

ESTABLISHMENT REPORT
WANAKA INTEGRATED TRANSPORT
PROGRAMME BUSINESS CASE AND TOWN
CENTRE MASTERPLAN

PREPARED FOR QUEENSTOWN LAKES DISTRICT COUNCIL

June 2018



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Executive Summary

More people are living and working in Wanaka than ever before, and the town is increasingly popular with domestic and international visitors. A period of unprecedented growth has led to pressures on existing infrastructure, such as parking and visitor facilities. Increasing growth has also led to undesirable outcomes that detract from the experience of visiting Wanaka, such as traffic congestion and delays.

Ardmore and Brownston Streets in the Town Centre are used as through routes, but also form the heart of the public realm, in conjunction with the waterfront. The through route and place function often conflict, leading to safety issues on those routes. The through route function also erodes the amenity of the centre, which is currently vehicle-dominated.

For several years the community have been observing and experiencing the effects of this growth first hand, and have become frustrated at the missed opportunities and deterioration in the quality of the public realm. In response to this, multiple community/advocacy groups have developed plans and visions for Wanaka. The Council's primary response of late has been through the Proposed District Plan, but this is focussed on managing land use rather than the broader issues. Other relevant Council documents, such as the 2008 Structure Plan are due for review.

It is clear that a co-ordinated approach is required, and in the Long Term Plan 2018-28 the Council committed to undertake an integrated land use and transport planning project for Wanaka, as well as a Future Development Strategy within the Wakatipu and Wanaka which will be undertaken in parallel.

The integrated land use and transport planning project consists of two closely linked elements:

Wanaka Town Centre Masterplan: A 30 year Masterplan for the town centre focussed on public realm improvements that are integrated and aligned with land use. The Masterplan will incorporate high quality urban design and an active interface with the waterfront, whilst maximising access by all transport modes and review the supply and management of parking.

Wanaka Integrated Transport Programme Business Case: A preferred programme of transport improvements, aligned and integrated with land use, which supports both the preferred Masterplan and the transport needs of the wider Wanaka urban area.

The two workstreams will run in parallel and will be developed iteratively, with a high level of collaboration with stakeholders and the community throughout the process. The NZ Transport Agency's Business Case Approach will guide the process that will encourage critical thinking and ensure decisions are evidence-based. It is anticipated that the Wanaka Community Board, with its local expertise and strong links to the wider community will play a key role and, along with an Advisory Group of specialists, act as a sounding board for the project team. Together, these members will provide immediate feedback at key stages for the project team to consider.

The Town Centre Masterplan will focus on the CBD area, whereas the Integrated Transport Programme Business Case will cover a wider geographic area. The business case workstream will incorporate Masterplan options but will also consider the wider transport needs of the growing Wanaka urban area, and the need for access to multiple destinations, including the CBD, local schools and airport, as well as the emerging activity centres at Three Parks and Northlake.

Two key pieces of preliminary work have been identified that will need to be completed prior to the initiation of the Masterplan and Programme Business Case workstreams. A Strategic Case is needed to demonstrate the case for investment. It is recommended that a community engagement exercise is also undertaken to explain the project and to understand the community's ideas for the Masterplan and vision of the town.

It is anticipated that the core elements of the project will commence in October 2018, and be completed by June 2019. This is an ambitious timeframe and will require a dedicated team of specialists to ensure successful delivery.

Queenstown Lakes District Council

Wanaka Integrated Transport Programme Business Case and Town Centre Masterplan

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1. Introduction

The purpose of this report is to seek endorsement from Queenstown Lakes District Council (QLDC) and its partners to initiate an integrated planning project for Wanaka. The key outcome of this project is to establish a single, clear vision for the future of Wanaka, and develop a consolidated transport and land use integration plan for the town. There will be two main outputs from the project:

1. **Wanaka Town Centre Masterplan:** A 30 year Masterplan for the town centre focussed on public realm improvements that are integrated and aligned with land use. The Masterplan will incorporate high quality urban design and an active interface with the waterfront, whilst maximising access by all transport modes and review the supply and management of parking.
2. **Wanaka Integrated Transport Programme Business Case:** A preferred programme of transport improvements, aligned and integrated with land use, which supports both the preferred Masterplan and the transport needs of the wider Wanaka urban area.

A similar process has been used to progress the development of a Masterplan for the Queenstown Town Centre. The project commenced in 2017, and to date has been a well received, positive collaboration with key partners, stakeholders and the community.

This Establishment Report describes the context of the proposed workstreams and identifies why the work is needed. It explains the key drivers; outlines the proposed process, scope, and sequencing for each stage; and provides a framework for stakeholder and community engagement.

2. Project Drivers

2.1 Growth

The need to develop a Town Centre Masterplan and identify a preferred programme of improvements for Wanaka is compelling. The town is undergoing rapid change. Between 2001 and 2013, the number of households in Wanaka and the resident population has doubled, and this unprecedented growth is forecast to continue.

In addition to residential growth, Wanaka is also growing in popularity as a tourist destination. There are substantial influxes of tourists over the summer for recreational activities centred on the lake, in winter given its proximity to ski fields, and during key events such as Warbirds over Wanaka. The number of visitors to the town continues to grow each year, and is forecast to increase. On an average day there are currently around 8,000 visitors to Wanaka; at peak times this climbs to nearly 35,000 visitors in a day.

The impact of this increasing 'peak population' on core infrastructure and services in the town is significant. Demand for new residential and commercial development is increasing and local residents have expressed concerns about the lag in planning for growth in the settlement. Some residents are worried that the character and appeal of Wanaka is being eroded.

Rapid change in Wanaka is demonstrated by recent changes to the QLDC Housing Accord. In 2014 the Queenstown Lakes Housing Accord, a planning instrument to fast-track housing supply covered just the Queenstown area. In 2017, the scope of the area was extended to apply to the whole District, recognising that Wanaka has the 'same sorts of pressures around housing affordability'. In response to this there is a proposal to develop the 'Bright Sky' Special Housing Area, comprising 281 dwellings of a variety of housing types and section sizes at a higher density (all sections less than 400m²). The location of the Bright Sky development is adjacent to the Three Parks development, within Wanaka's urban growth boundary.

2.2 Emerging Centres

Up until recently, Wanaka's goods and services were primarily located in the town centre around Ardmore and Brownston Streets. Two new centres are emerging, of a different format and character to the Wanaka Town Centre. The location and land use within these centres has been primarily developer-led, and there is evidence that transport and land use planning are not widely integrated. These two new centres, located within the Three Parks and Northlake Developments will be significant destinations for residents and will require enhanced connectivity with surrounding residential areas to provide access for all modes, and reduce reliance on single occupancy vehicle trips. Mode choice is heavily influenced by provision of parking at destinations, and by the attractiveness of facilities for alternative modes.

2.2.1 Three Parks

Three Parks is a mixed-use development that will consist of up to 750 residential dwellings, located approximately 1.5 kilometres south-east of Wanaka Town Centre. The development consists of four core precincts that focus on a different activity and land use; commercial, residential, business and tourism/community (Figure 2-1).

The commercial core will accommodate large-scale retail, while creating a lively and vibrant commercial area to support smaller shops and services for local residents and visitors. The residential precinct will provide a range of accommodation consisting of traditional low-density residential sections, as well as higher density forms such as terraces, apartments and a retirement village. The business precinct will support a range of business activities such as trade, service, technology, light industrial and distribution businesses. A tourism and community precinct will be characterised by landscaped areas, open space and walkways. This precinct provides an opportunity to develop visitor attractions, visitor accommodation and community buildings. A community recreation centre was constructed in 2017, and a new aquatic centre opened in June 2018.

In 2018 the Ministry of Education announced that a new primary school for Wanaka will be located at the Three Parks site. The school is expected to open in 2019, and will initially accommodate 400 students, however the site and design will be planned to accommodate growth and cater for up to 700 students in the future.



Figure 2-1: Three Parks Wanaka (Source: Baxter Design Group, 2013)

There is evidence that traffic volumes have increased on Ballantyne Road as a result of Three Parks. There are safety issues on Ballantyne Road, and the rural section is currently unsealed. In its current form, Ballantyne Road is not suitable for increased traffic flow, or to function as a key arterial route to Three Parks/Wanaka.

2.2.2 Northlake Area

Northlake is a 220ha residential development, with capacity for up to 1083 dwellings (Figure 2-2). It is located to the north of the town centre, near the head of the Clutha River. This development together with the adjacent Hikuwai development, consists of low-density residential sections, and will also support a village centre that is expected to include a child care centre, medical centre, cafés and convenience stores, leisure centre, two tennis courts, communal office spaces, playground and swimming pool. A supermarket may also be provided within the development, subject to the outcome of a Plan Change hearing.



Figure 2-2: Northlake Development Plan (Source: Northlake website 2018)

2.3 Wanaka Airport

Wanaka Airport is a growing origin/destination for trips. Comprehensive planning for the future of Wanaka Airport has commenced with consultation on growth for the airport. Key assumptions include that the airport will remain in the same location, and that growth will occur. An increase in visitor numbers arriving/departing from the airport will lead to an increase in trips on the transport network.

2.4 Pressure on Transport Network

The resident and visitor population are highly reliant on private vehicles for key journeys particularly as there is no public transport serving the town and facilities for pedestrians and cyclists are limited. Mode share surveys undertaken in 2018 showed that motor vehicles made up 89% of recorded movements, bus/coach 2%, pedestrians 7% and cyclists 3%. For journeys to work, over 75% of trips are by motor vehicle. However Wanaka has higher walking and cycling rates than the New Zealand average. This high dependence on motor vehicles increases parking demands and leads to congestion and delays across the network at peak times. However there is potential to make active mode use more feasible for local trips in Wanaka, particularly for journeys to school or work.

Growth in residents and visitor numbers has been reflected in overall traffic volumes, which over the past five years has risen at a rate of around 10% per annum. There was a 30% increase in heavy vehicle volumes between 2015 and 2016. The number of vehicles owned by people living in Wanaka has doubled between 2001 and 2013. While this correlates with the growth in the number of households, more vehicles on the network increases parking demand and congestion. Between 2017 and 2018, the average on-street and off-street parking occupancy in the town centre increased by 10%. There is also anecdotal evidence of poor parking provision around the three boat ramps in Wanaka at peak times, impacting on safety and the amenity of these areas.

Compounding the pressure on the transport network, there are limited route choices from new development areas to the town centre; development to the north relies on Anderson Road and Lakeside Drive for key journeys, which leads to delays and risk taking at peak times. Route choices to key tourist destinations are also limited, with visitors relying on Ardmore Street or Brownston Street to access Mount Aspiring National Park and popular ski-fields. However these streets also perform a critical 'place' role for the town centre, providing access to central shops and services. This conflict between the through movement and place function detracts from amenity and makes it difficult for pedestrians to cross the road, increasing the safety risk. This dual function also leads to delays for through traffic as people undertake parking manoeuvres and turning in and out of local side roads and driveways.

There has also been growth in neighbouring settlements of Luggate, Cardrona, Hawea, Albert Town and Glendhu Bay. Hawea has been confirmed for a Special Housing Area, comprising 400 lots. Many people living in these surrounding settlements travel into Wanaka for essential goods and services.

3. Wider Context

Numerous documents have been developed over the last decade that have articulated aspirations and objectives for future development in Wanaka, influencing the form and function of the town. Most of these documents include an overarching vision and/or key objectives and desired outcomes. There are recurring themes and some consistency between the individually focused documents.

While these documents form a solid foundation for future planning and guide investment, they have generally been prepared in isolation, and do not necessarily recognise the wide-ranging impacts resulting from key decisions and outcomes. They have been prepared at different times, and are therefore influenced by changing government investment priorities, economic drivers and technology.

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

Most of the documents include a single vision statement for Wanaka. These separate statements demonstrate the disconnected scope of the separate documents, but are mostly complementary in their aspirations for Wanaka. However, segregated planning results in lost or missed opportunities for all sectors. A key outcome of this project is to develop a single, encompassing vision to guide future development and investment in Wanaka to ensure potential opportunities are identified and captured.

3.1 Recent Council Strategies, Policies and Initiatives

3.1.1 Draft Long Term Plan 2018-28

In the Draft Long Term Plan 2018–28, the Council identified the Wanaka Masterplan as 'Big Issue 4', explaining it will deliver a strategic and connected approach to existing funded projects including the Wanaka Active Travel Plan, the Wanaka Lakefront Development Plan and Wanaka Parking Projects. The expectation is that the Council will complete this integrated planning work in collaboration with the community over the next three years, with implementation commencing in the Long Term Plan 2021-31.

3.1.2 Transport Activity Management Plan 2018/19-2032/33

The Council's Transport Activity Management Plan (2018-2033) states that the Council will review the Wanaka Transport Strategy to ensure challenges are addressed proactively, before they become problems. It proposes that a Masterplan and Programme Business Case will be developed which is expected to:

- Cater for growth in travel demand and provide access to planned residential, commercial and industrial developments
- Provide for town centre/waterfront space
- Include development and implementation of a parking strategy, active transport network and other Programme Business Case improvements.

3.1.3 Proposed District Plan

The Proposed District Plan provides the overarching strategic direction for the management of growth, land use and development in a manner that ensures sustainable management of the District's special features and qualities:

- Dramatic alpine landscapes free of inappropriate development
- Clean air and pristine water
- Vibrant and compact town centres
- Compact and connected settlements that encourage public transport, biking and walking
- Diverse, resilient, inclusive and connected communities
- A district providing a variety of lifestyle choices
- An innovative and diversifying economy based around a strong visitor industry

- A unique and distinctive heritage
- Distinctive Ngai Tahu values, rights and interests.

For Wanaka, the proposed changes to zoning identifies new areas for residential development and includes an urban growth boundary and a transitional Town Centre zoning to allow for growth of the Wanaka CBD. The focus on compact town centres and connected settlements provides scope for mode shift from single occupant vehicles to walking and cycling. Wanaka is particularly suited to travel by active modes, as distances to key destinations are relatively short and the town is reasonably flat.

3.1.4 Wanaka Lakefront Development Plan

Recent planning has focussed on the quality of the lakefront, following the adoption of Council's Lakefront Development Plan in 2016. The vision of this document is to create a park environment along the central lakefront that interfaces with the town centre.



Figure 3-1: Sample image from Wanaka's Lakefront Development Plan

The Lakefront Development Plan recognises the unique character of the area and seeks to provide a well-balanced landscape that maximises its visual and amenity values. The main feature of the design is for a continuous pedestrian and cycle promenade along the lakefront, enhancing access between the town centre and the lake. The Plan aspires to reduce vehicle use in the Town Centre, and seeks to remove the visual dominance of parking at the lake's edge. Concept plans propose the introduction of traffic calming and additional on-street parking along Ardmore Street. The scope of the Plan focuses on the strip of recreational reserve adjacent to Roys Bay, but does not encompass opportunities for Pembroke Reserve or the Showground.

3.1.5 Wanaka Network Operating Framework

In April 2018 work commenced on developing a Network Operating Framework (NOF) for Wanaka.

A NOF is an approach to network planning which considers all road users and the inter-relationship with land use, transport networks, and transport infrastructure and services. For Wanaka, a map has been developed based on network and land use analysis and stakeholder inputs. The map identifies, within the wider Wanaka area, primary and secondary routes for motor vehicles, freight, public transport, cycles and pedestrians. The NOF will be used to compliment the development of the Masterplan and Programme Business Case.

3.1.6 Future Development Strategy

As Wanaka continues to thrive and expand, the pressures on existing infrastructure will continue. Without an integrated plan and vision, and further investment to support this growth, the quality and reputation of the Wanaka experience for both residents and visitors will deteriorate. There is a compelling need to develop a Wanaka Town Centre Masterplan and accompanying programme of investment for the wider transport network to ensure the town meets the current and future needs and aspirations of the community. This aligns with work planned by the Council's planning department to produce a Future

Development Strategy for Wanaka during 2018/19. This will consider growth across the urban growth boundaries both within the Wakatipu and Wanaka. The interface with the Masterplan will enable joint forward planning of land use and infrastructure.

3.2 Other Relevant Background Documents and Initiatives

This project will build on the planning work that has been completed previously. Some of this planning has been completed by the Council, and some developed by stakeholder groups and community organisations. It is expected that the following documents will inform the background and provide a baseline of information to guide the development of the two workstreams.

Other Council documents:

- Network Operating Framework (under development)
- Ballantyne Road Strategic Case (2018)
- Proposed District Plan – zoning and strategic direction (2017/18)
- Population Forecasts and Housing Accord (2015-17)
- Wanaka Lakefront Development Plan (2016)
- Wanaka Draft Programme Business Case (2016)
- Wanaka Draft Strategic Case (2015)
- Economic Development Strategy (2015)
- Wanaka Lakefront Reserves Management Plan (2014)
- Wanaka Town Centre Character Guideline (2011)
- Wanaka Town Centre Strategy (2009)
- Wanaka Structure Plan (2007)
- Queenstown Lakes District: on Foot, By Cycle Strategy (2008) and Implementation Plan
- Wanaka Transport and Parking Strategy (2008).

Documents developed by other organisations:

- Wanaka Airport Masterplan (under development)
- Shaping Our Future (2017, Upper Clutha Transport Taskforce)
- Masterplan Active Transport (2017, Wanaka Active Transport)
- Aspiration Plan (2016, Chamber of Commerce)
- One Network Road Classification (2015, NZTA)
- Regional Public Transport Plan (2014, ORC)
- Tourism Strategic Plan (2012, Lake Wanaka Tourism)
- Ross to Wanaka Cycle Route (NZ Cycle Trail).

4. Methodology

This section describes the process that will enable development of a Wanaka Town Centre Masterplan and a Wanaka Integrated Transport Programme Business Case, and provides a timeline for the project. It is proposed to develop the Masterplan in parallel with the Integrated Transport Programme Business Case. This is because the two projects will be closely linked and develop iteratively, with each project influencing and impacting on the other. This approach will ensure key outcomes and decisions align and contribute to the overarching vision for Wanaka. It will allow the Council to make robust, well-informed decisions, guide the scope of long term and annual plans, and secure investment to support and manage the needs and aspirations of the Wanaka community.

However the development of the Masterplan and Programme Business Case will need to be preceded by the development of a Strategic Case to demonstrate the case for investment. It is also recommended that an initial community engagement activity is undertaken to gauge community opinions. These preliminary phases are described in Section 4.1 below.

4.1 Preliminary Work

Strategic Case (commencing July 2018)

A Draft Strategic Case was completed in 2015, however the Transport Agency has indicated that this needs to be refreshed to align with recent changes to key drivers and government investment priorities. A review of evidence has already been completed, and a fast-tracked Strategic Case will now be completed. This will commence with a problems/benefits workshop with key stakeholders to confirm the case for change. Following the workshop, a Strategic Case will be completed, that will document the story for investment, and form the basis for development of the Programme Business Case. The Strategic Case will focus on transport in Wanaka, and may include the wider access needs to key destinations that are located outside the Wanaka area. The Strategic Case will be submitted to the Transport Agency for endorsement of further work. It will also form part of the procurement package to possible tenderers for the Masterplan/PBC.

Initial Community Engagement (scheduled for Aug/Sept 2018)

To inform the initial Master planning exercises, there will be a period of community engagement to seek the community's views on their vision for Wanaka. This will also be an opportunity to explain the project scope, milestones, timeframe and outcomes. This initial engagement activity will be organised by Council communications and transport officers.

4.2 Wanaka Town Centre Masterplan

The Masterplan will build upon the existing documents identified above and should have a 30 year planning horizon. The Masterplan will be design-led, with a visioning workshop at the outset. It is proposed that a community engagement exercise is run prior to the start of the Masterplan project, in August/September 2018, to provide community inputs that will feed in to the visioning workshop.

The aim of the Masterplan will be to identify a holistic and unified aspiration and vision for Wanaka Town Centre, collaborating with key stakeholders and partners to agree on a desirable future state for the Town. The Masterplan process will consider various options and opportunities, and develop a feasible plan that encompasses multiple aspects such as:

- enhancing the quality of the public realm through its look and feel (e.g paving, planting, street furniture, etc)
- placemaking opportunities
- maximising connectivity and managing the interface with the waterfront
- providing access by all modes of transport
- reviewing the supply and management of parking to support access by both residents and visitors.

The Masterplan will consider the multiple roles of the town centre; as a tourist destination, commercial centre and community hub. The Masterplan will also consider opportunities to enhance these existing roles whilst addressing known and anticipated problems arising from growth in the number of residents and visitors.

It is likely that the Masterplan will see a move away from the current vehicle-dominant town centre, towards a more people-focussed centre. This desire has been articulated clearly in previously developed documents and aligns well with the Government's focus on mode neutrality, and encouraging walking, cycling and public transport.

The components of the Masterplan will be co-ordinated through a Spatial Framework document. The Spatial Framework is to present a compelling vision for the future of the town centre of Wanaka that reflects and enhances the Wanaka identity through sound planning, design and placemaking principles. It would seek to build upon and enrich the vibrancy, environmental qualities and heritage character of the Wanaka Town Centre. The document would describe and identify the public realm network and how it would integrate with proposed key catalyst projects and opportunities for re-development.

The document would outline the key moves and strategies that will have informed the Masterplan and vision for the town centre. It would include an Implementation Plan explaining how the strategy and actions should be coordinated and delivered. The Spatial Framework would also drive Public Realm Design Guidelines to guide the design strategy and coordinate the material palette for any future open space, pedestrian and cycleway upgrades in the town centre. The guidelines would tie into the Lakefront Development Plan and applicable Reserve Management Plans.

The study area of the Masterplan is focused on the Town Centre, Lakefront and surrounding area. It encompasses the Town Centre and Town Centre Transition zones as defined in the Proposed District Plan. It also includes the area between Lismore Park and the Lakefront, Pembroke Park, Wanaka Recreational Reserve and adjacent residential/commercial areas. This area is broad enough to provide many opportunities to enhance the form and function of Wanaka Town Centre.



Figure 4-1: Masterplan Study Area

The Town Centre Masterplan study area incorporates the area covered by the Lakefront Development Plan. The Council already have a commitment to deliver the Lakefront Development Plan, and implementation is underway. The Masterplan will need to consider and respond to the Lakefront Development Plan, focussing on the interface between the Masterplan area and the Lakefront area to ensure a high degree of connectivity and visual harmony. The Masterplan will also need to consider overall parking needs but specifically explore the effects of, and response to, Lakefront parking that will be displaced as a result of the Lakefront Development Plan.

4.3 Wanaka Integrated Transport Programme Business Case

The focus of the Wanaka Integrated Transport Programme Business Case will be to respond to the problems and opportunities identified in the Strategic Case, and support and enable the changes identified in the Masterplan. The development of the Programme Business Case will follow the initial Master planning exercises, but there will be overlap to test options for both workstreams.

It is expected that the scope of the Programme Business Case will include access to key destinations such as schools, centres and employment areas by all modes, as well as public realm and placemaking initiatives. Several programmes will be tested, and are likely to include both hard (infrastructure) and soft (e.g. policy, behaviour change, etc) measures. The preferred programme will identify where further work is required, costs/benefits and next steps.

For the business case workstream, the study area is substantially larger than the Masterplan area to capture the transport and land use impacts of the wider area. This area has been defined to incorporate all development areas included in the PDP for Wanaka, and includes links to the Airport and Luggate. The business case study area does not encompass surrounding townships such as Hawea, Glendhu Bay,

Cardrona and Luggate, but will broadly include transport options to and from these centres, as transport flows from these areas influence demands within the study area. The business case may consider tourist routes to Treble Cone, Mount Aspiring and Queenstown; this will be ascertained at the Strategic Case stage, based on a review of the evidence.



Figure 4-2: Wanaka Integrated Transport Programme Business Case Study Area

4.4 Milestones and Delivery Timeframe

The key stages for the project are shown in Figure 4-3. The Masterplan and Programme Business Case workstreams will progress in parallel, starting in October 2018. Preliminary work to finalise the Strategic Case and complete the initial community engagement exercise will be completed by the end of September whilst the Council procures professional services for the project. The target date for completion of the Masterplan and Programme Business Case is June 2019. After that time, it is expected that various Detailed Business Cases will be completed for separate aspects of the Programme Business Case. The purpose of the Detailed Business Case phase is to further develop and assess the options and complete detailed designs. This process will include continued conversations with stakeholders and community consultation. In parallel, preparations will be made to include specific improvements in the Draft Long Term Plan 2021-31, and Regional Land Transport Plan.

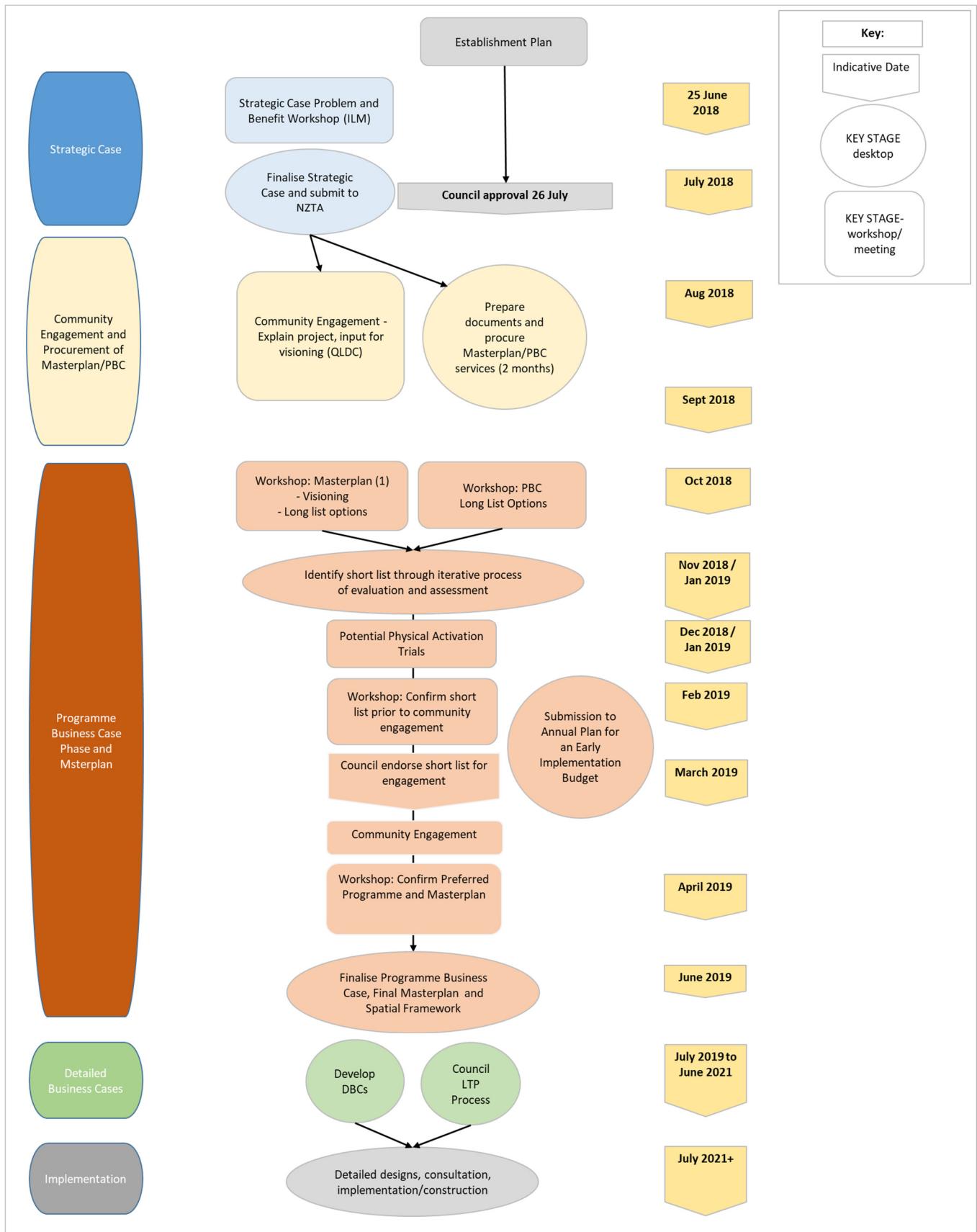


Figure 4-3: Key Milestones and Timeframes

5. Programme Governance

The proposed programme governance structure is similar to the structure used to progress the Queenstown Town Centre Masterplan. A key difference is the role of the Council's key partners, the Transport Agency and the Otago Regional Council (ORC). Representatives from these organisations have been included within the Programme Control Group. The Programme Governance structure is illustrated in Figure 5-1).

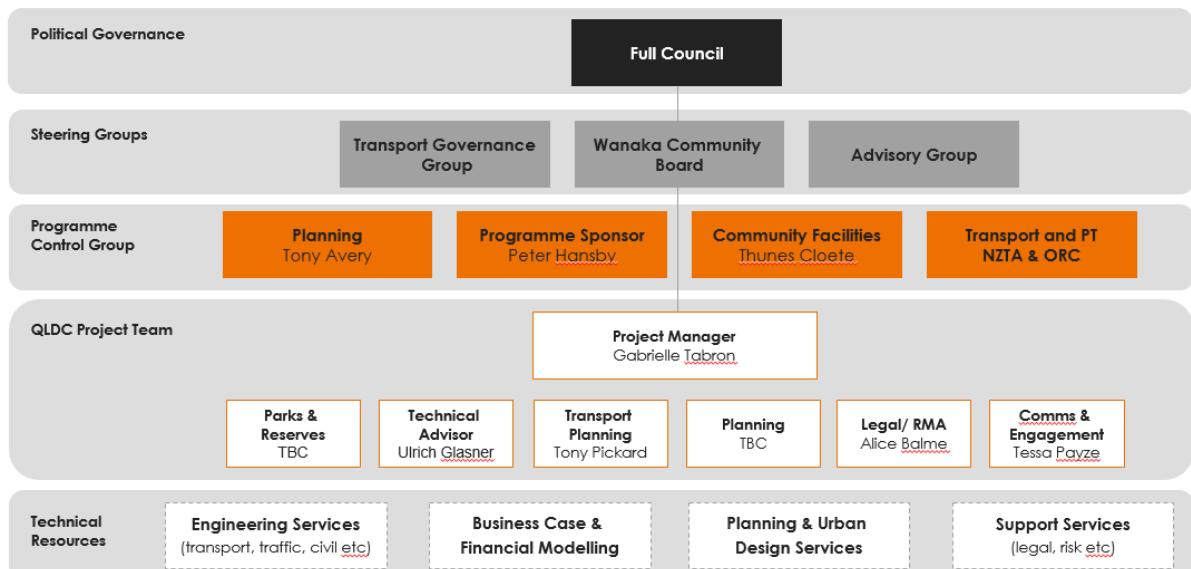


Figure 5-1: Proposed Programme Governance Structure

The role and function of each governance group is summarised below:

- **Political Governance:** This will be provided by the Council, and is the main gateway for financial and community engagement approvals. The preferred option will be presented to the Council for endorsement prior to community engagement.
- **Steering Groups:**
 - **Wanaka Community Board:** As local experts and with a strong connection to the local community, the Community Board will play a key role in the development of the project.
 - **Advisory Group:** This group consists of six individuals that bring a wide range of experience to the Master planning and business case process. Members will be chosen based on their knowledge and represent key sectors including urban design, transport planning, place making, tourism and local business. While this group has no delegated authority and is advisory only, they will guide and influence decisions.
 - **Transport Governance Group:** Regular updates will be provided to the Transport Governance Group at their normal meetings, so they can provide feedback or comment as required, and to ensure they are informed about the progress of the project.
 - The project team will provide regular presentations to the Community Board and Advisory Group as a single group. This will allow these two groups to provide input at all stages, and their feedback will be considered by the design team immediately. These two groups will act as a sounding board for the project, and provide strong local knowledge and input.
- **Programme Control Group:** This level provides a review and integration forum to ensure that wider implications are considered across the organisation. This group will provide close oversight of the project, to ensure that it is on track and on budget, and to deal with any day to day issues. There will be monthly meetings with this group.
- **QLDC Project Team:** This group will be involved in the day to day running of the project, and participate in meetings and workshops as required throughout the process. Officers will provide local knowledge and expertise to the wider team.
- **Technical Resources:** These specialist resources will be procured through a competitive tender process. They will work closely with the core QLDC Project Team and will lead the development of the Town Centre Masterplan and the Integrated Transport Programme Business Case. There will be a high level of interaction between these technical specialists and the QLDC Project Team.

6. Engagement and Consultation

Undertaking timely and effective engagement with key partners, stakeholders and the community is a critical element of any project, and can significantly influence the success of delivering a project. Council's Communication Team have confirmed that they will dedicate a staff member to coordinate targeted consultation activities for the project.

A Communications and Engagement Plan will be developed at the outset of the project to identify the methods and degree of engagement, intended audience, and the proposed programme of events and activities. The Communications and Engagement Plan will include an engagement register that provides a record of the date, audience and scope of engagement activities that have been undertaken.

The Wanaka Community Board will play a key role in the project, both in providing input at key programme milestones that can influence the outcomes, and through their day-to-day interactions with the wider community. The Community Board have considerable local knowledge that will be invaluable to the project. The Wanaka Community Board are invested in the community and are integral to the success of this project.

6.1 Partners and Stakeholders

The business case process, Master planning exercises, and the proposed governance structure ensure that partners and stakeholders are involved throughout the process. This will provide input from a variety of sources resulting in more robust outputs, as well as allowing stakeholders to be part of the process from the outset. A preliminary stakeholder matrix that assesses the partner investors, external stakeholders and government ministers has been created for the project, as shown in Figure 6-1: Partner and Stakeholder Matrix.

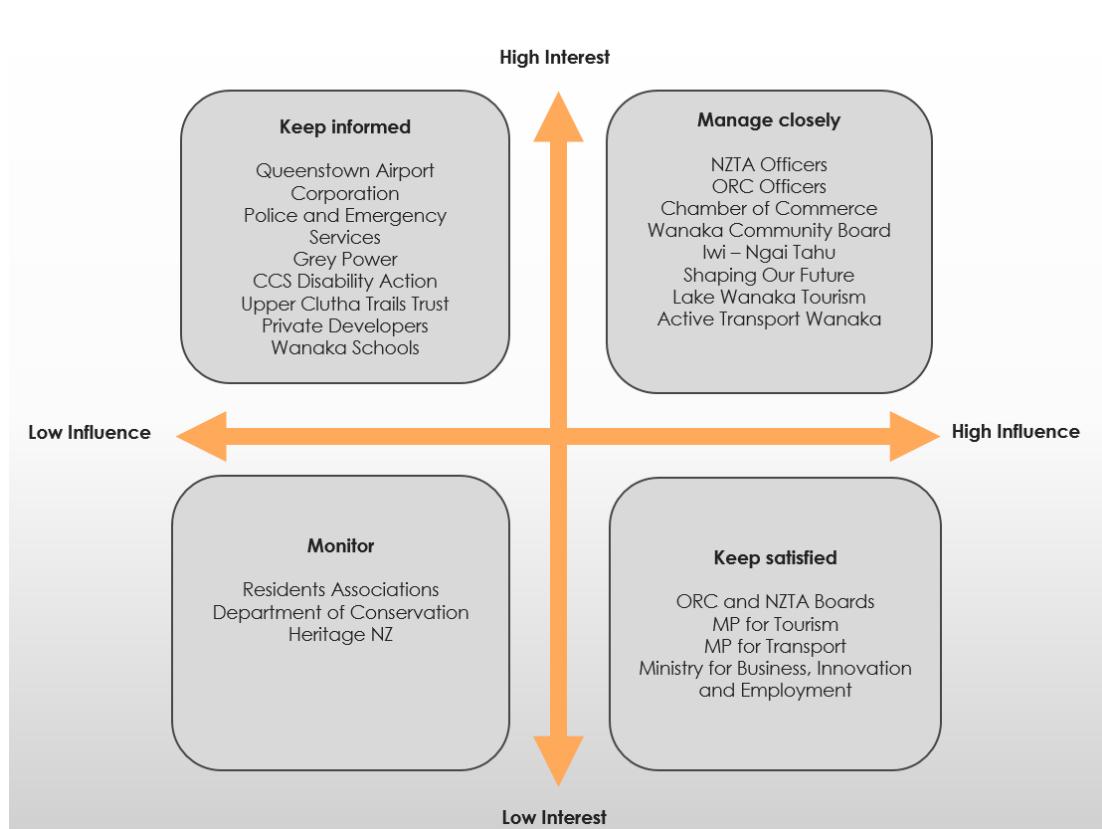


Figure 6-1: Partner and Stakeholder Matrix

Representatives from high interest stakeholder organisations will be invited to attend the workshops that are planned as part of this project, as appropriate. They will also be encouraged to participate in the wider community engagement activities.

6.2 Wider Community Engagement

The main purposes for engaging with the community are to:

- Gather feedback
- Define and manage project scope and expectations
- Understand reactions and implications of a proposal
- Generate support and ‘buy-in’ for actions.

Initial engagement with the community is proposed for September 2018. The scope and format of this process is still to be confirmed, but is likely to be a combination of an interactive session with the community (either informally in a public/ open air setting, or more formally through a public workshop or drop-in session), and via online platforms such as websites and social media.

There is the potential for physical activation trials to be held during the summer of 2018/19, to stimulate discussion and feedback on possible options.

The second period of engagement will be to confirm the preferred option(s), proposed for April 2019. This will allow the community to have their say on the short listed option(s), and allow their input to be considered in determining the preferred option(s).

There will be formal consultation on the preferred option(s) through either the Annual Plan or Long Term Plan process in late 2019/2021.

7. Procurement

To ensure an integrated approach between the Town Centre Masterplan and the Programme Business Case elements, delivery through a single competitive tender process is proposed. This would allow delivery by a single multi-disciplinary design team (e.g. urban designers, transport engineers, etc.).

Evaluation of this tender would be through Price/Quality Assessment in accordance with NZ Transport Agency's Procurement Manual.

The estimated cost of the Town Centre Masterplan and Programme Business Case would be in the order of \$900,000. Individual components have been estimated as follows.

- Town Centre Masterplan (including Spatial Framework) - \$300,000
- Transport Programme Business Case - \$600,000.

An allocation of \$900,000 has been committed within the existing 2018/19 and 2019/20 Long Term Plan.

8. Conclusion

The growth of Wanaka over the last ten years, together with the recurring transport issues and community frustration at lack of action, have been a catalyst for the Council to consider a new planning framework. The proposed approach will deliver both a vision and plan for the town centre, as well as a preferred programme of transport and land use planning improvements for the wider Wanaka area.

The proposed process will allow integrated land use and transport planning, as well as realisation of opportunities for Wanaka that could otherwise be lost in the face of rapid change and development. Given the growth and development, it is timely to intervene to shape a positive future for Wanaka, and to ensure that growth and its impacts are managed. This will enable Wanaka to retain its character and outstanding features that attract people to live and visit the town.

9. Recommendations

It is recommended that the QLDC adopt the project approach, which includes:

1. Delivery of a Wanaka Town Centre Masterplan.
2. Delivery of a Wanaka Integrated Transport Programme Business Case.
3. Collaborative and ongoing involvement of key stakeholders in the project.

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