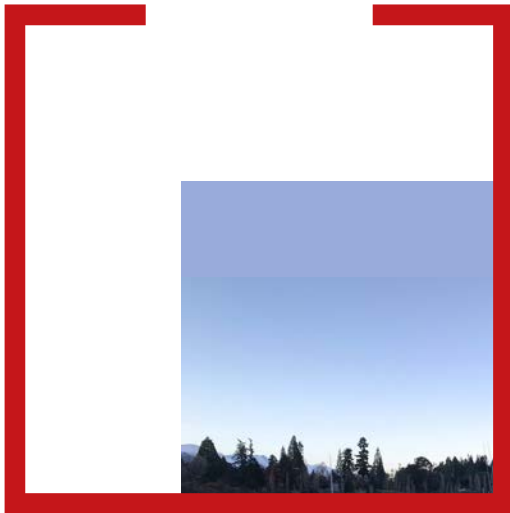


FRANKTON TO QUEENSTOWN SSBC & QUEENSTOWN TOWN CENTRE DBC WORKSHOP 4: EMERGING PACKAGES

April 2019

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Project Background

The Queenstown area is one of New Zealand's faster growing economies, driven by the tourism industry and supporting activities. This growth is placing increasing pressure on infrastructure, in particular the transport system. As part of the planning to address these transport challenges, several studies and investigations were conducted by New Zealand Transport Agency (NZTA) and the Queenstown Lakes District Council (QLDC). This most recently included development of the:

- Queenstown Integrated Transport (QIT) Programme Business Case (NZTA June 2017)
- Queenstown Town Centre (QTC) Masterplan Programme Business Case (QLDC November 2017) and associated Indicative Business Cases for the arterial, public and passenger and parking infrastructure

These business cases identified several transport interventions to address the local transport challenges. NZTA, QLDC and Otago Regional Council (ORC) are working together to develop more detailed business cases for the identified interventions. This document concerns two of the business cases that are necessary to address the interventions identified in the PBCs (and subsequent IBCs for the elements of the Queenstown Town Centre Masterplan associated with the Arterials, PT facilities and parking): Frankton to Queenstown (F2Q) SSBC and Queenstown Town Centre (QTC) DBC.

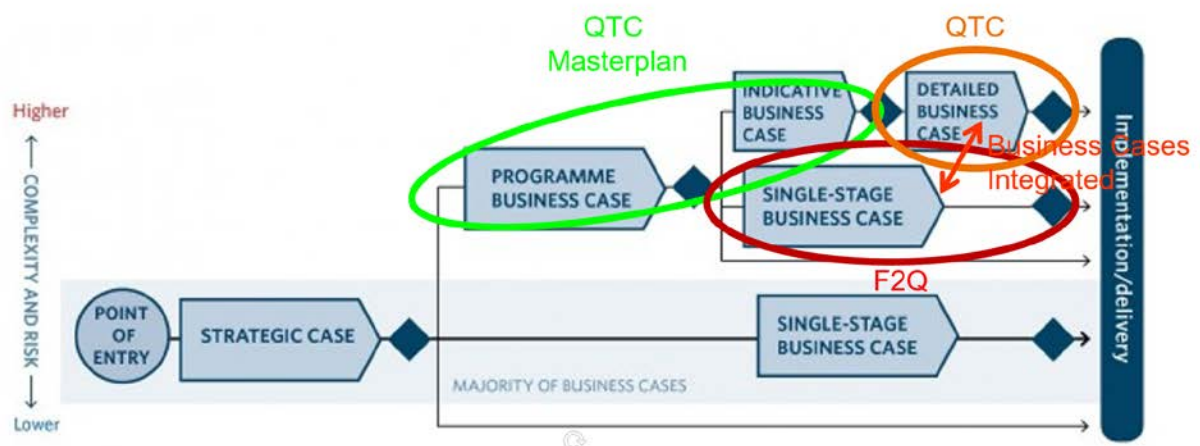
The project team determined early on to progress the QTC and F2Q business cases together, as they are highly interconnected. Analysis revealed the town centre is greatly influenced by traffic patterns on Frankton Road. Additionally, more detailed modelling proved that a step change in capacity is necessary along the Frankton to Queenstown corridor to accommodate future demand. This step change is likely to increase the volume of mass transit, which will have significant impacts in operation of the town centre.

NZTA Business Case Process

Refresher

The Agency's business case process is an evidence-based approach to investment decision-making. It is a staged approach that draws on observed information, coupled with stakeholder input, to develop a package of improvements that can be progressed to implementation.

Below is an illustration of that process:



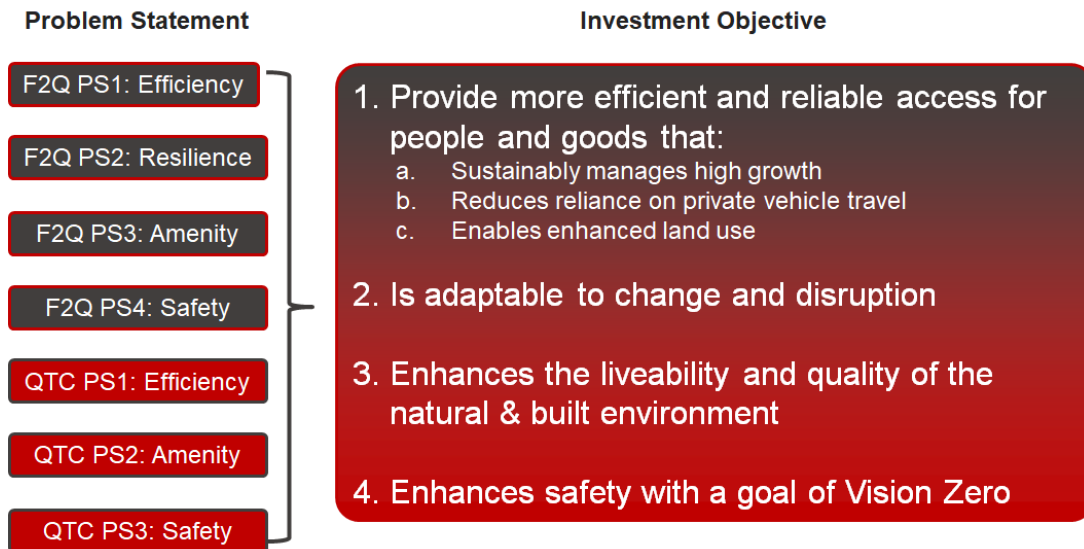
The project team is in the final stage of the business case process, just before implementation/delivery, which requires the greatest amount of analysis and design. Once the process is complete and approved by the NZTA Board, the Queenstown Lakes District Council and the Otago Regional Council, the identified interventions will be recommended for funding and execution. To get to this point, several workshops are held with key members of NZTA, QLDC and ORC. These workshops include:

- Workshop 1: Initiation, understand scope and purpose
- Workshop 2: Problems, opportunities and constraints

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- Workshop 3: Create long list of options
- Workshop 4: Long list to short list of packages
- Workshop 5: Short list to preferred package
- Workshop 6: Testing / challenge preferred package

This memo refers to Workshop 4. In workshops 1-3, a series of problem statements were identified based on the collected evidence. Separate but similar problem statements were developed for F2Q (PS1-4) and QTC (PS1-3). These were combined into four investment objectives for both F2Q and QTC. All packages will be assessed against these investment objectives, which are:



During Workshop 3, a large number of potential interventions were identified and then grouped into packages with the following themes:

- Network focus
- Public transport
- Active travel
- Coaches
- Public Realm
- Freight
- Marketing and Communications
- Behaviour Change
- Parking

This constitutes the “long list” of interventions.

Workshop 4 – Long List to Short List

In advance of Workshop 4, held 21st February 2019, the project team developed three levels of interventions (low, medium and high) for each theme. Nine ‘strawman’ packages were created by combining interventions identified in the long list using the following methodology:

Packages from the Town Centre Masterplan were identified as a starting point. These were then expanded by adding interventions emerging from the Frankton to Queenstown work and assessment from the public transport model. Alternative strawman packages were developed to determine whether more private, vehicle-oriented packages could deliver similar outcomes.

The individual elements of these packages were then reviewed by the project team against the investment objectives, and the individual element scores added together into the nine packages. This initial evaluation is illustrated below:

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Package	Relative Score	Ranking	
Do nothing	117	9	} Packages derived from Town Centre Masterplan
Do Minimum + RTI	127	8	
QTC Masterplan Preferred	248	5	
Private Vehicle Friendly	161	7	} Private vehicle oriented
Optimise Existing	211	6	
Public Transport Friendly	276	3	} Public transport oriented
Get about with ease	300	2	
Urban hub	266	4	
Cars not needed	304	1	

(Note: not in ranked order)

The evaluation confirmed the necessity to identify a package that supplies a step change in public transport. Do nothing, do minimum and private vehicle focused packages performed poorly against the investment objectives. The QTC Masterplan package performed well and was only overcome by the packages that also included significant improvements on Frankton to Queenstown corridor and a step change in public transport.

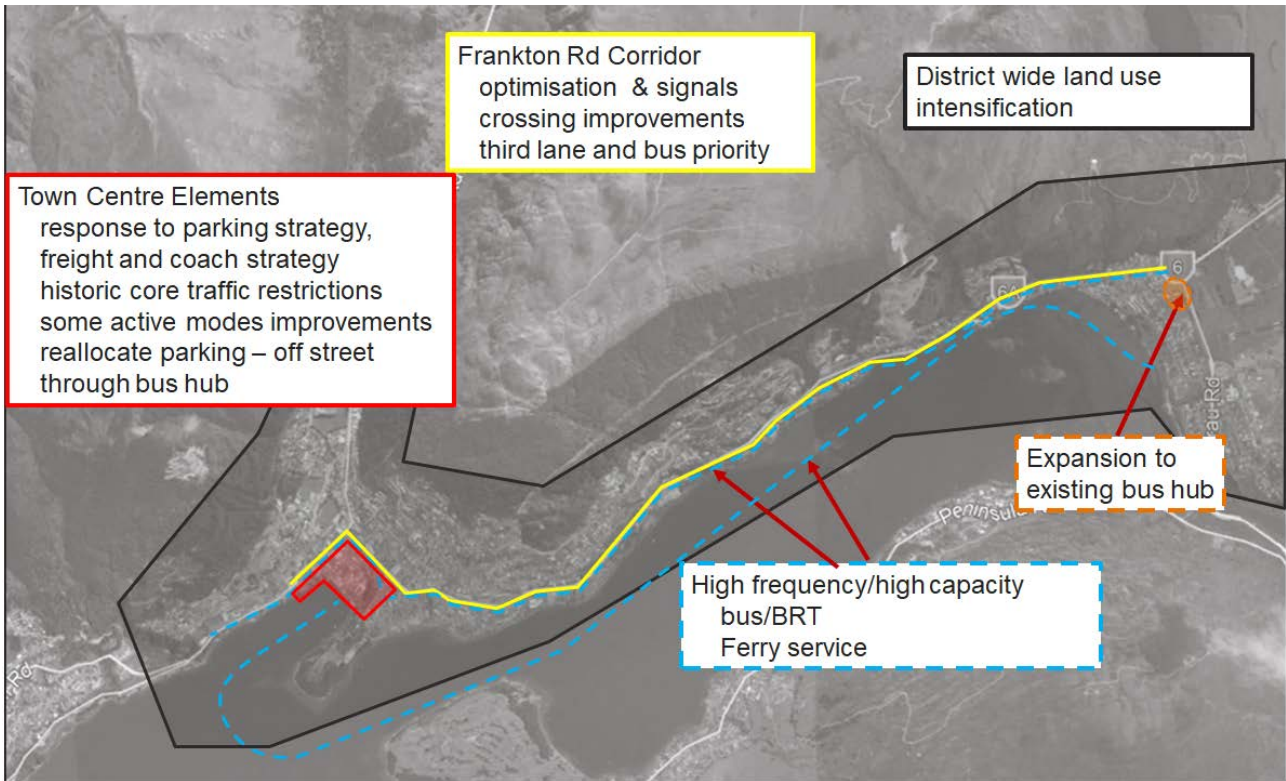
During the workshop, the packages and interventions were reviewed to determine which elements should progress for further investigation. From discussions, the following key themes emerged:

- The Town Centre Masterplan forms a strong basis for ongoing development of the town centre.
- The parking strategy, combined with active travel and urban improvements, is essential for delivering key outcomes in the Masterplan.
- A step change in public transport is necessary for Queenstown's growth.
- Public transport should be multi-modal and include a combination of bus service improvements, water-based public transport options and new public transport corridors facilitated by alternative modes (gondolas or light rail/bus rapid transit).
- Access improvements to public transport and public transport hubs within the town centre and Frankton (and surrounding residential areas).
- Increase district-wide land use intensification is a mechanism to improve public transport uptake and manage pressure on the traffic network.
- Optimisation of the network within the town centre and along Frankton Road to reduce traffic volumes near historic core, and facilitate movement around the town centre; this may include construction and/or upgrades to arterial connections.

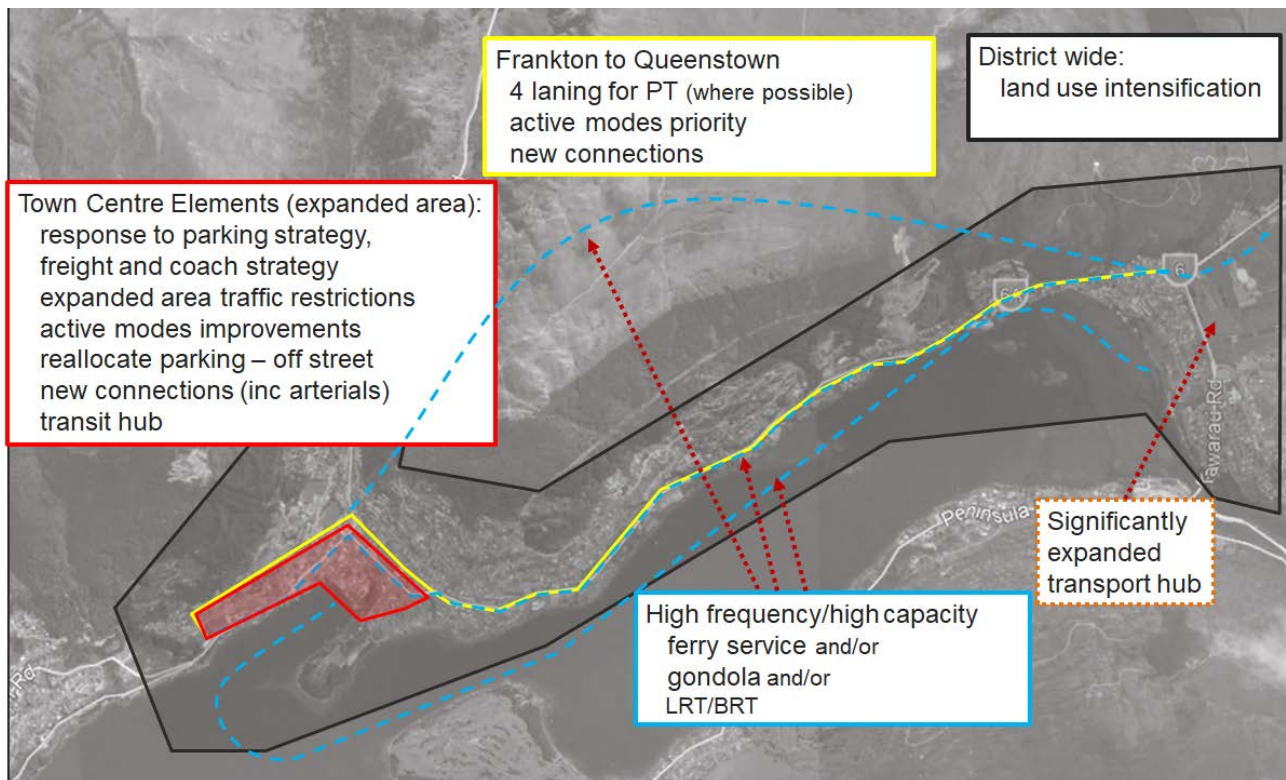
Based on feedback during the workshop, the preferred elements were identified and combined into two separate consensus packages. These are shown in the following images:

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Package 1 (Modest): Public transport and optimisation programme



Package 2 (Ambitious): Comprehensive suite of multi-modal improvements



Both packages have a strong focus on optimisation, public transport and delivering outcomes identified in the Town Centre Masterplan. The key differences between the two packages are:

- Package two delivers an additional public transport mode (besides bus and ferry services). Further work is required to determine whether a gondola or road-based (light rail/bus rapid transit) solution delivers more benefits.

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- Package two delivers additional transport network capacity around the town centre. New road connections will allow road space on Stanley Street, Shotover Street and within the historic core to be reallocated.

The two chosen packages include significant cost items, yet retain substantial benefits, and will be the focus of analysis over the next few months to prepare for Workshop 5.

Next Steps

As demonstrated above, Workshop 4 concluded the Town Centre Masterplan, combined with an accelerated public transport investment between Queenstown and Frankton, performed well.

Following results from Workshop 4, specific analysis will be performed on the different public transport modes and connections in the Queenstown Town Centre. An investigation into elements that can be implemented quickly to deliver short-term benefits (such as rapid transport) will also be conducted.

Workshop 5 will include an assessment of the short list packages consisting of:

- Definition of projects within packages
- Transport modelling to assess effectiveness
- Integration of other plans and business cases in process
- Property impacts, environmental effects, geotechnical and constructability
- Sequence of work and high-level cost estimates
- Economics and affordability assessment

Workshop 5 will also consider the balance between benefits, costs and impacts and will ultimately recommend the preferred option.

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