

## Part 005 Implementation Strategy

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## 5.1 Implementation Plan

The projects and initiatives contained within the Queenstown Town Centre Masterplan will be implemented in a series of stages over time. This will align with project budgets and optimise synergies between the various projects

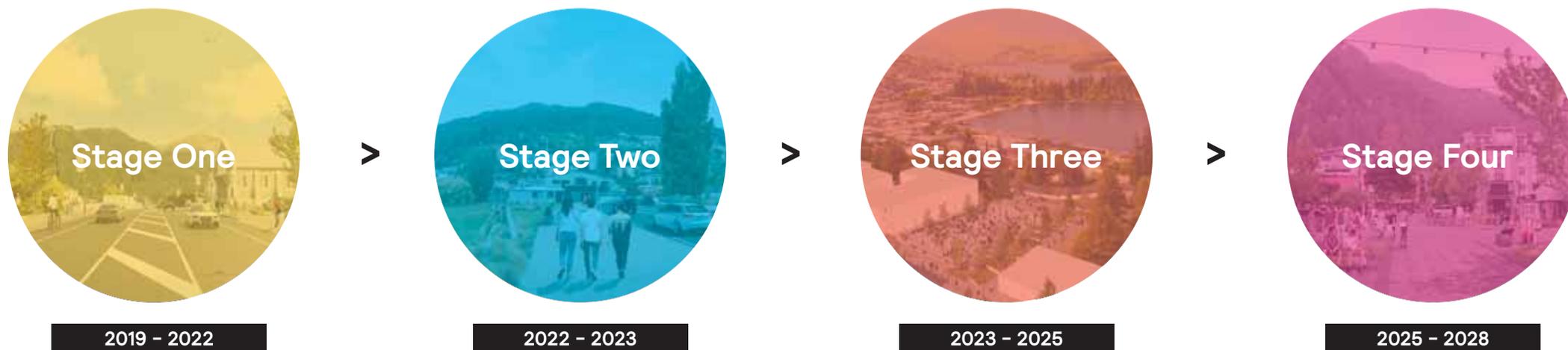
### Stage 001 2019–2022

The first three years of Queenstown Town Centre Masterplan implementation will address high priority issues and start delivering enabling projects. The designation and design of the new arterial route will pave the way for construction of the first stage between Melbourne and Henry Streets.

Each stage of the new arterial alignment releases a whole set of new opportunities for the town centre, as space is provided for the town centre to grow, public and active transport to gain priority access to town, improvement of multiple town centre spaces and for parking to be better arranged around the fringes. This first arterial stage facilitates the town centre transformation to take shape, including:

- Continuation of parking management changes aimed at encouraging more people to use public or active transport as opposed to driving. This will include ongoing removal of free parking around the town centre and applying priority pricing to support greater turnover and availability of town centre on-street parking. This will be supported by the progressive introduction of parking management technology to support better inventory management, informed pricing and better-informed

- motorists (through digital signage indicating where the available parks are).
- Bus priority access along Stanley Street with new bus interchange facilities.
- Upgrades to Camp Street, including a new cycle lane.
- Progressive delivery of a range of active travel projects that deliver improved signage, shared paths and upgrades to existing Queenstown access routes including the Park Street to Hotops Rise cycle lane by 2020.
- Commencement of ferry/water taxi network infrastructure development in multiple locations across Lake Wakatipu's Frankton Arm.
- New parking buildings at Boundary Street then Ballarat Street, allowing vehicles to park on the town fringes.
- Improvement of town centre spaces in Upper and Lower Beach Street, Brecon Street, Lake Esplanade, a Mall Upgrade and a new shared zone in Rees Street, including a new shared zone in Rees Street.
- Increased space for the town to grow, around the arterials project and within the Lakeview Precinct, supporting new commercial developments that benefit from more people-friendly streets.
- Construction of the new Council Offices and the potential associated Community Heart facilities.
- Potential replacement of Queenstown Memorial Hall (subject to the arterial route chosen).
- Progressive investigation of mass rapid transit options using the progressed corridor planning.



## 5.1 Implementation Plan

### Stage 002 2022-2023

The second stage of the arterial route will be delivered during this time and it will support the following town centre transformation activities:

- Completion of the Stanley Street transition into a public and passenger transport zone with priority access.
- Completion of the new Public Transport Hub on Stanley Street (servicing of Fern Hill will be constrained until the third arterial stage is completed).
- Development of Ballarat Street and the Village Green.
- Further implementation of more efficient passenger transport spaces.
- Continued active travel upgrades.
- Further rollout of parking technology and improved wayfinding, including better connections from Gorge Road.
- Increased space for the town to grow, supporting new commercial developments that benefit from more people-friendly streets.

### Stage 003 2023-2025

The third stage of the arterial route will be delivered during this time and it will support the following town centre transformation activities:

- The Public Transport Hub on Stanley Street now has no constraints on Fern Hill services as arterial car traffic has been moved away from Shotover Street.
- Shotover Street transitions to a more pedestrian focused space, allowing improved active travel connections, increased commercial activation and more efficient passenger transport operations.
- Development of the Fernhill Lakeview Cycle Path upgrade.
- Improvement and activation of the lakefront between Steamer's Wharf and One Mile.
- Upgrade of the Recreation Ground edge adjacent to the new arterial and pedestrian connections.
- Completion of the ferry/water taxi network infrastructure in multiple locations across Lake Wakatipu's Frankton Arm, including Frankton and Kelvin Heights.

### Stage 004 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, including:

- A range of town centre improvements in Lake Esplanade, Church and Earl Street.
- Development of the Community Heart Precinct.
- Optimisation of public transport services.

Changes made be made to the program due to funding, consultation and additional design development.

5.2  
Existing Plan



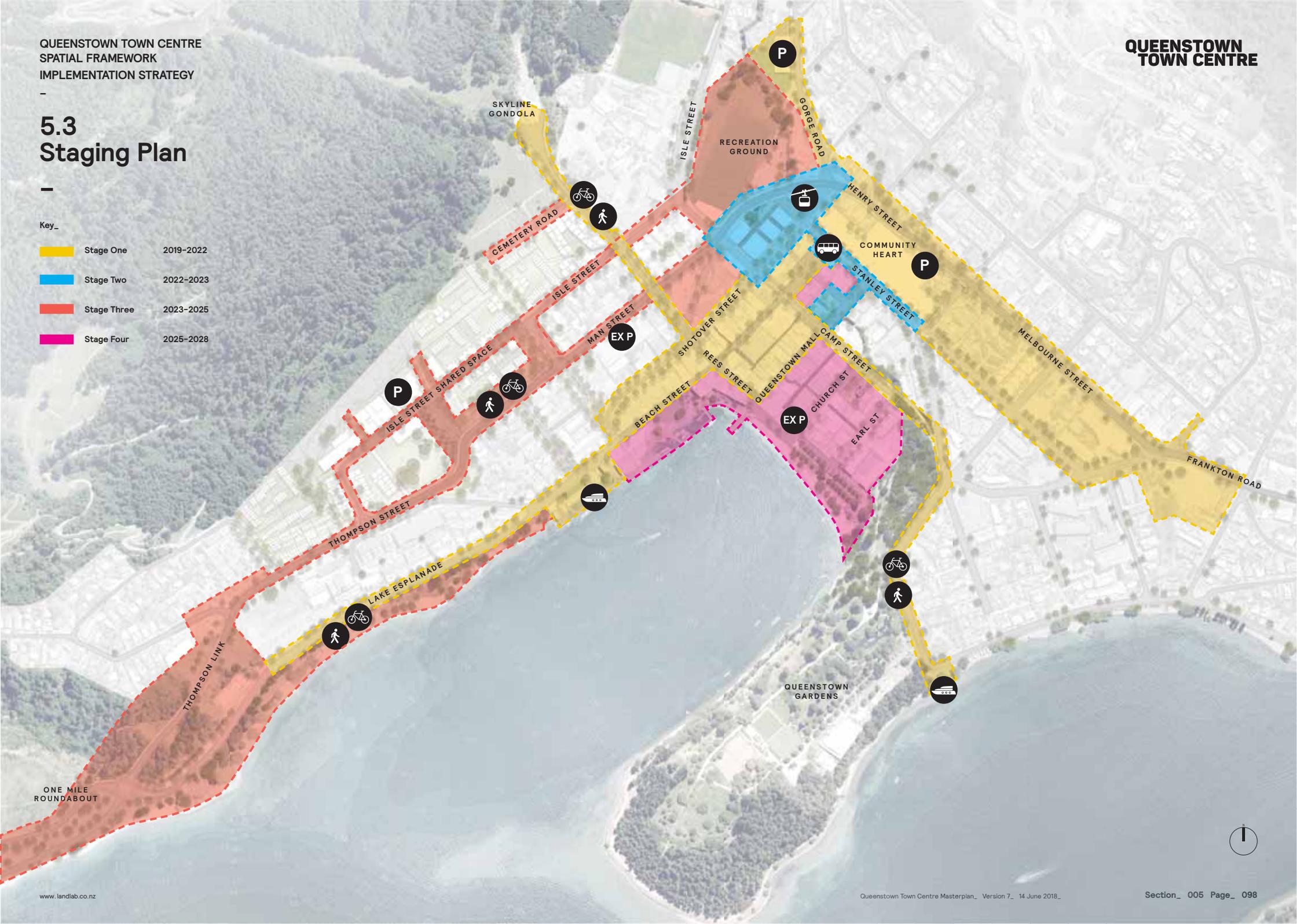
ONE MILE  
ROUNDBOUT

2018

# 5.3 Staging Plan

Key

<span style="color: yellow;">█</span>	Stage One	2019-2022
<span style="color: cyan;">█</span>	Stage Two	2022-2023
<span style="color: red;">█</span>	Stage Three	2023-2025
<span style="color: magenta;">█</span>	Stage Four	2025-2028



## 5.4 10 x Priority Projects

The implementation plan highlights 10 priority projects that represent the best opportunities to catalyse the transformation of the Queenstown Town Centre in the immediate and short term. These projects can provide affordable solutions that can catalyse positive change in the town centre.

- 01 **Town Centre Arterials** - establishing new access and stimulating growth and intensification of the centre.
- 02 **Recreation Ground Improvements** - Enhancement of Recreation Ground amenities, facilities and open spaces.
- 03 **Lakeview Precinct** - A new mixed use town centre precinct and open space network.
- 04 **Lake Esplanade and Lakefront Cycle Paths** - Streetscape and open space enhancements re-connect town centre and lake. Accommodating improved priority and access for walking and cycling along the lakefront for both commuters and visitors.
- 05 **Community Heart Precinct** - Proposed community heart precinct with new Council and Community facilities
- 06 **Beach Street Upgrade** - Street upgrade to provide pedestrian priority
- 07 **Gardens to Gondola Connection** - Street upgrade to provide connection between Gardens and Gondola
- 08 **Transport Interchange** - Stanley Street on street bus interchange
- 09 **Waterfront Open Space and Ferry Access** - New water based transport access to the town centre and enhanced waterfront open spaces that better support place and activation opportunities
- 10 **Civic Axis** - New/upgraded civic axis connecting Town Pier to Community Heart Precinct via a pedestrian priority shared space connection

ONE MILE  
ROUNDBOUT

1:2500 @ A1  
1:5000 @ A3

Stage One  
2019 - 2022

RECREATION  
GROUND



Town Centre Arterials  
Stage One completed between  
Henry and Melbourne Streets

- 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, Queenstown Mall, 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** Street upgrade to pedestrian orientated shared space with cycle lane
- 11 **Lake Esplanade** Streetscape upgrade to Lake Esplanade
- 12 **Ferry Access** Initiate development of water based transport access to the town centre
- 13 **New parking facilities** New multistorey parking buildings on Boundary Street and Ballarat Street
- 14 **Parking management changes** Ongoing improvements and removal of free parking around town centre, encouraging greater turn-over / use of other transport modes
- 15 **New Council Offices** Commence construction of new Council Offices and potential associated Community Facilities
- 16 **Potential Replacement of Memorial Hall** Subject to Arterial Stage 2 alignment

2022

# Stage Two - Option 1 2022 - 2023

OPTIONS TO BE CONFIRMED THROUGH DBC

- 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 with constrained operating capacity
- 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 **Active travel projects** Continued active travel upgrades for walking and cycling.
- 08 **Mass Rapid Transit** Initial developments / early works for Mass Rapid Transit terminal potential



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



06 **Village Green** Upgrade to existing park and integration to Ballarat Street and Camp Street

2022 2023

# Stage Two - Option 2 2022 - 2023

OPTIONS TO BE CONFIRMED THROUGH DBC

- 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 with constrained operating capacity
- 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 **Active travel projects** Continued active travel upgrades for walking and cycling.
- 08 **Mass Rapid Transit** Initial developments / early works for Mass Rapid Transit terminal potential



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



06 **Village Green** Upgrade to existing park and integration to Ballarat Street and Camp Street

2022 2023

Stage Three  
2023 - 2025

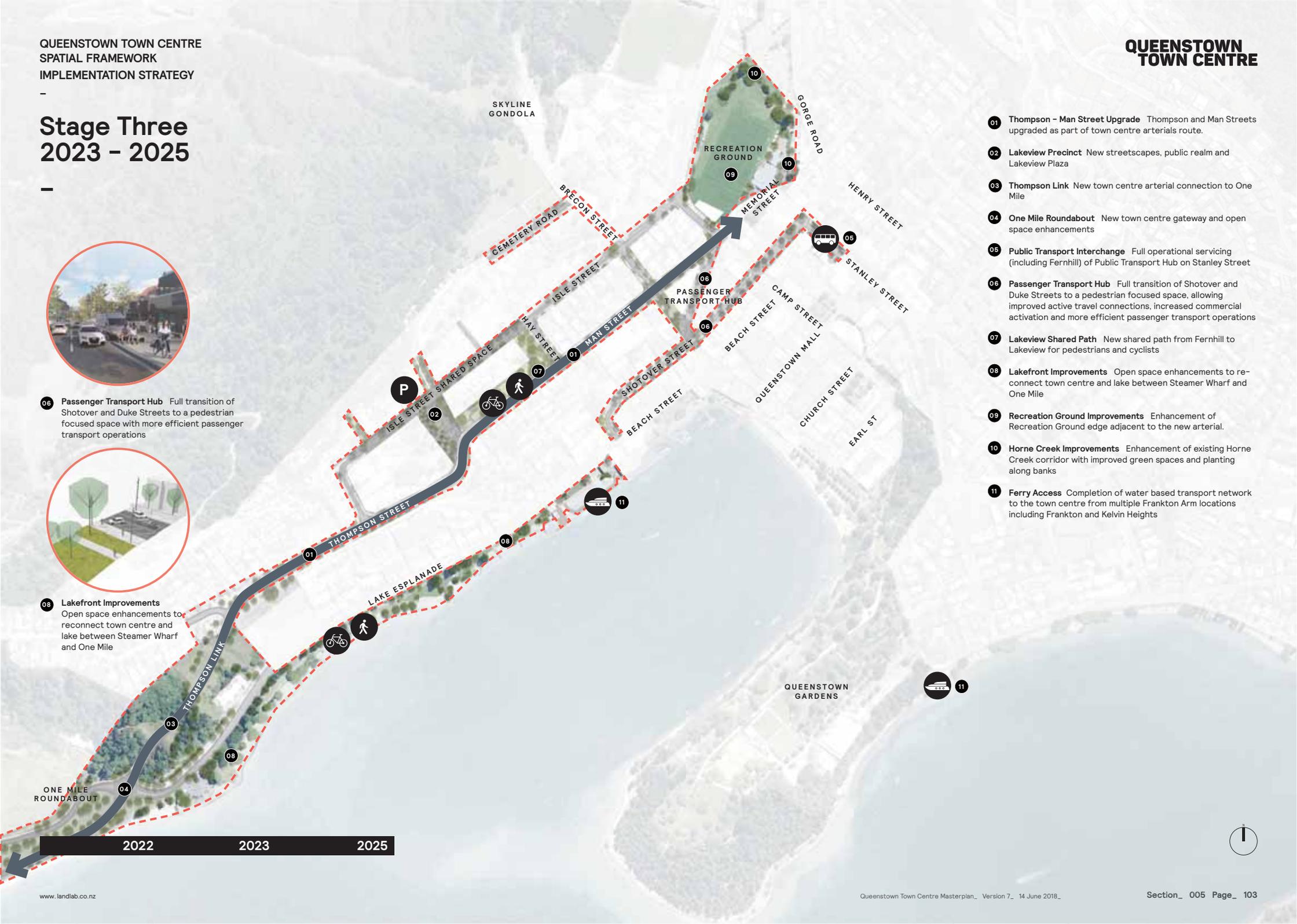


**06 Passenger Transport Hub** Full transition of Shotover and Duke Streets to a pedestrian focused space with more efficient passenger transport operations



**08 Lakefront Improvements** Open space enhancements to reconnect town centre and lake between Steamer Wharf and One Mile

2022      2023      2025



- 01 Thompson - Man Street Upgrade** Thompson and Man Streets upgraded as part of town centre arterials route.
- 02 Lakeview Precinct** New streetscapes, public realm and Lakeview Plaza
- 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** Full operational servicing (including Fernhill) of 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 reconnect 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



# Stage Four 2025 - 2028

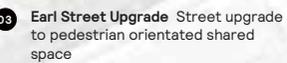
- 01 Town Centre Upgrades** Range of upgrades to town centre Historic Core including furniture, paving finishes and tree planting
- 02 Church Street Upgrade** Expand existing space around St Peters Church into a shared street environment
- 03 Earl Street Upgrade** Street upgrade to pedestrian orientated shared space
- 04 Community Heart Precinct** 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



2022      2023      2025      2028+



## 5.5 Summary

**The Queenstown Town Centre Spatial Framework and Masterplan enables the vision for the future of Queenstown to be implemented in way that reflects and enhances Queenstown's unique identity through sound planning, design and place making principles.**

The master plan development and process has reflected the synthesis of feedback provided from the community, collaborative stakeholder engagement and a place-based design-led process. Through the key moves, strategies and implementation plans outlined in this document a town centre that remains the social, economic, social and cultural heart of the district can be delivered.

### Working in Partnership

The master plan is not just Council's vision for the city centre, but is owned by a range of public and private sector organisations. Working in partnership is important, as the master plan implementation requires the public and private sectors to work together.

We will achieve this by;

- Increasing partnership with New Zealand Transport Agency (NZTA) and Otago regional Council (ORC) to achieve value-added expenditure and council funds on all city centre projects
- Strengthening links with the private sector. Queenstown Lakes District Council will support significant private sector schemes, to ensure timeliness in the statutory processes
- Seeking ongoing consultation and feedback from stakeholders and the community

### Monitoring and Review

The outcome targets set out in this document will be monitored every three years to chart progress and, where necessary, take corrective action.

The master plan will be subject to formal reviews every three years to include engagement with key stakeholders and the public. This will be aligned with the Long Term Plan (LTP) process, to allow consideration of any necessary changes to funding.

Regular updates on master plan progress can be found on the Queenstown Lakes district Council website at;

[www.qldc.govt.nz/your-council/major-projects/queenstown-town-centre-background/](http://www.qldc.govt.nz/your-council/major-projects/queenstown-town-centre-background/)