

Queenstown Cable Car

Presented by Ross Copland,
Southern Infrastructure





Queenstown Today: The Challenge

What's Happening (Symptoms):

Surging population/visitor growth.

Congestion outpacing infrastructure.

Healthcare, housing, and services lagging.

Environmental limits under strain.

Community support eroded – social licence lost.

Why it's Happening (Causes):

Sustained 5%+ growth outpacing planning and delivery.

Reactive, not proactive, investment cycles.

Complex, multi-stage approvals slowing decisions.

Value challenges – high spend, weaker outcomes.

NEWS



“Queenstown residents fear NZ town on 'cusp' of becoming next Barcelona”



Southern Infrastructure was established to deliver projects that unlock long-term outcomes where traditional delivery models have fallen short. Led by Rod, Ross and Jenna, Southern Infrastructure focuses on high impact projects supported by private capital, capability, community partnership and delivery certainty.

For Queenstown's first MRT network, the team brings experience across strategic partnerships, technical and commercial delivery, property development, legislative and policy leadership and specialist ropeway development and operations – all grounded in a deep understanding of Queenstown as locals.

Leadership Team

Ross Copland Director & CEO, Southern Infrastructure Ltd Director, Queenstown Cable Car Limited. Engineer and developer. Former CEO of New Zealand Infrastructure Commission and ski area manager. Seasoned leader in infrastructure and development.



Jenna Adamson Director, Southern Infrastructure Ltd CEO, Rod Drury Family Office. Former law firm partner. Leading expert in property, commercial strategy and large-scale investment and property development.

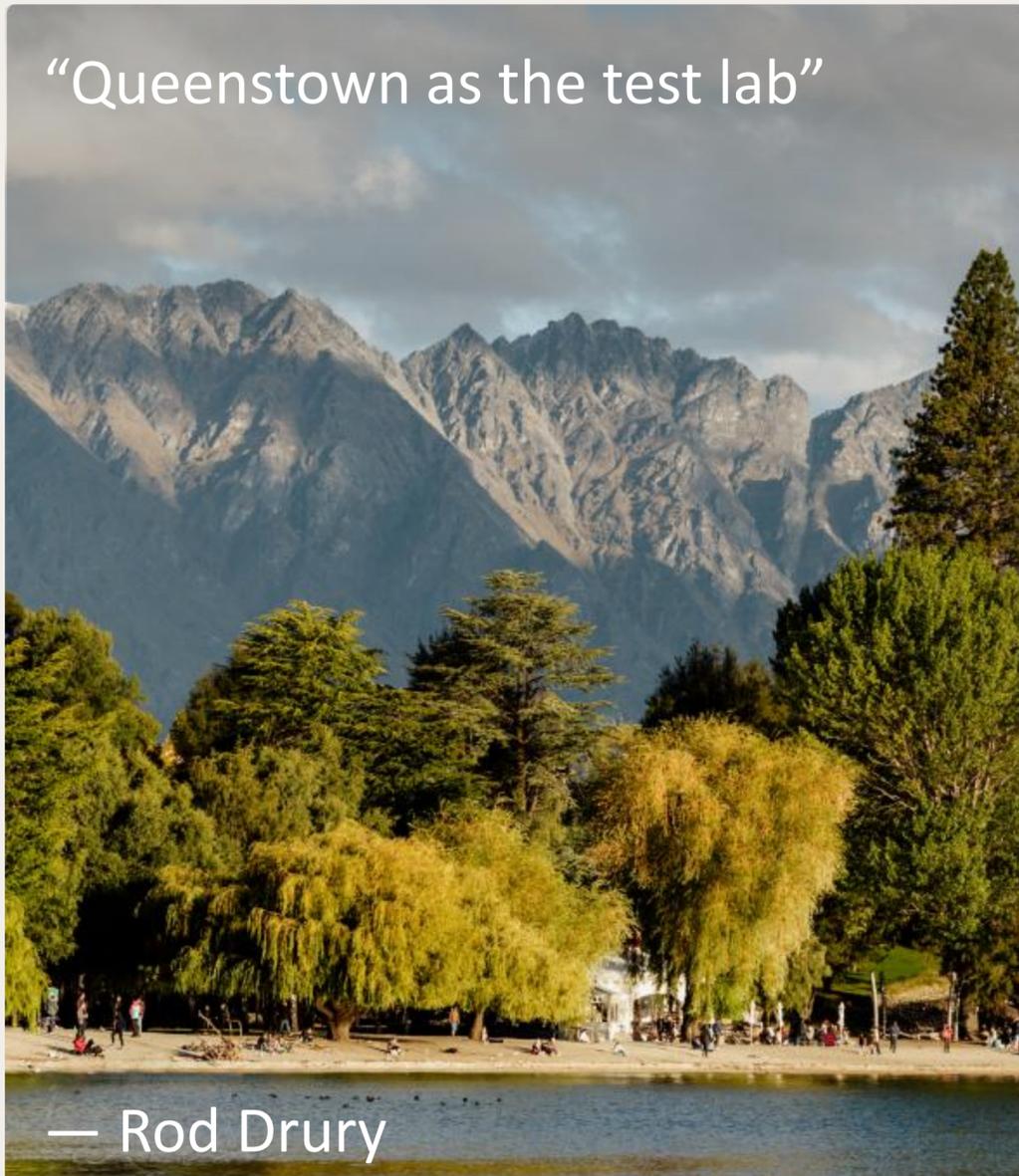


Rod Drury Strategic Partner, Southern Infrastructure Ltd Founder and former CEO of Xero. Entrepreneur, investor and venture philanthropist driving innovation across technology, infrastructure and economic development.





Southern Infrastructure



Private capital, public good

Accelerated delivery of critical infrastructure projects

Relieving service strain – transport, health, housing

Partnership model – central/local government, iwi and private capital



Queenstown's Infrastructure Step-Change

Social Licence At Risk:

- **NZ's civil construction sector underperforming**, productivity is growing at just 20% the pace of the broader construction industry.
- **Surging population**, 22% growth since 2018 – continually exceeding projections.
- **Tourism pressure**, 3M annual visitors push peak-day population to 217K by 2053.
- **Unfair cost burden** – half the demand comes from visitors, but they don't contribute their fair share.
- **Community support eroded** e.g. BP roundabout and disruptive road works – social licence lost.

Networks are reaching capacity everywhere, all at once – electricity, water, transport, social infrastructure.

Highly vulnerable to shocks (Edith Cavell Bridge, Frankton Road Frankton Road slip, SH6 constraints).

Rapid greenfield housing growth increasing demand faster infrastructure can respond (including planning rules that buildings from being occupied until transport infrastructure i.e. Ladies Mile).

Urban planning and social infrastructure creating demand (e.g. one high-school).

Lack of town centres, transport nodes or corridors makes future MRT future MRT placement difficult (e.g. Hanleys Farm).

Airport constraints heavily influence development and (e.g. Frankton Flats).

Conventional transport projects face weak Benefit-Cost Ratios, limiting limiting viable investment pathways i.e. high construction costs, costs, geographically constrained corridors, limited ability to scale. scale.

Thursday, 19 February 2026

Green light for fast-tracked Homestead Bay housing

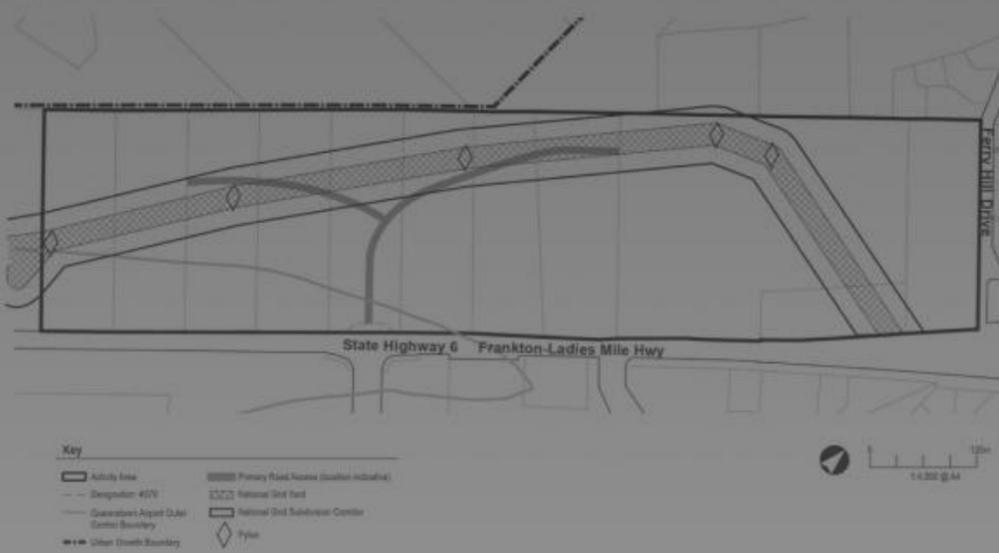
By Steve Hepburn

1172 2

Regions > Queenstown



Frankton North Business Mixed Use Zone Structure Plan August 2017



Te Pūtahi Ladies Mile Variation approved by Minister

The new zone will help to provide for future housing demand in the Queenstown Lakes



Saturday, 22 November 2025

Developer proposes new civic offices for QLDC

By Philip Chandler

2 0

Regions > Queenstown

Friday, 6 February 2026

Mixed response to Queenstown variation approval

By Guy Williams

3 1

Regions > Queenstown

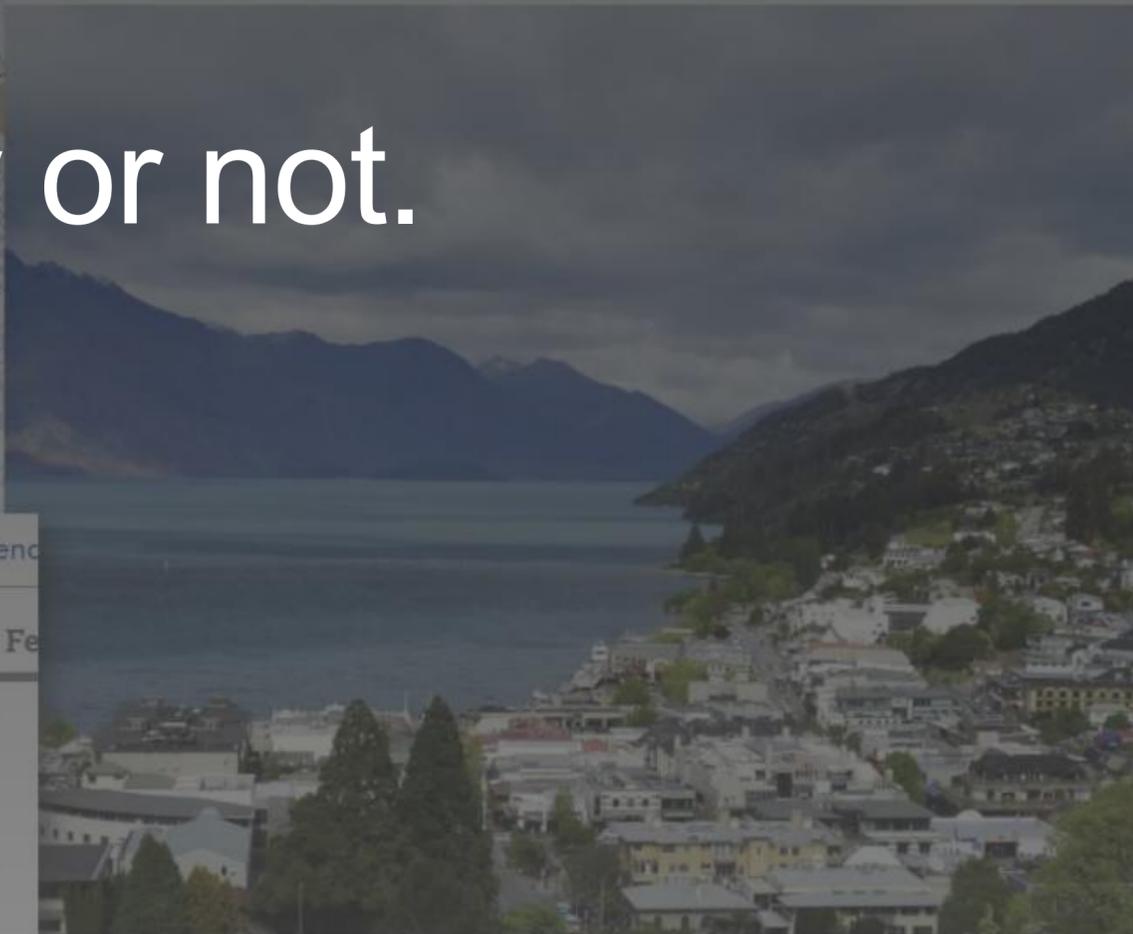


Photo: ODT files

government-mandated district plan variation aimed at enabling denser, more affordable housing in the Queenstown Lakes district's urban areas has been approved.

Density is coming, ready or not.



What are the Options?

More Lanes?

Geographical constraints – rivers, mountains.

Bottlenecks move to the next intersection.

Demolishing houses to build lanes – social licence? licence?

Disruption to existing networks.

Cost.

Elevated Light Rail? Tunnelled Rail/BRT?

Cost.

Noise.

Consent.

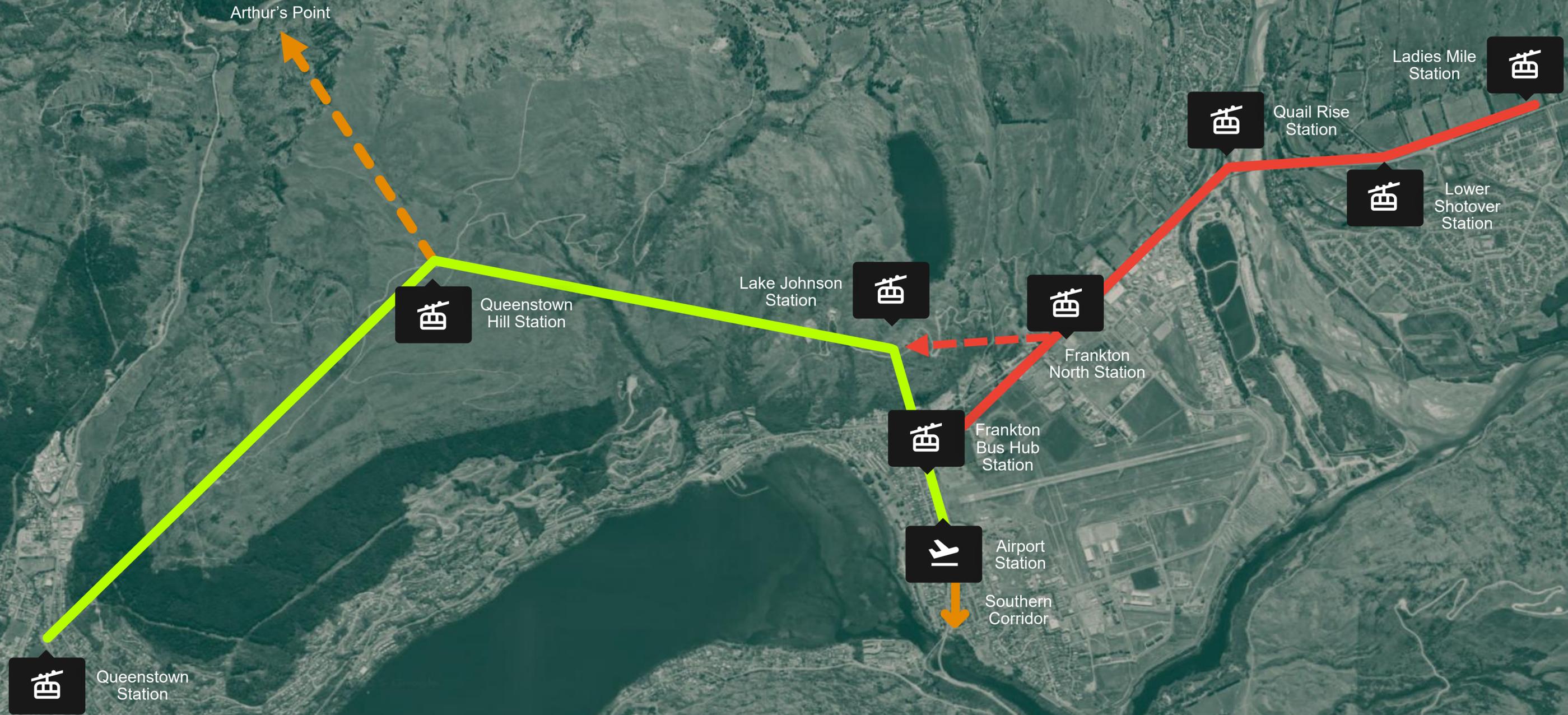
Risk.

Slower to deliver.



Queenstown Cable Car.

Efficient. Sustainable. Scalable.



*Prepared for illustrative purposes only and subject to various items including but not limited to landowner and stakeholder engagement, business case, engineering requirements and consent and approvals.



Key Attributes

Around 20 minutes from the airport to the town centre.

Carries up to 3,000 people per hour each way.

Cabins depart every 12 seconds at design capacity.

Spacious, 10 passenger cabins for comfortable travel. Room for luggage, skis, bikes.

Fully electric and zero emissions. Near silent operation well suited to urban environment.

Consistent travel times, reliable in all weather.



Ropeway Supplier

Southern Infrastructure has progressed a competitive international ropeway procurement process to ensure the Queenstown Cable Car is delivered with proven technology, delivery certainty and long-term performance.

LEITNER (Italy / HTI Group)

- Present in New Zealand since 2000
- Delivered SkyWaka and Coronet Express Gondola's in 2019
- Over 4,800 employees globally
- Urban systems operating across Europe, Latin America and Asia
- Proven high-capacity gondola systems operating in dense city environments
- Advanced designs suit urban environments

Doppelmayr (Austria / Switzerland)

- World leader in ropeway engineering
- First NZ project in 1976
- Delivered major urban gondola systems in Mexico, Colombia and Europe, >100 projects in NZ
- Extensive experience integrating ropeways into public transport networks
- Strong track record in large-scale infrastructure delivery
- >3000 employees, €1B turnover

What Does This Mean for Queenstown?

- Early supplier engagement has refined tower, station and alignment parameters – key for landowners
- We can test options and refine the design to meet community needs
- Reduces delivery risk ahead of substantive Fast-track application
- Means we can execute fast when approvals and funding is sorted



Funding & Financing

As the Regional PT Authority, ORC decides ticket prices through formal process. Ticket price 'best guess' – between bus and ferry (currently \$2.50 - \$10)

Airport to Town Centre

- Existing transport demand: 10m vehicles a year on Frankton Road
- High patronage on Day 1
- Relatively low demand risk
- Urban Intensification Plan Change, Airport upgrades, projects like Lakeview underpin high daily use
- Conventional PT funding model works well in this context, IFF supplements with visitor focus

Frankton to Ladies Mile

- Higher patronage risk in early years
- Ladies Mile won't happen overnight
- But it will happen (traffic already high)
- Developers and landowners will benefit
- How they contribute:
 - Targeted Rates
 - IFF Act
- Plus conventional PT funding model

International Visitor Levy, Congestion Charge (Time of Use Pricing), Visitor Infrastructure Levy and Crown capital contribution are all options to supplement.

Financing

Pre-construction is the most risky

- Consents, Landowner and funding agreements, procurement etc
- Suits the 3F's: friends, fam, fools

Construction phase not easy either

- Major cost blowouts on transport
- Ground conditions
- Bad weather
- FX Risk

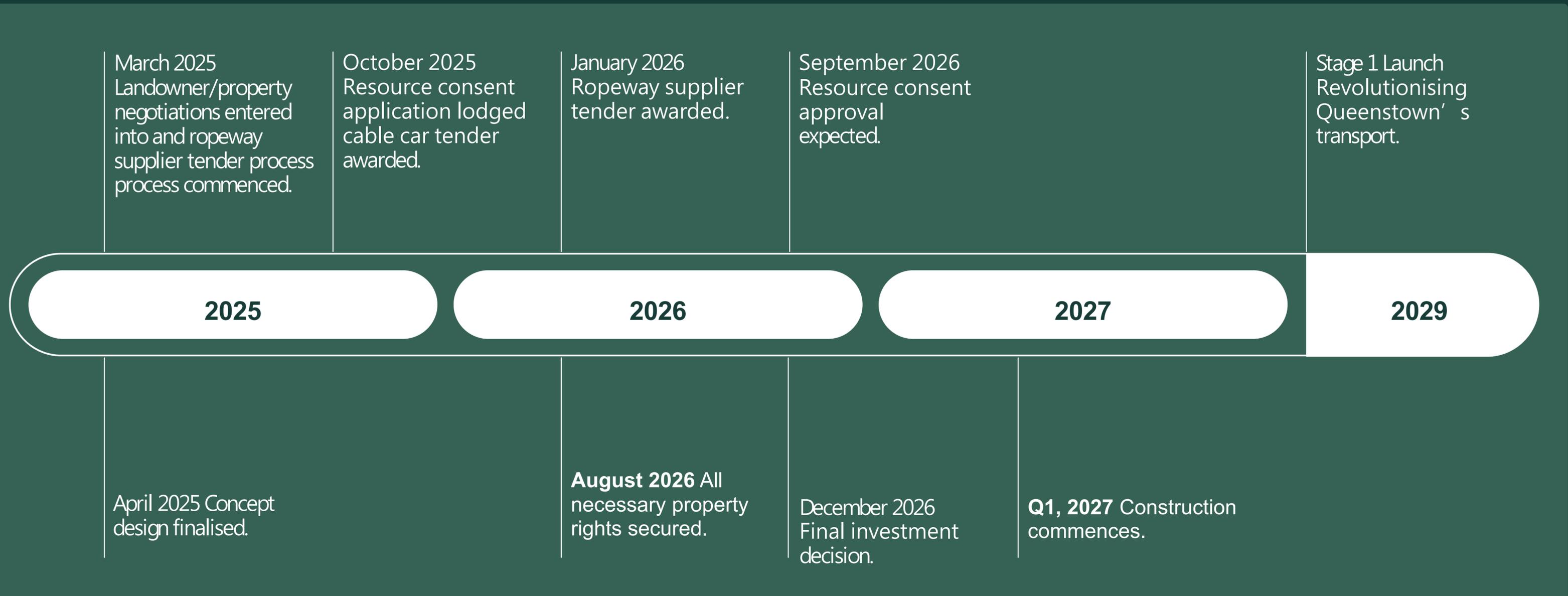
Once operational its simpler for:

- NZ super funds, ACC and the like
- Councils and CCO's



Milestones

Queenstown Cable Car is designed for rapid execution, delivering tangible improvements to Queenstown's transport network as soon as possible.



Ngā Mihi

