover Wānaka as well.

15.3 Communication and Engagement

A decision on progressing to the next stage of the project, as well as developing future stages will require further consultation and engagement with key stakeholders and stakeholder groups. During the PBC process Council highlighted that the preferred option provided an indicative framework for further investigation, and that no decisions had been made. Council committed to involve relevant and affected parties during the next stages, when the core interventions of the preferred option will be investigated in more detail.

15.4 Refining the economic case

While high level costings and benefits have been provided in the Financial Case, these have been based on numerous assumptions given the limited information available at this early stage. The next phases of the project will need to take a more rigorous approach to quantifying the benefits and costs.

15.4.1 Costings

Project costings have been developed based on numerous assumptions and are present day costs; inflation has not been included in cost estimates given the uncertainty of delivery timeframe. Cost estimates also only cover capital costs; operational costs have not been included.

The local share and Funding Assistance Rate (FAR) costs incurred by funding partners have not been apportioned. Furthermore, costs incurred by developers have also not been determined. With some projects that are expected to be incurred by developers, or funded through development contributions, this reduction in costs by government will positively influence the BCR, as there will be an overall reduction in costs incurred.

15.4.2 Benefit Quantification

Benefits have been quantified using a potential range of anticipated benefits based on similar initiatives elsewhere. Analysis using the Economic Evaluation Manual (EEM) or other similar tools has not been undertaken given the scope of uncertainty at this stage of the project. A

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better understanding and calculation of the wide range of benefits will be required for the next stage of work.

Given that this project includes substantial network changes to enable improved placemaking in the town centre, a more holistic view of benefit quantification should be adopted. With the shift in focus of the Government's GPS and NZ Transport Agency's support for Liveable Communities, changes to how benefits are measured, including measures that value placemaking and liveability are expected. However, current available tools that can be used in the meantime include:

- Valuing Urban Realm Tool - quantify the urban realm benefits to enhance the desired place function of Wānaka.
- Benefits of lead infrastructure - quantify the benefits and reduced costs of avoiding missed opportunities and retrofitting required infrastructure. These benefits may be difficult to quantify but should be considered in the economic case in the next stage of work.
- Safety benefits – individual assessment at each intersection once design layouts are known.
- TDM benefits – quantification of TDM benefits for the integrated transport solution.

In addition, benefits will need to incorporate model outputs. These can be used to compare the economic benefits of different network and intersection configurations. As stated previously, it is recommended that the Wānaka transport model is recalibrated to reflect the rapid residential growth and increasing visitor demand.

15.5 Conclusion

Wānaka is at a crossroads and is growing rapidly. A decision on the Wānaka Airport is imminent, approvals for new subdivisions across the wider area continue, and the retail function within Three Parks will commence in 2019.

The Wānaka Town Centre Master Plan and PBC provide a potential vision and framework for the town centre and wider Wānaka through this time of change. While it incorporates ideas and feedback from stakeholders and the Community, more investigation work and

engagement with the Community is needed, if it is to be developed further.

Appendices



Appendix A Long List of Interventions

Sub-theme	Intervention
Cycle network	Safe, separated & accessible cycle network
Cycle facilities	EV and Bike charging
	Bike parking
	Quality bike/scooter share service
Pedestrian network	Quality footpaths - consistent, connected, accessible quality surfacing, aligns with desire lines
	Permeable town centre
	Retain emergency access to pedestrianised areas
	Legible wayfinding
	Provide more crossing points
Public Transport network	Bus network for Wānaka
	Preserve PT corridors & bus stops/bus hub - designate
	Expand eligibility of school bus service
	Mass transit (light rail, monorail)
	Create a transport hub for local & regional routes
	Bus with kayak/bike racks
	Commuter services to outlying settlements
	Adaptable/scalable PT
Other transport	Mobility as a service initiative

Sub-theme	Intervention
	Facilitated carpooling
	Travel behaviour initiatives/ travel planning
	Ferry/ water taxis
	Cycle rickshaws
	Drone deliveries
	Traffic calming/ reduced speed limit
Enforcement	Enforcement of footpath parking
	Enforcing negative behaviour towards vulnerable road users
	Enforce parking across driveways
	Bluetooth trigger to slow vehicles at gateways
Planning/investment	Prioritise active modes
	Paid parking to pay for PT network
	Education to change culture/attitudes/ habits/reduce speed
	QLDC to manage bus services (not ORC)
	Seek opportunities for integrated investment e.g. utility improvements
Intersection improvements	Improve Anderson Road roundabout access
	SH84/SH6/Riverbank Road intersection improvement
	Improve Ballantyne Road connection to SH84
	Roundabout at Riverbank/Ballantyne Road
	Cardrona Valley Road intersection upgrade at Golf Course Road

Sub-theme	Intervention
New links	Wānaka bypass route (outer ring road)
	Cross town link (across SH84)
	New link to Northlake from Aubrey Road
	Enhance connectivity between Town Centre and Three parks
Corridor Upgrades	Anderson Road upgrade - major link.
	Improve Albert Town bridge
	Upgrade Anderson Road and Aubrey Road
	Brownston Street to function as town centre access
Freight/HV access	Freight distribution hub at Cromwell
	Fit for purpose freight link to industrial area
	Vehicle route for boat trailer access
	Move Ballantyne Road industrial area to co-locate with airport
Parking	New/ additional parking areas
	Ban campervans from town centre
	Designated campervan parking
	No parking in town centre
	More disabled parking
	Free parking reservoirs on edge of town with shuttle/ attractive pedestrian routes into town.
	Designated coach parking area
	Long term parking management strategy including reviews of parking controls, time limits, commuter parking areas

Sub-theme	Intervention
Integrated transport & land use planning	Develop Airport Masterplan
	Fast track planning processes
	Development aligns and enables long term vision & transport network (including walking/cycling/PT modes)
	Adaptive and proactive planning to manage development
	Retain local experience & services
	Retain current urban growth boundaries
	Urban boundary contained within 'rivers' and allow densification in this area.
	Infrastructure investment to meet future needs not just current problems
	Visitor accommodation precinct
	Private accommodation rentals (e.g. Air bnb) etc in specified/designated areas only
	Designate future transport corridors (cycleways, PT)
	Transit oriented development (TOD)
	Developer education
	Developers to demonstrate wider benefits as part of application & consent
Revenue Models	Increase scope of developer contributions to pay for network improvements beyond area of scope
	Enable value capture from value uplift from changing land use
	Identify new/alternative funding streams

Sub-theme	Intervention
	Carpark 'eats itself' through revenue model to redevelop the space
Governance	Queenstown Lakes Unitary Authority
	NZTA and QLDC long term 'alignment' project sequencing/co-ordinating investments
	Wānaka governance model for town centre improvements
	Adopt range of consultation/feedback mechanisms to engage with different groups
Masterplan (specific)	
Opportunity sites	Improve access/permeability for pedestrians and cyclists through new routes.
	Relocate Council services/offices to Lismore Park and use town centre land for alternative use
	Wānaka 'gateway' at Mount Aspiring National Park Visitor Centre with visitor parking/ mixed-use development and pedestrian connections to the Town Centre
	Create worker housing on QLDC land near the Town Centre.
	Enhance existing Civic facilities such as underground parking, office and retail uses, internal pedestrian access to Town Centre
	Create a civic heart on QLDC land e.g. near town centre, adjacent to the golf course, DOC land
Parks and Civic Spaces	Activate edges of Pembroke Park e.g. botanic gardens.
	Create a community heart using QLDC land in town centre

Sub-theme	Intervention
	Permanent location for the market for use on windy days.
	Locate food trucks west of the Town Centre helps serve those who do not want the services of the Town Centre.
	Create an arts facility with studio space, exhibition area.
	Continuous park at Pembroke and Wānaka Recreational Reserve by closing McDougall in this area.
	Performance space at waterfront.
	New greenbelt such as Cardrona River corridor/ Bullock Creek?
	Reclaim Ardmore St from Lakeside to McDougall and extend Pembroke Park
	Village green - Dunmore Street & creek
	Enhance pedestrian access along Bullock Creek in Town Centre
Gateways	Establish new Wānaka gateways
	Protect the green areas along golf course at SH84
CBD street network changes	Close Dungarvon St (to Brownston)
	Reclaim Ardmore as park space (Lakeside to McDougall) and relocate parking to south of Pembroke Park
	Shared street for Ardmore (Dungarvon to Caltex roundabout)
	Shared spaces for Town Centre -cars permitted
	Make McDougall a one-way street (towards Cardrona).

Sub-theme	Intervention
	Make all town centre streets between Dungarvon to Brownston
	Close Ardmore (Lakeside to Dungarvon)
	Close Ardmore (Helwick and Dungarvon)
	Close Ardmore (Caltex roundabout to Dungarvon)
	Close Dunmore (Helwick to Dungarvon)
	Close Helwick (Ardmore and Dunmore)

Sub-theme	Intervention
	Close Helwick (Brownston and Ardmore)
	Create a one-way loop (going west) at Ardmore
	Improve pedestrian access at Lakeside Street roundabout
	Highest volumes of cars carried on streets furthest away from Town Centre
	Provide traffic calming using proper pedestrian crossings.

Appendix B Wānaka Activation Trial

Community Engagement: Activation Trial

An enhanced community engagement event was held over four days in mid-March 2019. The key purpose of the activation trial event was to test some of the transformational interventions that had repeatedly been requested by the community and observe how the community and the transport network responded to these changes to the town centre. Feedback on the activation trial and some of the proposed options was sought from local residents and visitors.

Activation Trial

Pedestrianisation of parts of Wānaka's town centre has featured in numerous existing and past strategies and is regularly raised during consultation with the community. As part of this project, a temporary road closure was trialled in the town centre to test how the transport network would respond and gauge the community's interest and support for the changes. From 15-18th March 2019, part of Ardmore Street and Helwick Street was closed to traffic (refer to Figure 9-1 and Community Response). These spaces were activated with interactive spaces, games and events to demonstrate alternative uses and functions for the space.



Figure 0-1: Traffic management to enable the Wānaka Activation trial

The section of Ardmore Street in front of Pembroke Park was altered from a two-way street to one-way, and all parking removed from the lakefront in this block. These interventions were supported by the Community Reference Group, as there is a desire to downgrade or potentially close this section of Ardmore Street to enhance the visual connection between the town centre and perhaps extend Pembroke Park to the lake front. A temporary roundabout was also installed at the Brownston/ McDougall Street intersection to improve vehicle access to Brownston Street. By reducing the through movement function of Ardmore Street, it was expected that cross town traffic would shift to Brownston Street; the purpose of trialling a temporary roundabout at this

intersection was to test how well Brownston Street performed with the higher traffic loading.



Figure 0-2: Scale and scope of activation trial

Feedback on Activation Trial

The partial closure of Ardmore and Helwick Streets stimulated a high level of discussion within the community and initiated a lively debate about the future of the town and how it could respond to growth. Social and traditional media channels demonstrated divided views within the community on the activation trial itself as well as the options presented on the various potential interventions. Examples of media articles featured in the Otago Regional Times are shown in Figure 0-3 and Figure 0-4 below. Feedback on the various interventions presented during the trial was gathered via an online survey; the scope and results of the survey are provided below.

Saturday, 16 March 2019

Car-free trial response varied

By Mark Price



Regions > Wanaka



There appeared to be three quite distinct reactions to yesterday's car-free trial in the centre of Wanaka.

Pedestrians loved it. Motorists hated it. Retailers were unimpressed.

"Chaos. Like Queenstown," a truck driver shouted from his cab as he waited in Brownston St for a gap in the traffic at the Ardmore St roundabout.

"Keep it like this," said a pedestrian seated in the middle of the closed-off section of Ardmore St.

"I wasn't consulted", said a retailer.

Figure 0-3: Media coverage from the Otago Daily Times of the Activation Trial

Trial ban on cars for Wanaka CBD

Made with the support of NZ On Air



News > The South Today

Trial ban on cars for Wanaka CBD

The hum of conversation and laughter of children took over central Wa...



The hum of conversation and laughter of children took over central Wanaka during the weekend as the town began to get used to a car-free trial.

But the experimental ban of cars from the CBD isn't without its detractors, which includes shop owners who say business is down as a result of the trial.

Engagement on interventions

The second key purpose for the activation trial was to engage with residents and visitors on potential investment interventions and changes. Many of these were identified through the early public engagement campaign in September 2018, as well as the initial stakeholder workshop in November 2019. Feedback from the community was sought on the following core elements:

- Implementation of a cycle network
- Implementation of a public transport network
- Wānaka bypass options
- Development of Wānaka's 'gateways'
- Landscaping of town centre streets
- Extent of Ardmore Street closure
- Changes to the form and function of Pembroke Park
- Changes to the function and use of key town centre streets
- Development of a Civic Heart, and potential locations
- Development of Civic Gardens, and potential locations
- Changes to parking in town centre
- Location of town centre markets
- Location of additional play spaces

Large information panels were developed that highlighted the potential interventions that were being considered, and some of the trade-offs that may be required. A sample of the information panels is shown below. Residents and visitors were encouraged to complete an online survey to provide their feedback and preferences.

Figure 0-4: Media coverage from the Otago Daily Times of the Activation Trial

06_A

TRANSFORMING WANAKA

While the Masterplan project focuses on the town centre, it cannot be considered in isolation. There are a range of issues that will influence the success of a town centre transformation. We've outlined some of these for you to consider here.



YOU SAID YOU WANTED IMPROVED TRAVEL CHOICE

Wanaka's cycle network largely consists of off-road recreational trails and generally does not support commuter access to key activities and destinations. The state highway network creates a barrier to access between local schools and the new recreation centre. There is currently no public transport available to residents and visitors in Wanaka.

THE RESPONSE: A CYCLE NETWORK

The people of Wanaka have consistently said they want to see improved cycling facilities. To provide safe cycling facilities, trade-offs such as the removal of parking or changes to the road network or access may be required.

An indicative map of a potential cycle network for Wanaka is shown on the adjacent maps. We'll need to do further work and have more conversations with the community to determine the preferred routes and types of cycle facilities that will be constructed.



WANAKA
TOWN CENTRE
TRANSFORM

LET'S
TALK

QUEENSTOWN
LAKES DISTRICT
COUNCIL

10_A

OPTIONS FOR THE TOWN CENTRE

PEMBROKE PARK



Pembroke Park is highly valued by the Wanaka community and for good reason. However there has been some feedback received that it could be even better. We are proposing to close off Ardmore Street in front of Pembroke Park to connect the park to the lake front. The proposal involves a land swap and relocation of lake front parking to the southern edge of the park (adjacent to Brownston Street). Overall Pembroke Park will increase in size by approximately 10%. We are also looking to support existing sports activities with additional uses such as a civic garden that may showcase some of the flora of Wanaka and the wider landscape.

EXISTING PEMBROKE PARK



POTENTIAL PEMBROKE PARK



Do you support the closure of Ardmore Street to connect the lakefront to Pembroke Park?
letstalk.qldc.govt.nz

WANAKA
TOWN CENTRE
TRANSFORM

LET'S
TALK

QUEENSTOWN
LAKES DISTRICT
COUNCIL

Figure 0-5: Sample of engagement panel 6A

Figure 0-6: Sample of engagement panel 10A

Summary of feedback on options

Online survey responses were completed by 1,120 people. Key highlights from the survey data is provided below..

- 88% of responses were received from Wānaka residents, with a further 6% from occasional residents (e.g. owners of holiday houses)
- 55% of responses were from people aged 45+ (compared to a median age of 41.1 years (2013 census))
- 82% supported a public bus network for Wānaka, with 75% support for an extended network that included the outer settlements
- 90% support for a safe cycle network
- 72% support for some form of closure of Ardmore Street, however 20% did not want Ardmore Street closed
- 96% support for a Wānaka bypass
- 48% support for paid parking close to the town centre
- 71% support for relocating parking away from the lakefront
- 60% support for connecting Pembroke Park to the lakefront
- 49% support for Wānaka Gardens to be located at Pembroke Park
- 75% support for the development of new play spaces
- 62% support for the expansion of the existing Civic Heart location (near Dunmore Street)

Transport data collection and results

Transport data was collected for a four-week period in March 2019 to understand how the network responded to changes and events. As several other events were also scheduled during weekends in March, it was agreed to collect the transport data for the longer period to capture the scale of impacts, in addition to a weekend with no scheduled events to provide baseline data. The data collection covered the following weekends/events:

- A & P Show – 8th-9th March 2019
- Activation Trial – 15th-18th March 2019
- Otago Anniversary long weekend – 23rd-25th March 2019

- Baseline weekend (no major events scheduled) – 30th-31st March 2019

A description of the transport data collection methods within Wānaka town centre was as follows:

- Traffic counts – Nine tube counters were placed as a cordon around Wānaka town centre to understand how each of the events impacted and altered traffic flows as a result of road closures and higher traffic flows.
- Cycle counts – Data was collected from cycle counters placed on the shared path on Lakeside Road, shared path in Pembroke Park (adjacent to Brownston Street), and on the shared path on SH84 (near Ballantyne Road)
- A network of sensors was deployed around Wānaka to detect movement patterns of vehicles and people via Bluetooth and Wi-Fi enabled devices. This data has been used to determine travel times, vehicle movements and pedestrian density.
- Manual parking occupancy counts were undertaken at regular intervals during the activation trial to understand the response to loss of parking along the lake front, Ardmore Street and Helwick Street. The parking collection counts focused on parking occupancy on the periphery of Pembroke Park and the Showgrounds, as it was assumed that parking within the town centre would be at or near capacity for most of the trial period.

Traffic counts

Nine traffic counters were installed at nine locations to form a cordon around the town centre to measure how the network responded to key events during March. Figure 0-7 below highlights some of this data, with traffic counts shown for three parallel roads; Ardmore Street (in front of Pembroke Park), Brownston Street (near Caltex roundabout), and Golf Course Road (near Ballantyne Rd). The data highlights that the partial closure of Ardmore Street during the activation trial resulted in traffic shifting to Brownston Street, which was expected. A small increase in traffic flows on Golf Course Road was also experienced as a result of the activation trial.

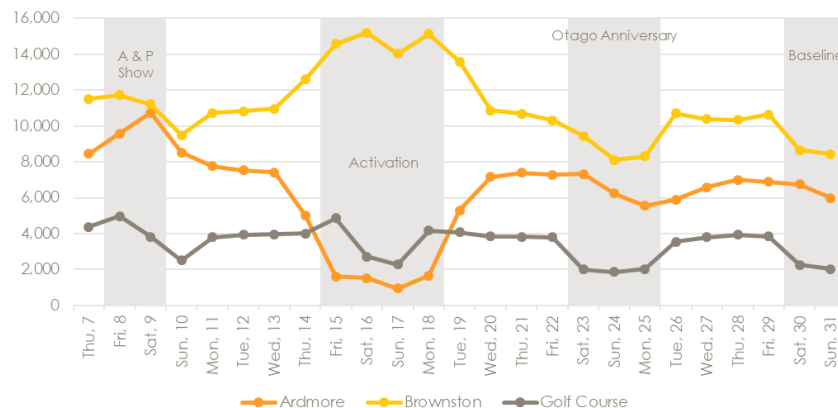


Figure 0-7 Traffic counts on Ardmore Street, Brownston Street and Golf Course Road during March 2019.

Higher traffic volumes were measured on McDougall, Helwick and Dungarvon Streets during the activation trial (compared against the baseline weekend), however lower traffic volumes were experienced on Lakeside Road.

Cycle counts

Cycle counters were used to measure cycle trips on the SH84 shared path (near Hedditch Street), Pembroke Park shared path and Lakeside Road shared path. Data from these counts is shown in Figure 0-8 below. The data shows the highest number of cycle trips occurred on the Saturday of the activation trial on the Lakeside Road shared path. The data also reveals a spike in cycle journeys on the SH84 shared path on the Monday of the activation trial when compared to the baseline weekend and sustained higher numbers of cycle trips in Pembroke Park during the trial.

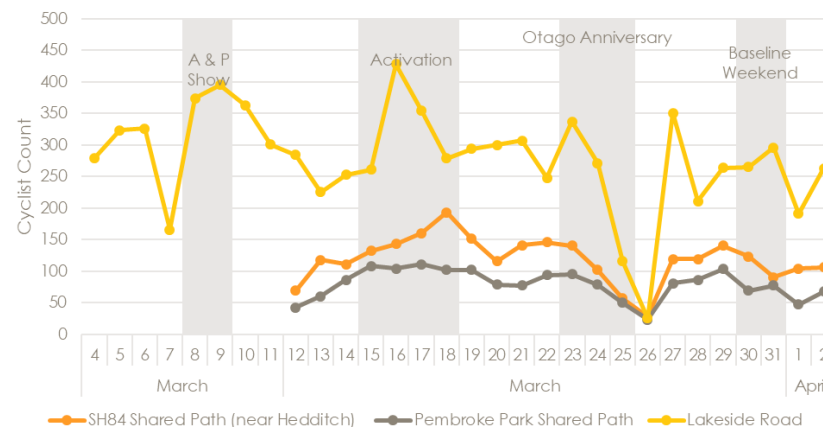


Figure 0-8: Cycle counts on Lakeside Road, SH84 shared path and Pembroke Park shared path during March 2019

Travel time on Brownston Street

Three bluetooth sensors were installed on Brownston Street to measure vehicle travel time between McDougall Street and Ardmore Street (Caltex roundabout), and gauge how travel time varied in response to key events in March. Data on a typical weekday shows that typically travel time rarely exceeds 4 minutes (refer to Figure 0-9).

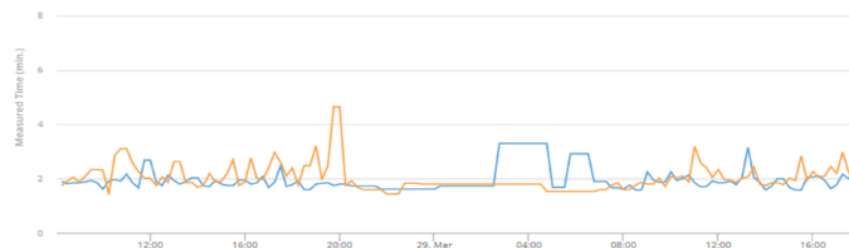


Figure 0-9: Travel time on Brownston Street (McDougall Street to Ardmore Street) on 29th and 30th March

The activation trial resulted in the partial closure of Ardmore Street, displacing through traffic to other parts of the network. Vehicle count data shows that most of this traffic shifted to Brownston Street (refer to Figure 0-9). Subsequently, travel times on Brownston Street were negatively impacted as a result of the activation trial; during the evening peak on Thursday 14th March, westbound journeys on Brownston Street exceeded 8 minutes. On the Friday evening (15th March), vehicle travel time was greater than 6 minutes. Many residents reported of congestion on Brownston Street during the activation trial, and the data aligns with this feedback. Note that travel time for eastbound journeys were not impacted by the closure.

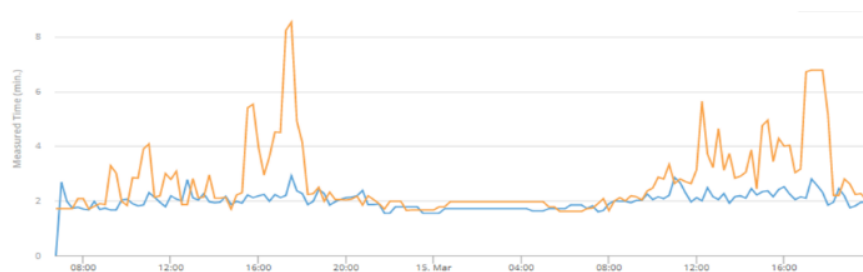


Figure 0-10: Travel time on Brownston Street (McDougall Street to Ardmore Street) on 14th and 15th March

Ardmore Street U-turns

Bluetooth sensors on Ardmore Street provided insights in the number of vehicles performing U-turns at the Ardmore Street/Lakeside Road roundabout. Figure 0-11 shows that typically the number of vehicles performing U-turns rarely exceeds 50 per day. During the activation trial however, over 100 vehicles undertook U-turns each day at the Lakeside Road roundabout. Motorists may not have been aware of the road closure or may have been looking for parking. These additional vehicle movements create congestion and highlight the need for legible wayfinding to key destinations and parking.

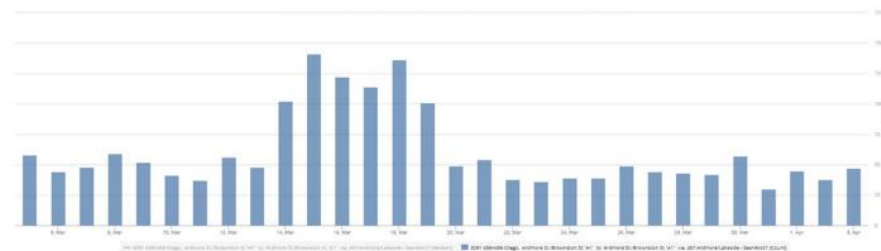


Figure 0-11: Number of vehicles performing U-turns at the Ardmore Street/Lakeside Road roundabout during March

Pedestrian Trends

Pedestrian counts, dwell times (duration of stay) and movements of pedestrians were recorded in March using data from Wi-Fi enabled devices such as mobile phones, smart watches and Fitbits. Pedestrian counts in the town centre were highest during the A&P show (8 – 9 March). The number of pedestrians in the town centre during the weekend of the Wānaka Activation trial (16-17 March) were similar to the control (baseline) weekend (30-31 March). The loss of vehicle access to the town centre did not result in fewer people in town, nor did it lead to more people in the town than normal.

However, on both weekend days of the activation trial the dwell time that people spent in the town centre was longer than any other weekend. On Saturday 16th March, 55% of people were present for longer than 30 minutes, up 9% on the previous week. Of these, some 10% stayed for up to 90 minutes, compared to only 6% the previous Saturday. As well as spending longer in the Town Centre there is some evidence that these people ‘wandered’ more widely with whilst they were there.

Parking occupancy

Occupancy of on and off-street parking bays around Pembroke Park was undertaken every two hours between 10am and 4pm on the Friday, Saturday and Sunday of the activation trial. Parking in this area was measured as it provided an indicator of overflow parking for visitors accessing the town centre.

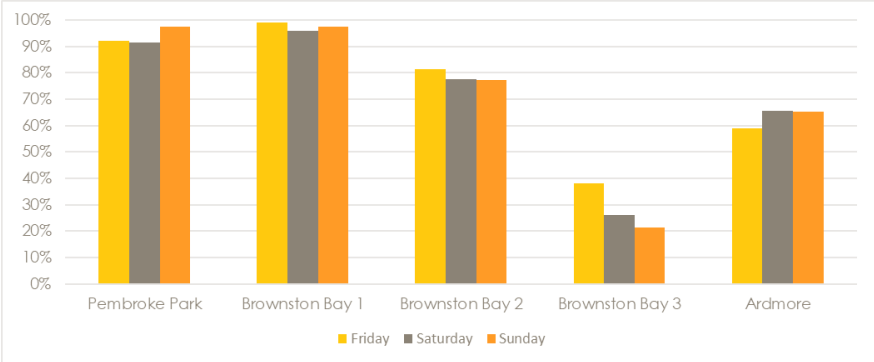


Figure 0-12 below shows that as expected, parking spaces closest to town had the highest occupancies. However, it also highlights that there was always parking available throughout the event. Parking within the Pembroke Park off-street car park adjacent to Dungarvon Street had the highest occupancy rate, with an average of 97% of spaces taken on the Sunday of the activation. It should be noted that the Pembroke Park off-street car park provides free parking, and on Saturday and Sunday, no time limits apply.

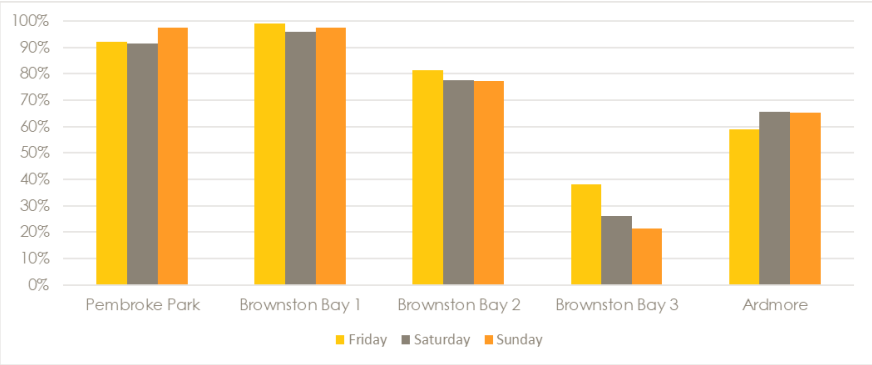


Figure 0-12: Average parking occupancy in the vicinity of Pembroke Park during the activation trial

Transport data summary

Transport data collated during March highlights the impacts of key events and how the transport network responded. The partial closure of Ardmore Street during the activation event had a substantial effect on other parts of the network, resulting in increased traffic and travel times on Brownston Street, higher numbers of vehicles on Golf Course Road and more motorists undertaking U-turns on Lakeside Road. The closure of Ardmore Street resulted in more cycling journeys on all three paths that were measured compared to the baseline weekend, and longer pedestrian dwell times in the town centre.

This data was used to inform key elements of the preferred option that was presented to the Community.

Appendix C Composition of Programmes

Sub-theme	Intervention	Do Minimum	Baseline Investment	Visitor Experience	Network Optimisation	Enable Growth	Mode Shift	Do Maximum
Cycle network	Complete primary cycle network (NOF) - Safe separated & accessible	√	√	√	√	√	√	√
Cycle network	Complete secondary cycle network (NOF) - Safe separated & accessible				√	√	√	√
Cycle network	Cycle facility on Riverbank Road						√	√
Cycle network	Mt Aspiring Road cycleway (inc. cycle access to Roys Peak)			√			√	√
Cycle network	Improvements to existing shared paths (e.g width, surface, gradient)		√	√	√	√	√	√
Cycle network	Commuter cycleway to Airport/Luggate			√		√	√	√
Cycle network	Aubrey Road/ Anderson Road underpass							√
Cycle network	Safe cycle access between local schools and Meadowstone					√	√	√
Cycle facilities	EV and Bike charging		√	√	√	√	√	√
Cycle facilities	Bike parking	√	√	√	√	√	√	√
Cycle facilities	Quality bike/scooter share service		√	√	√	√	√	√
Cycle facilities	End of use cycle hub (e.g. bike repairs & hire, showers, secure parking)		√	√	√	√	√	√

Sub-theme	Intervention	Do Minimum	Baseline Investment	Visitor Experience	Network Optimisation	Enable Growth	Mode Shift	Do Maximum
Pedestrian network	Upgrades to primary pedestrian network (NOF) - footpath improvements, safe crossing points (e.g. SH84 at Hedditch St, Brownston St, Ballantyne Road link between golf course)		√	√	√	√	√	√
Pedestrian network	Upgrades to secondary pedestrian network (NOF) - footpath improvements, safe crossing points (e.g. Puzzling World, Cardrona Valley Road at medical centre, Riverbank Road)		√	√	√	√	√	√
Pedestrian network	Legible wayfinding for pedestrians		√	√	√	√	√	√
Pedestrian network	Provide more at-grade crossing points		√	√	√	√	√	√
Pedestrian network	Grade separated walking/cycling crossing of SH84	√	√	√	√	√	√	√
Pedestrian network	Pedestrian link through golf course						√	√
Pedestrian network	Provision of footpaths in older parts of Wānaka (e.g. Matai Road)		√		√	√	√	√
Public Transport network	Connected bus network for Wānaka		√	√	√	√	√	√
Public Transport network	Shuttle service e.g. to local car parks, loop service					√		√
Public Transport network	Dynamic PT routes/ AV PT							√
Public Transport network	Mass transit - fixed route e.g light rail, monorail, gondola							√
Public Transport network	Airport links (Wānaka & Queenstown)		√	√	√	√	√	√
Public Transport network	Central bus hub		√	√	√	√	√	√
Public Transport network	Preserve PT corridors, stops & hub (designation)		√	√	√	√	√	√

Sub-theme	Intervention	Do Minimum	Baseline Investment	Visitor Experience	Network Optimisation	Enable Growth	Mode Shift	Do Maximum
Public Transport network	Commuter bus services to outlying settlements (e.g Glendu Bay, Lake Hawea, Cardrona & Luggate)				√	√	√	√
Other transport initiatives	Mobility as a service initiatives e.g. uber, car share, lime scooters, cycle rickshaws		√	√	√	√	√	√
Other transport initiatives	Travel behaviour change education/ initiatives/ travel planning		√	√	√	√	√	√
Other transport initiatives	Ferry between Albert Town to Wānaka			√				
Other transport initiatives	Wayfinding (general)		√	√	√	√	√	√
Other transport initiatives	Application of safe and appropriate speed limits		√	√	√	√	√	√
Other transport initiatives	Speed management (e.g. traffic calming)		√	√	√	√	√	√
Other transport initiatives	Lighting that minimises light pollution		√	√	√	√	√	√
Other transport initiatives	Gateway treatments at urban/rural interface		√	√	√	√	√	√
Intersection improvements	Improve Anderson Road/ SH84 roundabout access		√	√	√	√	√	√
Intersection improvements	SH84/SH6/Riverbank Road intersection improvement		√	√	√	√	√	√
Intersection improvements	Upgrade Riverbank/Ballantyne Road intesection		√	√	√	√	√	√
Intersection improvements	Upgrade at Golf Course Road/ McDougall Street intersection		√	√	√	√	√	√
Intersection improvements	Upgrade Aubrey/ Anderson Road intesection		√	√	√	√	√	√
Intersection improvements	Upgrade Aubrey/ Beacon Point Road intesection					√		√

Sub-theme	Intervention	Do Minimum	Baseline Investment	Visitor Experience	Network Optimisation	Enable Growth	Mode Shift	Do Maximum
Intersection improvements	Upgrade Aubrey/ SH6 intesection					√		√
Intersection improvements	Upgrade Cardrona Valley/Orchard/Studholme Road intesection					√		√
Intersection improvements	Upgrade Brownston/ McDougal intersection							
Intersection improvements	Upgrade Brownston/ Dungarvon intersection							
New links	Wānaka bypass route- Golf Course Road plus extension to SH84/Anderson Road roundabout		√	√	√	√	√	√
New links	Wānaka bypass route- Riverbank Road to SH84 to Cardrona Valley Road			√		√		√
New links	Wānaka bypass route- Ballantyne/Riverbank Road with new link across Cardrona River							√
New links	Wānaka bypass route- Ballantyne/Riverbank/Orchard/Studholme Road with new link across river and new link connecting Studholme Road							√
New links	Wānaka bypass route- Mt Barker Road plus extension and new bridge			√		√		√
New links	New link to Northlake from Aubrey Road (Anderson Road extension)					√		√
New links	Studholme Road link					√		√
Corridor Upgrades	Albert Town bridge upgrade for all modes (e.g. clip on, bridge widening, new bridge)		√	√	√	√	√	√
Corridor Upgrades	Traffic signals to prioritise movement on Albert Town bridge	√						

Sub-theme	Intervention	Do Minimum	Baseline Investment	Visitor Experience	Network Optimisation	Enable Growth	Mode Shift	Do Maximum
Corridor Upgrades	Upgrade Aubrey Road					√		√
Corridor Upgrades	Upgrade access & place function of Brownston Street		√	√	√	√	√	√
Corridor Upgrades	Improve corridor & intersections on SH6/Ardmore St between Anderson Road to Lakeside Dr		√	√	√	√	√	√
Corridor Upgrades	Upgrade - Kane Road (Wānaka bypass)							√
Freight/HV access	Fit for purpose freight link to Ballantyne Road industrial area		√	√	√	√	√	√
Freight/HV access	Move Ballantyne Road industrial area to co-locate with airport					√		√
Freight/HV access	Vehicle route for boat trailer access		√	√	√	√	√	√
Parking	New/ additional parking areas			√		√		√
Parking	Enforcement of parking across driveways/footpaths		√	√	√	√	√	√
Parking	Long term parking management strategy including reviews of parking controls, time limits, user restrictions, commuter parking areas		√	√	√	√	√	√
Integrated transport & land use planning	Improved access/links to Wānaka Airport		√	√	√	√	√	√
Integrated transport & land use planning	Preserve / designate future transport corridors (cycleways, bus)		√	√	√	√	√	√
Integrated transport & land use planning	Development aligns and enables long term vision for Wānaka		√	√	√	√	√	√
Integrated transport & land use planning	Retain current urban growth boundaries	√			√		√	
Integrated transport & land use planning	Extend UGB					√		√

[illegible]

Appendix D Stakeholder preferences

This table provides a summary of the preferences of the six stakeholder groups at the Stakeholder Workshop held on 4th April 2019. This table is an extract from the minutes supplied following the workshop.

Theme	Feature	Recommendation	Rationale
Roads	Ardmore Street (commercial area)	Modified Option 1 Ardmore Street open between Lakeside to Dungarvon, 10km/h one way (West to East) shared space.	New option developed independently by four groups. Provides access, parking for short term / disabled / loading and pedestrian space.
	Ardmore Street (Pembroke Park)	Option 3 Landswap option with no access or parking between McDougal and Dungarvon with a net gain in land for Pembroke Park and a net gain in car parking.	Landswap supported by five groups
	Helwick Street	Option 3 One-way (10km/h) shared space. Direction North to South. Short term parking for servicing and access to retail.	Supported by four groups. A one-way shared space provides a safer outcome than two-way shared space.
	Roundabouts	Option 2 New roundabouts Dungarvon/ Brownston and Brownston/McDougall Streets	Supported by four groups
	Ballantyne Road	Option 3 Ballantyne Road closed off and realigned to Ardmore Street – integrated into new traffic signals at Brownston Street	Supported by four groups
	Golf Course Bypass	Option 3 Anderson and Golf Course Road bypass linked via new road through golf course, traffic lights on SH84 and new roundabout on Ballantyne Road. Implementation of this option to be delivered before changes to road network in Town Centre to mitigate traffic congestion issues.	Five groups supported the Bypass through the golf course, with three of these groups supporting traffic lights. Consistent use of traffic lights along the corridor allow signals to be phased and provide platooning benefits
	Turn bans	Option 3 Turn bans not required	Supported by four groups. Two sets of signals mean that turn bans are not required
	New road link	Option 3 New road between Russell & Dunmore Streets	Supported by five groups. Desire to see road made one-way and/or shared space.

Theme	Feature	Recommendation	Rationale
	Albert Town Bridge	Option 3 New two-lane bridge at Albert Town bridge on existing alignment	Supported by three groups. Fourth group supported it when demand requires widening
	Riverbank Road	Option 3 Upgrades to Riverbank Road for freight and bypass	Supported by five groups
	Riverbank/SH86/SH6 intersection	Option 3 New roundabout at Riverbank/SH86/SH6 intersection	Supported by five groups
	Studholme Road	Option 2 Studholme Road link and intersection upgrades	Supported by two groups. A further two groups agreed it would be desirable to have when needed.
Parking	New parking spaces	Varied responses – support for the following locations Stratford Terrace (5 groups) Pembroke Park rear (5 groups) Lismore Park (5 groups) Hedditch Street (4 groups) Multi-storey car park off Brownston St (1 group supported, 1 group felt it was too expensive, 4 groups opposed)	Parking provision can be staged over time. New parking areas will be developed ahead of any loss of spaces elsewhere as initiatives are implemented.
	Town centre parking space	Option 3 Parking losses in town centre for amenity upgrades (such as tree planting, seating and wider footpaths) offset by new parking in other locations elsewhere in the vicinity.	This element was the same across the three town centre options, however, consensus was not reached with only three of the five groups that reviewed it in support of this option.
	Parking management	Option 3 Manage parking demand e.g. pricing, time restrictions, residential parking scheme	Supported by all six groups
	Overall number of parking spaces	Net gain	No groups discussed specific numbers, however groups did not support a net loss of parking.
Gardens	Location of Wānaka Gardens	Option 3 Pembroke Park	Pembroke Park was the preferred option of the three, however there were two groups that felt there was no need for Wānaka Gardens. Community survey had 49% support for gardens in Pembroke Park.
Civic Heart	Location of Civic Heart	Option 3 Expanded around Bullock Creek	Supported by five groups
	Extent of bus network	Option 3	All six groups supported this option

Theme	Feature	Recommendation	Rationale
Public Transport		Urban and regional bus network	
	Location of bus hub	Option 2 On-street bus hub - Dungarvon Street	Three groups supported this option, however two groups felt that an off-street bus hub may be needed in the future
Cycle Network	Extent of cycle network	Option 3 Primary + secondary cycle networks + additional links (Wānaka Airport Link, Mt Aspiring Road, Riverbank Road)	While four groups supported the largest cycle network extent, some groups excluded routes including Wānaka Airport Link, Riverbank Road & Brownston Road
Market Location	Location of market	Option 1 or Option 3 Pembroke Park or Ardmore Street	Three groups supported Ardmore Street while two groups supported Pembroke Park

Appendix E Cost Estimates

Intervention	Cost	Scope
Cycle Network		
Complete primary cycle network (NOF) - Safe separated & accessible	\$12,925,000	Core
Complete secondary cycle network (NOF) - Safe separated & accessible	\$3,939,500	Core
Cycle facility on Riverbank Road	\$2,000,000	Core
Mt Aspiring Road cycleway to Glendhu Bay	\$8,400,000	Desirable
Improvements to existing shared paths (e.g width, surface, gradient) NOTE: incl. in above, best installed with other improvements	\$0	Desirable
Commuter cycleway to Airport/Luggate	\$10,100,000	Core
Safe cycle access between local schools and Meadowstone	\$2,000,000	Optional
Bike & EV charging	\$200,000	Core
Bike parking	\$500,000	Core
Quality bike/scooter share service	market	Desirable
'End of trip' cycle hub	market	Desirable
Pedestrian Network		
Upgrades to primary pedestrian network (NOF) - footpath improvements, safe crossing points (e.g. SH84 at Hedditch St, Brownston St, Ballantyne Road link between golf course)	\$100,000	Core

Intervention	Cost	Scope
Upgrades to secondary pedestrian network (NOF) - footpath improvements, safe crossing points (e.g. Puzzling World, Cardrona Valley Road at medical centre, Riverbank Road)	\$100,000	Core
Legible wayfinding for pedestrians	\$50,000	Core
Provide more at-grade crossing points	\$200,000	Core
Grade separated crossings for walking/ cycling	\$500,000	Core
Provision of footpaths in older parts of Wānaka (e.g. Matai Road)	\$2,000,000	Core
Public Transport		
Connected bus network for Wānaka (bus stops)	\$262,000	Core
Airport links (Wānaka & Queenstown)		Core
Central bus hub	\$500,000	Core
Preserve PT corridors, stops & hub (designation)	operational	
Commuter bus services to outlying settlements (e.g Glendu Bay, Lake Hawea, Cardrona & Luggate) - bus stops	\$75,000	Core
Other Transport		
Mobility as a service initiatives e.g. uber, car share, lime scooters, cycle rickshaws	market	Desirable

Intervention	Cost	Scope
Travel behaviour change education/ initiatives/ travel planning	operational	Core
Wayfinding (e.g. parking signs, real time info)	\$100,000	Core
Application of safe and appropriate speed limits	\$100,000	Core
Speed management (e.g. traffic calming)	\$750,000	Core
Additional street lighting	\$4,000,000	Desirable
Gateway treatments at urban/rural interface	\$1,000,000	Core
Intersection improvements		
Improve Anderson Road/ SH84 roundabout access	\$750,000	Core
Upgrade Brownston/Ardmore Street intersection	\$700,000	Core
Upgrade Ballantyne Road/ SH84	\$300,000	Core
Upgrade Ballantyne Road/ Golf Course Road	\$1,000,000	Core
SH84/SH6/Riverbank Road intersection improvement	\$3,000,000	Core
Upgrade Riverbank/Ballantyne Road intersection	\$1,000,000	Core
Upgrade at Golf Course Road/ Cardona Valley Road intersection	\$1,500,000	Core
Upgrade Aubrey/ Anderson Road intersection	\$300,000	Core
Upgrade Cardrona Valley/Studholme/Orchard Road	\$1,500,000	Desirable
New Links		
Wānaka town centre bypass - Golf Course Road plus extension to SH84/Anderson Road roundabout	\$2,600,000	Core

Intervention	Cost	Scope
Studholme Road link	\$12,000,000	Desirable
Corridor Upgrades		
Albert Town bridge upgrade for all modes (new bridge)	\$14,000,000	Core
Upgrade access & place function of Brownston Street	\$2,000,000	Core
Wānaka outer bypass - Riverbank Road to SH84 to Cardrona Valley Rd	\$6,000,000	Core
Freight Access		
Fit for purpose freight link to Ballantyne Road industrial area	\$4,200,000	Core
Vehicle route for boat trailer access	\$30,000	Core
Parking		
Parking Management Strategy (inc. new parking areas)	\$250,000	Core
Implement parking strategy	\$5,000,000	Core
Town Centre improvements		
Russell Street extension	\$1,000,000	Core
Ardmore Street streetscape upgrade (Master Plan)	\$15,000,000	Core
Helwick Street streetscape upgrade (Master Plan)	\$3,200,000	Core
Other streets - Dunmore, Dungarvon, laneways streetscape upgrade (Master Plan)	\$2,000,000	Core
Business Cases (Planning)		
Network Optimisation & Mode shift SSBC	\$750,000	Core
Review of PBC	\$500,000	Core
Public Transport investigation (trial) and SSBC	\$1,200,000	Core

Intervention	Cost	Scope
Albert Town bridge SSBC	\$1,000,000	Core
TOTAL	\$130,581,500	
Core projects	\$88,681,500	
Optional/ desirable projects	\$27,900,000	
Albert Town bridge SSBC and Construction	\$15,000,000	

