



Queenstown Town Centre Strategy

December 2009

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1. Executive Summary



Background

The development of Queenstown's town centre has been influenced by previous studies, in particular the 1992 Queenstown Town Centre Study. This study was influential in guiding beautification projects and protecting many of the character elements of the town centre we appreciate today.

However, the rapid growth that has occurred over the last 15 years has placed greater pressure on the Queenstown town centre than was anticipated in 1992. It is appropriate to revisit the issues facing the town centre in light of this growth pressure.

The development of a Queenstown Town Centre Strategy was an objective of the 2002 Tomorrow's Queenstown Community Plan. This identified community concern that the town centre was becoming less relevant to local people.

Competition with other developing centres, rising costs and growing concerns about access and parking have increased community concerns about the role of the town centre.

Projects initiated to address these concerns, such as the Inner Links Strategy, may also have their own impacts.

It is important that town centre projects are complementary and integrated towards an overall vision that meets community concerns.

Queenstown Town Centre working party

In 2008 the Council established a Queenstown Town Centre working party to examine the issues and develop a strategy. This working party was made up of Councillors, community representatives and had the input of Council staff.

The working party was given a brief to develop a strategy that would:

- Provide direction for planning within the town centre at all levels, including strategic planning, resource management, hard and soft infrastructure projects, social and community;
- Encourage a wide range of agencies (particularly government, local government and utilities providers) to work together on projects within this area;
- Provide the community with clear expectations for the role and future development within the town centre; and
- Create a work programme of actions/projects to feed into the 2009-19 10-year plan.

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Issues

The working party identified five key issues facing the town centre. However, it must be acknowledged that many of these issues are interrelated.

These issues are:

Issue 1

The unique features that give Queenstown town centre its identity may be adversely affected by unsympathetic development.

Issue 2

A diverse mixture of activities in the town centre is essential to create an interesting and exciting urban environment.

Issue 3

There is a risk that the town centre is becoming less relevant to local community.

Issue 4

Incompatible activities and inadequate controls may result in adverse effects on the amenity of the town centre.

Issue 5

Easy access to the town centre is essential. However, the amenity of the town centre can be adversely affected by traffic volumes and the town centre is increasingly dominated by vehicle traffic.

Vision

The vision statement provides direction for the strategy, defining its future purpose and scope. The working party identified the following vision for the town centre:

Queenstown town centre is the thriving entertainment, cultural, civic and commercial heart to New Zealand's premier tourist destination.

All of the objectives and actions outlined in the strategy seek to achieve this vision.

Objectives and Project Areas

The strategy identifies a number of objectives to achieve Council's vision for the town centre.

Objective 1

The heritage and other elements that contribute to the unique identity of Queenstown's town centre will be identified and protected.

Objective 2

The public realm within and connected to the town centre builds upon the elements that make Queenstown a special place.

Objective 3

To strengthen Queenstown's town centre as a prosperous commercial centre.

Objective 4

The town centre retains the diverse range of economic, social and cultural activities that ensure it remains a vibrant environment, relevant to both the local community and visitors.

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Objective 5

The town centre retains key civic and community functions that underpin its relevance to the local community.

Objective 6

The town centre is recognised as a mixed use environment where a diverse range of activities can coexist through the management of potential areas of conflict by both generators of effects and the activities sensitive to them.)

Objective 7

To create an urban environment that is a safe and attractive asset for the whole community.

Objective 8

The town centre is easily accessible.

Objective 9

The primary reason for vehicles entering the town centre is because it is a destination not a through route.

Objective 10

The design of streets and the management of traffic in the town centre is prioritised toward pedestrians, creating more permeable and versatile spaces that balance vehicle and pedestrian movement, improved amenity and social spaces.

Project areas

The strategy is broken into the following project areas and initiatives:

- Creating a Civic Heart
- Character
- Streetscape

- Shared Space
- Lanes
- Pedestrian links
- Access
- Parking
- Open Space
- Athol Street Revitalisation
- Compatibility of Activities
- Development Capacity

Prioritisation of actions

Due to the nature and range of potential actions identified in the strategy these projects will need to be prioritised for funding through the Council Community Plan process.

Timeframes have been assigned to actions that are possible under existing budgets or have been identified in the current Council Community Plan.

Status

The Queenstown Town Centre Strategy was consulted on in June/ July 2009 and was adopted by the Council in December 2009.

2. Introduction



In 2002, through the Tomorrow's Queenstown community plan, the community identified that the Queenstown central business district should be the heart of the Wakatipu community.

The community highlighted that the cbd should be relevant to the local community - a place where local people live, work and play. It also identified that the development of a Town Centre Strategy for Queenstown would be the best way to achieve this principle.

The community wants to retain and strengthen the role of the town centre as the main commercial and civic heart of the Wakatipu Basin, while encouraging high quality design and development that complements the character of the township.

This strategy has been developed by the Queenstown Town Centre Working Party to provide direction for the future improvement of the Queenstown Town Centre. It will also provide guidance to ensure that any proposals for future urban development in the Wakatipu Basin are complementary in nature.

The strategy also establishes a future vision to guide development within the town centre to ensure Queenstown continues to grow and thrive as an internationally recognised tourist destination, whilst retaining its significance and relevance to the local community.

Due to the number and diversity of projects affecting the town centre, an overall direction or vision is important to ensure they achieve the objectives of Tomorrow's Queenstown and the community outcomes of the Council Community Plan:



Sustainable growth management.



Effective and efficient infrastructure that meets the needs of growth.



High quality urban environments respectful of the character of individual communities.



A strong and diverse economy.



Preservation and celebration of the district's local cultural heritage.

3. The Town Centre working Party



In April 2008, the Strategy Committee appointed a working party to consider issues associated with the development of a town centre strategy.

The working party members were Councillors Gillian MacLeod, John Mann and Vanessa van Uden.

The working party co-opted assistance of two members of the community, Miles Wilson and Ewen McCammon, to assist in the consideration of town centre issues.

Technical assistance was provided by Council Officers Nick Karlovsky (Urban Designer), Denis Mander (Transportation Planning Manager), Phil Pannett (General Manager Policy and Planning) and Ralph Henderson (Senior Policy Analyst).

The working party was given a brief to create a strategy that will:

- Define the geographic extent and role of the town centre.
- Articulate a vision for the town centre and objectives to achieve this vision.
- Clearly establish the role of the Council in managing the town centre and to coordinate Council's responses to issues relating to the town centre.
- Recognise the importance of the town centre to the community.
- Establish a framework for ongoing action within the town centre i.e. specific projects/actions that Council and other agencies will take to achieve the vision for the town centre.

The process so far

In June/ July of 2009 the working party consulted the Queenstown community on a draft Queenstown Town Centre Strategy. This draft strategy identified an overall vision for the town centre and also identified a range of issues and objectives. A total of 38 submissions representing 59 parties were received on the draft strategy.

To gain greater input from the town centre business community, a survey of business in the town centre on key issues was undertaken in October with 161 businesses being visited and 107 responses received.

The working party took all submissions into account while revising and finalising the strategy. This resulted in two documents:

- **The Queenstown Town Centre Strategy:** covers the recommended actions to address each issue. It provides a blueprint for the future form of the Queenstown Town Centre and includes a list of projects that need to be undertaken to achieve this vision.
- **A Background Document to the Strategy:** a more detailed discussion on the issues and objectives arrived at in the final strategy.

Both documents are available on the Council website www.qldc.govt.nz or from Council offices district-wide.

Purpose of the Strategy

The purpose of this strategy is to provide direction for the future improvement of the Queenstown Town Centre, and in particular:

- Provide direction for planning within the town centre at all levels, including strategic planning, resource management, hard and soft infrastructure projects, social and community;
- Encourage a wide range of agencies (particularly government, local government and utilities providers) to work together on projects within this area;
- Provide the community with clear expectations for the role and future development within the town centre; and
- Create a work programme of actions/projects to feed into the 2009-19 10-year plan.

4. Issues facing the town centre



How did the working party identify the issues?

The working party carried out a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis as the initial step in determining issues or potential issues facing the Queenstown town centre.

Common themes were identified in the SWOT analysis and issues were derived from these themes.

Although these issues are identified independently for discussion purposes, it must be acknowledged that there is considerable overlap between components of these individual issues, and to a large extent they are interrelated.

The issues

Issue 1: The unique features that give Queenstown town centre its identity may be adversely affected by unsympathetic development.

Maintaining the characteristics that give Queenstown town centre a unique sense of place is important to both the local community and to the local tourism economy.

Queenstown has established a national and international reputation as a destination based on the quality of the environment that acts as a draw card for the whole District. Although the town centre may not be the sole reason for visiting it acts as the focal point of many visitors stay in the District.

The elements that make Queenstown unique are both tangible and intangible in nature. While the physical setting and historical features are tangible, the experience created by the interaction of locals in visitors in the town centre and the holiday

atmosphere of the town is not. Though harder to define, these elements contribute to the overall 'experience' of visiting or living in Queenstown.

The local community has expressed a desire for higher quality urban environments. A key requirement for delivering a high quality urban environment in Queenstown's town centre is to recognise and protect the elements that make the town centre unique and an attractive place to be for visitors and the local community.

People are attracted to Queenstown by different elements and for different reasons, whether it is the landscapes, heritage, adventure activities, nightlife, or culture. We want to maximise the reasons people come to and enjoy the town centre and ensure they are not incompatible.

The numbers of people using our town centre greatly exceeds the number of people living in and around Queenstown. However, the character and generally small scale of development in the town centre creates a relatively intimate urban environment. The mixture of activities and people presence throughout the night and day adds to this.

The quality of our open space and public realm should reflect and build on the unique features of Queenstown and needs to be able to meet the pressure from anticipated growth in residents and visitor numbers.

The desire to intensify development within the town centre must be balanced against maintaining the heritage character and connection to the landscape that attracts people to Queenstown.

However, development also offers opportunities to enhance the character and identity of Queenstown, such as the retention of heritage buildings and enhancing the natural environment, such as opening up Horne Creek. These opportunities should be identified and maximised wherever possible.

4. Issues facing the town centre



Issue 2: A diverse mixture of activities in the town centre is essential to create an interesting and exciting urban environment.

Successful town centres require a range of local services and facilities including civic, commercial, recreational, retail, cultural and residential activities.

The addition of visitor related activities to Queenstown town centre creates an interesting and exciting urban environment that adds vibrancy to the town centre beyond what would be possible based on our population alone.

However, it is important that the economy of the town centre is about more than tourism for the town centre to reduce the economic risk of over-dependence on a fluctuating international and seasonal tourist market. Also to remain a place where the local community and visitors interact.

The presence of community services and facilities that help underpin other businesses relevant to the local community are important to maintain a diversity of economy in the town centre.

This diversity reflects the role of the town centre to different groups:

- it is a centre for adventure sports and activities, but also for passive enjoyment of the heritage within the town centre and the landscapes surrounding it;
- it is a destination for family activities and quiet relaxation, but also has a lively night life;
- it is a centre for international retail outlets but still somewhere where people live and need to be able to buy a loaf of bread.



4. Issues facing the town centre



Issue 3: There is a risk that the town centre is becoming less relevant to local community.

The desire for the town centre to remain the heart of the District was a clear message from the Tomorrow's Queenstown process and should be a key objective underpinning the town centre strategy.

Queenstown's town centre is increasingly becoming dominated by activities and services catering for visitors. High property values in the town centre can drive facilities and services used by the community out of the town centre making it less relevant to locals.

The town centre faces growing competition from other retail centres in the basin seeking to attract the local community. Dispersal of activities out of the town centre can undermine its role as a community and economic hub. This could lead to a situation where the town centre is underutilised or becomes more relevant to visitors than to locals.

The dominance of facilities for visitors can also result in a negative perception of the town centre for both domestic and international visitors if it is considered that is no longer a 'genuine' place. Many visitors value interaction with local residents and consider it part of an authentic experience that makes a place unique.

An under recognised dimension of town centres is their role as a point of social interaction. The value of informal meeting points and chance contact with workmates, friends and family is increasingly recognised as a highly valued component of successful town centres.

Regardless of the importance of Queenstown to the visitor industry, above all else it should remain the community's town centre. It is only by retaining this community focus and by keeping the elements valued by the community, we will protect the elements most valued by visitors.

Council is responsible for providing a wide range of community facilities to meet the needs of the community over the long term.

Through planning the opportunity exists to strategically locate community facilities in a manner that supports the role, functionality and amenity of the town centre.

Community facilities that have been suggested that would support the Queenstown town centre include:

- The civic offices of the Council and Lakes Environmental.
- A replacement for the Arts Centre, library and other cultural facilities.
- A town square or plaza in Athol Street

4. Issues facing the town centre



Issue 4: Incompatible activities and inadequate controls may result in adverse effects on the amenity of the town centre.

The diverse role the town centre plays for the community and visitors contributes to an interesting and vibrant urban environment; however this mix of activities can also give rise to other issues. In recognising the town centre provides for a range of functions, it must also be recognised that a balance must be struck between these activities to ensure they can coexist.

Consideration of the appropriate mix of activities, controls that can address the adverse effects of activities or methods to reduce the sensitivity of activities, is essential to avoid conflict and the loss of the amenity features that attract people to the town centre.

Activities that generate adverse effects may need to moderate their effects and activities that are sensitive to adverse effects may need to reduce their sensitivity if a vibrant mixed use environment is to be retained.

It should equally be recognised that activities choosing to locate in the town centre place themselves in an environment with a lower level of residential type amenity.

Less desirable aspects of a vibrant town centre can include noise, overconsumption of alcohol and safety concerns that are negatively perceived by the community and visitors as a whole.

Activities within the town centre should not compromise the role Queenstown plays for all sectors of the community, and it should remain a place all sectors of community feel comfortable visiting.

Issue 5: Ease of access to the town centre is essential but the amenity of the town centre can be adversely affected by traffic volumes and the town centre is increasingly dominated by vehicle traffic.

The Council's Inner Links project identified a number of transportation issues facing Queenstown's town centre including, increasing congestion on Stanley and Shotover streets, the adverse effects of traffic volumes on the character and amenity of the town centre, and pressure on parking.

The accessibility of the town centre is essential to its ability to attract people to it. To plan for the future of the town centre we need to provide for alternative forms of access including walking, cycling and public transport.

Currently town centre streets are dominated by vehicles, many using the town centre as a through route rather than a destination. Streets have been designed with vehicle movement as a priority however, pedestrians are the largest single road user in the town centre. Catering predominantly for vehicle movement is diminishing the potential of streets to function as social space.

Our streets and footpaths constitute the largest area of the open space in the town centre and have greatest potential to improve amenity in the town centre. The compact nature and walkability of the town centre can be an asset but this needs to be enhanced through design.

In an established town centre like Queenstown creating more public space is difficult, consequently a key to adding vitality to the town centre generally is to activate existing public spaces and streets.

Creating an attractive pedestrian environment in the town centre encourages people to take their time and linger. Streets provide view shafts that maintain a connection between those in the urban environment and the surrounding landscapes but also create spaces where people can step back and contemplate historic buildings.

4. Issues facing the town centre



Queenstown's network of formal and informal lanes and alleyways has been identified as a feature that creates an interesting pedestrian environment and aids circulation throughout the town centre.

The lanes provide a contrast in scale, intimacy, and atmosphere from main streets and create a sense exploration for visitors, drawing people off the main thoroughfares and activating spaces to the rear of streets. However, not all of these lanes are protected and may be lost through redevelopment.



5. Defining the town centre



The issues facing Queenstown help illustrate the complexities in defining the town centre. The town centre fulfils a number of functions for the community including economic, cultural, social, and administrative functions.

The area identified in this strategy does not strictly correspond with the areas identified in the Queenstown Lakes District Plan as being in the Queenstown Town Centre zone but includes other areas which are considered to contribute to, or have a strong relationship with, the town centre.

It is not necessarily anticipated that areas within the Town Centre Strategy should be included in the Town Centre zone in the District Plan. Similarly the current Town Centre zoning may not be appropriate for areas identified for the potential future expansion of the town centre.



Figure 1 - Queenstown Town Centre

6. Vision



A vision statement is intended to provide direction for the strategy, defining its future purpose and scope.

The working party recognised the community input into the development of Tomorrow's Queenstown had identified a vision for Queenstown, making it an appropriate and logical starting point for developing a vision for the Queenstown Town Centre Strategy. As a consequence they chose to refine rather than recreate a new vision.

This vision is:

Queenstown town centre is the thriving entertainment, cultural, civic and commercial heart to New Zealand's premier tourist destination.

All of the projects and actions outlined in the strategy seek to achieve this vision.

7. Objectives



The Town Centre Strategy identifies a number of objectives to achieve Council's vision for the town centre. In undertaking its functions in the town centre the Council will have regard to how these functions achieve the objectives of the Town Centre Strategy.

The objectives of the Town Centre Strategy will also be initiated by way of specific actions. Due to the interrelated nature of the issues facing the town some actions may assist in achieving more than one objective.

Some actions identified may have already been implemented, however including them in the strategy recognises their significance and the potential need for the further action or implementation. Other actions identified may require ongoing input.

In addition to actions associated with specific objectives, key project areas which address multiple objectives are identified in the next section.

Character & Amenity

Objective 1

The heritage and other elements that contribute to the unique identity of Queenstown's town centre will be identified and protected.

Objective 2

The public realm within and connected to the town centre builds upon the elements that make Queenstown a special place.

Queenstown town centre's heritage and character contribute to making it a special place and have economic, social and cultural value to the community. It is the sum of these elements that contribute to the character of the town centre. Although we need to protect these elements we can also help recognise and enhance them through creative use of our public spaces.

Role

Objective 3

To strengthen Queenstown's town centre as a prosperous commercial centre.

Objective 4

The town centre retains the diverse range of economic, social and cultural activities that ensure it remains a vibrant environment relevant to both the local community and visitors.

Objective 5

The town centre retains key civic and community functions that underpin its relevance to the local community.

Function

Objective 6

The town centre is recognised as a mixed use environment where a diverse range of activities can coexist through the management of potential areas of conflict by both generators of effects and the activities sensitive to them.

Objective 7

To create an urban environment that is a safe and attractive asset for the whole community.

7. Objectives



Access

Objective 8

The town centre is easily accessible.

Objective 9

The primary reason for vehicles entering the town centre is because it is a destination not a through route.

Objective 10

The design of streets and the management of traffic in the town centre is prioritised toward pedestrians, creating more permeable and versatile spaces that balance vehicle and pedestrian movement, improved amenity and social spaces.

8. Project areas / initiatives



This section of the strategy describes key project areas or initiatives where policy changes and/or investments are needed to achieve the objectives of this strategy.

Each issue is briefly described, and then a recommended approach identified.

Because of the policy initiatives and the public investment programme that is required to implement the recommended actions, each issue has been considered separately.

However, while the following initiatives may appear as discrete activities, rather than a coordinated programme of action, this approach is the most appropriate to enable these activities to be linked into the Council's 10-year plan framework.

8.1 Creating a Civic Heart



Brief description of issues

The 1992 study of Queenstown Town Centre noted that although Queenstown has been identified as a national treasure and referred to as both a jewel in New Zealand's tourism crown and a major international tourist destination, the most important role of the town centre is as a cultural resource which supports the community life in Queenstown.

This sentiment was echoed in Tomorrow's Queenstown which identified a strong desire for community and civic buildings to be located in the town centre, to strengthen the heart of the town and maintain its role as a place for the local community.

Civic buildings such as libraries, community facilities and arts centres help maintain the vitality of the town centre by creating a greater sense of community ownership. They also provide people with a variety of reasons to visit the town centre.

In Queenstown existing facilities such as Memorial Hall and the Recreation Ground, currently contribute as a focus of community activities and events that contribute to the vitality of the town centre.

Objectives of this project area

- To recognise the role community facilities and services play in the community's perception of the town centre as the civic heart of Queenstown.
- Reinforce the role of Queenstown town centre as the civic heart of the community by locating key civic functions in the town centre.
- Provide strategic direction regarding the preferred location of key community facilities.

Recommended approach

- 1. Council offices will be located within the Queenstown town centre.**

As the civic focus of the community it is appropriate that Council offices are located in the town centre. Council offices provide a wide range of services for community and business activity.

- 2 The Council will locate community and cultural facilities within the Queenstown town centre. This will include arts and cultural facilities and the library, but may also include commercial elements to support these facilities.**

The presence of civic and community buildings and activities are key components in successful town centres. For the town centre to be valued it must remain relevant to the local community; there needs to be reasons to go there. Council will consider commercial elements to the provision of these activities, if necessary, to facilitate their development or operation.



8.2 Character



Brief description of issues

The town centre's heritage and character contribute to making it a special place and have economic, social and cultural value to the community. It is all of these elements that contribute to the character of the town centre. Although we need to protect these elements, we can also help recognise and enhance them through creative use of our public spaces.

Many of the initiatives identified in this strategy have the potential to impact on the character of the town centre.

Objectives of this project area

- Identify key elements that contribute to the character of Queenstown.
- Protect and enhance the elements that contribute to the character of Queenstown
- Identify opportunities to enhance the character of the town centre through design and the provision of new elements of interest, such as art.

Recommended approach

1. **Create an urban design forum to workshop a coherent design regime to guide the look and feel of town centre streets.**

This process will contribute to the identification of character elements and the development of streetscape guidelines.

2. **Develop an inventory of the elements that contribute to the character and amenity of the town centre.**

This inventory should identify elements that are under threat and how they can be protected. It should also include how public spaces and nodes of activity contribute to the character and amenity. This action should help with the development of streetscape guidelines for the town centre.

3. **Identify areas where public art should be located.**

Providing public art can add a finer element of character detail to the town centre.

4. **Enhance the sense of the natural environment within the town centre by encouraging opportunities to open up Horne Creek through redevelopment.**

Opening up Horne Creek restores another natural element back into the urban heart of the town centre.

5. **Queenstown Town Centre Character Guidelines.**

Non-statutory character guidelines have been developed for the Queenstown Town Centre and will continue to be used to provide guidance on built form within this area. The adoption of these guidelines is relatively recent and should be reviewed to determine if a more regulatory approach is needed.

6. **Develop Character Guidelines for any expansion of Queenstown Town Centre.**

Guidelines should be developed to ensure any future expansion of the town centre will relate to and be compatible with the character of the existing town centre.

8.2 Character



7. Urban Design Panel.

The Urban Design Panel will continue to provide input into urban design issues associated with development within the town centre.

8. Consider District Plan Changes for the Town Centre Zone.

A number of urban design related issues have been identified that could be addressed through the District Plan, including:

- Protecting key view shafts.
- Increasing control over building design and appearance within the town centre.
- Providing for minor variations in building height to create variation in roof level and design.
- Integration of Crime Prevention Through Environmental Design (CPTED) principles into the District Plan.
- Protection of pedestrian links.
- Scope District Plan Changes for the Town Centre Zone.
- Ensuring the provision of active and transparent street frontages in the town centre.

9. Undertake height study of inner Queenstown area.

Council is undertaking a study to consider areas with the potential to absorb greater building height in Queenstown.

10. Investigation of District Plan provisions relating to building height in the Town Centre Zone.

The District Plan rules governing height vary within the town centre. It has been suggested that additional capacity in the town centre could be created by providing additional height.

In other areas existing height may result in unwanted shading of town centre streets and may affect the character of the town centre.

The potentially beneficial redevelopment of other buildings exceeding existing height limits, such as Thomas' Hotel, may be inhibited by the uncertainty that they would be able to replicate the existing development area.

A review of height controls could investigate ways to deal with height differently within the town centre and would identify whether this is a viable option for a future plan change.



Figure 2 - What makes Queenstown special

8.3 Streetscape



Brief description of issues

Buildings, streets and public spaces cannot be seen in isolation from each other. To be successful they must work together. Our streets constitute the largest and most significant area of public open space within the town centre and consequently the streetscape has a significant influence on the amenity of the Queenstown town centre.

The Queenstown Mall, one of our most recognised public spaces, is an example of how the creative use of our streets can provide open space amenity areas that benefit the whole community.

The high level of use of the town centre streets requires ongoing investment to maintain and enhance this important area of open space. To achieve this, we need to recognise that streets have a role as places in their own right, not just as spaces to move through.

Streetscape design should focus on improving accessibility for both pedestrians and vehicles in the town centre, to support business and social activity but should also create a high quality and safe environment in which people can spend time. Reducing the speed on inner streets in the town centre to 20-30 km would significantly improve pedestrian amenity.

In some areas different responses to the risk of flooding by property owners has adversely affected the streetscape. Grade changes to address flood issues should be internalised on private sites as raising the street level is not an appropriate or effective solution to this issue.

Objectives of this project area

To provide significantly improved pedestrian access and amenity within the town centre, achieved through:

- Shifting the focus from the development of town centre streets for vehicles to one which provides greater recognition of the needs of pedestrians.
- Reducing obstacles to pedestrians and the mobility impaired.
- Providing a comprehensive approach to the design and treatment of streets within the town centre.
- Protecting and enhancing other pedestrian links within the town centre.
- Provision of cycle parking and end point facilities for cyclists and pedestrians (eg cycle parks, lockers).

Recommended approach

1. Development of a typology of streets.

A typology of streets within the town centre will be developed. This will reflect a wider range of values than traffic movement and will provide a blueprint for the future treatment of these areas in a comprehensive and consistent manner.

A suggested typology could reflect the relative prioritisation between vehicle and pedestrian movement but also other functions, such as parking, commercial activity, service, etc. This typology would need to be extended to include any new areas added to the town centre in the future.

8.3 Streetscape



2. Develop streetscape guidelines for development in the town centre.

Develop design guidelines based on the typology to create distinctive streets and how buildings should interact with the spaces around them.

This guidance should also articulate appropriate responses to grade change from the public to private realm and provide a suite of street furniture and paving design details.



Figure 3 – Functions of Queenstown Town Centre Streets

3. Building to street level.

Require any change in level between the footpath and the ground floor level of any new development to be accommodated within the building/ site to ensure a more consistent footpath level and better streetscape outcomes.

4. Investigation of New Zealand Transport Agency funding for town centre projects for amenity improvements and shared street options eg Lower Brecon Street.

5. Encourage the truncation of the corners of buildings at intersections.

Removing the corners from buildings at intersections increases and creates prominent entrances, but also opens up the space and increases visibility for vehicles and pedestrians.

6. Review of the prioritisation of projects in the Central Area Street Improvement Programme for amenity purposes to consider the projects identified in this Strategy.

7. Streetscape amenity.

Increasing pedestrian amenity through techniques such as widening footpaths, kerb extensions for seating, better street crossings (such as speed tables/ level crossings), planting street trees or more comprehensive shared space approaches where appropriate.

8.4 Shared Space



Brief description of issues

Increasing traffic volumes within the town centre are adversely affecting the amenity of the town centre and the ability of people to move within it. A key contributor to this has been that as traffic volumes increase, the design of our streets has increasingly tended to prioritise vehicles further.

Changing the design of our town centre streets towards more 'shared spaces' shifts the priority away from vehicles, to one that recognises and is designed for both vehicles and other modes of transport alike; all are required to recognise the presence of the other and react accordingly.

Shared space design tends towards level surfaces across the street with minimal curbing. Narrow vehicle lanes and parking spaces are defined by changes in paving or the use of bollards. The effect is to encourage vehicles to move more slowly and for pedestrians to move more freely across the whole street.

They also create more versatile spaces that can be adapted for different uses, such as outdoor dining, festivals and parades, more readily than traditional streets.

The creation of more level surfaces and the removal of obstacles to pedestrians improves the street environment for those with restricted mobility, though consideration of the needs of the visually impaired is required.

As shared spaces do not remove vehicles the issues often associated with complete pedestrianisation, such as servicing and personal safety through a lack of visual surveillance, are avoided.

Objectives of this project area

- To create a low speed, pedestrian friendly environment within the inner town centre without restricting vehicle access.
- To increase the amenity and versatility of streets within the town centre.
- To identify design responses that can be implemented over time to improve the pedestrian environment within the town centre.

Recommended approach

1. **Incorporate shared space design concepts in the typology of town centre streets and guidelines for streetscape development.**
2. **Scoping investigation and implementation of shared space amenity improvements for lower Brecon Street/ Duke Street area in Central Area Street Improvement Programme.**
3. **Identify other opportunities for the use of shared space design concepts in the Central Area Street Improvement Programme, including Church St, the upgrade of Rees Street/ Lower Beach Street, and Marine Parade.**
4. **Adopt shared space techniques for street upgrades within inner town centre (inside Stanley/ Shotover Streets) as appropriate based on the typology of streets.**

8.5 Lanes



Brief description of issues

Historic service lanes such as Cow Lane and Searle Lane have potential for future redevelopment to create interesting spaces. They also provide additional ground floor commercial activity with active frontages, adding to the interest and vitality of the town centre.

Lanes were traditionally access for service vehicles and deliveries to the rear of narrow town centre sites.

A starting point for facilitating future redevelopment will be consideration of design options that enable the current service functions to be retained, but which creates an enhanced pedestrian environment that will encourage the establishment of new activities.

Due to the importance of ensuring access to these areas, this project should be considered in parallel to the pedestrian links project.

Objectives of this project area

- Create opportunities for future redevelopment of historic service lanes.
- Identify key design considerations needed for future amenity improvements of historic lanes.
- Improve pedestrian amenity and safety.
- Maintain access for service vehicles.
- Create a range of ground floor spaces providing opportunities for a greater diversity of economic activities to become established in the town centre.

Recommended approach

1. Identify historic service lanes in typology of streets and design guidelines.

Historic lanes elsewhere have been successfully redeveloped. But in most cases they require specific design responses to their circumstances and to provide for change in activities over time.

2. Include the future upgrade of Cow Lane and Searle Lane in the Central Area Street Improvement Programme.

Improvements for these areas would need to reflect their multifunctional role, but changes in lighting and paving could transform these areas. Other changes such as limiting the hours during which service vehicles are permitted in lanes, eg early morning till late afternoon, could enable commercial uses to spill out into the pedestrian-only space in the evenings and nights.

3. Promote the development of historic service lanes as active frontages.

Providing a range of commercial environments in the town centre has been found to facilitate the development of smaller, niche activities that provide an alternative to national and international chain stores and add to economic diversity.

8.6 Pedestrian Links



Brief description of issues

A character element of Queenstown town centre is the pedestrian links between town blocks that connect the main street network with rear lanes and other streets.

Queenstown's town centre blocks are generally long, though narrow. These links increase pedestrian permeability in the town centre by providing attractive mid block short cuts. In combination, a key set of the existing lanes provide an effective cross town link between Earl Street and Shotover Street.

Some of the existing pedestrian connections involve crossing land in private ownership and are subject to change as sites are redeveloped. Although these connections are valued and well used they are not consistently protected and redevelopment of these connections may affect the permeability of the town, and the development potential of these areas.

Walkways and lanes add diversity to the open space in the town centre by opening it up. This can provide a contrast in scale, atmosphere and intimacy from more open main streets and create a sense of exploration for visitors.

They are also economically useful as they increase the amount of commercially viable ground floor space by exposing a greater area of potential retail frontage, and by drawing people through effective shortcut routes to other streets.

These spaces add to the economic diversity of the town centre by providing opportunities for smaller niche activities to become established.

Pedestrian and cycleways need to be practical, attractive and safe, especially at night. It is important that these linkages have effective lighting and new or redeveloped buildings have active frontages to create a sense of activity, lighting and increasing passive surveillance.

Objectives of this project area

- Enhance and develop the pedestrian connection network both within the town centre, and between the town centre and neighbouring areas.
- Identify opportunities to improve the amenity of the lanes and side streets in the town centre.
- Coordinate the amenity treatment of these links with adjoining streetscapes to ensure that pedestrian links and lanes are visually well defined connections, safe and with high amenity values.
- Ensure that public access is retained across key privately owned components of the network.
- Promote additional links in new developments or redevelopments in the town centre.



8.6 Pedestrian Links



Recommended approach

1. **Protect and enhance pedestrian links that provide existing mid block connectivity.**
2. **Some existing and new pedestrian links may not have any formal protection against redevelopment.**
3. **Encourage the provision of new links where they may enhance connectivity in the town centre.**
4. **Investigate the need to ensure covering of shop windows does not adversely affect active frontages.**
5. **Providing active building frontages is important to create the sense of activity, lighting and passive surveillance that make these areas attractive. Blanking out windows changes the look and feel of these areas.**
6. **Investigate options to protect currently unprotected pedestrian links in the town centre.**

The following mechanisms may be used to secure priority pedestrian connections:

- Negotiation with landowners to either purchase the route or create the necessary easement.
- District Plan Change – Making the creation and enhancement of pedestrian connections a matter over which control is reserved for new developments.
- Designation.
- Incentives such as extra development rights e.g. additional site coverage, extra height for the site or transferable development rights for additional site coverage and extra height.

In some cases a combination of mechanisms will be necessary to achieve the desired outcomes.

The following list is intended to be indicative not comprehensive as new links will be created over time

Cow Lane – Ballarat St Mall

This link is the only access to Cow Lane from the Mall and forms a vital part of the mid block route enabling pedestrians to move from Shotover to Church St via Cow Lane. This link does not have any formal protection.

Shotover St – Beach St

These links help draw pedestrians entering the town centre from visitor accommodation and parking on the western edge into the heart of the town centre. These links are identified in the District Plan.

Ballarat St Mall – Searle Lane

The northern of these links is Council owned road reserve. The southern link called the Eureka Arcade is identified in the District Plan and is subject to an easement.

Camp Street – Athol Street

This link is not included in the District Plan but is subject to an easement.

Church – Earl – Marine Parade

This link is not included in the District Plan but was created by way of resource consent.

Searle Lane – Church St

This new link will form an important mid block link between Searle Lane and Church St for pedestrians moving east from the Mall. This link is not included in the District Plan.

Man St – Shotover St

Link from Man St to Shotover St through the Man St car park. This link is not included in the District Plan.

8.6 Pedestrian Links



Stanley St – Ballarat St – Camp St

This link has been created as part of the Ngai Tahu development. This link is not included in the District Plan.

Shotover St – Duke St

This link is through the Station building. This link is not included in the District Plan.

Athol St – Stanley St

A possible future link that would enable a direct connection from Stanley St through Athol St to the top of Beach St.



Figure 4 - Pedestrian Access

8.7 Access



Brief description of issues

The growing volume of traffic entering central Queenstown is adversely affecting the amenity and ease of access to the town centre.

With no significant changes to the road network under a 'do nothing' option, there is a major risk that forecast traffic volumes will create a congested town centre street network. This will reduce the attractiveness of other transport options, making the town centre less accessible and reducing its amenity.

The focus of bus routes on the town centre means that holdups in town affect the service reliability across the whole of the system.

The Wakatipu Transportation Strategy (2007) introduced an integrated package of measures to address transportation issues facing the Wakatipu Basin. The Wakatipu Transportation Strategy promotes the development of a destination enhancing passenger transport system that, supported by parking, roading and travel demand management measures, encourages a mode shift towards travel by bus, bicycle and walking.

As a consequence of its Inner Links Study (2008) the Council has long term plans for a series of new road links that would allow greater segregation of through traffic from journeys starting or finishing in the town centre.

The study recognised that the congestion effects of traffic growth could be managed and the amenity of the town centre enhanced, if the traffic capacity of Stanley St and Shotover St (roads that presently carry the bulk of town centre through traffic) was reduced at the same time new road links opened.

The potential for this surplus 'capacity' to be used to improve the pedestrian environment in the town centre, and to enable bus services to receive greater priority, were seen as key advantages of the road links promoted by the Inner Links project.

Recognising the high cost of land purchase and road construction - and the likelihood that the roading links would eventually be needed - the Council's long term Council Community Plan has signalled continuing land acquisition and design, with any construction of new road links deferred beyond the next ten years. A set of interim measures is discussed on page 29.

Objectives of this project area

- Town centre streets provide access to the town centre for people and goods, not act as a through route.
- A reduction in traffic volumes passing through the town centre to enable amenity improvements and an enhanced pedestrian environment.
- Improvements in the pedestrian environment enhance access into and within the town centre.
- The streets of the town centre are planned for as places in their own right, not just as spaces to move through.
- The identification of a passenger transport hub for the town centre.
- Parking management should be used to facilitate access to the town centre and support public transport strategies.



8.7 Access



Recommended approach

As interim actions to the Inner Links project the Council supported the development of transport measures including:

1. Council contribution to high quality passenger transport services.

Council is presently working with New Zealand Transport Agency (NZTA) on traffic management measures that will assist bus movements on town centre streets. In the short term, buses will continue to use the bus stop outside O'Connell's Mall. However, an opportunity that is presented in this strategy is the investigation and development of a transport centre - for buses, coaches and taxis.

NZTA is also undertaking bus priority investigations, considering bus lanes from Shotover St to Frankton, and may recommend changes to the pedestrian crossing facilities and intersections on Stanley St.

2. Central Area Travel Plan.

The key obstacles to the more efficient use of the existing transport system are the quality of the options (bus and ferry services, cycle and pedestrian routes) and awareness of the transport choices that are available. The Council is engaging in a travel behaviour change programme that aims to more effectively use existing and new transport infrastructure.

3. Pedestrian and cycle linkages and networks.

The Council is also involved in facilitating access to the town centre through alternative methods including the development of a Walking and Cycling Strategy. The strategy has been endorsed by the NZTA and was adopted by Council in December 2009.

Providing more cycle parking in the town centre was identified as a desired action in the survey of town centre businesses. Additionally, end point facilities for cyclists and

pedestrians, such as showers and lockers, would increase the accessibility of the town centre by these modes.

4. Increased restrictions on long stay (commuter) parking

The management of parking can support the uptake of improved public transport services. A portion of the every-day commuters are the most likely to be able to make the transfer to public transport, provided they are offered good quality bus services.

An increased bias toward short stay parking will assist the town centre by increasing accessibility for shoppers and visitors. Parking management is discussed further on page 30.

In addition the following actions are recommended:

1. Reduce Town Centre traffic signage clutter

The importance of good signage in supporting the proposed uses of the different carparks cannot be understated. Existing signage will be reviewed with the objectives of increasing the clarity of parking controls and improving the visual amenity of the Town Centre streets.

2. Pedestrian access to the town centre

Alternative options to enhance pedestrian access to the town centre will be identified, particularly to address the Stanley / Shotover roundabout. This may include alternative pedestrian crossings or traffic lights (figure 4).

8.8 Parking



Brief description of issues

Parking controls affect the accessibility of the town centre for workers, shoppers, visitors and services, and the management of parking can influence how people get to and from the town centre.

Although projections for future growth indicate a need to plan for alternative ways to access the town centre, parking makes, and will continue to make an important contribution to the accessibility of the town. Although there is a definite need to ensure that adequate parking is provided, changing travel behaviour and the way in which parking is used can provide a better outcome for the town centre than simply increasing the amount of parking.

Clearly, changes to parking controls need to be presented in the context of improved accessibility by public transport, cycling and walking.

Objectives of this project area

- To ensure accessibility to the town centre.
- Parking areas in the town centre will increasingly focus on short stay parking to facilitate access to the town centre for retail activity.
- Longer stay parking will be focused on the periphery of the town centre.
- Passenger, coach transport and taxi services in the town centre are focused around set down/ pick up locations, not long stay parking.

Recommended approach

The Council has signalled its intention that the management of parking in the town centre will support the use of public transport, and that greater emphasis is placed

on the management of parking to benefit of short stay (less than 4 hours) parking through a recent review of parking controls.

At the same time there is recognition of the importance of goods vehicle access to the everyday running of town centre businesses. Changes to parking controls are being implemented gradually with many linked to the introduction of improved passenger transport services in 2010/11.

Other actions that Council will implement include:

1. **Providing greater clarity in the roles of the different off-street parking facilities, including the privately owned and operated Man St carpark as follows:**
 - Brecon Street Carpark – commuter parking
 - Ballarat St – Short stay/ campervan parking
 - Athol Street – Short stay parking, with potential future use as a transport hub
 - Church Street – Short stay parking, with opportunities for future overnight parking
 - Boundary Street – Commuter parking
 - Man Street – Commuter/ short stay parking
 - Recreation Ground – visitor parking
2. **Recreation Ground and Upper Ballarat Street carpark. Acknowledging the close proximity of these parks to the core of the town centre, leased parking will be phased out from both of these facilities.**

8.8 Parking



3. Reviewing the operating contract for the Church Street carpark to reflect its prime role as a visitor/shoppers' carpark.

The review of the Church St carpark will provide an opportunity to provide cycle parking, in support of the cycling and walking strategy. Facilities in Church Street and the Council's carparks in Athol Street and Ballarat Street would complement any provision made in Man St Carpark by providing a good distribution of cycle parking facilities within the town centre.

4. Provide cycle parking

The Council will increase the provision of public cycle parking on street and in the public carparks, but will also introduce a parking plan change that will consider the provision of cycle parking.

5. Parking Plan Change

Research a plan change considering a requirement for visitor parking, funding procedures for future public carparks and a requirement for the provision of end-point facilities for cyclists and pedestrians.

6. Town centre travel plans

Parking can further be managed through town centre travel plans. These would focus on reducing the need for long term parking by employees and promoting the use of bus access (and with the installation of a cycle facilities – cycle access) to the town centre for shoppers, visitors and employees.

Town centre travel plan will include:

- Market research with employers and employees.

- Working with employers to put in place programmes for staff that encourage and incentivise non single occupancy car travel.
- Working with the Chamber of Commerce to promote travel choice events.
- Implementation of information tools and promotional approaches with employers and retailers to promote foot and cycle access to the town centre for shopping and visitors.
- Promoting town centre car pooling schemes.
- Cycle fleets.
- Home deliveries programmes.
- Deliveries/ freight transport.



8.9 Open space



Brief description of issues

The Queenstown town centre has relatively limited areas of dedicated open space and these areas will come under increasing pressure as a consequence of growth in resident population and visitor numbers. Our open space should cater for the diverse needs of the community, including the very young and the elderly.

Objectives of this project area

- Maximise the use of existing open spaces within and on the periphery of the town centre.
- To identify the opportunity for new dedicated open spaces where possible.
- To create destinations which draw the community to the town centre.



Recommended approach

1. Identify key elements that contribute to identity of the town centre and how they can be protected or enhanced through public space.
2. Ensure strong pedestrian connections are maintained to open spaces outside of but contributing to the town centre – eg Lake Esplanade, Recreation Ground, Queenstown Gardens
3. Identify Athol Street as a future open space opportunity which has synergies with other town centre objectives. (See Athol Street Revitalisation item)
4. Create a destination playground on the lake front to bring families to the town centre.



8.10 Athol Street Revitalisation



Brief description of issues

The Council-owned Athol Street car park has been identified as an area of relatively underutilised space that has significant potential for redevelopment that would enhance immediate area and the town centre as a whole.

Objectives of this project area

- Identify opportunities for redevelopment of Athol Street area to create a strong pedestrian link into the town centre from Gorge Rd/ Stanley Street.
- Create a new area of open mixed use amenity space.
- Enhance commercial vitality by increasing opportunities for active shop frontages.
- Provide an opportunity to enhance town centre amenity by further opening up Horne Creek.
- Provide a location for a passenger transportation hub.

Recommended approach

1. Undertake urban design assessment of this space to determine an outline plan for development to maximise the opportunities identified.

Early consideration of the potential offered by this space is essential to avoid development opportunities being missed.

2. Investigation of this site as a potential location of a passenger transport hub for Queenstown town centre.

The Wakatipu Transportation Strategy and Inner Links Study have highlighted the

increasingly important role public transport will have in Queenstown in the future.

A transportation hub doesn't need to be a building, but requires space for passenger set down and pick up, waiting areas and capacity for reliable and quick bus and taxi movement.

Both Stanley Street and Athol Street have been identified as potential locations for a transportation hub and would benefit from this revitalisation project.

3. Investigate parking alternatives to maintain activity.

A redevelopment of Athol Street may result in a reduction of the number of parking spaces available in the immediate location but overall access to this area would increase due to the presence of passenger transport and improved pedestrian links.

4. Create a pedestrian link between Athol Street and Stanley Street and enhance the link between Athol Street and Camp Street.

Negotiation with land owners to purchase the route or undertake a land swap could create a strong pedestrian link between Stanley Street and Upper Beach Street. This would create a natural travel desire line that could draw pedestrians away from the difficult Shotover/ Stanley Street intersection by locating a pedestrian crossing on Stanley Street at this point.

5. Create a view shaft from Stanley Street to Beach Street.

Redevelopment of the buildings around Athol Street would provide the opportunity to create a strong visual connection from Stanley Street down the length of Beach Street and beyond, drawing pedestrians into the town centre.

8.10 Athol Street Revitalisation



6. Create a new area of open mixed use amenity space.

Open space in the town centre is limited, and weighted towards the lake front. Open space will come under increasing pressure from increasing visitor numbers and a growing population.

This space may lend itself to a square or plaza around an area of Horne Creek, creating a focus for retail and service activities.



8.10 Athol Street Revitalisation

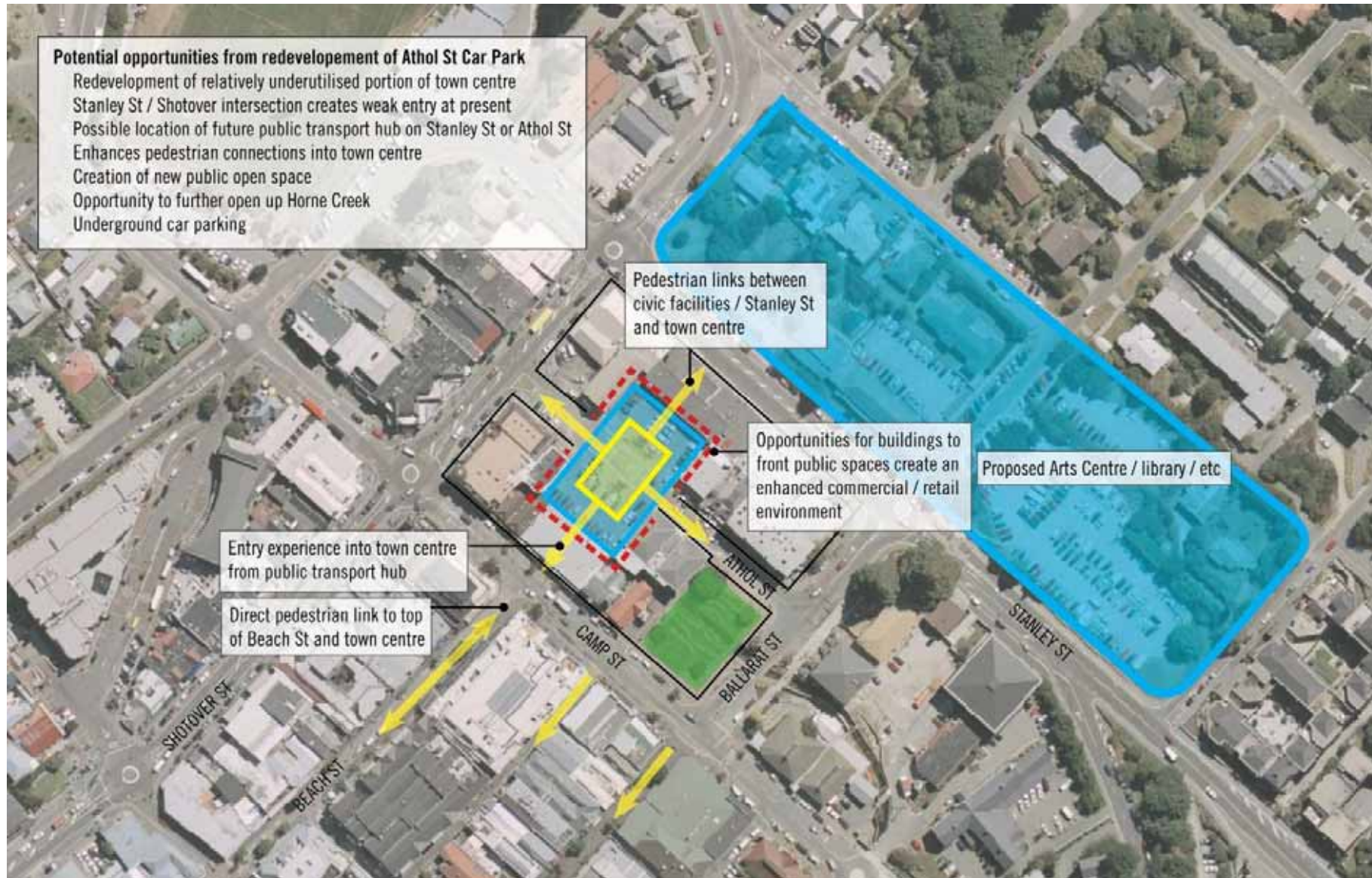


Figure 5 – Possible Opportunities for Redevelopment of Athol Street Car Park

8.11 Compatibility of Activities



Brief description of issues

The town centre is, by its very nature, a mixed use environment. While the mixture of uses contribute to its vibrancy and success as a place, providing for a diverse range of uses in the town centre can result in conflict between different activities.

Conflict can be addressed by different ways, such as by limiting the presence of activities generating or sensitive to adverse effects, or by addressing the effects themselves. However, most essential is a clear recognition of the role and nature of the town centre by those seeking to use this area.

Noise Issues

Town centres are the logical location for most of the noise generating activities at the heart of this issue.

Restaurant, bars and cafes are a key economic component of town centres and add vibrancy and life by extending the level of economic activity in these centres well outside the normal working day. The significance of these types of activities can be even greater in centres with a strong focus on tourism.

Residential development in the town centre has potential to play an important role in the economic and social stability of the town centre. However, the mixture of noise generating and noise sensitive activities has led to a degree of conflict that until now has been less common in town centres.

Potential conflict arises both from a) commercial activities failing to comply with existing noise standards, compromising the amenity of residential activities, and b) reverse sensitivity, where sensitive activities locating near lawfully established and complying commercial activities seek to limit their operation.

Safety

For the town centre to remain relevant to the community it is essential that it is perceived as a place in which everyone feels safe and comfortable.

The negative effect of some activities within the town centre can create a perception that the town centre is not a place for the whole community, particularly the young and elderly. Negative perceptions of safety in the town centre have predominantly been linked to issues with alcohol.

The application of CPTED principles in the design and planning for our town centre can contribute to addressing these issues, but it is also essential that this is reinforced through both the nature of activities and events that are promoted in the town centre.

24 hour town

It is anticipated that Queenstown can be a 24 hour town, but this does not mean 24 hour drinking. Encouraging a wider range of activities to operate in the evenings can contribute to the vibrancy and vitality of the town centre and this activity reduces antisocial behaviour.



8.11 Compatibility of Activities



Objectives of this project area

- Ensure that the town centre remains a place for the whole community.
- Create a safe and lively town at night time.
- Avoid conflict between activities in and around the town centre.

Recommended approach

1. Encourage greater recognition of the town centre as a mixed use environment by requiring action from activities generating adverse effects and activities sensitive to adverse effects that seek to locate there.
2. Investigate a plan change to address potential conflict between noise sensitive and noise generating activities.
3. This may require consideration of a number of issues including existing noise levels, acoustic insulation, and the appropriate location of noise generating and noise sensitive activities.
4. Undertake a plan change to the District Plan to address noise issues identified.
5. Create alcohol free areas within the town centre.

Creating alcohol free areas within the town centre encourages drinking to occur under supervision in licensed premises.

6. Include CPTED principles in the development of design guidelines for Town Centre streets.

CPTED approaches to open spaces and lighting can provide design mechanisms to increase the safety of the town centre.

7. Consider the inclusion of CPTED principles in future plan changes for the Town Centre.
8. Support community safety initiatives such as Community Guides.



8.12 Development Capacity



Brief description of issues

Tomorrow's Queenstown predicted that 3,300 people will work in the town centre by 2020, 1.5 times today's total. Although Queenstown town centre is compact and substantially developed, there remains considerable potential for redevelopment within the town centre to a level anticipated in the current District Plan.

However, it is prudent to consider where future growth of the town centre may be appropriate in a strategic context and what the nature of that growth may be. Consequently the Council must consider what implications the recent growth projections may have in terms of the ability of the town centre to provide for the community's commercial and other needs over the medium to long term.

It is not anticipated that areas for expansion would be subject to the same planning provisions as the existing town centre. But it will require careful consideration in terms of how the character and activity mix of these areas can complement the existing town centre. The options identified would need more detailed investigation to determine their relative merits and appropriate controls.

Objectives of this project area

- Identify areas where growth of town centre related activities may or may not be appropriate as a basis for further investigations.
- Identify strategic issues for consideration in planning for servicing and infrastructure.
- Investigate appropriate methods to protect existing boundaries from activities bleeding into and adversely affecting surrounding zones.

Recommended approach

1. Investigate a Plan Change to rationalise issues on Town Centre Zone boundaries.

In some parts of the town centre it may be appropriate to recognise that through a plan change, peripheral commercial activity has changed the character of the area.

It is not anticipated that this would result in town centre zoning, but fringe or frame zoning may reflect the existing situation and better protect surrounding amenity and the integrity of the Town Centre zone. Relevant areas may include the retail frontage of the Crown Plaza hotel and the area between Council offices and Stanley Street.

2. Brecon Street Area.

The Brecon Street area was identified as an area for possible expansion of town centre related activities. The balance of activities along and to the north of Brecon Street has shifted away from residential activities towards commercial and community activities including tourist activities, the medical centre, fire service and childcare.

Creating a new zone along the spine of Brecon Street would reinforce the pedestrian movements linking key tourist attractions at one end and the town centre at the other.

It is noted that this area contains some of the few sites large enough for a moderate sized hotel remaining in the proximity of the town centre. This area may be appropriate for tourist related activities and visitor accommodation and is being considered in Council's study on areas which may have potential for greater development height.

8.12 Development Capacity



3. Robins Road Triangle

The triangle of land between Robins Road and Gorge Road has been identified as an area for possible future inclusion in the town centre. The establishment of commercial activity on an ad hoc basis along Gorge Road has created some logic for consideration of an extension of the town centre towards Robins Road.

As the Robins Road triangle is predominantly at a lower level than Gorge Road in this location it may be possible for future development to avoid affecting the amenity of the predominantly residential activity on the eastern side of Gorge Road.

The distance of this area from the town centre may make vehicle orientated retail a more appropriate use but it would remain accessible to and should complement activities in the town centre.

4. Gorge Road

The dispersal of town centre activities along Gorge Road beyond Robins Road would potentially draw activity away from the town centre and may adversely affect its vitality.

5. Monitoring

These areas are identified for further investigation and to enable strategic consideration. Based on the Council's available information and assumptions, there is no need to increase capacity in the town centre at this time.

Ongoing monitoring of Queenstown's town centre and additional studies will be undertaken to investigate the supply and demand of retail, commercial, office and visitor accommodation uses in the town centre.



Figure 6 – Areas for Possible Expansion of the Town Centre

8.12 Development Capacity



6. Potential Plan Changes

Depending on the outcome of monitoring, the following options (and any other options that may arise) for an increase in capacity for the town centre may need to be considered further at this time:

- Intensification by enabling increased building heights.
- Expansion of the existing town centre.



9 Monitoring



Brief description of issues

The degree to which the issues identified in this strategy affect the town centre will vary over time and new issues may arise. This reflects the reality of planning for a complex environment such as a town centre.

Due to the complex nature of these issues, the range of actions identified as possible responses, and the degree to which this environment is subject to change due to external influences, it is important that both the town centre and the implementation of the strategy are monitored.

Objectives of this project area

- To ensure continued monitoring of the town centre provides information to guide the implementation of this strategy.
- To monitor the implementation of the strategy itself to guide subsequent action.

Recommended approach

1. Continue ongoing monitoring of issues in the town centre.
2. Annually monitor the implementation of the strategy and report to the Strategy Committee.

Monitoring and feedback will assist in identifying new actions that need to be prioritised in the work programme for the following year.

3. 5 year Review of Town Centre Strategy.

A 5 year update of progress on the strategy will provide a clearer picture on the degree to which the strategy is being implemented effectively and , information gaps and new issues.



10 Implementation



The strategy outlines a series of recommended actions to address the issues outlined.

As the strategy is a long term document, spanning 20 years, the sheer number, complex nature and high cost of actions outlined mean they cannot all be implemented at once. Instead there will be a staged approach to achieving the desired long term goal with implementation based on priorities and funding availability.

A list of actions that arise out of each of the recommended approaches for each of the project areas is outlined in Section 11 of this strategy (page 43). A department of the Council has been allocated to each action as responsible for implementing the action.

Actions that have funding already allocated in the current 10-year plan have been given a timeline for implementation.

Projects with no timeline allocated in the action plan do not currently have funding under the 10-year plan. Council will need to consider projects in the action plan that do not currently have funding at the next review of the 10-year plan.

For many of the projects scoping work needs to be undertaken before more detailed investigation can commence.

Whilst the working party has identified a range of projects in the strategy, it acknowledges that the nature, timing and final format of these projects may need to alter to reflect:

- The results of more detailed investigations
- Changes in community priorities
- The duration of the strategy
- The economy

11 Action plan



This section summarises the action programme that is necessary to advance each of the project areas described earlier in this report.

Project	Responsibility	Timeline	Comments
Civic Heart			
<ul style="list-style-type: none"> Identify community facilities that may locate in the civic area 	Policy		
<ul style="list-style-type: none"> Hold community workshop to consider the specific form of community facilities, the priority for different components and the timing of the project. 	Coordinated by Community Services		
<ul style="list-style-type: none"> Continue investigation of options for the location of community arts facilities in the town centre 	Community Services/ Lakes Property		
<ul style="list-style-type: none"> Consideration of the development of an office building for Council activities 	Lakes Property	2012	Consideration deferred to 2012
<ul style="list-style-type: none"> Identify footprint and location required for each activity 	Coordinated by Community Services		
<ul style="list-style-type: none"> Promote and manage iconic events, such as Winterfest, that add value to the town centre 	Coordinated by Community Services	Ongoing	
<ul style="list-style-type: none"> Encourage and facilitate other town centre events, such as Jazzfest, that add to the vitality of Queenstown 	Coordinated by Community Services	Ongoing	

11 Action plan



Project	Responsibility	Timeline	Comments
Character			
• Queenstown Town Centre Character Guidelines.	Policy	Ongoing	
• Urban Design Panel	Policy	Ongoing	
• Undertake height study of inner Queenstown area	Policy	2009/2010	
• Review of effectiveness of Queenstown Town Centre Character Guidelines.	Policy	2011	
• Urban design forum to workshop appropriate design for the look and feel of town centre streets	Coordinated by Policy		See guideline item in Streetscape Section
• Inventory of the elements that contribute to the character and amenity of the town centre	Policy		
• Identify areas where public art should be located in the town centre	Community Services		
• Investigation of District Plan provisions relating to building height in the Town Centre Zone.	Policy		

11 Action plan



Project	Responsibility	Timeline	Comments
Character			
<ul style="list-style-type: none"> Consider urban design related District Plan Changes for the Town Centre Zone 	Policy		<p>Protecting key view shafts.</p> <p>Increasing control over building design and appearance within the town centre.</p> <p>Providing for minor variations in building height to create variation in roof level and design.</p> <p>Integration of CPTED principles into the District Plan.</p> <p>Protection of pedestrian links.</p> <p>Scope District Plan Changes for the Town Centre Zone.</p> <p>Ensuring the provision of active and transparent street frontages in the town centre.</p>
<ul style="list-style-type: none"> Develop Character Guidelines for any expansion of Queenstown Town Centre 	Policy		

11 Action plan



Project	Responsibility	Timeline	Comments
Streetscape			
<ul style="list-style-type: none"> Development of a typology of streets 	Policy/ Infrastructure Services -Transport	2010/2011	These elements should build upon the considerations arising out of the urban design forum
<ul style="list-style-type: none"> Develop streetscape guidelines for development in the town centre. 	Policy/ Infrastructure Services –Transport	2010/2011	These elements should build upon the considerations arising out of the urban design forum
<ul style="list-style-type: none"> Scoping investigation and implementation of shared space amenity improvements for lower Brecon Street/ Duke Street area in Central Area Street Improvement Programme. 	Infrastructure Services –Transport	2009/2010	
<ul style="list-style-type: none"> Investigation of New Zealand Transport Agency funding for town centre projects for amenity improvements and shared street options eg Lower Brecon Street. 	Infrastructure Services –Transport	2010/2011	
<ul style="list-style-type: none"> Identify other opportunities for the use of shared space design concepts in the Central Area Street Improvement Programme including Church St, the upgrade of Rees Street/ Lower Beach Street, and Marine Parade. 	Policy/ Infrastructure Services –Transport	2010/2011	

11 Action plan



Project	Responsibility	Timeline	Comments
Streetscape			
<ul style="list-style-type: none"> Review of the prioritisation of projects in the Central Area Street Improvement Programme for amenity purposes to consider the projects identified in this Strategy. 	Infrastructure Services -Transport	Ongoing	
<ul style="list-style-type: none"> Include upgrade of Cow Lane and Searle Lane in Central Area Street Improvement Programme 	Infrastructure Services -Transport	Ongoing	
<ul style="list-style-type: none"> Include upgrade of Queenstown Mall in Central Area Street Improvement Programme. 	Infrastructure Services –Transport/ Policy/ Urban Design	Ongoing	
<ul style="list-style-type: none"> Investigate methods to promote the development of historic service lanes as active frontages 	Policy	2010	
<ul style="list-style-type: none"> Implementation of Brecon Street amenity Improvements 	Infrastructure Services –Transport		

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Project	Responsibility	Timeline	Comments
Pedestrian Links			
<ul style="list-style-type: none"> Encourage the provision of new links where they may enhance connectivity in the town centre 	Policy/ Infrastructure Services – Transport/ Lakes Environmental	Ongoing	
<ul style="list-style-type: none"> Investigate need to formally protect town centre pedestrian links 	Policy		
<ul style="list-style-type: none"> Undertake Plan Change to protect town centre pedestrian links 	Policy		

Project	Responsibility	Timeline	Comments
Access and Parking			
<ul style="list-style-type: none"> Bus Priority Programme investigations with NZTA on bus priority lane from Frankton to Shotover Street 	Infrastructure Services – Transport/ NZTA	2009/2010	
<ul style="list-style-type: none"> Transportation Centre Investigation 	Infrastructure Services – Transport	2009/2010	
<ul style="list-style-type: none"> Town Centre signage project 	Infrastructure Services – Transport	2010/2011	
<ul style="list-style-type: none"> Engage with town centre businesses about the development of a town centre travel plan. 	Infrastructure Services – Travel Demand	2010/2011	
<ul style="list-style-type: none"> Develop a town centre travel plan. 	Infrastructure Services – Travel Demand	2010/2011	
<ul style="list-style-type: none"> Implement a town centre travel plan 	Infrastructure Services – Travel Demand	2011/12	
<ul style="list-style-type: none"> Provide cycle parking in public spaces in the town centre 	Infrastructure Services – Transport/ Community Services	Ongoing	

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Project	Responsibility	Timeline	Comments
Access and Parking			
<ul style="list-style-type: none"> Give effect to Walking and Cycling Strategy actions within the town centre 	Infrastructure Services – Transport	Ongoing	
<ul style="list-style-type: none"> Church Street Amenity Improvements 	Infrastructure Services – Transport	2009/2010	
<ul style="list-style-type: none"> Scoping Lower Brecon Street Amenity Improvements 	Infrastructure Services – Transport	2009/2010	
<ul style="list-style-type: none"> Shift focus of coach parking in the town centre around set down/ pick up locations not long stay parking 	Infrastructure Services – Transport	2010/2011	
<ul style="list-style-type: none"> Lower speed limit within the Queenstown Town Centre (excluding Shotover and Stanley Streets) 	Infrastructure Services – Transport		
<ul style="list-style-type: none"> Implement changes to parking controls 	Infrastructure Services – Transport	2010/11	Increasing shift towards short stay parking in town centre
<ul style="list-style-type: none"> Analyse results of reviews and make changes to parking controls as required 	Infrastructure Services – Transport	Ongoing	
<ul style="list-style-type: none"> Review of Church Street Car park 	Infrastructure Services – Transport	2010/2011	
<ul style="list-style-type: none"> Investigate Plan Change for Parking the Queenstown Town Centre 	Policy/ Infrastructure Services – Transport	2010/2011	

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Project	Responsibility	Timeline	Comments
Open Space			
• Queenstown War Memorial Upgrade	Community Services	2009/2010	
• Marine Parade Upgrade	Community Services		
• Enhance the lakefront playground to create a destination playground	Community Services		
• Investigate the use of Athol Street as a future open space opportunity	Community Services/ Policy		

Project	Responsibility	Timeline	Comments
Athol Street Revitalisation			
• Investigate the use of Athol Street as a future open space opportunity and transportation centre	Policy/ Infrastructure Services – Transport/ Community Services		
• Consult with current landowners and occupiers	Policy/ Infrastructure Services – Transport/ Community Services		
• Concept design for potential uses of Athol Street	Policy/ Infrastructure Services – Transport/ Community Services		

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Project	Responsibility	Timeline	Comments
Compatibility of Activities			
<ul style="list-style-type: none"> Investigate a plan change to address potential conflict between noise sensitive and noise generating activities 	Policy	2010/2011	
<ul style="list-style-type: none"> Undertake plan change relating to noise issues 	Policy	2010/2011	
<ul style="list-style-type: none"> Investigate a plan change to include CPTED principles into the District Plan 	Policy		
<ul style="list-style-type: none"> Monitor the liquor licensing bylaw regarding the need to restrict opening hours of licensed premises and the creation of alcohol free public areas. 	Lakes Environmental	Ongoing	
<ul style="list-style-type: none"> Create alcohol free areas in the town centre through the use of bylaws limiting the time periods in which the possession and consumption of alcohol is permitted in public spaces 	Lakes Environmental	Ongoing	
<ul style="list-style-type: none"> Support community safety initiatives such as Community Guides. 	Community Services	2009/2010	

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Project	Responsibility	Timeline	Comments
Development Capacity			
<ul style="list-style-type: none"> Monitor capacity of town centre and need for potential expansion 	Policy	Ongoing	
<ul style="list-style-type: none"> Scope plan change to rationalise issues on Town Centre Zone boundaries 	Policy		
<ul style="list-style-type: none"> If required investigate plan change options to expand town centre 	Policy		

Project	Responsibility	Timeline	Comments
Monitoring			
<ul style="list-style-type: none"> Undertake ongoing monitoring of issues in the town centre 	Policy	Ongoing	
<ul style="list-style-type: none"> Annually monitor the implementation of the strategy and report to the Strategy Committee 	Policy	Annual	
<ul style="list-style-type: none"> Undertake 5 year Review of Town Centre Strategy 	Policy	2014	