

Otago Regional Council Briefing
15 July 2026

In confidence

Queenstown Strategic Network Plan

Emerging Direction



Purpose of today's discussion | Partner briefing

We want to share the initial findings of the Queenstown Strategic Network Plan (QSNP) and hear council perspectives on the emerging direction.

1 Understand the plan

- Why Queenstown's strategic network needs a different approach.
- What the QSNP is and isn't intended to guide.
- The scale of the challenge.

2 Discuss the approach

- How we think the challenge should be addressed.
- Preferred strategic approach, corridors and sequencing.
- Local implications, delivery risks, dependencies and partner concerns.

3 Test alignment

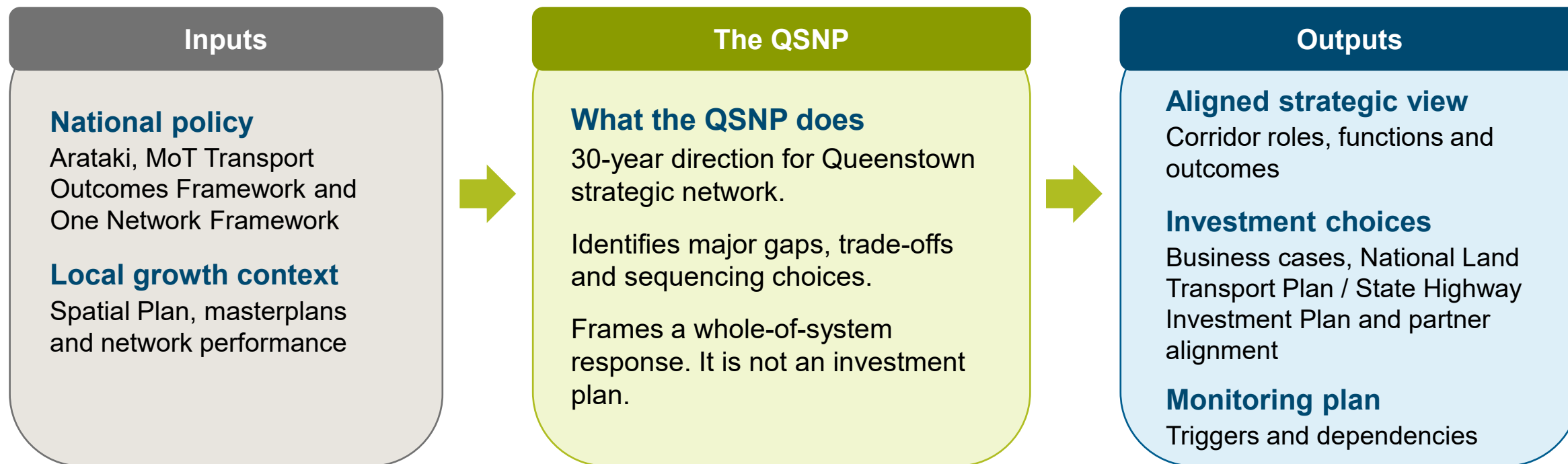
- Feedback before finalisation.
- Level of comfort with the approach.
- What else Council wants to see.

What we are seeking today

No funding, planning or delivery decisions. The aim is partner confidence and comfort – to understand the proposed approach, raise concerns or feedback and establish next steps.

Purpose and Scope of the Plan | Planning landscape

Sets out a strategy to guide the way Queenstown's strategic networks develop over time.



Through the QSNP we are wanting an aligned view on how Queenstown's strategic transport network develops over time

The Challenge | Extreme pressure on the network

84%

growth in traffic at SH6 / SH6A
since 2012

>80 min

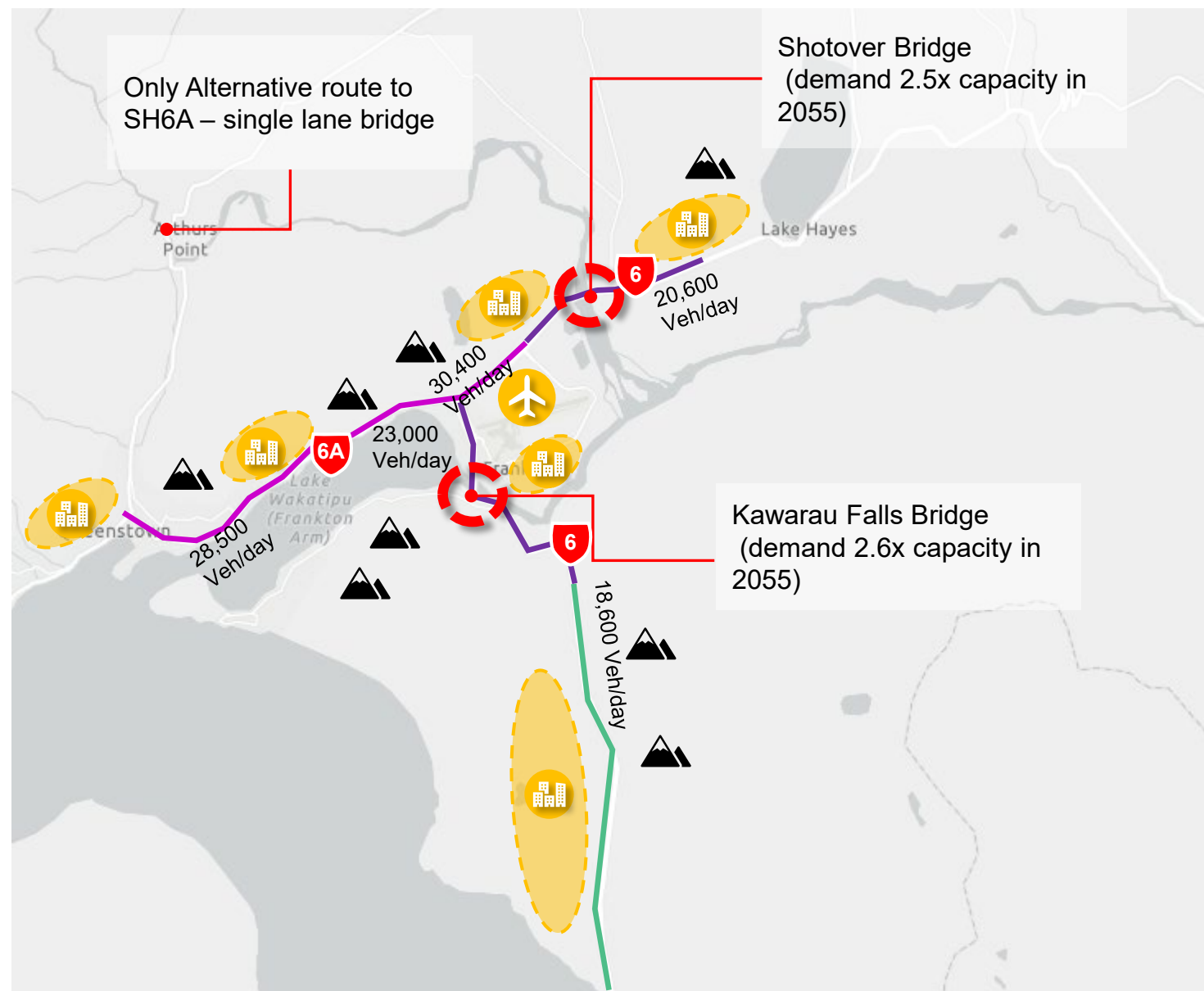
peak travel time on SH6A –
around 10x free flow

>85%

capacity for up to 6.5 hours/day
in 2025

250-300%

travel demand vs bridge
capacity by 2055



Options Tested | Why we selected this option

STRATEGIC APPROACHES TESTED

Approach	Decision	Reason
Do nothing	Ruled out	Current and forecast conditions unacceptable
Road-led expansion	Ruled out	Bottlenecks remain; high cost / disruption
Optimise existing	Enabling layer	Efficiency gains, not long-term capacity
Bus-focused variants	Enabling layer	Useful early; constraints remain
Offline PT spine	Enabling layer	Step-change in capacity
Balanced multi-modal	Preferred	Best strategic fit and delivery pathway

TAKEN FORWARD

Balanced multi-modal

Why:

- Adds people-moving capacity where road widening can't.
- Selective road improvements, only where effective and value for money.
- Can be staged: no-regrets first, bigger moves as funding and deliverability allows.

Other interventions tested – specific projects not taken forward

- **Queenstown Hill back road** – high cost / delivery risk; limited impact on existing constraints.
- **SH6A tunnelling / double-decking** – disproportionate cost and construction disruption; downstream impact.
- **High-capacity ferries** – limited catchment, niche role in system; weak fit with main travel patterns and efficient interchange points.
- **Malaghans Road alternative route** – resilience benefit, but limited catchment and system capacity uplift.

Preferred Strategic Approach | How do we fix the problem?

Strategic Approach

Best use of infrastructure

Investment targeting key constraints, prioritising strategic movements

- Optimisation
- Targeted capacity improvements
- Widespread bus priority
- Walking and cycling improvements



Move more people in less space

Shift to high-capacity public transport, maximising use of existing bus network.

- Investment in bus services
- Higher capacity PT vehicles
- Access/demand management
- Modal interchange improvements



Actively manage demand

Use tools like pricing and access management to reduce pressure at peak times and better use available capacity.

- Travel Demand Management
- Parking management
- Land-use & transport integration



Implementation Strategy

Timing and sequencing of step-change improvements

Larger interventions where triggers are met, pending funding availability.

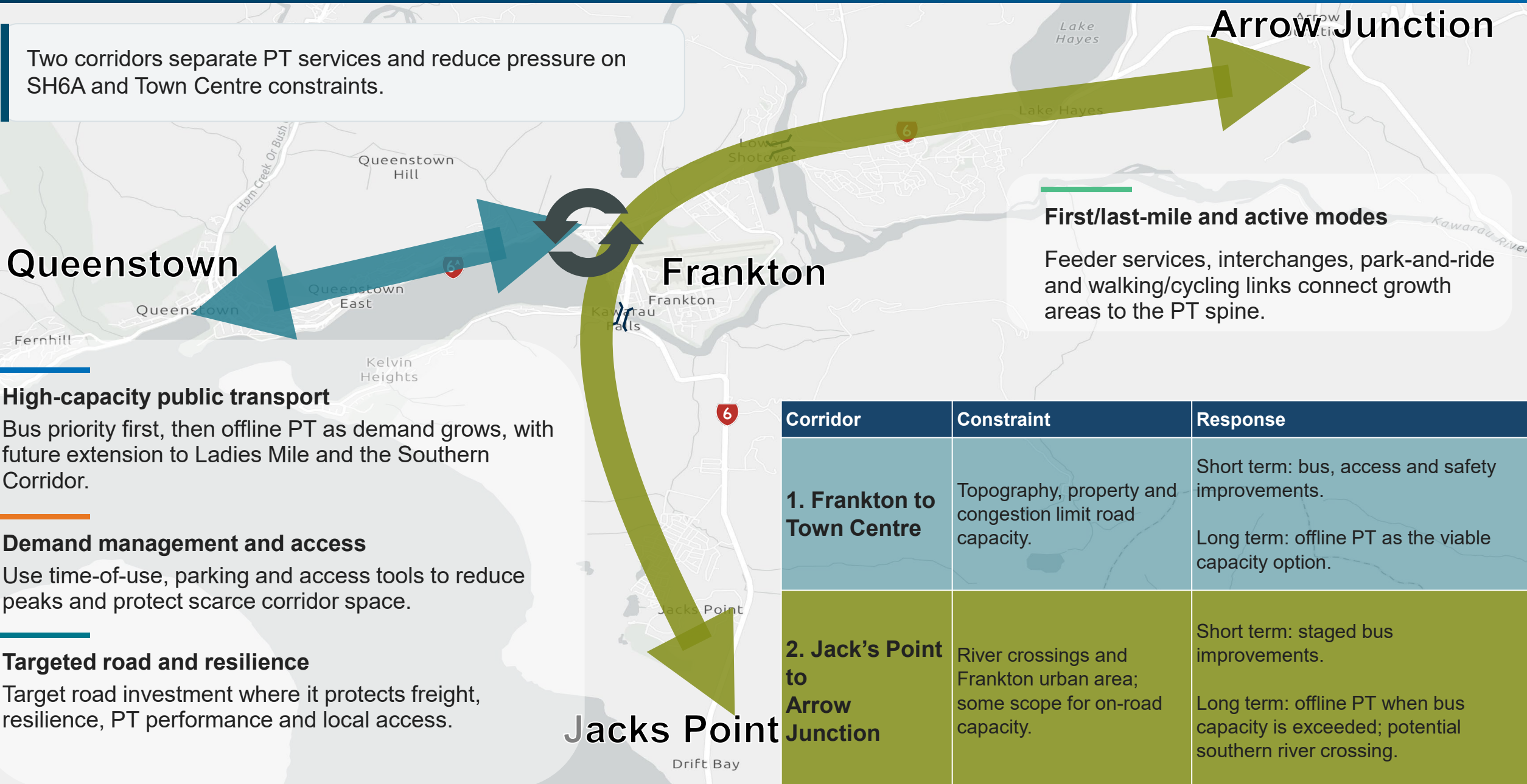
- Offline public transport
- Additional road bridge to southern corridor
- Protecting corridors for future high-capacity transit

Innovative approaches to funding, financing and delivery

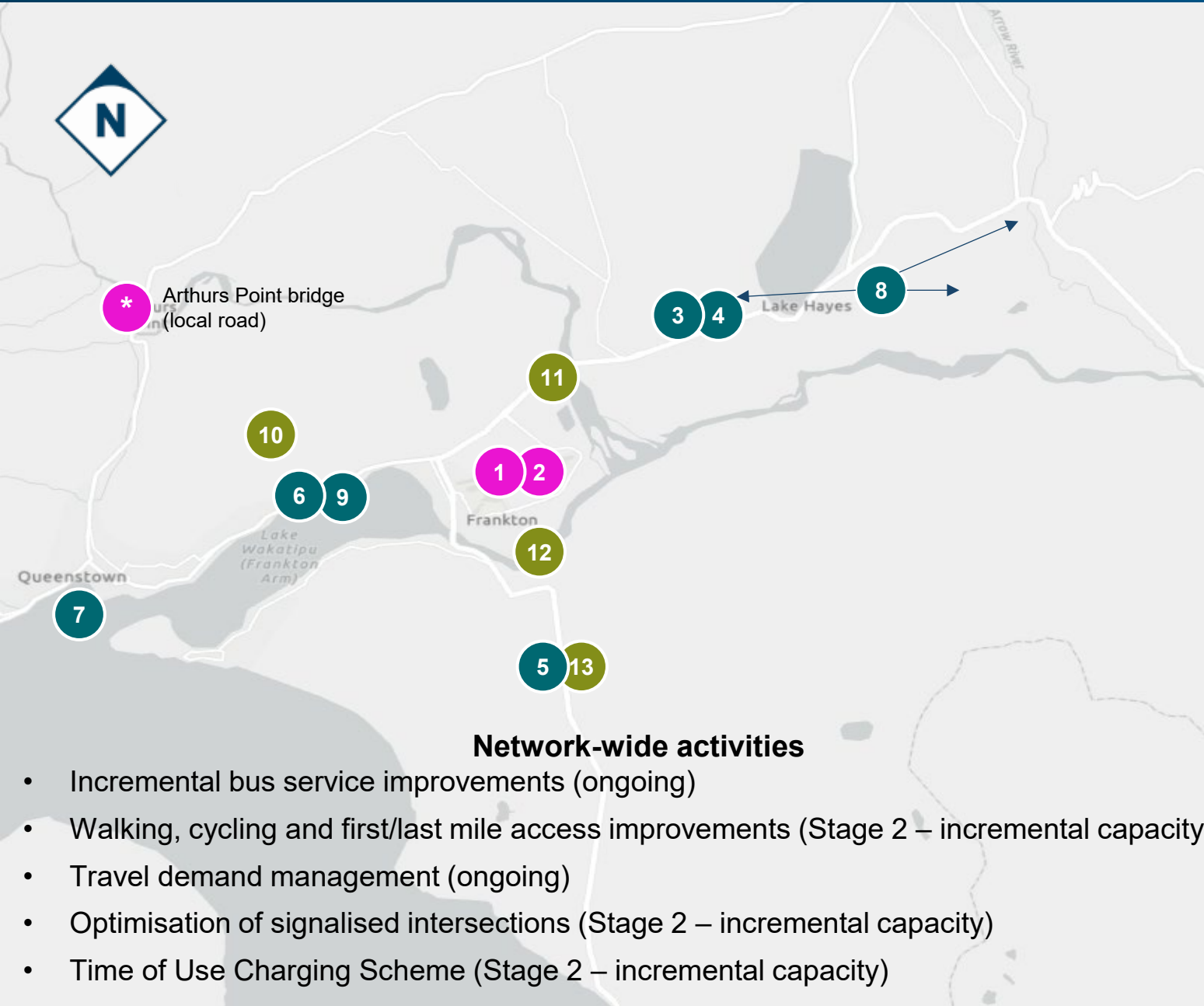
Adopt new and innovative approaches to delivery, funding and financing

- Equitable share of transport funding from beneficiaries
- Infrastructure Funding and Financing
- Partnering on private investment
- Targeted levies on visitors and growth

Preferred Strategic Approach | Two strategic corridors



Preferred Strategic Approach | Intervention Sequencing



Network-wide activities

- Incremental bus service improvements (ongoing)
- Walking, cycling and first/last mile access improvements (Stage 2 – incremental capacity)
- Travel demand management (ongoing)
- Optimisation of signalised intersections (Stage 2 – incremental capacity)
- Time of Use Charging Scheme (Stage 2 – incremental capacity)

- 1 Frankton Flats bus priority and active mode upgrades
- 2 Frankton Flats intersection and capacity upgrades
- 3 Ladies Mile intersection upgrades
- 4 Ladies Mile bus priority and active mode upgrades
- 5 Southern Corridor intersection upgrades & bus priority
- 6 SH6A active mode and bus stop upgrades
- 7 Queenstown Town Centre bus hub improvements
- 8 Park and ride facilities (site TBC)
- 9 SH6A intersection upgrades
- 10 Frankton-Queenstown offline public transport
- 11 Frankton-Ladies Mile offline public transport
- 12 New Kawarau River crossing (road or offline PT)
- 13 Southern Corridor capacity upgrades

Sequencing & staging logic

Stage 1 — No-regret foundation

Unblock Frankton Flats, fill gaps in active mode networks, fix key intersections.

Stage 2 — Incremental capacity

Bus priority at key bottlenecks, access and interchange upgrades, and time of use charging.

Stage 3 — Long-term transformation

Offline high-capacity PT, river crossing when triggered and deliverable.

Preferred Strategic Approach | Scale and timing of investment

The scale of the challenge warrants earlier intervention, but affordability and deliverability constraints necessitate a staged pathway. The plan is designed to scale as triggers are met, with opportunities to bring forward key investments where funding and delivery constraints can be removed through innovative approaches.

1 No-regret foundation 2027–2033 | next 2 NLTPs

Maintain 2024–27 scale of investment

Sustained programme in the tens to low hundreds of millions, benchmarked against recent Queenstown projects.

Frankton Flats, key intersections, bus priority, PT services, active modes and TDM.

2 Incremental capacity 2030s | optimise & scale

Incremental/optimisation period

Add capacity incrementally as triggers met. Bring forward discrete projects where benefits and partner funding align. Leverage private investment.

Expand bus priority into growth areas, interchanges, park and ride, signals and Time of Use.

3 Long-term transformation When triggered | protect now

Major interventions

Projects in the high hundreds of millions. Protect corridors; advance business cases and explore funding / financing options.

New Kawarau river crossing and offline PT.

Why investment in this plan is warranted

By 2055, demand is forecast to **exceed capacity by 250–300%** on key corridors. If worsening transport performance reduces visitor growth by just 0.5%, the estimated impact is around **\$3.9b NPV in lost GDP and tax revenue** over 40 years.

The Way Forward | Next Steps

Turn the strategic direction into a tangible delivery pathway.

What's next

1

Seek inclusion of activities for investment

Take first tranche of implementation activities through 2027-2030 RLTP and NLTP processes.

Outputs/dependencies

State Highway Investment Proposal, RLTP, NLTP, CRD

2

Progress next stage of project development

Advance investigations for Ladies Mile, Southern Corridor, offline PT and time-of-use.

Outputs/dependencies

Business case pipeline

3

Test funding, financing and delivery approaches

Agree partner leads, funding shares and delivery pathway through Way to Go, RLTP and Regional Deal workstreams.

Outputs/dependencies

Partner-owned delivery model

4

Monitor and refresh

Track demand, network performance, growth delivery opportunities; programme activities as context dictates.

Outputs/dependencies

Monitoring and evaluation