

QUEENSTOWN TOWN CENTRE

MASTERPLAN

Preserving and improving
the Queenstown experience

FUTURE
**QUEENSTOWN
TOWN CENTRE**

 QUEENSTOWN
LAKES DISTRICT
COUNCIL

WHAT WILL THIS MASTERPLAN DO?

We're using a Masterplan to shape the future of the Queenstown Town Centre.

This approach means we can integrate all of our planning and developments over the next 35 years, giving us a far better chance of achieving value for money and efficiency than doing each part in isolation. It also means we can use common objectives to shape everything we do. Focusing on what we want the place to be for our community and shaping all of our developments around that.

We've put people at the centre of our planning which is telling us that we need to fundamentally change the way our town centre works.

Our town and its visitors have grown quicker than we expected and as a result, we don't have the right balance in a number of areas. This plan aims to restore that balance to create a place locals are proud of, sustained attraction for visitors and greater certainty for investors.

Our geographic focus is on the town centre, but it also makes sense to look wider given the huge role the town centre plays in the district and beyond.

We've developed a "Spatial Framework" that helps us understand what moves we need to make to achieve our vision for the town centre. Within this Spatial Framework, we can show how land use, development, civic opportunities and infrastructure are sequenced for implementation.

We're not just doing this for our district. Queenstown is special for New Zealand and plays a huge role as an attraction and economic driver regionally and nationally. That's why you will see a strong connection with national and regional priorities in this blueprint for our future.



VALUING THE QUEENSTOWN EXPERIENCE

Queenstown is unique and well known for its spectacular setting and adventurous culture.

The quality of experience has made Queenstown the most popular tourist destination in New Zealand after Auckland. In 2016, Queenstown Lakes hosted 1.17 million international visitors and one in every ten international guest nights spent in New Zealand is spent in Queenstown. This prominence means the Queenstown experience carries huge economic value, not just for the district, but also the nation.

Recent analysis by economic experts Martin Jenkins has shown that the Queenstown experience for New Zealand can be valued, and it looks like this:

Queenstown Lakes Tourism Annual Spend in March 2017 was **\$2.5 billion**, which made up over **8%** of the national total.

Visitors who come to New Zealand because of Queenstown spend a total of **\$1.44 – \$1.74 billion** nationally.

This spending contributes **\$1.3 – \$1.6 billion** to New Zealand's overall GDP.

This activity generates **9,600-11,629 jobs** in the South Island and **13,700-17,026 jobs** nationally.

If an international tourist visits Queenstown, their spending in the rest of the South Island is **more than three times higher** than if that tourist had not visited Queenstown.

We can't sustain this experience without significant investment.

We have reached a point where Queenstown cannot deliver these experiences without investing in the town centre and changing the way it works.

While strong tourism and residential growth has benefited Queenstown, it has also led to serious capacity constraints and infrastructure pressures. This risks compromising the visitor experience, constraining future growth, and further degrading the town centre appeal for locals.





A huge gap exists between the ratepayers who currently fund Queenstown's infrastructure and the international visitors who benefit from it.

No other town or city in New Zealand has anywhere near this imbalance between locals and visitors.

Our pressures

1. GROWTH

Queenstown Lakes is the nation's fastest growing district (6.9% per year). In addition to our residential growth, our booming tourism activities are bringing a growing number of visitors to our town and district. Our peak day population is forecast to hit 150,000 by 2024 and our peak periods are expanding across the year. Overall international visitor arrivals to New Zealand are estimated to reach 4.9 million in 2023, up 39% from 3.5 million in 2016.

While we also have strong residential growth, we have a staggering imbalance between locals and international visitors. For every local, we have 34 visitors in our district, putting huge pressure on our infrastructure and our environment. No other town or city in New Zealand has anywhere near this imbalance and this makes it hard for our district to fund our much-needed infrastructure upgrades. A huge gap exists between the ratepayers who currently fund Queenstown's infrastructure and the international visitors who benefit from it.

2. ACCESS

Getting in and out of Queenstown is not the pleasant experience that it used to be and it is certainly not what you would expect from a premium visitor experience. Our main access roads are congested, unreliable and this traffic fills the town centre. We have gridlock around major attractions, carparking is at capacity, traffic flow increased by 8.2% last year, new car registrations increased by 16% and our estimated cost of congestion is \$35 million per year (and this is expected to more than double in the next 30 years).

With our roads full of cars and no public transport priority, our public buses cannot operate efficiently and with little real alternative, people remain in their cars. While recent fare changes have made this more appealing, less than 2% of people travelling to the town centre use the bus. Passenger Transport (private buses, taxis and rideshare) has also been affected by car traffic, often operating in an ad-hoc way to find space to operate in the town centre. Our walking and cycling facilities are not well connected to public transport and need to be supported by better facilities to meet the needs of all abilities. Through sheer car dominance and a lack of adequate facilities, our town centre is not seen as a walking and cycling-friendly space.

3. FADING APPEAL

The aesthetic appeal of our town centre is fading. The streetscapes and public realm are not up to a standard expected of international resorts and there is a shortage of facilities and usable green spaces to support cultural activities, local events and town centre experiences.

Importantly, the area is becoming less connected to the needs or experiences of the local resident, undermining the feeling of authenticity and locals' sense of belonging. This also impacts the authenticity of the experience for international visitors.

4. AUTHENTIC EXPERIENCE

As a growing town, we need to make sure we can celebrate and share our unique culture. An authentic and attractive town is one that sources its character from its people and heritage, and weaves it into the fabric of the town.

Access challenges and a lack of community and cultural emphasis is reducing the appeal of the town centre for locals, who have a growing perception that the town centre is for tourists. We need to invest in better facilities and spaces to bring the locals back.

5. ENVIRONMENTAL IMPACTS

Growing tourist numbers and car traffic has huge potential to impact our air and water quality, as well as wider eco-systems.

This is a huge reason why we'd like to shift the focus to support better environmental outcomes. We need to get people out of cars and into active and more sustainable transport (walking, cycling, electric vehicles and public transport) and consider more passive stormwater treatment options. We also need to look at how waste is managed within the town centre to create a cleaner environment.

6. A CONSTRAINED CBD

The Queenstown Town Centre is constrained by busy roads and has been unable to grow to keep pace with our growing economy. This has reduced the appeal for businesses to expand or invest in the town centre. This is most evident in areas such as Shotover Street where heavy traffic prevents better activation of the area and reduces the safety of people moving between businesses and tourist services.



WHAT ARE WE AIMING FOR?

Right from the start, this Masterplan has aimed to shape a thriving heart to Queenstown, now and into the future.

OUR OBJECTIVES ARE

Improved access to the town centre

Increased commercial activity without negative impacts on the environment or local enjoyment

A liveable, thriving and authentically New Zealand town centre

People enjoy spending time in town because the built environment complements the natural environment, referencing local history and culture



In the development of this plan we identified what we want the town centre to be in the future and we came up with ten themes.



COMPACT

Intensification.
Reinforcing the town centre as the civic and cultural heart of the region.



WALKABLE

Improving walking and cycling as ways to move to and around the town centre.



DIVERSE

Maintaining/enhancing the diversity of the town centres retail, entertainment and cultural experience.



HUMAN SCALE

Encouraging built form that provides diversity, affordability, intensification whilst maintaining the low rise (3-4 level) human scale of the town centre.



SMART

Improving local and visitor experiences through world leading technology and information.



AUTHENTIC

Enhancing/maintaining the unique landscape and cultural heritage of the town centre.



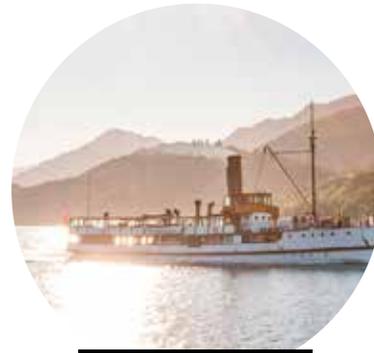
MAGNETIC

Protecting and enhancing the town centres experience, quality and landscape setting as a visitor drawcard.



ACCESSIBLE

Improving access to and around the town centre via other modes (bus, walk, cycle, water).



SUSTAINABLE

Enhancing the sustainability and environmental quality of the town centre.



PLACE

Curation and management of the town centre, efficient functionality and a cohesive look and feel.

Supporting national priorities

The Town Centre Masterplan is closely aligned to national priorities around Land Transport, Urban Development, Environmental Management and Tourism.

LAND TRANSPORT AND ENVIRONMENTAL PRIORITIES

The recently updated Government Policy Statement on land transport (GPS) 2018 supports the emphasis this Masterplan has on reducing reliance on private motor vehicles, reducing environmental impacts and supporting tourism activity. In particular, the Town Centre Masterplan's proposed investment in improved bus priority public, passenger and active transport facilities and services strongly supports these National priorities:

Giving public transport greater priority

Reducing the environmental impact of transport

Increasing support for active modes

Regional economic development and tourism

High quality transport connections.

THE ELEMENTS OF THE MASTERPLAN THAT SUPPORT THESE PRIORITIES ARE:

The proposed new bus hub on Stanley Street and improved bus priority into the Town Centre.

The expanded and enhanced active travel network and facilities.

The improved ferry services and infrastructure in coordination with Otago Regional Council.

The improved allocation of spaces for passenger transport, including coaches, taxis and rideshare operations.

The preservation of space for a future Mass Rapid Transport solution to operate between the town centre and Frankton.

URBAN DEVELOPMENT

The Government Policy Statement on Urban Development Capacity focuses on providing urban environments that meet demand and adapt to changing needs and provide for social, economic, cultural and environmental wellbeing. This is how the masterplan aligns to this focus:

Moving cars out of the town centre to allow it to grow and support mixed uses.

Providing better access to social, cultural and economic activities through a better transport mix.

Identifying space for improved community and cultural facilities.

TOURISM

Through the tourism strategy, government is supporting the tourism sector to reap the benefits of growth in visitor numbers while managing the pressure this puts on businesses, communities and infrastructure. The National Tourism Strategy focuses on three challenges:

- 01 Attracting the right mix of visitors
- 02 Ensuring visitors have a high-quality experience
- 03 Supporting regions to respond to and benefit from increasing visitor numbers.

Queenstown has a special role to play in addressing these challenges. Here is how the masterplan addresses these challenges:

Improving the visitor experience by providing improving access to the town centre through wider transport choices and better parking supply and coordination.

Providing greater attraction for locals to ensure Queenstown retains its authenticity and character.

Providing improved space and coordination for passenger transport services to improve private tourism operations.

Increased use of technology to better engage with and inform travellers.

CITIES TO ASPIRE TO

Zermatt, Switzerland

Zermatt attracts almost two million visitors a year, houses 40 four-star hotels, and is considered by many to be a best-case example of sustainable ski resort development.

Zermatt has banned cars and only allows electric carts and horses in the middle of the town. Tourists leave their cars in a car park outside the city, and hotels send free electric-powered shuttles to pick them up.

Investment in greener buildings is becoming more common, and hotels are increasingly relying on geothermal sources.



THE BENEFITS OF CHANGE

While the Masterplan outlines a path towards 2050, there is a lot of change that needs to happen in the next 10 years.

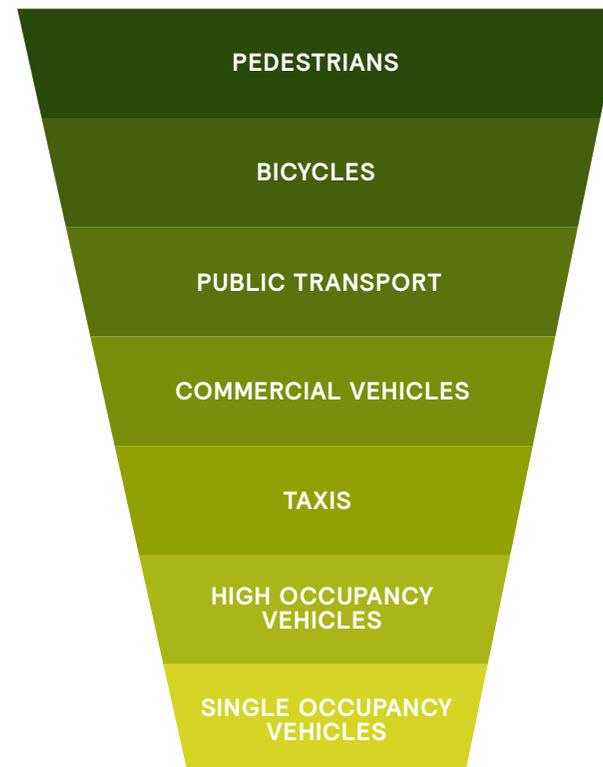
We propose to transform the town centre in four stages, progressively unlocking the following benefits:

A fundamental shift in town centre access that moves active transport (walking and cycling) and public transport to the top of the transport hierarchy, prioritising access for all abilities and reducing car dominance.

Sustained tourism and economic growth without impacting environmental health or local culture.

Improved liveability, authenticity and attraction of the town centre.

A smart and adaptive town centre that uses technology and data to improve experiences, manage assets more efficiently and use learnings productively.



EVERYTHING IS CONNECTED

It's so important to recognise how some of the key projects work together to improve the town. For example, the proposed new arterial route will provide new space and priority for public transport, move traffic out of the town centre, allow the town centre to upgrade and grow, provide new walking and cycling connections and support better organisation of parking buildings.

TRANSFORMING OUR TOWN - WHAT IT LOOKS LIKE

The sequence on the next few pages shows how we propose to transform the town centre in four stages of around one to three years.



STAGE ONE

2019 – 2022



STAGE TWO

2022 – 2023



STAGE THREE

2023 – 2025



STAGE FOUR

2025 – 2028



STAGE ONE

2019 – 2022

The first three years of the Masterplan programme addresses high priority issues and facilitates the town centre transformation to take shape.

Each stage of the new arterial releases a whole set of new opportunities, including increased space for the town to grow and supporting new commercial developments that benefit from more people-friendly streets.

UNLOCKING THE POTENTIAL:

Stage one unlocks the following benefits:

Improved access for public transport

Improved walking and cycling connections and facilities

Reduced car traffic in the town centre

Improved access to parking buildings along the new arterial route

Improved public spaces in the town centre.

01 FRANKTON/MELBOURNE INTERSECTION

New signalised intersection at junction of Frankton Road and Melbourne Street.

02 MELBOURNE STREET UPGRADE

Melbourne Street upgraded as part of town centre arterials route.

03 MELBOURNE - HENRY LINK

Extend arterials connection to link Henry and Melbourne Streets.

04 HENRY STREET UPGRADE

Henry Street upgraded as part of town centre arterials route.

05 STANLEY STREET

Street upgrade to provide bus priority.

06 SHOTOVER STREET

Street upgrade to provide taxi, servicing and tourist services priority.

07 ACTIVE TRAVEL PROJECTS

Shared paths, signage and upgrades to support walking and cycling including Park Street to Hotops Rise, Beach Street and Brecon Street.

08 SHARED SPACE UPGRADES

Improvements to Upper and Lower Beach Street, Mall Street, Brecon Street and Rees Street as pedestrian orientated shared spaces.

09 BRECON STREET

Upgrade to Street with new 5m shared path connection to Gondola from Brecon Stairs.

10 CAMP STREET

Upgrade to pedestrian orientated shared space with cycle lane.

11 FERRY ACCESS

Initiate development of water-based transport access to the town centre.

12 NEW PARKING FACILITIES

New multi-storey parking buildings on Boundary Street and Ballarat Street.

13 PARKING MANAGEMENT CHANGES

Ongoing improvements and removal of free parking around town centre, encouraging greater turn-over / use of other transport modes.

14 NEW COUNCIL OFFICES

Commence construction of new council offices and potential associated community facilities.

15 POTENTIAL REPLACEMENT OF MEMORIAL HALL

Subject to arterial stage two alignment.

MASS TRANSIT OPTIONS

Progressive investigation of mass rapid transit options using the progressed corridor planning.



STAGE ONE
Projects included in Ten Year Plan



TOWN CENTRE ARTERIALS
Stage one completed between Henry and Melbourne Streets



STAGE TWO

2022 – 2023

The second stage of the arterial route will be delivered during this time, supporting further town centre transformation activities:

UNLOCKING THE POTENTIAL:

Stage two unlocks the following benefits:

A new public transport hub providing priority access for buses and a vastly improved user experience

Ongoing walking and cycling improvements

Space for a new mass transit terminal

Further public space upgrades in the town centre.

- 01 GORGE - HENRY INTERSECTION**
Upgrade intersection to enhance connectivity, capacity and create new town centre gateway.
- 02 MEMORIAL STREET**
Street upgrade and connection through to Gorge and Henry Street to connect town centre arterials.
- 03 STANLEY STREET UPGRADE**
Street upgrade to provide public and passenger transport zone with priority access.
- 04 PUBLIC TRANSPORT INTERCHANGE**
Completion of new public transport hub on Stanley Street.
- 05 BALLARAT STREET UPGRADE**
Street upgrade to pedestrian orientated shared space.
- 06 VILLAGE GREEN**
Upgrade to existing park and integration to Ballarat Street and Camp Street.
- 07 MASS RAPID TRANSIT**
Further investigation / possible initial development for potential mass rapid transit terminal.
- ACTIVE TRAVEL PROJECTS**
Continued active travel upgrades for walking and cycling.

STAGE TWO

Projects included in Ten Year Plan

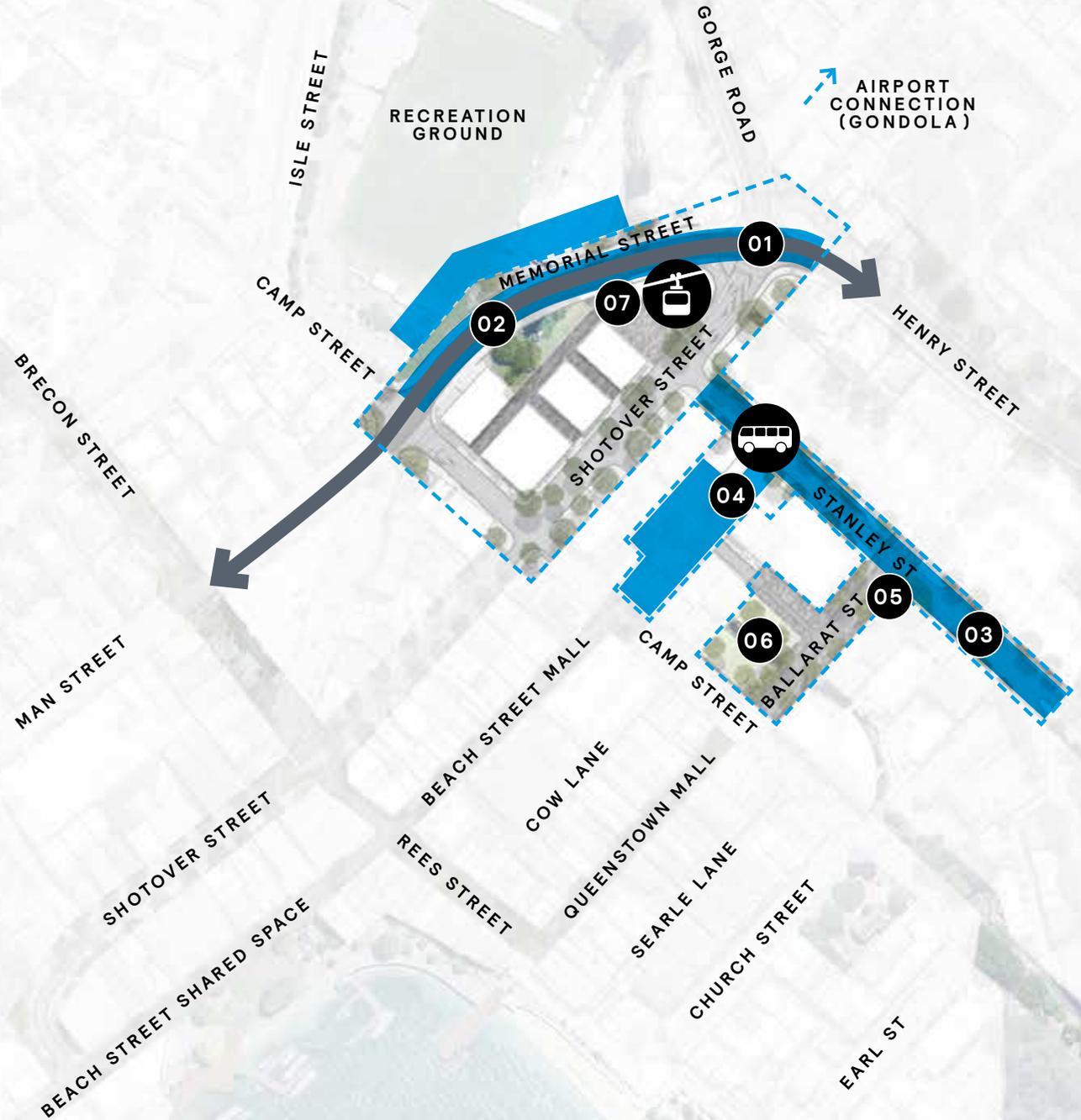
04 PUBLIC TRANSPORT INTERCHANGE

Completion of new Public Transport Hub on Stanley Street with constrained operating capacity



05 BALLARAT STREET UPGRADE

Street upgrade to pedestrian orientated shared space





STAGE THREE

2023 – 2025

The third stage of work will complete the arterial route, significantly enhancing access into and around the town centre and creating a more people-friendly environment.

UNLOCKING THE POTENTIAL:

Stage three unlocks the following benefits:

A more 'people focussed' area, removing arterial traffic from town centre streets

Much improved public transport access and operations

Transformation of Shotover street to include better walking and cycling spaces, areas for passenger transport and an improved business setting.

Increased commercial opportunities

Transformation of Lake Esplanade to include more walking, cycling and recreation spaces.

- 01 THOMPSON - MAN STREET UPGRADE**
Thompson and Man Streets upgraded as part of town centre arterials route.
- 02 ACCESS TO LAKEVIEW PRECINCT**
Improved pedestrian access to potential Lakeview precinct.
- 03 THOMPSON LINK**
New town centre arterial connection to One Mile.
- 04 ONE MILE ROUNDABOUT**
New town centre gateway and open space enhancements.
- 05 PUBLIC TRANSPORT INTERCHANGE**
Fully operational public transport hub on Stanley Street.
- 06 PASSENGER TRANSPORT HUB**
Full transition of Shotover and Duke Streets to a pedestrian focused space, allowing improved active travel connections, increased commercial activation and more efficient passenger transport operations.
- 07 LAKEVIEW SHARED PATH**
New shared path from Fernhill to Lakeview for pedestrians and cyclists.
- 08 LAKEFRONT IMPROVEMENTS**
Open space enhancements to re-connect town centre and lake between Steamer Wharf and One Mile.
- 09 RECREATION GROUND IMPROVEMENTS**
Enhancement of Recreation Ground edge adjacent to the new arterial.
- 10 HORNE CREEK IMPROVEMENTS**
Enhancement of existing Horne Creek corridor with improved green spaces and planting along banks.
- 11 FERRY ACCESS**
Completion of water based transport network to the town centre from multiple Frankton Arm locations including Frankton and Kelvin Heights.

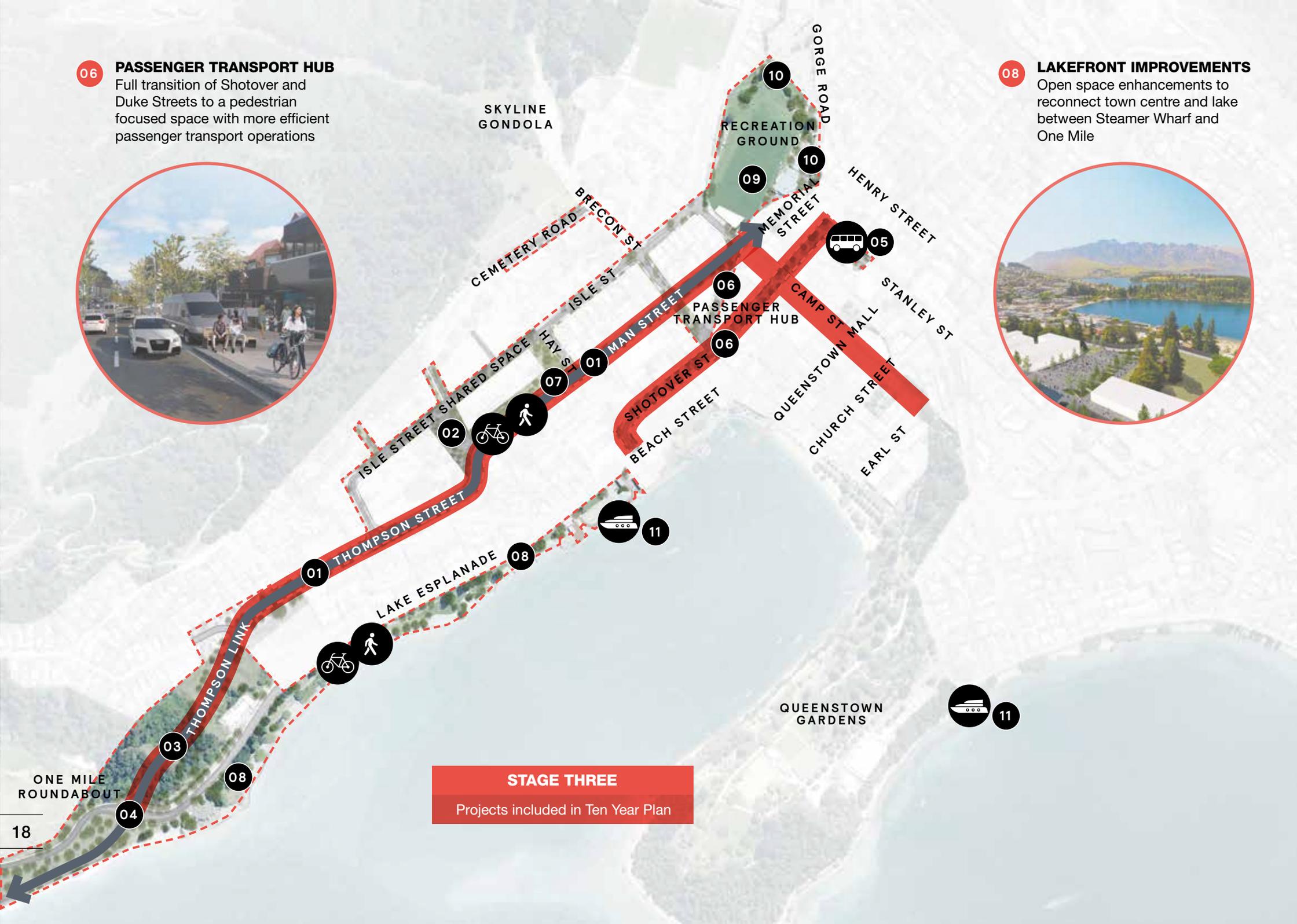
06 PASSENGER TRANSPORT HUB

Full transition of Shotover and Duke Streets to a pedestrian focused space with more efficient passenger transport operations



08 LAKEFRONT IMPROVEMENTS

Open space enhancements to reconnect town centre and lake between Steamer Wharf and One Mile



STAGE THREE
Projects included in Ten Year Plan



STAGE FOUR

2025 – 2028

With the enabling projects delivered, this fourth stage demonstrates how the town centre spaces can improve and transport arrangements can be continually optimised.

UNLOCKING THE POTENTIAL:

Stage four unlocks the following benefits:

Delivery of much improved community and cultural facilities

A significant improvement to the way our town centre looks, feels and functions.

- 01 TOWN CENTRE UPGRADES**
Range of upgrades to town centre historic core including furniture, paving finishes and tree planting.
- 02 CHURCH STREET UPGRADE**
Expand existing space around St Peters Church into a shared street environment.
- 03 EARL STREET**
Upgrade street to pedestrian orientated shared space.
- 04 COMMUNITY HEART**
Development of proposed precinct with new community spaces and facilities.
- 05 PUBLIC TRANSPORT SERVICES**
Optimisation of new public transport services.



02 CHURCH STREET UPGRADE
Expand existing space around St Peters Church into a shared street environment



03 EARL STREET UPGRADE
Street upgrade to pedestrian orientated shared space

ISLE STREET
BRECON STREET
MAN STREET

BRECON STAIRS
BRECON SHARED SPACE

SHOTOVER STREET
BEACH STREET SHARED SPACE

REES STREET

SHOTOVER STREET
BEACH STREET MALL
COW LANE

01

QUEENSTOWN MALL
SEARLE LANE
CHURCH STREET

EXP

CAMP STREET

02

ST PETERS CHURCH

03

05

COMMUNITY HEART
04

P

BALLARAT ST
STANLEY STREET

CORONATION DRIVE

HORNE CREEK CORRIDOR

STAGE FOUR

OTHER CONSIDERATIONS

QUEENSTOWN COMMUNITY HEART

The Queenstown Masterplan identifies that the Stanley Street site, partly Council reserve and partly Ministry of Education land is the preferred location for a community heart, including arts and culture facilities. The plan has identified that co-locating these facilities with the Council building and library will create a vibrant cultural centre in the CBD.

Funding is set aside for planning the site including further research into community needs and the future of arts and culture across the district. This work will help the Council plan how it should respond. This is not simply about built structures but will inform future decisions relating to prospective facilities for Queenstown and define what these may look like.

A SMART TOWN

Applying “smart cities” practices to Queenstown is a big part of the Masterplan. This means using technology and information to improve experiences, manage assets more efficiently, constantly share learnings and apply them in an adaptive way. This aspect of the Masterplan will develop, but for now it's proposed to include a range of initiatives such as real-time parking information, variable pricing controls, improved way-finding, improved management of parking inventory and further developments in ‘movement as a service’ in coordination with the ‘choice’ transport app.

A GLIMPSE OF THE FUTURE

To meet our aspirations for the future we need to step beyond the standard solutions and start looking seriously at creating a leading transport experience.

That's why we are bringing forward our investigations into mass-transit solutions aimed at providing real and attractive alternatives to private cars.

While we have not defined what and where the solutions will be yet, here are some glimpses of what is being considered:



Gondola from the airport to the town centre.



Light rail from Remarkables park to the town centre.



Rapid and high-frequency water ferries that build on the network infrastructure introduced in 2025.



Electric vehicle zone with the town centre.

BEFORE AND AFTER

So, how different will Queenstown look when this Masterplan is implemented?

These images give a snapshot of how things could look in the future compared to today. We have also tried to understand how the experience compares between a scenario where we invest to the right level compared to just doing what we have to. These experience snapshots try to simulate what a future Queenstown could be in both situations.



Looking west along Stanley Street.



Looking west along Stanley Street. The streets is upgraded, there's an on-street bus interchange, and the proposed Civic Axis leads up to a proposed Community Heart precinct.



Looking south along Church Street.



Looking south along Church Street at an upgraded street offering enhanced connections to the lakefront. Camp Street has also been upgraded and there's a new open space around St Peters Church.

WHAT WE'VE ACHIEVED AND WHAT COMES NEXT

A lot of hard work from a whole lot of people has seen the Masterplan build substantial momentum.

Here's what we've achieved so far:

 **POSITIVE PUBLIC TRANSPORT UPTAKE FOLLOWING A PRICE REDUCTION AND THE START OF PARKING MANAGEMENT CHANGES**

 **DEVELOPMENT OF AN AGREED PROGRAMME AND SUPPORTING BUSINESS CASES**

 **POSITIVE COMMUNITY FEEDBACK**

 **AN INFORMED TEN YEAR PLAN**

This masterplan is part of a Ten Year Plan that is three times the size of anything that QLDC has delivered in the past. The investment required for the first ten years of the Masterplan programme is shown here:

CBD Arterial Routes – 3 Stages	
\$148.8M	2019 to 2024*
Two Carparking Buildings	
\$48.0M	2019 to 2024
Public Transport Hub	
\$25.4M	2020 to 2023
Alternative Transport Options	
\$23.5M	2019 to 2024
Ferry / Water Taxi	
\$6.1M	2021 to 2025
Street Upgrades	
\$49.5M	2019 to 2026**
Memorial Hall Replacement	
\$10.9M	2019 to 2021
Other small projects	
\$15.5M	2019 to 2027
TOTAL	
\$327.7M	

This is an ambitious programme that requires significant investment and resources to deliver.

We have some significant challenges to address, including how to fund and resource this Masterplan.

Not only do we need support from external funders in this critical investment, we will need considerable expertise to help us deliver the components of the programme.

The next stage of detailed planning will help us to understand exactly what we need, the best value solutions and who can help us achieve it.



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