

Smart Growth Committee

3 March 2026

Report for Agenda Item | Rīpoata moto e Rāraki take [1]

Department: Strategy & Policy

Title | Taitara: Grow Well Whaiora Spatial Plan Monitoring Report

Purpose of the Report | Te Take mō te Pūroko

The purpose of this report is to provide an update on the November 2025 Grow Well Whaiora Spatial Plan Monitoring Report.

Recommendation | Kā Tūtohu

That the Smart Growth Committee:

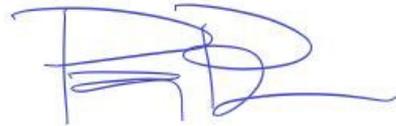
1. **Note** the contents of this report.

Prepared by:



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16 February 2026

Reviewed and Authorised by:



Name: Pennie Pearce
Title: GM – Strategy and Policy
16 February 2026

Context | Horopaki

1. The Queenstown Lakes Spatial Plan was prepared as part of an Urban Growth Partnership between Central Government, Kāi Tahu, Queenstown Lakes District Council and Otago Regional Council called the Grow Well Whaiora Partnership.
2. The partnership provides a forum to align decision-making and collaboration on the long-term direction for the Queenstown Lakes District. It acknowledges that the Queenstown Lakes District is facing growth-related challenges across housing, transport and the environment that may have flow-on effects nationally, particularly given the importance of the Queenstown Lakes area to Aotearoa New Zealand's tourism sector.
3. Adopted in July 2021, Queenstown Lakes first Spatial Plan (QLSP 21) sets out the partnership's long-term approach to address these challenges providing a vision and framework for how and where the communities of the wider Whakatipu and Upper Clutha can grow well and develop to ensure our social, cultural, environmental, and economic prosperity. In order to grow well, five outcomes have been identified and these include:
 - a. Consolidated growth and more housing choice;
 - b. Public transport, walking and cycling is the preferred option for daily travel;
 - c. A sustainable tourism system;
 - d. Well-designed neighbourhoods that provide for everyday needs; and
 - e. A diverse economy where everyone can thrive.
4. To deliver on the five outcomes of QLSP 21, the partnership developed a joint work programme focusing on 22 priority initiatives and six priority development areas. Work has been progressing on a number of the priority initiatives and priority development areas and this report provides the Planning & Strategy Group with an update on how the progress of those workstreams.

Analysis and Advice | Tatāritaka me kā Tohutohu

5. No options are considered in this paper, as the the paper is for Council to 'Note' only.
6. QLSP 21 implementation plan consists of 22 priority initiatives, and these are actively monitored via the QLSP Monitoring Report (**Attachment A**). This report is issued quarterly and discussed at the Grow Well Whaiora Partnership Steering Group meetings. The status of each initiative is reviewed each quarter using the Business Planning Team's RAG status (Red, Amber, Green) criteria.
7. The report dated November 2025 has been used to inform this section and as such project updates will be slightly out of date.

8. Majority of the initiatives are progressing on track with a green status. The exceptions are:

Amber Status:

- a. **RoRs (NZUP) Queenstown Package** - Stage 1 works include: the State Highway 6/6A (BP) intersection; the adjacent bus hub and the Howards Drive roundabout. Project status remains amber due to funding for Stage 2 identified as a risk due to having to compete with other projects in funding pool.
- b. **Wakatipu Active Travel Network** is amber as funding for the delivery of the programme is not clear. The routes without funding will be reconfirmed and submitted for funding consideration for the next Long Term Plan (LTP)/ Regional Land Transport Plan (RLTP)/ National Land Transport Programme (NLTP) processes.
- c. **Sub-Regional Public Transport** is amber as NZTA co-funding for the business case is not approved. Alexandra/Clyde/Cromwell to Queenstown trial removed and an investigation of options included in Otago Regional Council Annual Plan 2025/26 due to a lack of NZTA co-funding.
- d. **516 Ladies Mile Community Facilities** ongoing discussions regarding servicing the site and the conditions of the Ladies Mile Zoning.
- e. **Queenstown Events Centre Upgrades** status has moved from Green to Amber due to extended timeframes whilst the project progresses through a light programme reset to define the Principal's requirements and align with the project scope and budget.

Red Status:

- f. **Travel Demand Management Programme** has changed to red status and is currently on hold due to uncertainty of timelines due to a lack of resources and competing priorities against other work streams.
- g. **Visitor Levy** remains red status due to uncertainty over timing and interface with other alternative funding and financing options. It is noted that this forms part of the Regional Deal proposal.
- h. **Spatial Plan Gen 2.0** is flagged Red due to the delay to the overall programme timeframe caused first by the Housing and Business Capacity Assessment (HBA) and now by the regional deal proposal

Consultation Process | Hātepe Matapaki

Significance and Engagement | Te Whakamahi I kā Whakaaro Hiraka

9. This matter is of low significance, as determined by reference to the Council's Significance and Engagement Policy 2024 because this paper is a noting paper.

10. The persons who are affected by or interested in this matter are the Queenstown Lakes District Community.

Māori Consultation | Iwi Rūnaka

11. Kāi Tahu are part of the Grow Well Whaiora Partnership and as a result are involved in the implementation of the Spatial Plan Gen 1.0 and the development of the Spatial Plan Gen 2.0. This includes regular monthly meetings, attendance at workshops and the Grow Well Whaiora Steering and Governance Group meetings.

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

12. This matter relates to the Strategic/Political/Reputation risk category. It is associated with RISK10056 Ineffective provision for the future planning and development needs of the district within the QLDC Risk Register. This risk has been assessed as having a moderate residual risk rating.

13. The approval of the recommended option will allow Council to retain the risk at its current level.

Financial Implications | Kā Riteka ā-Pūtea

14. There are no financial implications to this noting paper.

15. The QLDC led workstreams discussed have current funding under the Long Term Plan, Annual Plan and through the Three Waters Better Off Fund.

Council Effects and Views | Kā Whakaaweawe me kā Tirohaka a te Kaunihera

16. The following Council policies, strategies and bylaws were considered:

- The outcomes and principles of the Vision Beyond 2050: Our Strategic Framework | Queenstown Lakes District Council
- The QLDC Spatial Plan 2021
- The QLDC District Plan
- The Climate and Biodiversity Plan
- The Destination Management Plan
- The Long Term Plan
- The Homes Strategy and draft Joint Housing Action Plan
- The 30 Year Infrastructure Strategy

17. This report does not contain any recommended options as it is a noting report, however the workstreams discussed is consistent with the principles set out in the named policy/policies.

18. These matters are included in the Long Term Plan/Annual Plan.

Local Government Act 2002 Purpose Provisions | Te Whakatureture 2002 o te Kāwanataka ā-Kiaka

19. Section 10 of the Local Government Act 2002 states the purpose of local government is (a) to enable democratic local decision-making and action by, and on behalf of, communities; and (b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. This report provides an update on the implementation of the QLSP 21. Strategically planning for the growth of our communities is critical to achieving the outcomes of the QLSP 21.

Attachments | Kā Tāpirihaka

A	QLSP November 2025 Monitoring Report
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The Queenstown Lakes Spatial Plan Monitoring Report

NOVEMBER 2025

www.qldc.govt.nz/your-council/major-projects/queenstown-lakes-spatial-plan

Joint work programme

RAG Status

GREEN	AMBER	RED
The project is being delivered in alignment with the Business Case and within all set tolerances.	The project is marginally out of tolerance but there are control(s) in place to manage the project back within tolerance.	The project is significantly out of tolerance .
All project metrics* are green.	There is at least 1 amber project metric.	There is at least 1 red project metric OR There are more amber than green criteria.
*6 individual project criteria metrics and tolerances scored against schedule, costs (3), scope and quality/benefits .		



PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
OUTCOME 1: Consolidated growth and more housing choice				
1. Review zoning and other levers to enable higher densities and more flexible use of land within the existing and new urban areas in appropriate locations identified in the Spatial Plan.	<p>NPS-UD</p> <ul style="list-style-type: none"> > This is one of the six initial priorities for the partnership's joint work programme, as agreed at the PGG in Sept 2021. > The NPS-UD applies to the urban environment and directs QLDC to amend the district plan to enable greater building heights and density of urban form in some locations, based on the level of accessibility and/or relative demand for housing and business activities. > The Urban Intensification Variation was notified in August 2023. > A review of the Special Zones of the Operative District Plan remaining to be brought into the Proposed District Plan is currently underway by the Policy Team. 	<ul style="list-style-type: none"> > The hearing for the Urban Intensification Variation was held between 28 July - 29 August 2025 at venues in Arrowtown, Queenstown and Wānaka. Following receipt of QLDC's Reply evidence, the hearing was formally closed by the Independent Hearing Panel on 20 October 2025. > The Independent Hearing Panel are currently drafting their recommendation report, which will be taken to Full Council for decisions on submissions. > The timing of the Council decision will be influenced by the time needed to prepare the recommendation report, and the Full Council meeting schedule. > Following the notification of Council's decision, submitters will then have the opportunity to lodged appeals to the Environment Court. 	<p>Green</p>	<p>QLDC led</p> <p>Other parties: HUD, Kainga Ora, Kai Tahu</p>

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
<p>2. Use the Grow Well Whaioira Urban Growth Partnership to improve alignment and coordination to unlock joint priority development areas, including:</p> <ul style="list-style-type: none"> > Ladies Mile > Five Mile Urban Corridor > Queenstown Town Centre to Frankton Corridor > Southern Corridor > Wānaka Town Centre to Three Parks Corridor > Southern Wānaka 	<p>> This is one of the six initial priorities for the partnership's joint work programme, as agreed at the PGG in Sept 2021.</p> <p>Ladies Mile</p> <p>> The Te Putahi Ladies Mile Variation is a plan change to the Proposed District Plan that used the Streamlined Planning Process. The Variation proposes rezoning areas of Rural, Rural Lifestyle and Large Lot Residential Land to a Special Purpose Zone providing for a range of commercial activities, as well as open spaces and community facilities.</p> <p>Te Tapuae Southern Corridor</p> <p>> Structure Plan adopted by council Sept 2025</p>	<p>Ladies Mile</p> <p>> The Variation became Operative on 6 December 2024.</p> <p>> Given the operative status of the Zone, its implementation will now become part of the Council's standard consenting processes.</p> <p>> Discussions now underway with developers to enter into developer agreements for construction and cost sharing of 3 water upgrades to service the ladies mile area. Timings TBC.</p> <p>Te Tapuae Southern Corridor</p> <p>> Plan change scoping underway in line with council resolution on Sept 2025.</p>	<p>Green</p> 	<p>QLDC led</p> <p>Partners involved through QLSP Project Team</p>
<p>3. Undertake structure plans for future urban areas identified in the Spatial Plan, including identifying infrastructure triggers needed to enable and sequence new growth areas. Ensure the development of future urban areas prioritise the delivery of affordable housing options.</p>	<p>Te Tapuae Southern Corridor</p> <p>> The Structure Plan was updated following the public engagement and the expert reporting.</p> <p>> Councillors adopted the draft Te Tapuae Southern Corridor Structure Plan at Full Council Meeting on Thursday 4 September 2025</p> <p>> The structure plan will be monitored to ensure it remains practical and relevant.</p>	<p>Southern Wānaka & Te Kirikiri Frankton</p> <p>> The next PDAs to be structure planned are Southern Wānaka and Te Kirikiri. The project initiation for these two projects is currently under way.</p>	<p>Green</p> 	<p>QLDC led</p> <p>Partners involved through QLSP Project Team</p>
<p>4. Investigate the use of alternative funding and financing tools to accelerate infrastructure delivery.</p>	<p>Three Waters Better Off Fund</p> <p>> BOF project progress:</p> <ul style="list-style-type: none"> - Redirection of Better Off Funding to Three Waters investment has been approved by DIA and is awaiting project applications to be submitted by QLDC Investment Advisory team to access this funding. <p>Biodiversity plans:</p> <ul style="list-style-type: none"> - The Final Eely Point Tree Succession Plan was presented to the WUCCB on 26 September. They Recommended to Council to adopt the Final Plan. The Final Plan was adopted by Full Council on October 9. - Horne Creek biodiversity plan will focus on invasive and woody weed control of Council-owned land, in particular the riparian zone of Warren Park. Works will align with the Warren Park Development Plan and the Matakauri Wetland Management Plan. 	<p>> Submit applications through the Better Off Fund portal – early 2025.</p> <p>> A scope of works is currently being investigated to understand what can be delivered with the better off funding for Eely Point. This will likely consist of a combination of early removals and plantings.</p> <p>> The remaining funding for the Horne Creek biodiversity plan has been used and the works completed.</p>	<p>Green</p> 	<p>QLDC</p> <p>Other parties: DIA, HUD, KO</p> <p>QLDC</p>

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
4. Investigate the use of alternative funding and financing tools to accelerate infrastructure delivery.	<p>Community Partnership Plan Better Off Funding supported activities delivered by Te Atamira, Three Lakes Cultural Trust (TLCT), and huddl. Activity aligned closely with the spatial plan goals around community infrastructure, placemaking, and vibrant centres.</p>	<p>Community Partnership Plan > This funding has been fully utilised.</p>	<p>Green ➡</p>	QLDC
	<p>Infrastructure Acceleration Fund</p> <p>Hāwea On 1 July 2025, the administration of the IAF Fund was transferred from Kainga Ora to National Infrastructure Funding and Financing Limited (NIFF).</p> <p>> Wastewater: The construction contract was awarded, and physical works commenced nearly four months ahead of schedule, representing the early achievement of a key milestone within the Infrastructure Acceleration Fund (IAF) agreement. The contractor is now fully established on site, with construction activities having begun prior to the end of September.</p> <p>Pleasingly, the project forecast is significantly below budget, and we are working with NIFF on opportunities to optimise the available funding towards scope variations that have arisen through design development</p> <p>> Water Demand Management: Practical completion was achieved in May 2025 with minor defects.</p>	<p>> Wastewater: By June 2026 more than 6,000m of pipeline is to be installed</p>	<p>Green ➡</p>	QLDC
	<p>Regional Deals Queenstown Lakes District Council (QLDC) has partnered with Central Otago District Council (CODC) and Otago Regional Council (ORC) in preparing a Regional Deal Proposal for Otago Central Lakes.</p> <p>The five packages of work in the proposal to support economic growth are:</p> <ul style="list-style-type: none"> > Leverage the visitor economy to boost economic growth. > Transform the transport system. > Electrify Otago Central Lakes. > Leverage private investment to deliver public health services. > Share the value created from growth. 	<p>> It was announced on 2 July that Otago Central Lakes is one of the three regions to sign a Memoranda of Understanding with Central Government to negotiate the regional deal. This includes QLDC, ORC and CODC.</p>	<p>Green ➡</p>	QLDC, CODC, ORC

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
<p>5. Establish a coordinated programme that draws together central government, community providers, iwi and council projects and initiatives to improve affordable housing outcomes.</p>	<p>The Joint Housing Action Plan is one of the six initial priorities for the partnership's joint work programme, as agreed at the PGG in Sept 2021. Work is progressing on the 34 JHAP actions:</p> <ul style="list-style-type: none"> > Stakeholder Deed Enforcement (action 4B) <ul style="list-style-type: none"> - Ongoing conversations with developers regarding compliance of stakeholder deeds. - Entered into a dispute resolution process with the developer of Longview due to the disagreement regarding appropriate prices for the land/house packages and current non-compliance with the deed. > QLDC commissioned a study on the relationship between Short Term Letting and empty homes – this study is due by the end of 2025. 	<p>Upcoming milestones in the JHAP implementation programme include:</p> <ul style="list-style-type: none"> > Recommence winter Manaaki communications campaign to support people to find a home in the district and encourage residents to let out a room (actions 6A, 6D). > Continue monitoring and enforcing stakeholder deeds with regular updates provided to the QLDC Planning and Strategy Committee (action 4B). > Continue to investigate ways to help fund QLCHT and other Community Housing Providers (actions 3B, 3E, 6B, 6E). > Input into QLDC property review with analysis of options for QLDC land that provide affordable housing or improve housing outcomes (actions 2E, 5D). > Short-term letting study is expected to complete in late 2025 (actions 1C, 6A). 	<p>Green</p> 	<p>QLDC, HUD, KO, QLCHT & Kai Tahu</p>

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
OUTCOME 2: Public transport, walking and cycling is the preferred option for daily travel				
6. Complete and implement the Queenstown Transport Business Cases including the delivery of the Frequent Transit Network.	<p>Queenstown Public Transport Services Business Case (QPTBC)</p> <ul style="list-style-type: none"> > The Queenstown Public Transport Business Case has been endorsed by all Way To Go Partner organisations. Central government funding has been secured through the National Land Transport Programme (2024-27). > It sets out plans for a public transport system that will achieve the greatest mode shift towards public transport in the Whakatipu Basin over the next 30 years. > The implementation of the programme is proposed to be staged over the next 10 years. > Funding: options for future funding mix from fares, rates, central government, and other alternative sources of revenue. > Stage 1 early implementation was completed mid-2025 with the following improvements: <ul style="list-style-type: none"> - Introduction of Arrowtown to Queenstown route via Malaghans Road - Extension of Jack's Point service from Frankton to Queenstown - Increased frequency of Kelvin Heights to Quail Rise and Jack's Point services to 30 minutes at peak times - Ferry contract renewal. > Business case projects that do not have approved ORC funding and are still under investigation are: <ul style="list-style-type: none"> - Electric Bus Depot development - Increasing ferry service to an hourly frequency. 	<p>Stage 1 will be implemented by 2027.</p> <p>The indicative scope for completing this stage is:</p> <ul style="list-style-type: none"> - Extension of Unit 7 contract until 2028/29 - Infrastructure upgrades to the bus hub at Stanley Street and Frankton (owned by NZTA, QLDC, WTPA) - Infrastructure upgrades to bus stops to accommodate larger buses (owned by NZTA, QLDC, WTPA). 	<p>Green</p> 	<p>W2G - QLDC, WK, ORC, WTPA</p>
	<p>RoRs Queenstown Package</p> <ul style="list-style-type: none"> > Work on the Roads of Regional Significance (RoRs) Queenstown Package commenced on 4 April 2024. These works comprise the following: <ul style="list-style-type: none"> - The State Highway 6/6A Intersection. - The Frankton Bus-Hub. - The Howards Drive Intersection Improvements. <p>The works are programmed to take over 4 years.</p>	<ul style="list-style-type: none"> > Construction progress to date continues to be on schedule. Practical completion April 2028. > For delivery information; here is the link to the project website monthly newsletters outlining what has been done the previous month and info about what is coming up. nzta.govt.nz/projects/queenstown-package/publications 	<p>Amber</p> 	<p>Waka Kotahi (with delivery through Ka Huanui a Tahuna)</p>
	<p>Arthurs Point Crossing</p> <p>Condition report required for existing bridge structure, to advise on business case updates.</p> <p>RFP issued, closing 14 November.</p>	<ul style="list-style-type: none"> > Update business case to reflect higher costs and current investment prioritisation method. 	<p>Green</p> 	<p>QLDC, WK, ORC</p>

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
7. Complete and implement a mode shift plan for Queenstown including travel demand management measures	<p>Mode Shift Plan Implementation - Travel Demand Management (TDM) Travel Plan scope and Transport Management Associations on hold.</p>	<p>> TDM programme is on hold pending resource and priority against other workstreams.</p> <p>> To be reviewed at end of Q2.</p>	<p>Red ➡</p>	<p>QLDC, WK, ORC</p>
	<p>Comprehensive Parking Management Plan Parking Management Plans x 3 (QT, Wānaka, Frankton), Parking Strategy and Parking Guidelines in final draft format.</p> <p>Implementation plan being drafted.</p>	<p>> Workshops with internal stakeholders underway.</p> <p>> Document bundle to go through approvals process (pathway TBC). Public consultation to follow, likely early 2026.</p>	<p>Green ➡</p>	<p>QLDC, WK, ORC</p>
8. Investigate and protect the extension of the Frequent Transit Network to Remarkables Park and the Southern Corridor.	<p>This priority initiative will be undertaken in conjunction with:</p> <p>> Priority initiative 3: Undertake structure plans for future urban areas identified in the Spatial Plan.</p> <p>> Priority initiative 6: Complete and implement the Queenstown Transport Business Cases including the delivery of the Frequent Transit Network.</p>	<p>> Project has yet to be started. This initiative will form part of the TTSC Structure Plan and Queenstown Transport Business Case and is also considered in the Regional Deal Proposal for Otago Central Lakes.</p>	<p>Not started</p>	<p>QLDC, HUD, WK, KO, key landowners & developers</p>
9. Complete the Wakatipu and Upper Clutha Active Travel Networks.	<p>Wānaka Network Optimisation (Single Stage Business Case) > Business case elements completed to provide strategic responses (30 year programme).</p>	<p>> Modelling, design and economic data will be utilised to form a programme for consideration in the 2027 LTP.</p>	<p>Green ➡</p>	<p>QLDC, WK, ORC</p>
	<p>Wakatipu Active Travel Network Project is currently on hold. Remaining elements are not being actively progressed.</p>	<p>> Revisit budget opportunities in 2027 LTP.</p>	<p>Amber ➡</p>	<p>QLDC, WK, ORC</p>
10. Investigate establishing Upper Clutha and Sub-Regional public transport networks.	<p>Upper Clutha Wānaka/Upper Clutha public transport business case approved by ORC in Annual Plan 2025/26 without NZTA co-funding.</p>	<p>> Point of entry phase and early procurement preparation underway, timeline TBC.</p>	<p>Green ➡</p>	<p>QLDC, WK, ORC</p>
	<p>Sub-regional Alexandra/Clyde/Cromwell to Queenstown trial removed and an investigation of options included in Otago Regional Council Annual Plan 2025/26 due to a lack of NZTA co-funding.</p>	<p>> Investigation into the future transport options for local residents and visitors travelling between Alexandra, Clyde or Cromwell and Queenstown will commence shortly.</p>	<p>Amber ➡</p>	<p>QLDC, WK, ORC</p>

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
OUTCOME 3: A sustainable tourism system				
11. Develop and implement a Destination Management Strategy to align decision making and development with sustainable development principles.	<p>1. Queenstown Place Brand: DT visited early October and finalised the approach for the PlaceDNA project, as well as meeting with key liaisons and providing updates / introductions to key figures. This is the research phase that will inform broader Place Brand work in conjunction with Cultural Narrative project led by QLDC.</p> <p>2. Resident Communications Strategy (RTO): Finalised and launched, focusing on improving tourism's social license and building pride in place. Campaigns ("What's on Around Town", "Eat Drink October") are in market, supporting local businesses.</p> <p>3. Welcome Programme: QLDC and RTO are aligning DMP Welcome initiatives with Welcoming Communities Plan. Further engagement with MBIE and Ministry for Ethnic Communities to explore local forum to address migrant community needs.</p> <p>4. Arts, Culture & Heritage: In support of the Creative Spaces Project, TLCT and QLDC are piloting a digital art walk using GIS Storymaps to connect residents and visitors with spaces and artists across the district. Based on the success of the pilot, further arts, heritage and Dark Sky projects will also be mapped.</p> <p>5. Electrify Queenstown (EQ): 2026 event confirmed (May 17–19). Aurora Energy is principal sponsor. Programme under review, with focus on business innovation and electrification.</p> <p>6. Queenstown Electrification Accelerator (QEA): MOU signed; strategic direction set.</p> <p>7. Carbon Measurement for Business: Ongoing onboarding of businesses to Cogo Vistr tool; industry-specific carbon reduction workshops scheduled.</p> <p>8. Waste Reduction & Management: Tourism Sustainability Leaders group has created a project plan and Statement of Intent w/ focus on reducing supply waste. Ongoing work with Mercure and Wastebusters to trial small-scale circularity strategies. QLDC x RTO reviewing OVP data sources and methodology for attributing waste to landfill.</p> <p>9. Member Capability Events: 2 x emergency preparedness workshops delivered to QT accommodation sector; ongoing programme of capability-building events for tourism businesses.</p> <p>10. Digital Catalyst Programme: 3-month reviews ongoing; businesses positive about third-party validation. Exploring further opportunities for practical learning and AI mastery with QRC.</p> <p>11. Innovation & Research: Collaboration with University of Otago for applied.</p>	<p>> In market research and interviews to be undertaken 19th – 28th January '26. Research project to be completed by April '26.</p> <p>> Ongoing campaign work.</p> <p>> Map existing community touch points to identify gaps in stakeholder network.</p> <p>> Delivery of project with support from RTO to promote to residents and visitors.</p> <p>> Confirming event programme, sponsors, and international keynote speakers.</p> <p>> Tourism-specific case studies in development.</p> <p>> Quarterly check-in in Feb to review and update progress of overall project.</p> <p>> Case study with Accor is complete, SOI has been socialised, and a method for tourism's attribution to landfill has been scoped and implemented.</p> <p>> Deliver emergency preparedness workshops in Wānaka. Establish MOUs with accommodation sector in advance for emergency needs.</p> <p>> Developing next stage of programme with QRC to help deliver AI and automation training based on business use cases and measurable outcomes.</p> <p>> Ongoing support for BSNS580 applied research projects and scope applied research topics for Master Sustainable Business paper (starting Feb '26).</p>	<p>Green</p> 	Destination Southern Lakes (Destination Management Office)

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
12. Implement a levy on visitor accommodation across the Queenstown Lakes.	<ul style="list-style-type: none"> > The levy would be used primarily to fund the capital expenditure attributable to visitors. > Awaiting formal notification from Minister and/or Ministry officials. > Formed part of the Regional deal proposal. 	<ul style="list-style-type: none"> > Otago Central Lakes has signed a Memoranda of Understanding with Central Government to negotiate the regional deal, including implementing a levy on visitor accommodation. 	<p>Red</p> 	QLDC and DIA
13. Develop and implement a Tourism Travel Demand Strategy to encourage the use of public and active modes by visitors.	<ul style="list-style-type: none"> > This priority initiative is integrated with priority initiative 7: Complete and implement a mode shift plan for Queenstown including travel demand management measures. 	<ul style="list-style-type: none"> > Project has yet to be started. May form part of the Travel Demand Management programme. 	<p>Not started</p> 	QLDC, WK, ORC, Kai Tahu
14. Investigate establishing a sub-regional public transport network that provides for both local residents and visitor needs.	<ul style="list-style-type: none"> > This priority initiative is integrated with priority initiative 10: Investigate establishing Upper Clutha and Sub-Regional public transport networks through a Wānaka/Upper Clutha public transport business case. > Wānaka/Upper Clutha public transport business case approved by ORC in Annual Plan 2025/26 without NZTA co-funding. > Alexandra/Clyde/Cromwell to Queenstown trial removed and an investigation of options included in Otago Regional Council Annual Plan 2025/26 due to a lack of NZTA co-funding. 	<ul style="list-style-type: none"> > Wānaka/Upper Clutha public transport business case point of entry phase and early procurement preparation underway, timeline TBC. > Investigation into future transport options for local residents and visitors travelling between Alexandra, Clyde or Cromwell and Queenstown will commence shortly. 	<p>Green</p>  <p>Amber</p> 	QLDC, WK, ORC, Kai Tahu

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
OUTCOME 4: Well-designed neighbourhoods that provide for everyday needs				
15. Develop open space network plans to deliver the Blue-Green Networks.	> 24 October 2025 - Draft Blue Green Network Plan went out for public consultation.	> 12 December 2025 - Completion of public consultation period including meetings with relevant community groups and associations.	Green ↑	QLDC, Kai Tahu
16. Complete, update and implement QLDC Community Facilities, Parks and Reserves and Community Wellbeing strategies and plans.	<p>516 Ladies Mile Community Facilities</p> <p>> Project Managers have been appointed to deliver the 516 Ladies Mile Community Facilities and to start work around scope, timings and consequential impacts of other projects, i.e. Howards Drive intersection and QLDC infrastructure services. Ongoing discussions regarding servicing the site and the conditions of the Ladies Mile Zoning.</p> <p>Queenstown Events Centre Upgrades</p> <p>> Procurement has been completed for project management services and a design team to being Concept and Preliminary design of 4x new indoor courts, fitness centre and associated infrastructure services/parking at QEC.</p>	<p>516 Ladies Mile Community Facilities</p> <p>> Confirmation of QLDC infrastructure capacity and ability to proceed – Workshop in late October to examine options to move forward.</p> <p>Queenstown Events Centre Upgrades</p> <p>> The QEC Indoor Courts project remains in the Initiation & Business Case phase, progressing through a light programme reset to define the Principal's requirements and align with the project scope and budget.</p> <p>> Concept design – December 2025 – May 2025.</p>	<p>Amber →</p> <p>Amber ↓</p>	QLDC
	<p>Parks & Open Spaces Strategy – Implementation</p> <p>Parks Capital Programme Project Tohu (Coronet Forest Revegetation) – Minimal activity at the site during the winter months.</p> <p>Supporting and undertaking environmental initiatives with volunteer groups Ongoing work with volunteer groups to support revegetation projects on reserves. In the last quarter in the Whakatipu, Parks has been busy undertaking spring plantings. For example, through an industry planting day at Jardine Park on 16 October – a collaboration between the Whakatipu Reforestation Trust, QLDC, Love Queenstown and Skyline. In the Upper Clutha Spring planting has also been underway e.g. 200 natives planted in the wetland between Beacon Point Beach and Waimana Place undertaken by Te Kākano, Beacon Point Road Restoration Group, WAI Wānaka and QLDC.</p>	<p>Parks Capital Programme November/December 2025 – Completion of stage 1 build of the mountain bike trails. March/April 2026 – Autumn planting.</p> <p>Supporting and undertaking environmental initiatives with volunteer groups Ongoing work with volunteer groups focusing on plantings. In the Whakatipu the focus will be on the maintenance of community volunteer plantings. In the Upper Clutha, a major ecological regeneration project will kick off in November 2025 in the Peninsula Bay Reserve. A one hectare stand of Douglas Fir and Radiata Pine will be removed, followed by native replanting over the next 5 years. This is being funded by private donors through the Upper Clutha Wilding Tree Group in collaboration with ORC, Te Kākano, Upper Clutha Tracks Trust, Bike Wānaka and a local resident group.</p>	<p>Green →</p>	QLDC

PRIORITY INITIATIVE	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	OWNERS
<p>16. Complete, update and implement QLDC Community Facilities, Parks and Reserves and Community Wellbeing strategies and plans.</p>	<p>Key planning document development</p> <p>Te Tapunui Queenstown Hill Draft Forestry Plan The Restoration Management Plan (renamed from Forestry Plan) was approved by Council on 4 September 2025. It sets out a plan to remove all wilding tree species on the reserve and replant the site with a mix of native/exotic forest and scrub/tussock grassland. Next steps are now being worked through, including the requirement for a Harvest Plan and an Environmental Management Plan.</p> <p>Subdivisions and new reserves This quarter the following amount of reserve land has been vested to QLDC: Whakatipu – 10,360m² Upper Clutha – 4,650m²</p> <p>Community Partnerships Plan – Development > Community Partnerships Plan has successfully received funding from 3 Waters Better Off fund (\$250k).</p> <p>Creativity, Culture and Heritage Strategy (CCS) > Te Muka Toi, Te Muka Tākata Creativity Culture and Heritage first Annual Report completed (2024-2025): www.qldc.govt.nz/media/0dtec1qh/qldc-te-muka-toi-creativity-culture-and-heritage-strategy-annual-report-aug25.pdf</p> <p>In 2024–2025 we have moved from vision to action. Together, we’ve delivered the first wave of projects, set benchmarks for success, and built the relationships that will sustain this kaupapa and carry it forward with clear direction.</p> <p>The actions within the first annual report reflect a clear community message: protect what makes this place special, create spaces of belonging, and place creativity, culture, and heritage at the centre of our future.</p> <p>Other key actions for this period include: > Te Muka Toi, Te Muka Tākata Creativity Culture and Heritage Hui dates confirmed for next annual hui (11-14 June 2026). Theme being scoped. > Scoping research project to understand the need for arts and cultural facilities in the region (30 year focus). > Planning next Heritage Partners Hui. > Planning Creative Spaces Project.</p>	<p>Subdivisions and new reserves The Parks Team will continue to work with landowners on new reserve land and improvements design.</p> <p>> Heritage Partners Hui 6 Nov 2025 (in Wānaka).</p> <p>> Launch of inaugural Creative Spaces Project (1-30 Nov 2025): a collaboration between Queenstown Lakes District Council and the Three Lakes Cultural Trust, pairing local creativity with unexpected spaces and places across the Queenstown Lakes District. More information: www.threelakesculturaltrust.co.nz/creative-spaces-project</p>	<p>Green </p> <p>Green </p>	<p>QLDC</p> <p>QLDC and partners</p>
<p>17. Develop a Grow-well Design Guide to improve the quality of built form and embrace Kāi Tahu cultural values.</p>	<p>This priority initiative has not yet commenced.</p> <p>Funding is available to commence this project. However project is contingent on resourcing, with the focus on Blue-Green Network completion first.</p>	<p>> Project scoping discussions to be held between Kai Tahu and QLDC. > Project plan to be initiated once resourcing allows.</p>	<p>Not started </p>	<p>Kai Tahu, QLDC</p>

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OUTCOME 5: A diverse economy where everyone can thrive				
18. Develop an Economic Diversification Plan.	<ul style="list-style-type: none"> > October: Snapshots preparation. Invite and planning for annual event to showcase diversification in the region. > October: Build out of the Economic Diversification fund for launch in November. > Brewery Initiative launched and workshop held: Deep dive into key businesses in the region to analyse export opportunities. Workshop held in Wānaka. > WildTech: Strategic planning and contract negotiations. > Future scenarios report for input to spatial planning started > Environmental Enterprise mapping and opportunities investigated. > Strategic meetings with key local companies held including Mons Royal, Wilson and Dorset, Altitude Brewing, Canyon, Wai Innovation and Think Solar. 	<ul style="list-style-type: none"> > Snapshots event: Large scale event to be held to showcase the diversification of the region. > Food and Beverage Cluster. Workshop next steps to be worked through with key stakeholders. Exploration into food security and growth opportunities underway. > Environmental Enterprise deep dives to take place to build a pathway for 2026. Opportunities to grow the solar businesses and training within the region. > EDP Master planning, objective and KPI setting for 2006 – 2027 to be finalised. KPI's and RAG map completed, > Economic Development Conference in Auckland. 	<p style="color: green; font-weight: bold;">Green</p> 	QLDC, MBIE
19. Support the Otago Regional Economic Development Network to continue to deliver regionally connected initiatives.	<ul style="list-style-type: none"> > Regional Growth summit supported by ORED (May 16). 	<ul style="list-style-type: none"> > Continue advocating for economic development related projects within the regional deals. 	<p style="color: green; font-weight: bold;">Green</p> 	QLDC, MBIE
20. Review and update the zoning of centres and major employment locations in the District Plan to be consistent with the Spatial Plan.	<p>This priority initiative aligns with priority initiatives 1 and 2. It is integrated within implementing Policy 5 of the NPS UD and the Priority Development Area work.</p>	<ul style="list-style-type: none"> > Initiate development of structure plans for all PDAs, with the next ones to be initiated being Frankton and Wānaka. 	<p style="color: green; font-weight: bold;">Green</p> 	QLDC

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<p>21. Establish a Queenstown Lakes utility infrastructure providers forum to improve coordination with Spatial Plan outcomes and resilience of the networks.</p>	<p>Electricity Sector</p> <ul style="list-style-type: none"> > The Energising Queenstown consultation has now closed with a joint submission being made through the Otago Central Lakes Regional Deal committee. The submission on behalf of OCL was prepared by QLDC officers and approved by the Regional Deal Joint Committee on 19th September. It can be read here: www.qldc.govt.nz/media/r4qpcxfh/ocl-submission-to-energising-queenstown.pdf > The Queenstown Electrification Accelerator continues to deliver its work programme to support the accelerated rollout of distributed energy resources across the district. This project is being led by Rewiring Aotearoa in partnership with QLDC, Destination Queenstown, Ara Ake, and the Electricity Authority. The work programme includes a focus on electrification guides, expert advice, community workshops, bulk-buy deals for EVs, solar, and heat pumps, as well as support for innovative renter-solar schemes and vehicle-to-grid pilot trials. <p>Otago Lifeline Utilities Group</p> <ul style="list-style-type: none"> > The Otago Lifeline Utilities Group met on 3rd September. Key focus areas include: <ul style="list-style-type: none"> - Developing a new communications plan for utilities through the updating of the <i>Lifeline Utilities Coordinator Protocols (2023)</i> and adding guidance on Starlink and other satellite or backup systems. - Development of an <i>Otago Regional Generator Plan</i> to map essential service sites, identify back-up power capacity, and formalise MOUs with generator suppliers. - Rolling out a training and exercising programme, including baseline CIMS training for utility members. - Upgrading the <i>Otago Lifelines GIS Viewer</i> with refreshed infrastructure data, ORC hazard layers, and updated hosting agreements to manage data sensitivities. <p>Emergency Response - October weather events</p> <ul style="list-style-type: none"> > The QLDC Emergency Operations Centre was activated in October to manage the response to the severe weather events. Staff were also seconded to Clutha District Council to support their response to the declared State of Local Emergency. > Both Council responses focused on supporting PowerNet with widespread power reinstatement efforts, coordinating access, logistics, and welfare support to enable safe restoration work. > Close collaboration also occurred with NZTA and local roading teams to assess and clear debris, manage road closures, and prioritise recovery of critical transport routes. > The effectiveness of this coordinated response reflects the strong relationships built through the Otago Lifelines Forum and regional emergency management systems. 	<ul style="list-style-type: none"> > Feedback from community submissions will be fed into the final analysis of shortlisted options. > Over the next 18 months, QEA will work with local suppliers, installers, and community groups to accelerate uptake, directly supporting Spatial Plan objectives around low-emissions growth, energy resilience, and equitable access to clean technology. > Next Otago Lifelines Group Meeting is on 6th December. > The response will transition to recovery, with EOC debriefs being completed and lesson's learnt reporting. 	<p>Green</p> 	<p>QLDC</p>
<p>22. Identify and ensure the efficient operation of main freight routes by developing a Network Operating Plan.</p>	<p>Expansion of the Network Operating Frameworks and business cases to elevate the current understanding to a District Wide level.</p>	<ul style="list-style-type: none"> > Subject to funding availability. > Undertake a Business Case Analysis. 	<p>Not started</p>	<p>QLDC, WK, ORC</p>

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GENERATION 2.0 OF SPATIAL PLAN (FUTURE DEVELOPMENT STRATEGY)				
<p>Development of Spatial Plan Gen 2.0</p>	<p>A review of the districts Challenges and Opportunities to inform Spatial Plan Gen 2.0 was shared with the Partnership Steering Group, resulting in general agreement on several key recommendations, including the addition of a new Environment Outcome to the Spatial Plan Framework.</p> <p>Development of the Spatial Plan Gen 2.0 spatial scenarios are further delayed due to confirmation that the Housing and Business Capacity Assessment (HBA) Report will not be taken to Full Council for adoption until after the Urban Intensification Variation concludes at the end of August.</p> <p>It has been agreed to pause the Spatial Plan work programme until a decision is made on the regional deal proposal submitted by QLDC, CODC, and ORC anticipated by the end of June. If successful, this proposal may significantly influence how the Spatial Plan is developed going forward.</p> <p>The status of this project has moved from Amber to Red due to the delay to the overall programme timeframe caused first by the HBA and now by the regional deal proposal. The boundaries of the Spatial Plan are also subject to change depending if a Subregional plan or a regional plan becomes a requirement from Central Government.</p>	<p>> Otago Central Lakes has been selected as one of the three areas selected to progress with a Regional Deal. Building on the existing relationship with the Grow Well Whaiora Partnership, this is the next step in being able to partner closer with central government to address some of the significant challenges the subregion is facing. The Subregional Deal will have implications for the Grow Well Whaiora Partnership and the work programme for Spatial Plan Gen 2.0.</p> <p>> It is likely the focus of the Spatial Plan Gen 2.0 will need to be broadened to include the subregion and this be undertaken in partnership with Otago Regional Council, Central Otago Regional Council, Kai Tahu and government.</p>	<p>Red</p> 	<p>QLDC, ORC</p>



www.qldc.govt.nz/your-council/major-projects/queenstown-lakes-spatial-plan