

Infrastructure Committee

13 March 2025

Report for Agenda Item | Rīpoata moto e Rāraki take [4]

Department: Property & Infrastructure

Title | Taitara: Travel Demand Management – Policy Review

Purpose of the Report | Te Take mō te Pūroko

The purpose of this report is to present the outcome of the Travel Demand Management (TDM) Policy Review project.

Recommendation | Kā Tūtohuka

That the Infrastructure Committee:

1. **Note** the contents of this report;
2. **Note** that the results of the review will be used to advocate for the improvement of Travel Demand Management policies with internal teams and others; and
3. **Note** that initial funding for the wider TDM programme was reduced under the Better Off funding review.

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Context | Horopaki

1. Travel Demand Management (TDM) focuses on understanding how a community makes its transportation decisions and helps identify how individuals, communities and business can change travel behaviour, in turn making travel better, more efficient, and sustainable. TDM does not typically require intensive infrastructure development but instead focuses on creating behaviour change. Some examples of TDM measures include travel planning, incentivising travel by alternative modes such as cycling, walking or public transport, wayfinding, and education.
2. TDM was identified as a business case to be developed in the approved Queenstown Transport Business Case (2020). TDM was set out as a critical component in mitigating issues on the roading network caused by rapid population growth which has outpaced the ability of the transport network to cope.
3. Following on from the Queenstown Transport Business Case, funding for delivery of a TDM programme was secured through the Better Off funding and the TDM Single Stage Business Case (SSBC) was commissioned in order to secure match funding for the project through Waka Kotahi New Zealand Transport Agency.
4. The need to complete and implement a TDM programme is a requirement of outcome 2.7 of the Queenstown Lakes Climate and Biodiversity Plan, and Strategy 6 and Priority Initiative 7 of the Queenstown Lakes Spatial Plan. These measures are imperative to achieving the strategic direction of QLSP and moving towards Carbon Zero. It is also an output of significant forward planning projects such as the Queenstown Transport Business Case, Wānaka Masterplan, Queenstown Masterplan and the Queenstown Lakes Mode Shift Plan.
5. TDM is also specifically outlined as a required tool for mode shift away from single-occupancy vehicles towards more sustainable modes of transport in the Queenstown Lakes District Council (QLDC) Long Term Plan (LTP) 2024-2034, The Queenstown Integrated Transport Programme Business Case, Queenstown Public Transport Business Case and Wānaka Network Optimisation Single Stage Business Case.
6. The TDM SSBC was subsequently approved for delivery by the Infrastructure Committee in February 2024.
7. The TDM programme includes four high level themes which are outlined in the following table.

Focus Area	Activity Bundle	TDM Measures
Policy	Policy & Planning	Review of QLDC's strategic and planning documents to ensure alignment with the TDM SSBC
	Parking Management	Alignment with QLDC Parking Strategy and various measures
Travel Planning & Behaviour Change	Travel Plans	Travel plans for businesses, schools, communities and tourism businesses developed
	Education programmes	Delivery of cycle skills and sustainable transport education and training
	Marketing & Engagement	Delivery of marketing & engagement programmes to promote alternative modes of travel
Wayfinding	Physical signage	Increase density of wayfinding signage
	Digital wayfinding	Ensure alignment of digital wayfinding
Travel Management Associations	TMA's	Establishment of TMA's

Analysis and Advice | Tatāritaka me kā Tohutohu

8. This paper is for noting and no options are presented. This is because the TDM Policy Review has been completed, and following the Infrastructure Committee noting the report, officers will circulate the finalised list of recommendations from the project to stakeholders. Implementation of the recommendations will be at the discretion of the policy document owners. It is recognised that there are other considerations and processes for some documents and this review is not intended to circumvent those processes. More detail on the recommendations and why they are important for stakeholders to implement follows.
9. The QLDC Transport Programme encompasses three pillars – physical infrastructure, services and TDM. Without all three elements working together, travel and transport around the district will be constrained and will not be able to withstand the level of growth. Therefore, it is vital that TDM is incorporated into longer term planning through strategic documents and policies; from 2027 onwards, TDM should be Business as Usual and considered in Council decision making.
10. Twenty-three relevant policies and strategies were reviewed in the Policy Review project, and a set of recommendations to strengthen TDM elements were produced for each document. The documents that were reviewed in this project included 20 QLDC owned documents, 2 Otago Regional Council (ORC) documents, and 1 Queenstown Trails Trust document. The complete list of policies, strategies and bylaws reviewed is in the below table:

Policy	
1	QLDC's Proposed District Plan
2	QLDC's Land Development and Subdivision Code of Practice
3	QLDC's Subdivision Design Guidelines
4	QLDC's Long Term Plan 2024-34 inc. Development Contribution Policy
5	QLDC's Draft 30 Year Infrastructure Strategy 2024-54
6	Land Transport Asset Management Plan 2024-34
7	QLDC's Parking Strategy
8	Queenstown Lakes Spatial Plan
9	Better Ways To Go Mode Shift Plan
10	Queenstown Lakes Climate and Biodiversity Plan 2022-25
11	Otago Southland Regional Land Transport Plans 2021-31 Draft mid-term review
12	Otago Long-Term Plan 2024-34
13	Travel to a thriving future: A Regenerative Tourism Plan
14	Queenstown Lakes Economic Diversification Plan
15	Parks and Open Spaces Strategy
16	QLDC Event Waste and Emissions Reduction Guide
17	Future Parks and Reserves Provisions Plan
18	Blue – Green Network Plan
19	Activities in Public Places Bylaw 2023
20	Traffic and Parking Bylaw 2018
21	Queenstown Trails Strategic Plan 2023-33
22	Minor Improvement Programme Development Policy 2016
23	Disability Strategy

11. Each document went through an initial screening process to identify the scope of TDM initiatives currently included, and to identify potential gaps and opportunities to strengthen TDM measures. Stakeholder interviews were then conducted with the purpose of sharing initial outcomes from the screening phase, to discuss how the strategies and plans were applied including barriers and limitations relating to TDM and identify opportunities for improvement and any potential areas of contention of ambiguity.
12. Following stakeholder interviews, recommendations were developed and prioritised. The recommendations captured new or strengthened existing TDM measures to align with best practise and each was prioritised based on the impact the recommendation could have against the difficulty of implementation. The full suite of recommendations for each document reviewed and their prioritisation were input into a Decision Issue and Resolution Tracker (DIRT) – this can be found in Attachment B.
- a. To note: The DIRT Tracker is a comprehensive document with a different tab for each document reviewed. Attachment A gives the high-level summaries from the DIRT Tracker.
13. A broad definition of TDM, encompassing a full suite of TDM measures was used when assessing each document. These can be seen in the following table:

Category	Examples of TDM Measures
Pricing strategies	Congestion pricing, parking pricing, tolls, user fees.
Land use management	Land use and zoning, vehicle restrictions, emission regulations, reducing need to travel (and distance) by SOV, car free planning, strong centres, connectivity, land use density, new urbanism, streetscape, Transit Oriented Development (TOD), subdivision design.
Parking management	Restrict or reduce supply, parking restrictions by user or time, permit schemes.
Incentives	Subsidies for public transport (PT), carpooling and rideshare programmes, working from home incentives.
Information/awareness	Travel information systems, marketing and education.
Improved travel options	Walking, cycling and PT networks/facilities, mobility as a service (e.g. car share, micromobility), speed management, traffic calming, modal filters, High Occupancy Vehicle lanes, freight management, personal security, universal design.

14. The recommendations follow international best TDM practise, and outline changes that could be made to the policies to ensure TDM is maximised to create the mode shift required for the District. TDM must be supported by alternative mode choices, and whilst public transport is not in the direct control of QLDC, Council has influence on better land use planning by promoting measures such as ten-minute neighbourhoods, in turn reducing the number of trips on the wider transport network.
15. When compiling the recommendations, the direction to the consultants was to put forward bold recommendations which include new methods and tools that could facilitate the necessary regulatory and behavioural changes needed to achieve TDM goals. The recommendations aim to achieve TDM through a full system change at every level from the top down so that the focus is broad and high level so that the system is not reliant on only changing the behaviour of individuals in the community.
16. Implementation of the Policy Review recommendations into key strategic documents is an efficient way to embed a range of TDM interventions, and doing so can reduce or defer the investment levels required for physical transport infrastructure. Implementation of the recommendations falls outside the scope of the project.

Next steps

17. There is no funding allocated to implementation of the recommendations made in the Policy Review due to the reductions in the Better Off funding scheme. Instead, it will be up to each document owner to consider these recommendations for inclusion when next reviewing the relevant strategy, policy or bylaw.
18. The Policy Review is intended to highlight to all stakeholders involved recommended improvements to the included policies, strategies and bylaws. The recommendations from the Policy Review will be shared with these stakeholders, and it will be up to individual teams and stakeholders to consider the recommendations and to include them in their documentation when reviewing or updating their policies. It is requested that these QLDC teams and external stakeholders consider the opportunities for TDM and implement changes through naturally occurring revisions and amendments.

19. The significant residential and commercial growth in the district has resulted in a recognised infrastructure deficit with insufficient funding to meet demands. TDM is able to assist with managing this deficit by reducing demand for single occupant vehicle travel and by making more efficient use of transport assets. By reducing motor vehicle use, the useful life of transport assets such as roads and bridges is extended, and expensive widening or upgrade projects which may not be feasible or affordable are delayed, in turn creating further benefits such as reduced transport emissions and positive health and social outcomes. To achieve these outcomes, TDM measures need to be considered and included in the very early stages of planning for new developments, hence the need to include these measures in key strategic, policy and bylaw documents.
20. The key to success in achieving Travel Demand Management for the District will be aligning the objectives and policies across all QLDC and relevant ORC documents into a coherent and actionable framework.
21. Further details on how the Policy Review was carried out and a summary of findings can be found in Attachment A.

[Consultation Process | Hātepe Matapaki](#)

Significance and Engagement | Te Whakamahi I kā Whakaaro Hiraka

22. This matter is of low significance, as determined by reference to the Council's Significance and Engagement Policy 2024 as this Policy Review does not involve strategic assets, nor is it about building infrastructure. It outlines recommendations that could be made or added to a range of policy documents to ensure that international best practice is followed for TDM to enable behaviour change and mode shift. These recommendations can also be delivered without cost to end users.
23. The persons who are affected by or interested in this matter are people who utilise the transport network to travel around the district such as the residents & rate payers of the Queenstown Lakes district community, including Community Association Groups, schools and local businesses, and visitors to the district.
24. Stakeholder workshops were held as part of the process of completing the Policy Review. Interviews were conducted with 32 QLDC employees from 18 teams, as well as 3 representatives from the Way2Go management group. Interviews focused on the documents relevant to their respective disciplines and project delivery.
25. Initial interviews were conducted at the start of the project, and following draft recommendations being circulated, final interviews were conducted to allow for testing and refinement of the recommendations prior to finalisation.

26. There were mixed responses from QLDC employees involved in the Policy Review regarding the final recommendations. Some staff were aligned and supportive of the recommendations and were keen to start implementing the recommended updates straight away. Others raised concerns around things such as the need for direction from QLDC leadership regarding the priority which staff should give TDM in policies and plans, and the need for trade-off discussions by decision makers as TDM is not the only consideration or issues decision makers must balance.
27. It is noted that general messaging to the community about TDM or mode shift, and proactive behaviour change programmes to enable people to change mode or provide incentive for doing so is generally weak across all strategies and plans included in this review. Community support will be needed for a more radical and concerted TDM approach.

Māori Consultation | Iwi Rūnaka

28. The Council will not look to do any further consultation on this programme at this time, including specific consultation with iwi.

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

29. This matter relates to the Community & Wellbeing risk category. It is associated with RISK10006 Ineffective planning for property and infrastructure within the QLDC Risk Register. This risk has been assessed as having a high residual risk rating.
30. The approval of the recommended option will allow Council to retain the risk at its current level. This will be achieved by adoption of the recommendations from the TDM Policy Review to ensure TDM practices are embedded across the district to help reach the mode shift the district requires.

Financial Implications | Kā Riteka ā-Pūtea

31. Funding of \$1.29 million for TDM and the delivery of its work streams was originally secured through Better Off funding. Through approval of the TDM SSBC, match funding at a rate of 51% was also approved.
32. In May 2024 the above funding for delivery of the TDM programme was redirected to Three Waters activities.
33. Funding from the LTP was used to commission the first TDM project which was the Policy Review. Due to funding restrictions, this is the only TDM project able to be delivered in the 2024/25 financial year.
34. There is no further funding allocated to implementation of the recommendations from the Policy Review.
35. The TDM programme is an ongoing suite of initiatives, and therefore it is anticipated that future LTP's cycles will all contain some component of Travel Demand Management.

36. It is noted that in the current LTP, funding for delivery of TDM is only \$100,000 per year with no additional funding for staff time, severely limiting the ability to deliver TDM.

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

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

- This project included a review of 23 policies, strategies and bylaws. The complete list of which can be seen in point 12 above or in Attachment A.
- Any policy, strategy or bylaw produced by QLDC that had a connection to transport or TDM was considered as part of the Policy Review project.
- If additional documents were identified through the stakeholder interviews, then they were added to the DIRT tracker as well.

38. The recommended option is consistent with the principles, goals and strategies set out in the named reviewed documents. The recommendations made for each document also strengthen them by enhancing or adding in TDM measures to ensure they follow best practise and can achieve desired mode shift.

39. This matter is included in the Long Term Plan / Annual Plan through TDM. TDM has two line items in the LTP: one for delivery of the TDM programme in Wakatipu, the other for delivery of the programme in Wānaka.

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

40. Section 10 of the *Local Government Act 2002* (LGA) 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. Please refer to the above reasons for adopting the Policy Review recommendations. As such, the recommendation in this report is appropriate and within the ambit of Section 10 of the LGA.

41. The recommended option:

- Can be implemented through current funding under the LTP and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not significantly alter the intended level of service provision for any significant activity undertaken by or on behalf of the Council or transfer the ownership or control of a strategic asset to or from the Council.

Attachments | Kā Tāpirihaka

A	TDM Policy Review Summary Memo Final
B	TDM Policy Review DIRT Tracker Final

Policy Review - Travel Demand Management Summary Report

Prepared for:
Queenstown Lakes District Council

January 2025

Prepared by:
Stantec New Zealand

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Revision Schedule

Revision No.	Date	Description	Prepared by	Quality Reviewer	Independent Reviewer	Project Manager Final Approval
1	22/11/24	Draft	SC	JW, KB	KH	SL
2	06/12/24	Final Draft	SC, JW, KB	KH	KH	SL
3	20/01/25	Final	SC	SL	SL	SL

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Acronyms / Abbreviations

Acronym/Abbreviation	Full Name
DIRT	Decision Issue and Resolution Tracker
FAR	Financial Assistance Rate
MAAS	Mobility As a Service
ORC	Otago Regional Council
PT	Public Transport
QLDC	Queenstown Lakes District Council
NZTA	NZ Transport Agency Waka Kotahi
SOV	Single Occupant Vehicle
TDM	Travel Demand Management
TOD	Transit Oriented Design



1 Introduction and Purpose

This report presents the main findings from the Travel Demand Management (TDM) Policy Review completed for QLDC.

The aim of TDM is to reduce the demand for single occupant vehicle travel (SOV) and make more efficient use of transport assets. By reducing motor vehicle use, the useful life of transport assets such as roads and bridges is extended, and expensive widening or upgrade projects which may not be feasible or affordable, are delayed. Other benefits include transport emissions reduction and positive health and social outcomes.

TDM is also achieved through reducing the need to travel through changes to land use planning.

This is of particular interest for QLDC, as residential and commercial development in the district has been significant over the last ten years, and there is a recognised infrastructure deficit with insufficient funding to meet demands. TDM has the potential to assist QLDC to manage this deficit.

Twenty-three relevant policies and plans were reviewed and a set of recommendations to strengthen TDM elements was produced for each document, to be considered and adopted by QLDC over time as the documents are reviewed or updated, and in line with the priority identified and agreed for TDM by the QLDC leadership.

A broad definition of Travel Demand Management was used, encompassing the full suite of measures, as shown in Table 1-1.

Table 1-1: Travel Demand Management Categories and Measures (adapted from [Victoria Transport Institute - Online TDM Encyclopedia \(vtpi.org\)](http://vtpi.org))

Category	Examples of TDM Measures
Pricing strategies	Congestion pricing, parking pricing, tolls, user fees.
Land use management	Land use and zoning, vehicle restrictions, emission regulations, reducing need to travel (and distance) by SOV, car free planning, strong centres, connectivity, land use density, new urbanism, streetscape, Transit Oriented Development (TOD), subdivision design.
Parking management	Restrict or reduce supply, parking restrictions by user or time, permit schemes.
Incentives	Subsidies for public transport (PT), carpooling and rideshare programmes, working from home incentives.
Information/awareness	Travel information systems, marketing and education.
Improved travel options	Walking, cycling and PT networks/facilities, mobility as a service (e.g. car share, micromobility), speed management, traffic calming, modal filters, High Occupancy Vehicle lanes, freight management, personal security, universal design.



Policy Review (TDM) Summary Report

1 Introduction and Purpose

The QLDC preference is for a hierarchy of mode choice as illustrated in Figure 1-1, with walking and wheeling as the preferred mode of transport, followed by cycling, then public transport for longer trips, and private car as least preferred, as this is the least cost effective or efficient mode of transport. This aligns with the concept of the self-sufficient 10-minute neighbourhood, where local services (schools, shops, jobs) are locally provided, reducing the need to leave the local area. Beyond the neighbourhood, the preference is for trips by shared or public transport.

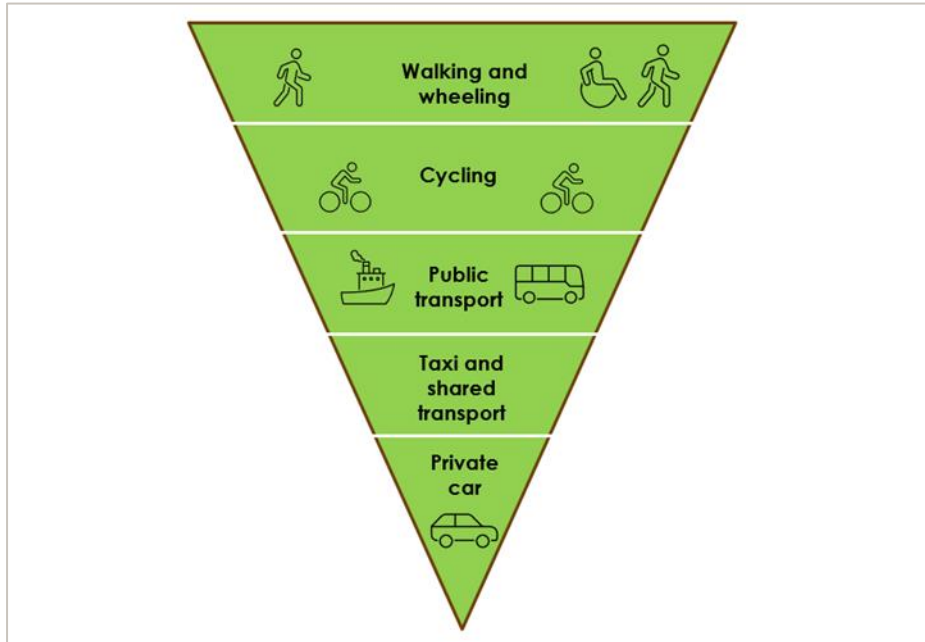


Figure 1-1: User Hierarchy

To achieve the outcomes indicated in the hierarchy, TDM measures need to be considered and included in the very early stages of planning for new developments. For example, this would include prioritising people walking and cycling in subdivision design, rather than people driving, by providing wider footpaths, improved safety for these modes (for example through improved sight lines at driveways), and better first and last mile provisions.

Travel planning is a simple TDM tool which can be used to facilitate access by all modes. Travel plans can be developed for a single destination (eg a school or tourist attraction), or for within a new or existing local neighbourhood/community.



2 Methodology

A four-stage methodology was used:

Stage 1 – Screening of 23 policies and plans (listed in Appendix A) to review the scope of TDM initiatives within each of the documents and identify potential gaps and opportunities to strengthen TDM measures. A common assessment framework was used to provide consistent reviews. The framework also ensured the broad range of TDM initiatives were considered.

Stage 2 – Interviews with 32 QLDC staff representing 18 teams and three Way2Go representatives, focused on the documents relevant to their respective disciplines and project delivery. The full list of teams interviewed is presented in Appendix A. The purpose of the interviews was to share outcomes from the screening stage and understand their applied experience using the strategies and plans (relevant to TDM) including barriers or limitations, opportunities for improvement and any potential areas of contention or ambiguity. Potential TDM measures and opportunities were discussed.

Stage 3 – Recommendations were developed and prioritised by Subject Matter Experts (SMEs), building on the findings of the initial screening. The recommendations captured new or strengthened existing TDM measures to align with best practice and were recorded in the Decision Issues and Resolution Tracker (DIRT) spreadsheet (Appendix B). Each recommendation was prioritised using the impact/difficulty matrix shown below:

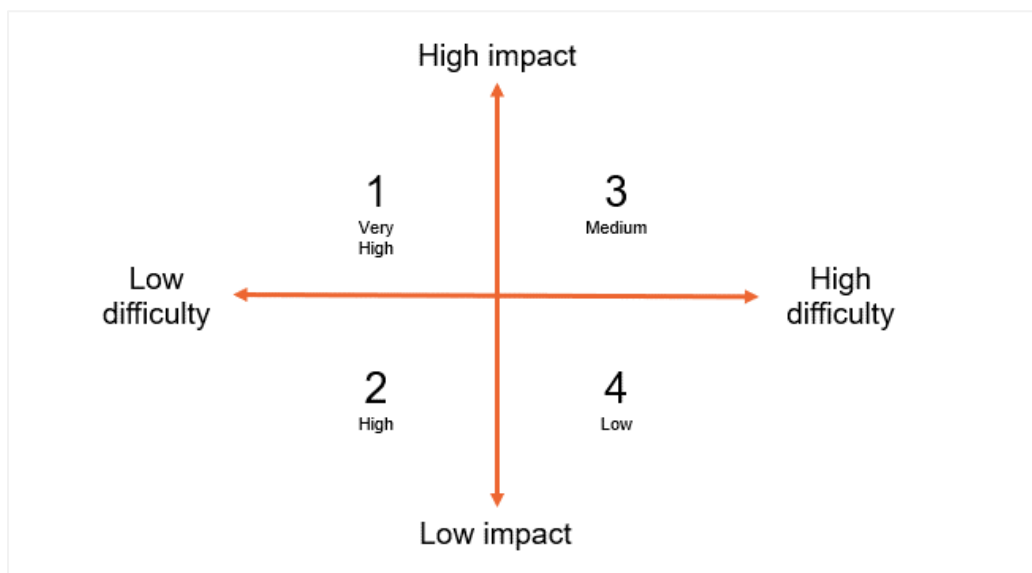


Figure 2-1: Impact/Difficulty Matrix

Following the matrix shown above in Figure 2-1, difficulty was assessed against potential constraints and interdependencies of the recommendation. Impact was estimated by considering how well the recommendation contributed to the delivery of the TDM outcomes.

Stage 4 – Follow up interviews with QLDC staff and Way2Go representatives allowed testing and refinement of the DIRT recommendations, which were then finalised.



3 Key Findings

3.1 Document Screening

The following themes emerged from the document screening:

- QLDC has unique geographical and growth challenges, which means that providing additional road capacity is challenging. Only some staff recognised that travel demand management can offer a solution by making best use of assets and delaying upgrades.
- Messaging to the community about TDM or mode shift, and proactive behaviour change programmes to enable people to change mode or provide incentives for doing so was generally weak across all strategies and plans. QLDC rely on Lightfoot and WAO to do Workplace and School Travel Planning, however there are currently no general advertising or campaigns.
- The Spatial Plan and the District Plan contain relatively strong TDM objectives and policies, however the connection to the District Plan rules, assessment matters and consent conditions, and the Code of Practice is weak. Elements that would support TDM are often missed in subdivision design.
- One of the Spatial Plan outcomes is that PT, walking and cycling are the preferred modes of travel. This is the overarching plan for the district, but this outcome is not translated into action/objectives/goals in delivery documents which sit underneath.

3.2 Initial Interviews

The following themes were identified through the initial round of interviews with QLDC staff:

- QLDC has unique geographical and growth challenges, which means that providing additional road capacity is not easy. Only some staff recognised that travel demand management can offer a solution by making best use of existing assets and delaying upgrades.
- Earlier and more engagement with developers could help achieve better TDM outcomes, along with greater incentives to 'enable' development that prioritises sustainable transport.
- QLDC staff are aiming to use Structure Plans to achieve more consistent outcomes across areas that are likely to be developed by a number of different developers, to ensure an appropriate integrated movement network is identified and delivered.
- The persistent and longstanding funding shortfall for active modes and public transport means new housing developments are built but no alternative mode connections provided.
- There are additional challenges as NZTA is responsible for SH6 and SH6A, where some of the main problems are, and ORC is responsible for public transport. NZTA and ORC often work to longer planning horizons making short term responses to rapidly emerging issues challenging. Way2Go, the joint transport forum, is helping with alignment, but there are still issues.
- The 'Regional Deals' currently being developed by Government may apply to QLDC, and could include TDM measures, such as time of use charging. This may be politically challenging to implement without alternative mode networks, however this gap could be addressed if revenue from these measures were ringfenced to provide the public transport and active mode networks identified in the Spatial Plan, particularly if combined with Development Contributions.
- There is an issue with wheelie bins blocking footpath or cycleway in some parts of the district eg Frankton Road. Staff are concerned this is a barrier to walking/cycling.
- There was a general reluctance amongst staff to include TDM 'sticks' without having good quality alternative mode infrastructure in place. There was a lack of a consistent vision across teams as to how TDM could be used to assist in addressing the existing infrastructure deficit, which will continue to increase with future anticipated growth.



3.3 Follow Up Interviews

The aim of the Follow Up Interviews was to discuss the initial set of recommendations in the DIRT tracker. The draft recommendations were provided in the DIRT tracker to the same staff that were involved in the Initial Interviews. People either provided email responses or attended a meeting with the team to discuss their comments and feedback.

Many staff also commented more generally, rather than limiting their comments to the DIRT tracker. In general, there was a mixed response from staff regarding the overall exercise as well as the recommendations. Some staff were aligned and supportive of the recommendations, and keen to start implementing the changes straightaway. Others raised concerns, which are summarised in Table 3-1 below.

Table 3-1: Themes from Follow Up Interviews

Theme	Comment
Purpose and implementation of findings, including: <ul style="list-style-type: none"> • How will the work be taken forward? • What is the end purpose of the document? • How should their team respond? 	The next step is a QLDC internal process to answer these questions.
Need for direction from QLDC leadership regarding the priority which staff should give TDM in policies and plans.	Agree.
Need for trade-off discussions by decision makers, as TDM is not the only consideration or issue decision makers must balance.	Agree.
Some actions might not have owners and may need to be driven by organisations external to QLDC, such as ORC.	Agree.
Some of the recommendations were flagged as being potentially politically fraught and difficult to deliver.	The intention was to provide visionary thinking which QLDC could use to map out a way forward. Recommendations which were expected to be challenging to deliver were prioritised as a 3 or 4.
Staff were more opposed to TDM 'sticks' (e.g. measures to discourage driving), and again raised that these would be hard to implement due to the lack of effective public transport across the district.	This was reflected in the DIRT by prioritising 'sticks' as a 3 or 4.



4 General Recommendations

This section presents recommendations which relate to the overall QLDC approach to TDM rather than any specific document.

The recommendations aim to achieve TDM through a full system change at every level from the top down, so that the focus is broad, and is not only on changing the behaviour of individuals in the community.

Feedback gathered from interviews provided valuable insights and practical experiences regarding how existing strategies and plans function in the real world. This feedback also highlighted the constraints of the current environment — whether natural, built, or social — and the varying levels of willingness for change. These insights have been acknowledged and, where appropriate, have influenced the adjustments made to the recommendations. However, in some cases, the recommendations may appear to overlook this feedback. This is intentional, as these bold recommendations include methods and tools that could facilitate the necessary regulatory and behavioural changes needed to achieve TDM goals.

4.1 Clear Framework and Expectations

It is recommended that funding and implementing active mode and public transport networks is clearly articulated in QLDC documents, based on the following approach.

Network Improvements:

- Ensure the Spatial Plan identifies existing and future housing and employment areas and includes maps to show how these areas are (or will be) serviced by existing or planned active mode and public transport networks, including visitor and tourist needs. Refer to section 4.5 below for further discussion regarding implementation using technology instead of traditional tools.
- Based on the Spatial Plan, cost all gaps in the public transport and active mode networks and include in the relevant ORC, QLDC LTP or NZTA SHIP programmes. Update the Development Contribution (DC) Policy so that development contributions can be collected to complete these networks. If there is a shortfall (likely if less than 100% of the need for the improvement can be attributed to the development), fund through:
 - Negotiating a higher Funding Assistance Rate subsidy from NZTA.
 - Ringfence QLDC parking revenue and potentially parking levies on staff parking.
 - Advocate for Regional Fuel Tax (ORC) or increased fuel excise (NZTA).
 - Advocate for Time of Use charging and light vehicle RUC, and for revenue to be provided to QLDC for TDM. Introduce as part of an overall strategy, when these tools become available.
 - Note: some staff expressed concern about introducing Time of Use Charging or increasing parking pricing when the public transport and active mode links are not fully in place. However, revenue from a scheme would quickly become available, and if the transport planning work has been completed in preparation, links can be completed.
- Recognise that the DC Policy is essential in making sure developers cover the costs, or a percentage of costs, of new public infrastructure required on the transport networks as a result of the development. This approach will also incentivise development in the locations identified in the Spatial Plan, and at the required density. The development contributions need to accurately reflect the actual cost of development on the wider network, as all developments, even one additional unit, has an impact on the transport network which should be recognised.
- For public transport operational costs, ORC could consider differential rating for housing and commercial developments in new development areas without public transport services, where a higher rate is charged to cover additional public transport costs, whilst a new service becomes established.



Private developments:

- Ensure District Plan zoning allows for provision of local services within neighbourhoods, such as schools, jobs and shops, which can be accessed by walking and cycling, reducing the need to leave the neighbourhood. Refer to section 4.5 below for further discussion regarding implementation using technology instead of traditional tools.
- Update District Plan rules and assessment matters, and Code of Practice to prioritise walking and cycling as a first choice for travel within the neighbourhood and to public transport stops, by ensuring developers provide high-quality active mode infrastructure.
- Update District Plan rules and assessment matters, and Code of Practice to enable use of public transport – by locating all residential development within a 10 minute walk of a high frequency bus stop or within a 10 minute walk of a centre that provides local amenities, or CBD. Allow for connection to planned (not just existing) transport networks as identified in the Spatial Plan. Ensure retail/service amenities are consented or zoned for on suitable sites.
- Update District Plan rules and assessment matters, and Code of Practice to minimise the need to travel by single occupant vehicle through the planned layout of development and transport networks, by minimising the provision of parking, supporting car free development and through a clear requirement for travel planning.
- Update District Plan objectives, policies, rules and assessment matters (where Council have discretion or control) to provide a clear link to the Spatial Plan and/or information regarding the future or 'planned' transport network (not just existing). Framework needs to be strengthened to provide for development to be connected with future planned transport networks.

4.2 Funding Shortfall

As mentioned above, the funding shortfall is perhaps the most significant factor making it difficult to achieve TDM in the district. Significant planning has been completed for public and active transport networks, and overall the alignment between transport and land use planning is reasonably well developed at the strategic level, although there are some areas noted for improvement in the DIRT tracker. However, one of the primary issues raised at most interviews was the lack of funding for public transport and active modes. This lack of funding is a result of government policy settings and activity class allocations. In this environment where NLTP funding is constrained, QLDC, NZTA and ORC should advocate for changes to the policy settings and, for example, advocate for additional fuel tax with revenue ringfenced for travel demand management.

Parking pricing is the only TDM pricing strategy mentioned in the documents reviewed, however even the application of this measure is limited to a small area of Queenstown CBD. The lack of discussion or identification of other pricing strategies is a significant weakness of the current TDM approach. Pricing would not only help manage travel demand, but it would also provide a much needed revenue source for alternative transport infrastructure and services.

In addition to further roll out of parking pricing, the following pricing strategies offer the most potential for QLDC to deliver and fund TDM measures that reduce the attractiveness of car use and incentivise other modes. It is recommended that these options be further investigated, in parallel with engagement with elected members, stakeholders and the community, about the benefits of these approaches.

Development Contributions: The DC Policy enables QLDC to collect funding from private developers for identified projects in the Long Term Plan. Often this funding is received in a piecemeal manner as development happens sporadically. This often means significant delays before QLDC has sufficient funding to complete the relevant infrastructure. As it is rare that the need for infrastructure can be wholly attributed to a new development, DCs may only cover a percentage of the cost of providing the new infrastructure, with the remainder sought through rates/NLTP funding. A possibility raised at interview was that it may be possible for QLDC to advocate for a higher FAR from NZTA, where DC funding has been provided. The DC Policy should be reviewed to ensure the settings are providing sufficient and fair contributions to wider network improvements, and that all projects are included in the LTP.

Time of Use Charging: The government is introducing legislation that will enable road controlling authorities to implement 'time-of-use' charges to manage congestion. This is a form of congestion



charging which makes it more expensive to drive during the busiest times. This can encourage people to change their time of travel, use a different mode, or not travel at all. The Ministry of Transport is drafting a bill to be introduced to the House before the end of 2024. The draft bill will be referred to a select committee for public submissions. Time of use charging may form part of the government's Regional Deals package, which is expected to include Queenstown. The primary goal for QLDC should be to advocate for any revenue collected through such a scheme in the district to be ringfenced for QLDC to deliver TDM measures, rather than become part of overall government revenue. The other focus for QLDC will be to design a scheme that integrates with the overall objectives as well as the development and transport maps presented in the Spatial Plan.

Regional Fuel Tax: This is already available through the Land Transport Management Act. Only one scheme has been operative in NZ, that of Auckland Council, which was set at 10 cents per litre (plus GST), and collected between July 2018–June 2024. Revenue was used to fund transport projects that would otherwise be delayed or not funded. In March 2024 the Coalition Government passed legislation to end the scheme, citing concerns about financial pressure facing households. In light of this, it would be challenging to introduce a scheme for Otago in the current political climate, however, given the infrastructure deficit and lack of funding, it is recommended that this option be discussed with QLDC elected members and other relevant officials, including the RLTP committee, and a position confirmed.

4.3 Travel Management Associations

Travel Management Associations (TMAs) are non-profit, member-controlled organisations that provide transport services in a local area, such as a business district, mall or industrial park. They are normally public-private partnerships, consisting primarily of businesses located in the area with local government support. They may employ a coordinator to develop and deliver the work programme.

TMAs offer benefits in that they are usually more cost effective and efficient than TDM programmes managed by individual businesses. They can provide a variety of services to encourage more efficient use of transport and parking, such as commuter trip reduction, commuter financial incentives, freight transport management, guaranteed ride home services, and parking management (including shared parking).

It is recommended that QLDC work with the Chamber of Commerce to identify a suitable area where there are multiple employers or businesses clustered together for the establishment of a TMA (such as Frankton or Queenstown CBD). QLDC would provide seed funding and support for the creation of the TMA to mitigate local congestion and parking problems. TMAs can also communally agree how locally generated revenue, such as that from paid parking, is spent.

4.4 Priority Documents

A number of documents stood out as priorities for review. These are documents which have the potential to significantly reduce travel demand by single occupant motor vehicle. These are shown in Table 4-1 below along with a priority. The highest priority reviews would have a significant impact and could be completed relatively quickly. It is important that the same TDM language is used for all the documents. This shared and consistent language should be developed through the update of the Mode Shift Plan (or rebranded TDM strategy – see below).



Policy Review (TDM) Summary Report

4 General Recommendations

Table 4-1: High-level Recommendations for Priority Documents

Document	Review Summary	Overarching recommendation(s)	Priority
Spatial Plan	Includes many TDM tools such as integrated land use and transport planning, and maps showing planned and proposed active mode and public transport networks. Does not recognise that building up/higher density is more cost effective for the community than building out (urban sprawl).	<p>Take a stronger line on low density residential development and urban sprawl, and more proactively seek higher density as the preferred solution. Recognise TDM is essential due to the unique geographical and funding constraints coupled with the strong growth environment, which means 'predict and provide' roading and parking provision is not achievable.</p> <p>Provide stocktake on population vs existing community/ commercial facilities such as primary schools, shops, doctors etc. Assess catchment needs (similar to as completed for Future Parks and Reserves Plan – refer to pages 14-15). Move away from 'static' PDF documents (which need updating and re-issuing) and make use of new systems and innovation to collect data and have live functionality.</p>	<p>Priority 1</p> <p>Incorporate changes as part of current review and FDS work.</p>
District Plan	Objectives and policies are aiming for TDM, but this does not translate into the rules or assessment matters, or in consent requirements. Focusses on site infrastructure rather than wider effects or connections to existing or planned active and public transport networks.	<p>Prepare a plan change to facilitate mode shift across the district including (but not limited to):</p> <ul style="list-style-type: none"> • Strengthening objectives and policies and ensure hierarchy is followed through into zoning rules and assessment criteria. • Provide framework for future Structure Plans and Outline Development Plans that integrate with high-level Spatial Plan ideas and on-the-ground development principles. • Strengthen matters of discretion and control to include aspects like accessibility to transport services (e.g., bus routes, walkability), proximity to community amenities, and mandatory Travel Plans to manage demand with a TDM approach embedded from the start of the planning process (including plans for waste, freight and active 	<p>Priority 3</p> <p>PDP has only just been adopted. A TDM Plan Change will be some time away but would have a significant positive impact.</p>



Policy Review (TDM) Summary Report

4 General Recommendations

Document	Review Summary	Overarching recommendation(s)	Priority
		<p>travel). Require use of communal areas e.g. for bins, parking and servicing.</p> <ul style="list-style-type: none"> District Plan framework to clearly link to the Spatial plan which provides up to date framework for 'planned' transport networks not just existing. 	
Code of Practice	Generally, car focused and light on active mode/PT infrastructure. Currently includes on-street parking requirements which has led to challenges where it has been implemented. The road typologies have been noted by staff as ready for review and consolidation.	Ensure that the Code of Practice (for infrastructure, utilities, and design) is integrated into the broader planning framework and used consistently and from the outset of the planning process. Ensure it is related to the District Plan and Structure Plans so that developers know the requirements early in the process. Embed requirements in the development planning process so developers and planners are working from the same standards. Include wider footpaths and sight line requirements at driveways / vehicle crossings.	Priority 1 Full transport update. Start now to inform scheduled update in 2025.
Mode Shift Plan	Includes some TDM measures and pulls together actions from other plans, but some key measures are missing, and it is difficult to track the links to other documents. Lacks a funded implementation plan to achieve change.	Rebrand as a Travel Demand Management Strategy which includes all TDM tools and incorporates freight. Elevate its status and awareness. Use analysis to show the opportunities for shifting travel behaviour and identify where active mode infrastructure or bus services can have the greatest impact. Develop clear mode share targets, necessary infrastructure and a funded, phased implementation plan with timelines, budgets, and milestones. Emphasise importance of Travel Plans and introduce action to establish TMAs.	Priority 1 Review now and rebrand as a Travel Demand Management Strategy.
Parking Strategy	Includes TDM measures such as parking pricing and parking management rather than increasing parking supply but lacks an overall vision and plan for change regarding provision of on and off-street parking in centres, and there are opportunities to strengthen TDM outcomes.	Align the Parking Strategy with the Spatial Plan and Mode Shift/TDM goals. Include a transition for parking in centres away from providing for single occupant vehicles to parking for cycle, moped, scooter, motorbike, car share parking. Relocate SOV parking to off street areas on peripheries and at Park and Ride sites. Acquire land now for these future parking areas. Link parking charges to PT fares.	Priority 1 Review and include recommendations before document is finalised.
LTP and Development	The DC Policy appears to only scratch the surface in terms of transport infrastructure	Refine the DC Policy to better reflect the costs to ratepayers of infrastructure required to support future	Priority 1



Policy Review (TDM) Summary Report

4 General Recommendations

Document	Review Summary	Overarching recommendation(s)	Priority
Contribution Policy	needed to support development. Opportunities to incentivise more efficient development (higher density) or development in more suitable locations (close to high frequency existing or future PT stops) are not included.	development, and to incentivise more cost-effective types of development for ratepayers, such as building upward over outward, building within 10-minute walk of existing or planned stop on high frequency public transport route as identified in the Spatial Plan. Use the policy to provide funding for alternative mode connections. Ensure projects needed to support new developments, and for which DCs are to be claimed, are in the LTP.	High priority to review DC policy now. LTP to incorporate changes from other documents at next review.
Minor Improvements Policy	The Minor Improvements Policy includes a prioritisation method for improvements which is focused on safety and does not include TDM.	Add Travel Demand Management as a criterion in the evaluation and prioritisation of minor improvements.	Priority 1 Update now.



4.5 Innovation

To effectively plan for the future, it is essential to assess both development and investment needs. A comprehensive stocktake should be conducted to assess the population in relation to the availability of existing community and commercial facilities, such as primary schools, shops, and healthcare services, similar to the approach used in the Future Parks and Reserves Plan. By integrating new systems and innovations, such as live GIS (Geographic Information Systems) platforms, data can be collected and implemented in real time, eliminating the need for static PDF documents that require frequent updates.

This requires investing in GIS tools that can present relevant information in a dynamic, live, and interactive format. These tools will allow for continuous updates and provide a more efficient means of managing and visualising data compared to traditional documents.

The Spatial Plan plays a key role in identifying both existing and future housing, employment areas, and transport needs. Implementing an interactive system will allow the Council to plan effectively and ensure the system can support the implementation of the policy framework within the district plan.

Technology and innovation can enable TDM on the ground, for example to scale up and deploy more micromobility solutions, trial new travel solutions, and so on. Proactive policies and strategies can enable this.

4.6 Communications

A total of 32 QLDC staff representing 18 different teams, as well as three staff from the Way2GO Management Team, were interviewed as part of this work. The level of engagement was high, and people were generally interested in the project. No elected members or community representatives were interviewed.

There were variations in people's understanding of TDM and the range of tools that could be used, as well as how this approach could assist in resolving challenges around congestion and parking demand.

4.6.1 QLDC Staff

It is recommended that the Transport Strategy team continue the TDM conversation with other QLDC departments, with the aim of confirming a shared understanding of the expectations around managing travel demand. Ideally, TDM will become an underlying principle for QLDC operations. Support and messaging from senior staff is required, and compulsory awareness raising forums required to embed a shared understanding and continue the movement towards TDM.

4.6.2 Political Strategy

It is recommended that staff work closely with elected members to secure political support for a more radical and concerted TDM approach as transport is a significant contributor to emissions and the district's transport issues are negatively impacting on resident and visitors' quality of life. The focus should be on addressing concerns, identifying champions and ensuring there is a coordinated messaging strategy. Political buy-in often hinges on demonstrating how the plans meet local needs (e.g., housing, affordability, job growth) and mitigate local concerns.

4.6.3 Community Engagement

Community support will be needed for a more radical and concerted TDM approach, and would include:

- Early engagement to explain the need for changes, using evidence-based communication such as case studies from other areas to frame the conversation.
- Emphasising co-benefits such as improved public health, reduced congestion, enhanced urban amenity, and climate resilience, to help shift the narrative from "change" to "improvement."



- Phased roll-out to build trust and momentum, with changes introduced incrementally, starting with high-impact areas or projects that show clear benefits (e.g., a new bike lane, improved bus routes).

4.6.4 Jurisdictional Challenges

A known complication for achieving successful TDM outcomes is that responsibility for public transport services sits with ORC, and key arterial routes in the district (SH6A and SH6) are managed by the NZTA, meaning QLDC have less control and decision making is slower. While the partners work together through the Way2Go partnership, opportunities to establish a unitary authority or transfer of powers would streamline decision making, costs and delivery and give more control over planning and infrastructure decisions.

4.7 Monitoring

Ongoing monitoring is essential to understand the effectiveness of interventions and to understand progress towards the desired outcomes. Some measures are identified within the Mode Shift Plan and it is recommended that these are reviewed and a comprehensive set of measures developed. Baseline data can be collected, and annual progress reports completed to track change and communicate this to stakeholders and the community.



5 Conclusion

The key to success in achieving travel demand management for the district will be aligning the objectives and policies across all QLDC and relevant ORC documents into a coherent and actionable framework.

The Spatial Plan provides a high-level vision, but practical tools like the District Plan, Mode Shift Plan, Parking Strategy, and LTP are necessary to bring that vision to life. To achieve this, it is essential that the profile of the Mode Shift Plan is elevated to raise awareness of the approach and goals, amongst QLDC staff, elected members, stakeholders and the community. Part of this work will be to identify a clear place for the Mode Shift Plan in QLDC's hierarchy of strategies – ideally towards the top of the hierarchy, given the high degree of potential influence the Mode Shift Plan can have on other strategies and plans.

Although the timing is not ideal, the recommended Plan Change to facilitate mode shift across the district would bring about a significant policy and regulatory shift. The exercise itself would be the foundation of a behavioural change as it would signal to developers that mode shift is a priority much the same as the recent round of plan changes across the country communicated the need for a change towards providing more medium density housing. Once the plan change has effect then this will provide a stronger regulatory framework and a plan with more 'teeth' to better enable council and decision makers to implement change.

Travel Planning is a straightforward way in which TDM can be embedded in planning for new developments, key tourist and other destinations, schools, and within communities.

The current shortfall of funding for public and active transport improvements is critical to address and should also be a high priority going forward.

Securing political and community buy-in will require clear, data-driven communication and phased implementation, while overcoming political and jurisdictional barriers will require close collaboration and potentially more control at the local level.



Appendices



Appendix A Document List

	Policy
1	QLDC's Proposed District Plan
2	QLDC's Land Development and Subdivision Code of Practice
3	QLDC's Subdivision Design Guidelines
4	QLDC's Long Term Plan 2024-34 inc. Development Contribution Policy
5	QLDC's Draft 30 Year Infrastructure Strategy 2024-54
6	Land Transport Asset Management Plan 2024-34
7	QLDC's Parking Strategy
8	Queenstown Lakes Spatial Plan
9	Better Ways To Go Mode Shift Plan
10	Queenstown Lakes Climate and Biodiversity Plan 2022-25
11	Otago Southland Regional Land Transport Plans 2021-31 Draft mid-term review
12	Otago Long-Term Plan 2024-34
13	Travel to a thriving future: A Regenerative Tourism Plan
14	Queenstown Lakes Economic Diversification Plan
15	Parks and Open Spaces Strategy
16	QLDC Event Waste and Emissions Reduction Guide
17	Future Parks and Reserves Provisions Plan
18	Blue – Green Network Plan
19	Activities in Public Places Bylaw 2023
20	Traffic and Parking Bylaw 2018
21	Queenstown Trails Strategic Plan 2023-33
22	Minor Improvement Programme Development Policy 2016
23	Disability Strategy



Appendix B Interview Groups

Group	QLDC Team	Position
1	Planning Policy Team	Planning Policy Manager Principal Planner - Resource Management Policy
	Resource Consents Team	Resource Consents Manager
2	Resource Management Engineering Team	Manager Development Engineering & Subdivision Road Corridor Engineer
	Land Development Engineering / Reporting	Engineering Reporting Team Leader
	Project Management Office	Infrastructure Development Engineering Manager
3	Policy Team	Policy Manager
	Policy Team	Principal Policy Advisor
	Economic Development Team	Economic Development Manager
	Reform Programmes Team	Strategy and Reform Manager
4	Resilience & Climate Action Team	Resilience and Climate Action Manager Resilience and Climate Action Advisor x 2
5	Strategic Growth Team	Strategic Growth Manager Spatial Plan Project Manager Strategic Planner, Future Development
6	Transport Strategy Team (SIP Team)	Strategy Planning Manager (Transport) Senior Transport Planner
7	Strategic Infrastructure Planning Team	Strategy & Infrastructure Planning Manager Senior Waste Minimisation Planner
8	Strategy Asset Management Team	Strategic Asset Manager One Rooding Network Technician
9	Rooding Operations & Contracts Team	Rooding Operations & Contracts Manager Rooding Engineer
10	Maintenance and Operations Team - Solid Waste	Operations & Contracts Manager (Solid Waste) Solid Waste Officer Senior Sustainability Advisor
11	Parks Contracts Team	Operations and Contracts Manager
	Parks & Open Spaces Team	Parks & Open Spaces Planning Manager Team Leader, Parks Planning Principal Parks and Reserves Planner
12	Civil Engineering Team	Senior Civil Engineer - Transport Intermediate Civil Engineer
13	Way 2 Go Management	Principal Transport Planner, System Design, NZTA Manager of Transport, ORC



Appendix C Decision Issue and Resolution Tracker (DIRT) (provided electronically)





Stantec is a global leader in sustainable architecture, engineering, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.

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Attachment B: TDM Policy Review DIRT Tracker Final

Document being reviewed	Priority Ranking: 1 - 4
Proposed District Plan	1
Land Development and Subdivision Code of Practice	2
Subdivision Design Guidelines	3
Draft Long Term Plan 2024-34	4
30 Year Infrastructure Strategy 2024-54	n/a
Land Transport Asset Management Plan 2024-34	
Parking Strategy	
Queenstown Lakes Spatial Plan	
Better Ways to Go Mode Shift Plan	
Queenstown Lakes Climate and Biodiversity Plan 2022-25	
Travel to a thriving future: A Regenerative Tourism Plan	
Parks and Open Spaces Strategy	
Future Parks and Reserves Provisions Plan	
Blue - Green Network Plan	
Event Waste and Emissions Reduction Guide	
Activities in Public Places Bylaw 2023	
Traffic and Parking Bylaw 2018	
Otago Southland Regional Land Transport Plans 2021-31	
Draft mid-term review Otago Southland Regional Land Transport Plans 2021-31	
Queenstown Lakes Economic Diversification Plan	
Otago Draft Long Term Plan 2024-34	
Queenstown Trails Strategic Plan 2023-33	
Minor Improvements Programme Policy	
Disability Policy 2018	

TDM Measure Categories

Pricing strategies

Land use management

Parking management

Incentives

Information and awareness

Improved travel options

Decision Issue and Resolution Tracker - Travel Demand Management Policy Review

Using the DIRT Tracker:

The purpose of this tracker is to outline a list of recommended updates for each strategic document to ensure that TDM measures are captured, and the approach to TDM throughout the district is standardised.

Each recommended update is to have its own line, with comments added in around the current status of the TDM measure in the document, details on the recommended update, and then detail on implementation of the update and next steps.

It is expected that some documents will have numerous recommended updates.

Each recommended update requires a Priority Ranking. This ranking will reflect the anticipated effectiveness and the complexity of making the update.

1 = High impact, low difficulty

2 = Low impact, low difficulty

3 = High impact, high difficulty

4 = Low impact, high difficulty

SUPPLIER TO COMPLETE						QLDC TO COMPLETE							
Recommendation Number	Document being reviewed	Priority Ranking: 1 - 4	Summary of current TDM measure	working well, needs strengthening, missing	Recommended update	Options for implementation of the measure into the document	Action & next steps	Response from relevant Party	QLDC Responsible Party	Status	Decision Date	Variation to recommended update (Details of variation if required)	Resulting Action / Comment
1	Proposed District Plan	3	Pricing Strategies	Missing - unless we consider Development Contributions: Reference to price in Policy 29.2.2.1 <i>Manage the number, pricing, location, type, and design of parking spaces, queuing space, access, and loading space in a manner that... but cannot see where this translates into a rule/s.</i>	Confirm what the intention of including pricing will achieve and then include this in rules.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2.							
2	Proposed District Plan	3	Land Use Management	Needs Strengthening. Strategic issues and subsequent hierarchy of objectives, policies, rules, methods.	Update Strategic Issues (3.1A) to include more specificity around growth and impact on connectivity and/or strengthen objectives and policies which address existing issues. Strengthen Policy 3.2.2.1 (addressing Issue 1) by including connectivity and mode choice. Movement, integration and connectivity, not just 'accessible'. Add a new strategic policy under sub-heading climate change in relation to SO 3.2.2.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Plan Change to propose changes (not limited to) those identified in this analysis to strengthen objectives and policies and subsequent hierarchy through rules and assessment matters. While the FDP provides a sound objectives and policy framework, the outcomes sought are not adequately reflected in the rules. Rules need to be supported by assessment matters/criteria providing the mechanism for planning officers to better assess effects as well as change to better achieve TDM outcomes through the consent process. Achieve reduced focus on process and increase outcomes focus. A Plan Change would require a significant shift in how consents are processed and needs to be linked to strengthened framework in the Spatial Plan.							
3	Proposed District Plan	3	Land Use Management	Needs strengthening. Ob 4.2.1 and Policy 4.2.1.4 to be consistent with (h) a future development strategy in accordance with the NPS on Urban Development Capacity which is now superseded.	Link Urban Development policy to QLDC Spatial Plan. QLDC has control over Spatial Plan and can be regularly updated including to give effect to future National Policy Statements.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2.							
4	Proposed District Plan	3	Land Use Management	Needs strengthening. Ob 4.2.2 Compact, integrated and well designed urban form within UGB; Hierarchy of policies, rules, methods.	Policies 4.2.2.1, 4.2.2.2 include 'planned' infrastructure (LTP and/or spatial plan) not just existing; Policy 4.2.2.5 'Require larger scale development to be comprehensively designed with an integrated and sustainable approach to infrastructure, buildings, street, trail and open space design'. Define threshold and expectation for 'larger scale development'. Ensure there is a trigger/threshold and reflect these in rules. There needs to be a rule trigger for planner to assess/consider including assessment criteria, link back to the relevant objective and policy which needs to be given effect to. Also refer comment to Rule 7.6.1.1 (recommendation 8 below).	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2. Rules and assessment criteria required for Large scale developments to ensure TDM integrated through design, such as active travel plans, PT plan (proposed bus stops and shelters or where existing facilities are located), if high density (specify threshold) then require provision for PT hub and connections to other amenities and nearby residential development. Large scale development to show TDM within waste management planning (also refer recommendation 19) including collection, communal areas and servicing.							
5	Proposed District Plan	3	Land Use Management	Needs strengthening. Ob 7.2.1, 7.2.6 and hierarchy of policies, rules, methods.	Policy 7.2.1.1 include serviced by future/planned infrastructure noting District Plan has long term forecast and therefore should not only be based on existing environment. Policies of objective 7.2.6 integrate with future, planned networks.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2. TDM and mode shift must apply to any scale of development including low density and therefore all Transport networks (existing and planned) need to be identified in Spatial Plan and require all development to be connected to a hierarchy of travel modes (i.e. walking, cycling, PT, vehicle) and if not existing either put in place as part of proposal and/or contribute towards future planned networks (through DC's). Transport provision to be prioritised the same way as 3-waters infrastructure.							
6	Proposed District Plan	3	Land Use Management	Working well. Ob 7.2.1 and policy 7.2.1.6 use of Structure Plan for Kawarau Heights.	Increase master planning through Plan Changes and Structure Planning	Harder for Council to control but investigate ways of incentivising and/or behavioural change for developers to have open without prejudice discussions about structure planning, master planning and plan changes. Have a say campaign about engaging with Council on masterplanning activities							
7	Proposed District Plan	3	Land Use Management	Needs strengthening. Rule 7.5A.1. Non-complying activity for any RD and D activities if a statement hasn't been provided that says the 'relevant design elements' from the Residential Zone Design Guide 2021 have been 'considered'...	There is no requirement for a planner to provide any assessment of the 'statement' when provided for RD and D activities. i.e. tick box if it's provided, but rules do not set out any requirement for the processing planner to have any discretion over the information provided (i.e. it simply just needs to be provided and there is no criteria of who provides the information either). This does not enable the planner to contribute to outcomes, only process.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2. District Plan zone rules (all chapters) need strengthening and provision of robust assessment criteria including requirement for travel planning (relative to scale of residential development or type of activity i.e. tourism which can have significant cumulative effects on transport corridors, and for temporary events such as marathons, concerts, festivals), consider whether provisions included as well or instead in the transport section.							
8	Proposed District Plan	3	Land Use Management	Needs strengthening. Rule 7.6.1.1 why is Rule 7.4.8 not subject to notification where the RD criteria includes to effects on people/neighbours and other aspects on wider public (public or limited notification). Strengthen RD discretion to include transport network integration.	Include outcomes sought in chapter 7 by objectives 7.2.1,7.2.6 and policies, into matters of discretion.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2.							
9	Proposed District Plan	3	Land Use Management	Needs strengthening. Objective 29.2.1 (b) provides for future growth needs and facilitates continued economic development.	Relates to 'transport network' which is defined as the public network. All obs and pols are not applicable to roads and transport infrastructure that is not planned to be vested. This objective does not follow through into policies and rules.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2.							
10	Proposed District Plan	3	Parking Management	Needs strengthening. (29.2.5) Enable lower than minimum parking requirements (Table 29.4 - which relates to coach and service vehicle parks) for activities where effects are only minor (under Objectives and Policies), to facilitate intensification, or when shared parking (including off-site) is achievable.	District-wide parking allocation.	Market driven unless 'max parking rates' are applied such as through Parking Strategy for example. Incorporate district wide parking allocation into Plan Change for Travel Demand Management.							
11	Proposed District Plan	n/a	Parking Management	Working well. Requirement for minimum coach parking relative to activity type and scale.	Response to level of tourism - rates seem reasonable.	How is this likely to play out in practice in terms of sites providing this, consider whether conditions could provide for monitoring.							
12	Proposed District Plan	n/a	Land Use Management	Working Well. 29.7 - Assessment Matters	Sets out a robust assessment criteria.	Investigate whether the assessment criteria is enabling change in design and travel outcomes or improvements to proposals (obtain feedback from consents team).							
13	Proposed District Plan	3	Land Use Management	Needs Strengthening. No linkages to Future Parks Provision Plan (FPPP provides clear mandate through DC contributions policy for establishing and vesting parks and public space).	Provide assessment criteria for when a developer is proposing a Park including connectivity/PT networks.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2.							
14	Proposed District Plan	3	Land Use Management	TDM is spread through the document.	Introduce standalone 'TDM chapter' or 'sub-section in the Transport Chapter' of the District Plan to put expectations and provisions front and centre so that someone applying for a resource consent can see what they need to do.	As part of Plan Change.							
15	Proposed District Plan	3	Improved transport options	Needs strengthening. (Policy 27.3.20.2 Subdivision and Development & Business Mixed Use) Requirement for active mode connections between development areas and surrounding established walking and cycling routes	Strengthen wording to prioritise active mode as 'first choice' for new development areas. Introduce a Rule or Assessment Matter to require that these active mode connections are provided.	As part of TDM changes to DP							
16	Proposed District Plan	3	Land Use Management	Allow an appropriate mix of activities within specific zones, to thereby reduce travel requirement / vehicle trips to other areas, BUT does not require provision of such supporting amenities nor provide any spatial mapping showing where this should go. For example, General Industrial and Service Zone allows for some commercial including food and beverage retail as Permitted Activity to service workers, does not require any specific provision or mix or identification as to where.	Confirm and identify location of appropriate mix of activities are provided for within each zone to reduce the need for external trips. This includes neighbourhood centres in residential zone, retail / service activities in the commercial and industrial zones, and a range of residential, commercial and retail in the mixed use 'work and live' zones.	Council to prepare a plan change to strengthen framework in relation to Travel Demand Management. Refer recommendation 2. Link with recommendation 8 of Spatial Plan review - Provide stock take on population vs existing community/commercial facilities such as primary schools, shops, doctors etc. Assess catchment needs. Similar to as completed for future Parks and Reserves Plan (Pages 14-15) i.e. complete spatial plan							
17	Proposed District Plan	2	Information and awareness	Requirement for high trip generators to provide travel plans, however no specific requirements including as to the TDM outcomes or targets to be achieved.	Adjust wording to enable Council to set realistic targets for non-car based travel at sites requiring a Travel Plan, and ensure monitoring is undertaken and measures implemented if targets are not met.	As part of TDM changes to DP, and could flow into consent conditions							
18	Proposed District Plan	3	Improved transport options	(Rule 29.9.12) New developments require provision for end of trip facilities and cycle parks, based on activity type.	No current requirement for cycle parks within residential developments. Update to include these, particularly for medium density housing where access to safe cycle storage can be problematic if not specifically designed for	As part of TDM changes to DP							

19	Proposed District Plan	3	Improved transport options	<p>Servicing Management Plans (SMPs) are not currently specified in the District Plan for larger multi-tenant activities. SMPs allow coordination of servicing contractors that can provide efficiencies and potential cost savings to activities within the same building / development, and can reduce the number of individual servicing visits to the site.</p>	<p>Investigate options to include a provision requiring multi-tenant or mixed use sites to develop SMPs to reduce overall servicing trips to the Site.</p>	As part of TDM changes to DP							
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1	Subdivision Design Guidelines		Pricing Strategies		N/A								
2	Subdivision Design Guidelines	1	Land Use Management	Based on Principles that support and encourage active mode use and integration of development sites with wider network transport routes, to reduce vehicle dependency. Provides guidance on subdivision form, to support walking and cycling neighbourhoods with amenities within walkable catchments. Also requires new roads to future-proof design for PT routes. Whilst not part of the District Plan the guide has status under Section 104 of the RMA, although discussions with Council staff indicate lack of ability to enforce the outcomes sought.	Last updated in 2015. Whilst key principles remain valid to achieve walkable communities with local amenities including PT stops, schools, neighbourhood centres within appropriate walking catchments, there is a lack of detail on what these should be. The size of walking catchments has been changing recently, with 10 and even 15-minute walking catchments being adopted in other districts around NZ and considered appropriate in the context of specific land use / PT connections. Recommend updating to capture more specific requirements for walking catchments relative to land use and PT, and to capture more detail on street hierarchies (DNV) and travel mode priorities. The recent 2024 Auckland Transport 'Neighbourhood and Subdivision Design Guidance' provides a good example of transport considerations for development areas including pedestrian / cycling infrastructure and safety through appropriate design speed and traffic calming	Include in review/update							
3	Subdivision Design Guidelines	1	Land Use Management	Recommends medium density residential activity close to neighbourhood centres and key collector roads / PT services, to encourage active mode access by those residents living in these higher density areas.	Explore opportunities to deliver on the higher density development sought by the NPS-UD, specifically for developments where the level of accessibility by existing or planned active or public transport to a range of commercial activities and community services is achieved.	Include in review/update							
3	Subdivision Design Guidelines	1	Land Use Management	The document includes reference to 'Granting applications that are consistent with the guidelines on a non-notified basis' as an incentive to achieving the multi-modal 'accessible' neighbourhood design.	Strengthen the link between 'robust design outcome for TDM' and 'ease of consenting' by exploring options to incentivise TDM oriented subdivisions, specifically 'accessible' development for applications that clearly demonstrate a level of 'active mode first' infrastructure and connectivity to the wider network that clearly links to District Plan notification process.	Include in review/update							
4	Subdivision Design Guidelines	1	Improved transport options	As per above: sets expectations for design of subdivisions to apply key transport principles to promote multi-modal travel.	include minimum footpath and cycle path requirements within road cross sections for new growth areas (as per other Subdivision Design Guides such as Manawatu District Council).	Include in review/update							
5	Subdivision Design Guidelines	1	Improved transport options	Expectation that CPTED will inform the design outcome	Strengthen CPTED by requiring new land use activities to specifically consider this as part of the design development. Triggers for the requirement of a CPTED assessment should be identified, based on development type and scale, and include consideration of active mode infrastructure.	Include in review/update							

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1	Land Development and Subdivision Code of Practice	1	Improved transport options	The COP is focused on engineering standards for implementation so provides indirect support for any TDM measures that are required by higher levels of strategic direction. A key issue with the COP is that the road design standards do not reflect current best practice for accommodating pedestrians and cyclists - they are vehicle focused. The NZTA ONF provides a more up to date approach to managing the place and movement functions of roads. There are also more recently published updates on provision for pedestrians and cyclists. Although not a TDM matter, FENZ have also issued new access guidance for roads since NZS4404 (on which the COP is based) was issued. Adapting the ONF would involve developing new road cross-sections that would require changes throughout Chapter 3 of the COP and potentially the PDP. A key matter to address is the balance between public and private road requirements given that private developers will typically want to minimise the land allocated to transport corridors. This becomes more complex with multi-unit type developments which may trigger a requirement for vesting a road and a greater need for consideration of active mode access. Updating the road design standards to align with ONF and NZTA best practice creates an opportunity to better accommodate TDM measures relating to promotion of active modes, PT and parking management. As per the 'Subdivision Design Guide' recommendation, example road typology cross sections can be included to demonstrate best practice outcomes.	Since the COP is focused on engineering standards for implementation, the transport standards and specifically the road design standards should be updated to support TDM measures and align with the ONF.	Comprehensive review of Table 3-3 and relevant parts of Section 3.3							
2	Land Development and Subdivision Code of Practice	1	Improved transport options	Table 3-3 has a range of design speeds for the different road types. Adopting a consistent low speed for local roads would provide greater safety for active modes	Since the COP is focused on engineering standards for implementation, the transport standards and specifically the road design standards should be updated to provide support for any required TDM measures.	Include in review/update							
3	Land Development and Subdivision Code of Practice	1	Improved transport options	Increase minimum footpath widths in Clause 3.3.11 and Table 3-3 in line with most recent guidance from NZTA, and ensure designs are better aligned with mobility standards.	Provide more space for pedestrians and ensure design outcomes support mobility users.	Include in review/update							
4	Land Development and Subdivision Code of Practice	1	Improved transport options	Increase minimum cycle lane widths in Table 3-3 in line with most recent guidance from NZTA	Improve safety for cyclists	Include in review/update							
5	Land Development and Subdivision Code of Practice	1	Parking Management	The requirements to provide on-street parking do not provide any incentive to change mode and result in poor allocation of road space that is often under-utilised. Reducing parking supply represents a measure to reduce vehicle ownership.	Avoid over-supply of on-street parking and instead investigate the use of off-street carparks provided by developers that can be vested to Council to accommodate demand that would otherwise be met at the kerbside. Removing kerbside parking provides an opportunity to significantly improve amenity for active mode users within the road corridor.	Include in review/update (remove clause 3.3.6)							
6	Land Development and Subdivision Code of Practice	1	Improved transport options	The COP requires bus stop infrastructure on collector and arterial routes which would support TDM measures.	Installation of bus stops is reliant on ORC / QLDC providing the necessary forward planning to determine future routes and hub locations.	Include in review/update (Clause 3.3.9 should also be linked to the spatial planning)							
7	Land Development and Subdivision Code of Practice	1	Improved transport options	The COP includes requirements for road safety audits of public road infrastructure but does not include any requirements for CPTED assessments outside of active mode links between cul-de-sacs. Although some aspects of this will be addressed in a road safety audit, there is no requirement for assessment of the safety of transport corridors within private developments or cycle paths which may not be within a road corridor.	In coordination with the Subdivision Design Guide recommendation on CPTED, include requirements for CPTED assessments for all active mode infrastructure as safety will be one factor that influences the use of the infrastructure.	Include in review/update							
8	Land Development and Subdivision Code of Practice	1	Improved transport options	3.2.5 Network Connectivity, promotes development with smaller block sizes, more interconnection to shorten travel distances, and improved access for active mode connection to PT. Specifies maximum distance of each new lot to a collector / connector road. However, appears to be no clear path for Resource Consents team to enforce this.	Explore options to provide Council with the proper levers to require developers to satisfy the maximum lot distances from collector roads / potential future bus routes.	Include in review/update (Clause 3.2.5 should be linked to a District Plan provision that specifies minimum distances)							
9	Land Development and Subdivision Code of Practice	1	Improved transport options	No clear requirement for future road connections at development site boundaries with neighbouring undeveloped land, to secure future transport connections.	Add requirement for 'lots to be vested as future road' on the edge of development sites to ensure connectivity to adjoining sites (as per the Subdivision Design Guide recommendation), to enable transport links to be established as part of the subsequent site development planning.	Include in review/update							
10	Land Development and Subdivision Code of Practice	1	Improved transport options	3.2.6 Requirement for 'Design and access statement' covering sections 3.2 and 3.3 including road typologies, connectivity, cycle design and parking. However, no clear criteria for assessing 'acceptable deviation' of development infrastructure from the standards, with this generally determined on a case by case.	Complete an assessment of how best to prevent transport infrastructure non-compliances against the COP which impact on sustainable transport choice.	Include in review/update (Clause 3.2.6 could be linked to a District Plan provision)							
11	Land Development and Subdivision Code of Practice	1	Improved transport options	Missing - appropriately manage vehicle sightlines at driveways to active mode users on adjacent paths	Include requirement to achieve minimum sightline splays at driveways (including residential lot driveways) as per industry standard Australian/New Zealand Standard Off-street Parking, Part 1: Car Parking Facilities, AS/NZS 2890.1:2004 (or subsequent updated version of the document)	Include in review/update							

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1	Draft Long Term Plan 2024-34	3	Pricing Strategies	Needs strengthening - recognises need for alternative funding streams and waiting for opportunities for these to be available.	Recognise some are already available (e.g. Regional Fuel Tax and recently increased International Visitor Conservation and Tourism Levy) and opportunities to access and use these to provide funding to improve transport options.	Investigate potential alternative funding streams and agree QLDC position. Consult through LTP process.							
2	Draft Long Term Plan 2024-34	3	Pricing Strategies	Developer Agreements to require higher upfront payments - investigated over next 2 years, and implemented if appropriate	Fast track the implementation of Developer Agreements.	LTP process and fast track investigation and implementation.							
3	Draft Long Term Plan 2024-34	3	Pricing Strategies	Needs strengthening - Development Contributions are the preferred method for funding costs arising from growth. DC Policy can be updated annually. Recognises risk that project revenue from DCs may not be sufficient (p290), if unable to fund new infrastructure within optimal timeframes, QLDC will use third party financing.	Review DC Policy using a rowdens and ensure developers pay true cost of infrastructure provision to signal preferred development patterns. (p180) DC Policy to be used to fund PT and active mode infrastructure on wider network, needed partly to service the travel needs of the development. DC Policy to incentivise infill densification and development within 10 min walk of planned high frequency PT network or town centre, eg. through lower contributions for these development types and locations and significantly higher contributions for lower density development at greater distances from PT or centres. Instead of the term 'roading' (eg 1.3.2) broaden term to encompass other modes eg 'transport network'. Increase differential between DCs for lots <500m2 and those >500m2. s1.3.1 everyone can find a healthy home in a place they choose to be - change to 'in the district'. Ensure DC schedule covers true costs of required transport infrastructure (all modes) and enables the alternative mode networks identified in the Spatial Plan. Review and update where necessary table in 3.5.6 to ensure sufficient DCs for related transport infrastructure. Include in the table location/proximity to centres/employment, etc. Ensure transport DCs are charged for access to Reserve Land (s3.6) including parking provision and access by all modes. Transport geographical areas are limited to Whakatipu, Wanaka and Eastern Access Corridor - ensure all areas are included. The transport DCs currently allow for a tapered rate for the FAR but	DC policy can be reviewed annually, proceed immediately and urgently with this review. Consultation will be required. Incorporate changes through LTP process.							
4	Draft Long Term Plan 2024-34	n/a	Land Use Management	Works well - Community services provides outreach services for 'pop up' services to enable equitable access and reduce travel demand.	n/a								
5	Draft Long Term Plan 2024-34	2	Land Use Management	Needs strengthening - Table of negative effects on the community (p33/34)	Recognise negative effects of travel and parking demand generated by sport, recreation and community facilities by residents and visitors. Include a response. Add a KPI relating to access by all modes (p35).	LTP process.							
6	Draft Long Term Plan 2024-34	3	Land Use Management	Needs strengthening - Resource consents effects on the community table (p50) recognises unplanned growth can have a significant negative effect, and the need to more intensively develop land close to existing amenities and PT to reduce travel demand. However table also notes need to provide further housing in new areas and the need for sustainable management of natural and physical resources. The approach allowing continued lower density development and development on the fringe does not achieve this. The response is to 'consider transport effects', and notes cumulative effects of subdivision and development can have negative environmental and social effects.	Strengthen 'response' column by making transport effects fundamental to decision making about scale, density and locations of new housing. Providing quality public transport networks in low density development areas is not feasible. There is already an infrastructure deficit and further lower density growth at distance from centres will make the situation untenable.	LTP process							
7	Draft Long Term Plan 2024-34	2	Land Use Management	Needs strengthening - The economy effects on the community table (p99) recognises the impact of events on congestion and the environment.	Include an action and KPI to align with the relevant response (Council funding and policies require strong health and safety, traffic management and sustainability plans)	LTP process.							
8	Draft Long Term Plan 2024-34	2	Land Use Management	Needs strengthening - LTP includes Council's leadership in demonstrating ambitious climate leadership (p119), but does not consider staff travel as an action in energy, waste and emissions (p124) nor has a KPI relevant to corporate emissions (p128). Does however include an assessment of new civic building outside of the Queenstown CBD (p121)	Review of Council's corporate policies with a TDM lens to demonstrate leadership, eg. many staff can't afford to live in District, with impacts on recruitment. Investigate establishing a remote office in Alexandra or Cromwell to reduce travel demand. Develop a staff travel plan and provide staff support to travel by non-car modes (e.g. staff shuttle buses, motorbike parking, subsidised bikes, PT passes).	Review corporate policies through TDM lens. Develop Staff Travel Plan. Explore remote office sites. Incorporate through LTP process.							
9	Draft Long Term Plan 2024-34	1	Parking Management	Needs strengthening - Funding for parking services only available for hand held devices (p109)	Additional funding for effective parking management infrastructure (e.g. parking meters, apps, permits) to align with the delivery/implementation of PMPs, and enforcement in regulatory functions and services capital works is needed.	Investigate costs and potentially shared delivery/procurement arrangements (eg with DCC - they have suggested this) and incorporate through LTP process.							
10	Draft Long Term Plan 2024-34	n/a	Parking Management	Works well - Includes action and funding to deliver Parking Management Plans across the District.	n/a								
11	Draft Long Term Plan 2024-34	4	Parking Management	Needs strengthening - The regulatory effects on the community table (p106) does not mention parking/enforcement at all	Table to include a discussion on parking and enforcement, and a KPI relating to customer satisfaction, response to customer requests for enforcement, and infringements as a proportion of parking revenue, with a declining target sought.	Develop relevant KPIs and track and report on customer satisfaction, enforcement and infringements, incorporate through LTP process.							
12	Draft Long Term Plan 2024-34	2	Information and Awareness, Incentives	Works well - Includes an action and funding to deliver a TDM programme.	n/a	n/a							
13	Draft Long Term Plan 2024-34	3	Improve Transport Options	Needs strengthening - Funding included for some active travel projects, footpath renewals, TDM and PT optimisation	Additional funding to improve infrastructure for walking, cycling and public transport.	Identify all the projects needed to realise the active mode and PT networks in the Spatial Plan, and add projects within the next 10 years to the LTP.							
14	Draft Long Term Plan 2024-34	2	Improve Transport Options	Needs strengthening - Overview (Section 1) references a strategic investment priority to enhance the performance of the transport network.	Mention the opportunities and performance of other modes as well as general traffic.	LTP process.							
15	Draft Long Term Plan 2024-34	4	Improve Transport Options	Needs strengthening - Waste effects on the community (p92) - multiple contractors are driving the same routes, contributing to traffic.	Explore opportunities to minimise travel relating to waste management, including reduced level of service or limiting need/demand for private waste services, and include in LTP	Flag issue with Waste Team Lead, with solution to be developed and incorporated through LTP process.							
16	Draft Long Term Plan 2024-34	n/a	Improve Transport Options	Works well - QAC has KPI for travel by PT to the airport.	n/a								
17	Draft Long Term Plan 2024-34	2	Improve Transport Options	Missing - funding for Freight and Servicing Action Plan	Identify funding to deliver a Freight and Servicing Action Plan initially focused on Queenstown but ultimately delivered in all townships.	Incorporate Freight and Servicing Action Plan in the Spatial Plan, and identify land within the Spatial Plan for Last Mile Logistics Hubs, including at Frankton for Queenstown.							
18	Draft Long Term Plan 2024-34	4	Improved Transport Options	Needs strengthening - Waste effects on the community table (p92) recognises waste collection causes obstruction of footpaths. Table does not include a solution to address this.	Include a solution to address this issue.	Flag issue with Waste Team Lead, with solution to be developed and incorporated through LTP process.							
19	Draft Long Term Plan 2024-34	3	Improved Transport Options	Needs strengthening - Development of walking networks a stated aim, but no dedicated funding for walking network improvements or new footpaths, only footpath renewals or shared paths.	Include funding for walking, cycling and roading network improvements, in alignment with Spatial Plan and new development areas. This will ensure DCs can be collected to contribute to the cost.	Identify all the projects needed to realise the active mode and PT networks in the Spatial Plan, and add projects within the next 10 years to the LTP.							

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1	30 Year Infrastructure Strategy 2024-54	3	Pricing Strategies	Needs strengthening. Preferred Option 2(p187) is to maintain current efforts to reduce impact on the environment. However, with the infrastructure deficit, maintaining the status quo will not deliver change in light of continued growth. The key initiatives identify indicative spending on TDM projects and timing of those projects.	Accelerate Current Efforts (Option 3) to be preferred approach. Key initiatives to bring forward and allocate more funding for improvements to PT and active travel, including significant projects rather than just LCLR spending. Base costs on the Spatial Plan PT and active mode networks.	Include in review/update.							
2	30 Year Infrastructure Strategy 2024-54	3	Pricing Strategies	Missing - revenue from proposed time of use charging	Current Efforts (Option 2) to include time of use charging to provide funding for PT and active mode networks	Socialise with elected members and senior management. Include in review/update.							
3	30 Year Infrastructure Strategy 2024-54	3	Pricing Strategies	Recognises funding from NZTA may be reduced due to unaligned priorities (p288)	Identify need to introduce alternative funding sources such as Regional Fuel Tax and Time of Use Charging.	Include in review/update.							
4	30 Year Infrastructure Strategy 2024-54	n/a	Land use management	Works well - Objective: Provide social infrastructure that meets many everyday (non-work) needs within a short walk, cycle or bus ride of home.	n/a	n/a							
5	30 Year Infrastructure Strategy 2024-54	2	Improved travel options	Missing - freight management improvements	Include an objective which recognises the need for improved freight management to contribute to reducing travel demand, and include actions which shift last mile freight to cargo bikes or smaller consolidated vans.	Include in review/update.							
6	30 Year Infrastructure Strategy 2024-54	3	Land use management	Strategy aims to direct growth in a way that will make positive changes to the environment, housing, access to jobs and opportunities (p194).	Remove focus from new growth areas on fringes, to infill and upwards development.	Include in review/update. Align with Spatial Plan objectives.							
7	30 Year Infrastructure Strategy 2024-54	3	Land use management	Needs strengthening - Strategically placed, integrated, multipurpose facilities - Option 2 p214 supports TDM.	Bring forward the initiatives on p215 to implement these projects sooner.	Include in review/update.							
8	30 Year Infrastructure Strategy 2024-54	n/a	Information and awareness	Works well - Recognises the need to support TDM behaviour change programmes to optimise Council's asset base.	n/a	n/a							
9	30 Year Infrastructure Strategy 2024-54	1	Improved travel options	Objective: Optimally sequence infrastructure interventions to maximise servicing capability for the district's growing population.	Add additional objective under 'an enabling built environment' - ensure high quality active mode and public transport networks provide high quality and efficient connections between centres (local, town and the CBD).	Include in review/update.							
10	30 Year Infrastructure Strategy 2024-54	3	Improved travel options	Needs strengthening - Most likely funding scenario (p199) is Option 4 which includes a moderate impact on the infrastructure deficit and has a high impact on most needs within a short walk, cycle or bus ride. TDM initiatives on p201 are appearing very late in the timeframes.	Bring forward the public transport and active travel networks.	Include in review/update.							
11	30 Year Infrastructure Strategy 2024-54	3	Improved travel options	Needs strengthening - Most likely funding scenario for transport (p210) is Option 3 Targeted Expansions and more Travel Choices. This has only a moderate impact on the majority of issues and objectives. Initiatives will support TDM but Pricing Strategies are missing from the toolkit.	Option 4 to be the preferred approach, supported by Pricing Strategies such as Time of Use Charging and Regional Fuel Tax. Bring forward the projects on p212.	Include in review/update.							
12	30 Year Infrastructure Strategy 2024-54	2	Improved travel options	Missing - freight management consolidation	Include costed activities to better consolidate last mile freight movements within the different funding scenarios.	Agree and cost activities. Include in review/update.							

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1	Land Transport Asset Management Plan 2024-34	3	Pricing Strategies	Missing - pricing	Add discussion of different pricing strategies - time of use charging, paid parking, regional fuel tax, tolls and explain that these will be used to cover the infrastructure funding deficit for active modes and public transport provision in the district, alongside developer contributions.	Add in at review stage. Discuss early with decision makers including Elected Members and Waka Kotahi.							
2	Land Transport Asset Management Plan 2024-34	n/a	Land Use Management	Shaping urban form to support a multi-modal approach is identified as an aim.	n/a								
3	Land Transport Asset Management Plan 2024-34	n/a	Parking Management	Parking Management and PMPs are identified and funded.	n/a								
4	Land Transport Asset Management Plan 2024-34	3	Parking Management	Needs strengthening - Queenstown Town Centre streetscape improvements will improve the walking environment and support walking.	Include aim to remove on street parking as part of this project, to reduce circulating traffic and create a safer and more welcoming environment with better air quality.	Document review stage.							
5	Land Transport Asset Management Plan 2024-34	2	Incentives	Needs strengthening - Notes bus fares are currently partly funded through rates/taxes to provide an incentive and encourage people to use buses.	Introduce Fare Share scheme (AT) to the District, to enable employers to subsidise PT use by staff.	Document review stage. Discuss with ORC.							
6	Land Transport Asset Management Plan 2024-34	2	Information and awareness	Needs strengthening - Action to implement travel demand strategies.	Provide more detail about what the expected travel demand management strategies are, or refer to relevant document (eg mode shift plan, TDM Business Case)	Document review stage.							
7	Land Transport Asset Management Plan 2024-34	2	Information and awareness	Needs strengthening - Action to provide cycle safety/skills training in schools.	Make explicit that delivering these safety programmes enables students to change mode.	Document review stage.							
8	Land Transport Asset Management Plan 2024-34	2	Information and awareness	Needs strengthening - Action to provide road safety promotion activities.	Broaden promotional activities to encompass TDM / mode shift messages.	Document review stage. Work with comms team to deliver.							
9	Land Transport Asset Management Plan 2024-34	2	Information and awareness	Needs strengthening - Action to deliver mechanisms that enable the delivery of accurate information to travellers to promote smarter transport choices.	Translate this into a funded action to roll out real time and other information to support smarter choices, including promoting the airport bus for people to use when they first arrive.	Document review stage. Work with ORC to deliver.							
10	Land Transport Asset Management Plan 2024-34	1	Information and awareness	Needs strengthening - Action to develop a behaviour change programme to influence people's decision making.	Translate this into a funded action to roll out TravelSmart programmes across suburbs in the District, accompanied by promotional campaigns and activities. Expand travel planning with schools and workplaces to encompass additional sites / communities.	Document review stage. Complete early research and planning to set up programme.							
11	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Presents an active transport network map.	Add local centres to the map to make link to land use and allow focus of local improvements (like Fig 108). Provide map for Wanaka/Upper Clutha also. Add desirable walk/cycle distances to the narrative: Include aim to have higher level of service for walking within 10 min walk of a centre, supported by lower traffic speeds. Include aim of higher level of service for cycling between centres (prioritise centres which are up to 10km apart, longer distances lower priority), and on key routes within centres.	Document review stage. Ensure the distances/ times for each mode are consistent within all documents.							
12	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Action to provide and improve PT facilities and services, explore MRT and subsidised ferry. Notes good PT is critically important to achieve mode shift and manage congestion.	Include Spatial Plan map for PT network and explain steps to achieve the planned routes and frequencies. Add action to support ORC in developing a quality inter and intra regional PT network.	Document review stage. Work with ORC to confirm.							
13	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Action to provide and improve active travel facilities - Edith Cavell active travel and two lane bridge, Whakatipu Active Travel Network.	Provide analysis of gaps in active travel network, cost estimates to fill the gaps, and a plan to deliver the improvements in a timely manner, and to support development.	Document review stage. Might require some investigations and meetings to confirm, including with Waka Kotahi.							
14	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Includes funding for Queenstown PT Interchange (Stanley Street)	Include aim to integrate the hub with active travel network by providing safe walk and cycle routes to the hub, cycle parking, locker storage and other end of trip facilities at the hub.	Document review stage and incorporate in scope for Queenstown PT Interchange.							
15	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Bus stop upgrades	Review and improve pedestrian access to bus stops as part of the roll out of bus stop upgrades. Provide shelters and seating at every stop and cycle parking at key stops. Provide real time information at key stops.	Document review stage. Broaden scope to include. Reviews/audits of existing pedestrian access to bus stops will be required. Fund through LCLB.							
16	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Action to integrate PT and active travel networks - bike racks on buses	Additional actions to improve integration - Review and improve pedestrian access to bus stops. Provide shelters and seating at every stop and cycle parking at key stops.	Document review stage.							
17	Land Transport Asset Management Plan 2024-34	n/a	Improved transport options	Low Cost Low Risk PT and walking / cycling improvements									
18	Land Transport Asset Management Plan 2024-34	n/a	Improved transport options	Aims to support modal choice and provide a multi-modal approach to movement.									
19	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - We are committed to exploring alternatives to mitigate congestion, minimise the footprint on the planet and provide a positive experience in our District	Change 'exploring' to a proactive verb eg 'improving', 'investing in'.	Document review stage.							
20	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Problem Statements	Add 'ineffective travel demand management is leading to congestion', recognising the most people drive for most trips, and the network and development patterns support this and facilitate more of this. Add a solution to 'invest in travel demand management'. Define who is expected to change mode and for which trips.	Document review stage. Complete further work to understand who is expected to change mode and for which trips. Collect baseline data in Residents Opinion Survey about appetite for change.							
21	Land Transport Asset Management Plan 2024-34	3	Improved transport options	Needs strengthening - Working with developers on building a road connecting Partridge Road to St Ninian's Road enabling students living near Lachlan Road area to walk, bike or scooter to school.	Change action to build a shared path instead of a new road. A new road will result in more driving rather than mode shift.	Document review stage and team working with developers.							
22	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Three programmes are identified and evaluated.	Develop a TDM programme and evaluate this also.	Document review stage. Prior to this, develop the TDM programme ready for evaluation.							
23	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Aims to provide appropriate levels of service.	Provide details of LOS for active modes and PT, providing a vision and desired future state for these modes.	Document review stage. Will involve discussions with ORC and elected members and possibly public engagement regarding what is needed.							
24	Land Transport Asset Management Plan 2024-34	3	Improved transport options	Needs strengthening - Slower speeds around schools implemented, now introducing infrastructure to support this.	Provide the current QLDC plan/policy direction to lower speeds in town centres to support walking and cycling to local services (live work model).	Document review stage. May be difficult with current GPS settings.							
25	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Missing - speed management	Recognise speed management as a tool to support mode shift within centres and around schools.	Document review stage.							
26	Land Transport Asset Management Plan 2024-34	2	Improved transport options	Needs strengthening - Street lighting section	Include in this section a statement which recognises the importance of street lighting in supporting walking and cycling along paths and cycleways, and also within centres. Link to Code of Practice which includes street lighting and supports better lighting for active travel.	Document review stage.							
27	Land Transport Asset Management Plan 2024-34	3	Improved transport options	Needs strengthening: Preferred Programme delivers a slight improvement in passenger numbers. Preferred Programme delivers an improvement in the proportion of active mode trips. Preferred Programme delivers an improvement in travel time reliability.	Recommend the Aspirational Programme, noting for travel times, the improvement is not so important unless it is on frequent bus routes where bus lanes are not able to be provided. Aspirational Programme delivers a significant improvement in passenger numbers. Aspirational Programme delivers a substantial improvement in the proportion of active mode trips. Aspirational Programme delivers a significant improvement in travel time reliability.	Consider now or at next opportunity.							

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SUPPLIER TO COMPLETE						QLDC TO COMPLETE							
Recommendation Number	Document being reviewed	Priority Ranking: 1 - 4	Summary of current TDM measure	working well, needs strengthening, missing	Recommended update	Options for implementation of the measure into the document	Action & next steps	Response from relevant QLDC Responsible Party	QLDC Responsible Party	Status	Decision Date	Variation to recommended update (Details of variation if required)	Resulting Action / Comment
1	Parking Strategy	3	Pricing Strategies	Includes an objective to have new and expanded paid parking areas to reduce emissions	Keep, but add explanation of how parking charges will be set, and connect parking pricing to bus fares so there is a combined strategy for setting both prices.	Before final strategy is adopted. Discuss with ORC to work out the details.							
2	Parking Strategy	1	Pricing Strategies	Missing - fee or levy for on site staff parking.	Introduce parking levy/annual fee for organisations and businesses which provide on site staff parking, and use invest this in PT and active transport improvements and incentives.	Before final strategy is adopted.							
3	Parking Strategy	3	Parking Management	One of the five objectives is to encourage mode shift and reduce emissions.	Keep - no change Include an objective for the Parking Strategy which relates to minimising parking provision for private developments, as far as QLDC is able to influence this.	Before final strategy is adopted. Work with District Plan team.							
4	Parking Strategy	1	Parking Management	One of the principles is to optimise parking rather than providing more spaces.	Includes a 20 year vision for parking supported by the following additional principles: Increased public transport routes and frequencies. Gradually reduce parking spaces overall for single occupant vehicles, with more spaces for motorbikes/mopeds, bicycles/ebikes, scooters, cargo bikes. Gradually reduce parking spaces overall within the centre, and increase spaces on the periphery and at Park and Ride sites further out, to reduce circulating traffic looking for parking, and provide a safe environment that is more suitable for active modes, including with better air quality. Increase parking charges to increase the differential between parking and public transport. Introduce parking maximums for private developments. Plan forward by purchasing land for future Park and Ride sites and land on periphery of centres for off street parking, and identify car parks which will no longer be needed.	Before final strategy is adopted. Discuss with elected members, and consult with the public. Will need to provide a pitch about the benefits this will bring and explaining how it is part of a forward plan for Queenstown, and will need to include direct connection to public transport. Include the high level approach in the Spatial Plan.							
5	Parking Strategy	2	Parking Management	Missing - link between private and public parking provision	Recognise the link between parking provided in private developments and how this drives demand for public parking and driving.	Before final strategy is adopted. Work with District Plan team.							
6	Parking Strategy	2	Parking Management	Signals intention to review allocation and location of motorbike, bicycle and scooter parking.	Say the overall intent will be to provide more spaces for these modes in more convenient locations.	Before final strategy is adopted.							
7	Parking Strategy	n/a	Parking Management	Supports reallocation of parking spaces to support a variety of transport modes including walking, cycling and PT.	n/a								
8	Parking Strategy	3	Parking Management	Includes principle to allocate parking to support ebikes and shared mobility schemes (public car, bicycle, scooter share)	As above, transition parking spaces for single occupant vehicles to parks for motorbikes/mopeds, bicycles/ebikes, scooters.	Before final strategy is adopted.							
9	Parking Strategy	3	Parking Management	Includes objective to reduce circulating traffic and consolidate parking, which will make walking and cycling more attractive.	As above, indicate that the consolidated parking will be on the periphery of the centre, and at Park and Ride sites.	Before final strategy is adopted.							
10	Parking Strategy	2	Parking Management	Missing - loading zones	Manage loading zones using digital kerbside management products to help commercial users find, reserve, use and pay to use the kerbs.	Before final strategy is adopted. Discuss with potential users. Use revenue to pay for TDM incentives.							
11	Parking Strategy	3	Parking Management	Missing - Kerbside Management Framework or Strategy	Develop a Kerbside Management Framework or Strategy to manage kerbside space in a fair and efficient way.	Develop separate Kerbside Management Framework or Strategy as an appendix or to sit alongside the Parking Strategy.							
12	Parking Strategy	3	Incentives	Signals intention to provide dedicated spaces for car share vehicles and people who car pool.	Remove - these schemes are notoriously difficult and costly to enforce and tend to attract people who would use PT or active modes.	Before final strategy is adopted.							
13	Parking Strategy	2	Incentives	Missing - cargo parking for bikes	Provide parking for cargo bikes in PMPs and gradually transition loading/unloading zones to cargo bike spaces, serviced from logistics hub eg at Frankton.	Include in Parking Guidelines							
14	Parking Strategy	2	Information and Awareness	Includes policy to provide quality wayfinding signage, apps, website to direct drivers to cars and reduce circulation.	Signals intention to encourage drivers to park once and then walk, ride or scoot. Add 'skate' to the list, and add the overall intention to the principles.	Before final strategy is adopted.							
15	Parking Strategy	2	Information and Awareness	Missing - behaviour change campaigns	Include intention to run regular campaigns to communicate key messages from the strategy.	Before final strategy is adopted.							
16	Parking Strategy	2	Improved transport options	Missing - walking links to car parking building	Identify action to complete CPTED and Universal Design review of walking routes from existing and new off street parking buildings, to encourage their use over on-street parking, as this will improve walking/cycling conditions as there will be less circulating traffic.	Include in Parking Guidelines							

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1	Queenstown Lakes Spatial Plan	1	Land use management	Adopts well-established and effective principles for land use and spatial planning that can contribute to TDM and mode shift (e.g. consolidated growth, well-designed neighbourhoods). Relies on lower-level more specific policies and plans to ensure implementation of these principles.	Strengthen implementation section of plan to describe how the high-level spatial planning principles of the plan will flow through to a suite of more specific policy documents. Include reference to a wider range of documents - e.g. subdivision code of practice and need to review to ensure alignment with the Spatial Plan.	Strengthen implementation with directions for structure plan processes to have more weight in development decisions.	Enhanced and expanded implementation section of plan at review/update.						
2	Queenstown Lakes Spatial Plan	1	Land use management	Strengthen. 2050 Vision includes zero carbon communities and an objective is to assist emission reductions and avoid unnecessary urban sprawl.	Remove 'unnecessary'.		At review/update. Support with work that identifies where the hard line is on future sprawl, and conversations to socialise this politically.						
3	Queenstown Lakes Spatial Plan	3	Land use management	Strengthen. Identifies PT networks which link Metro, Town and Local Centres, but some Neighbourhoods have no identified link to PT network (eg Jacks Point). Often lower density neighbourhoods can significantly contribute to congestion as are primarily catered towards the private car.	Aspiration/Vision map to ensure frequent PT stops in all neighbourhood centres. Do not provide lower density residential developments that cannot be catered for by frequent PT (within 10 min walk of a stop) - restrict the residential zones and/or add routes to the planned frequent PT network.		Complete work to more closely link zoned residential development with frequent PT networks, to ensure that residents will be within a 10 min walk of a PT stop served by a frequent service. Add at review/update.						
4	Queenstown Lakes Spatial Plan	1	Land use management	Strengthen. Will focus 'most' new growth in and around existing settlements.	Remove 'most'. In reality there may still be some exceptions (ie some growth outside those areas), but the Spatial Plan should not be planning and enabling this.		At review/update.						
5	Queenstown Lakes Spatial Plan		Land use management	Working Well. Recognises transport issues associated with dispersed development patterns. Identifies need for sub-regional PT or on-demand PT. Provides map.	n/a								
6	Queenstown Lakes Spatial Plan	1	Land use management	Principles include 'sustainability' - deliver using sustainable development principles and work towards zero emissions. One outcome is "PT, walking and cycling is the preferred option for daily travel", another is "Well designed neighbourhoods that provide for everyday needs", another is "Consolidated growth and more housing choice."	Add provision of high quality active mode connections to each centre, with development limited to 10 min walk to a connection so all distances are walk/cycleable, and then people can access PT from there to get to a larger centre.		At review/update. Investigate and identify the changes that need to occur - to residential sites, frequent PT routes and stops, and location of centres.						
7	Queenstown Lakes Spatial Plan	1	Land use management	Increasing housing densities where there is good access to PT.	More specific/measurable/quantitative, i.e. within 10 min walk of centres and bus stop on frequent PT network.		At review/update.						
8	Queenstown Lakes Spatial Plan	1	Land Use Management	Strengthen. Identifies development areas.	Provide stocktake on population vs existing community/commercial facilities such as primary schools, shops, doctors etc. Assess catchment needs. Similar to as completed for Future Parks and Reserves Plan (Pages 14-15)		At review/update. This is where QLDC can be innovative through data collection and GIS platforms to direct where development should occur enabling both council and developers to plan and have more certainty around asset management and future growth. Refer PDP recommendations for linkages						
9	Queenstown Lakes Spatial Plan	1	Land use management	Identifies need for parking management and pricing, and P&R	Add future Park and Ride sites to the maps.		Investigate and confirm future P&R sites. Add to maps at review/update.						
10	Queenstown Lakes Spatial Plan	1	Land use management	Missing - location of civic facilities	Evaluation of the impact of relocating the civic and corporate functions from Queenstown CBD to Frankton, and the effect this would have on travel, to understand whether this would enable TDM.		Model the effect of relocating these employers to Frankton.						
11	Queenstown Lakes Spatial Plan	1	Parking management	References parking management as a tool that can contribute to achievement of spatial plan outcomes - including transport outcomes.	Strengthen connection to parking management and parking plans/strategies by referencing alignment of spatial plan with parking plan as a priority initiative in implementation section and vice versa within the parking plan.		Revisions to implementation section of plan at review/update.						
12	Queenstown Lakes Spatial Plan	1	Incentives	Missing - incentives to manage travel demand	Discuss the use of incentives to manage travel demand, and provide a list of incentives that will be incorporated through other documents. "Share an idea" as an option for public/community to suggest what would incentivise change in behaviour		At review/update.						
13	Queenstown Lakes Spatial Plan	1	Information and Awareness	Strengthen. Encourages rideshare schemes, education programmes, promoting car free destination, Tourism Travel Demand Strategy	Add implementation pathway. Include large focus behavioural change campaign, to be delivered through Mode Shift Plan.		At review/update.						
14	Queenstown Lakes Spatial Plan	1	Improved travel options	Outcome 2 and Outcome 4 are directly related to improving travel options and prioritising active modes and public transport.	Clarify distinction between transport directions included in the Spatial Plan and those included in other transport plans and policies (e.g. Mode Shift Plan). Clarify the relative role of these policy documents, and ensure directions are completely consistent. Explain that the Spatial Plan is an integrated transport and land use planning document, and therefore includes transport infrastructure interventions.		Clarification of respective roles of various policy documents, re-framing of Spatial Plan to more explicitly include transport elements, at review/update.						
15	Queenstown Lakes Spatial Plan	3	Improved travel options	Missing - last mile logistics hub	Identify land specifically for Last Mile Logistics Hubs including at Frankton for Queenstown deliveries, and include objective to consolidate freight movements to improve efficiency and reduce demand.		Investigate and define freight corridors. Complete study of suitable sites for Last Mile Logistics Hubs across the district, and incorporate findings and objectives in Spatial Plan at review/update.						
16	Queenstown Lakes Spatial Plan	3	Improved travel options	Missing - low emissions zones	Add 'Future Ultra Low Emissions Zones' for urban centres, to improve air quality thus supporting active mode and bus use within centres, and to be implemented when legislation is available.		Advocate for Ultra Low Emission Zones or Clean Air Zones for urban centres. Complete work to understand at a conceptual level where these future zones would be and illustrate on the Spatial Plan maps. Investigate likely restrictions and how these would be applied. Incorporate at review/update.						
17	Queenstown Lakes Spatial Plan	1	Improved travel options	Missing - freight strategy	Present an overarching approach to freight management for the district, identifying objectives and link to land use and travel demand, and link to FSAPs.		Identify and define freight corridors, then develop approach to freight management. At review/update.						
18	Queenstown Lakes Spatial Plan	4	Improved travel options	Missing - freight and servicing action plan	Identify goal for each urban centre to have a Freight and Servicing Action Plan (FSAP), to support safe, clean and efficient freight operations.		At review/update.						
19	Queenstown Lakes Spatial Plan	1	Improved travel options	Maps show PT and cycling networks, actual and planned, frequent and regular services, bus lanes, P&R.	Add location of the centres and higher density residential areas to the transport maps 14/15, so the SmartGrowth approach is obvious. Focus walking improvements on quality connections to and within local centres to facilitate '10 minute walk'. Align frequent PT and cycling corridors, so that cycling facilities are provided adjacent to frequent PT routes, so people have mode choice.		At review/update.						

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1	Better Ways to Go Mode Shift Plan	3	Pricing Strategies	Missing - road pricing	Requires strategic decision on relevance of road pricing tools to the district. Road pricing is a powerful tool for managing demand and encouraging mode shift on key corridors (e.g. Queenstown - Frankton).	Pricing' included as a sub-section of 6.3 'Influencing the way people choose to travel', at review/update.						
2	Better Ways to Go Mode Shift Plan	2	Pricing Strategies	Missing. No explicit reference of parking pricing. Details of interventions passed to Parking Strategy.	Include reference to parking pricing tools as levers for mode shift. Clarify how parking management will be used to complement active and shared transport, and explain revenue will be used to improve active mode and public transport services.	Amend existing parking management sub-section of 6.3, at review/update.						
3	Better Ways to Go Mode Shift Plan	1	Pricing Strategies	Missing - fee for on site staff parking.	Introduce a parking levy/annual fee for organisations and businesses which provide on site staff parking, and use invest this in PT and active transport improvements and incentives.	At review/update. Align with Parking Strategy.						
4	Better Ways to Go Mode Shift Plan	3	Land Use Management	Needs strengthening - 'Shaping urban form' identified as one of three 'key areas of influence'. Regulatory measures such as land use planning provisions identified as key to shaping urban form. Details of interventions are passed to Spatial Plan and town centre masterplans.	Strengthen section 6.1 'Shaping urban form' by referencing how more mixed use urban development can contribute to mode shift by enabling a greater range of facilities, services and amenities within 10 min walk of where people live. Strengthen 6.1 by signaling stricter land use planning limitations on location of major travel demand generating land-uses - e.g. developments of a certain scale only permitted within 10 minute walking distance of frequent PT stop. Needs to align with Spatial Plan and District Plan. Strengthen section 6.1 by emphasising the role of Council as major developer and provider of public services and facilities and taking a leadership role in locating facilities (e.g. sports fields, libraries etc) in highly accessible locations. Strengthen section 6.1 by referencing the potential for car-free developments.	Expand on Section 6.1. Ensure high-level directions flow through to other more detailed spatial planning policy documents, at review/update.						
5	Better Ways to Go Mode Shift Plan	1	Land Use Management	Missing - car free zones	Use of car free zones in town/ city centres referenced as a tool to support mode shift - but needs to align with town centre masterplans.	Include within section 6.3, at review/update.						
6	Better Ways to Go Mode Shift Plan	1	Incentives	Missing - PT fare policy (and subsidies) not mentioned as part of the mode shift plan - although impact of fare restructuring and \$2 flat fare acknowledged in context section (Section 4.1)	Retain current flat fare structure. Acknowledge PT fare policy as a tool to achieve mode shift goals. Fare Share policy (i.e. workplace sharing of PT costs for employees) is a specific policy to include.	Include within section 6.2, at review/update.						
7	Better Ways to Go Mode Shift Plan	4	Incentives	Missing - financial incentives/grants	Include set of financial incentives for residents such as direct grants for bikes and cargo bikes, free Bee Card promotions, to support uptake and use.	Connect to the 'Share an Idea' results (see Spatial Plan) to understand which incentives would be most effective. Include at review/update.						
8	Better Ways to Go Mode Shift Plan	2	Incentives	Missing - cargo bike parking	Provide parking for cargo bikes in PMPs.	Include in review/update.						
9	Better Ways to Go Mode Shift Plan	1	Information and awareness	Travel planning programmes mentioned in Section 6.3. Multi-modal travel information not mentioned (e.g. provision of journey planners). Possibly not a high priority given availability of third party providers.	Strengthen direction on travel planning programmes by clarifying roles of various organisations in delivering and funding these programmes and the scale of the planned programmes. Include mandatory travel plans for new developments, suburb-wide and community travel plans, school travel planning programmes, not just workplace travel planning. QLDC to show leadership by having travel plans for all offices - and include consideration of additional satellite offices for local services and to support local staff. Requires more detailed supporting policy in separate document.	Include within section 6.3 at review/update. Develop guidance and supporting policy.						
10	Better Ways to Go Mode Shift Plan	2	Information and awareness	Needs strengthening. Only mentioned very briefly as part of 6.3 'Travel Demand management'.	Provide more specific examples of marketing and promotion initiatives - e.g. events, advertising. Requires supporting more detailed policy in another document.	Include within section 6.3 at review/update.						
11	Better Ways to Go Mode Shift Plan	2	Information and awareness	Missing - education and training (cycling)	Include as an initiative within broader TDM programme of 'soft' measures.	Include within section 6.3 at review/update.						
12	Better Ways to Go Mode Shift Plan	3	Information and awareness	Missing - Travel Management Associations	Include framework to establish Travel Management Associations (TMAs) in local centres to deliver local TDM strategies on behalf of members (who may be small businesses) to reduce commute trips and make more efficient use of parking.	Include at review/update. Discuss with Chamber of Commerce.						
13	Better Ways to Go Mode Shift Plan	2	Improved travel options	Needs strengthening. Section 6.2 has a section on 'Walking and Cycling' but design principles mentioned are primarily relevant to walking, not cycling.	Strengthen by: - making clear distinction between different need for walking and cycling infrastructure - rather than conflating under 'active transport' heading. Existing design principles mentioned are primarily about walkability. - being more specific about the potential role of cycling in achieving mode shift - being clear on limitations and opportunities - e.g. reference to trip length and trip types relevant for shifting trips to cycling - and potentially more significant opportunity than walking due to longer trip lengths. Integration with PT - first/ last-mile. - referencing the cycling network needing to include much of the street network as well as primary cycle routes. This means low traffic speeds and traffic calming on local residential streets. - recognising important of providing recreational walking and cycling routes as these lead to more people riding, which may lead to more people riding to work.	Adapt 6.2 at review/update.						
14	Better Ways to Go Mode Shift Plan	2	Improved travel options	Needs strengthening. Section 6.2 includes a section on planned PT projects.	Strengthen by emphasising the more important role of PT in achieving mode shift objectives, relative to other modes (walking and cycling). Strengthen links to walking infrastructure - key role of walking for first mile/ last mile access to PT stops.	Adapt 6.2 at review/update.						
15	Better Ways to Go Mode Shift Plan	2	Improved travel options	Missing - micromobility and mobility as a service	Strengthen by including an action to scale up and deploy more micromobility options such as scooter and bicycle hire, and mobility as a service options such as shared car/vehicle schemes.	Include at review/update. Build connections with potential providers.						
16	Better Ways to Go Mode Shift Plan	2	Improved travel options	Missing - speed management.	Include speed management as a specific tool within Section 6.3 'Influencing the way people choose to travel'. Lower traffic speeds are an important tool for increasing the amenity of streets for walking and cycling and improving real and perceived safety for these modes.	Include in Section 6.3 at review/update.						
17	Better Ways to Go Mode Shift Plan	2	Improved travel options	Missing - traffic calming	In general the strategy document appears to shy away from mentioning 'sticks' as well as 'carrots' in incentivising mode shift. Traffic calming including restrictions on vehicle circulation (e.g. vehicle circulation plans for town centres that manage access for vehicles) or modal filters can make travel by car less convenient while making conditions for other modes more attractive.	Include in Section 6.3, under a heading like 'managing traffic circulation', at review/update.						
18	Better Ways to Go Mode Shift Plan	2	Improved travel options	Bus lanes are included in Section 6.2 as part of PT infrastructure projects.	Make broader mention of special vehicle lanes (not just bus lanes) and possible use by T2/T3/Freight in incentivising higher vehicle occupancy, changing relative attractiveness of modes.	Investigate what would work best for the district in terms of dedicated vehicle lanes. Include in Section 6.2, at review/update.						
19	Better Ways to Go Mode Shift Plan	4	Improved travel options	Missing - loading zones.	Manage loading zones using digital kerbside management products to help commercial users find, reserve, use and pay to use the kerb. This will help reduce circulating traffic and make areas more attractive and safety for alternative modes.	Add at review/update.						

20	Better Ways to Go Mode Shift Plan	3	Improved travel options	Missing - last mile logistics hubs	Identify goal to provide Last Mile Logistics Hubs including at Frankton for Queenstown deliveries, and include objective to consolidate freight movements to improve efficiency and reduce demand.	Include in review/update.								
21	Better Ways to Go Mode Shift Plan	3	Improved travel options	Missing - low emissions zone	Add 'Future Ultra Low Emissions Zones' for urban centres, to improve air quality thus supporting active mode and bus use within centres, and to be implemented when legislation is available.	Include in review/update. Complete initial research to understand where the zones would be and the types of restrictions as well as how the system would operate.								
22	Better Ways to Go Mode Shift Plan	1	Improved travel options	Missing - freight and servicing action plan	Identify need for each urban centre to have a Freight and Servicing Action Plan, to support safe, clean and efficient freight operations.	Include in review/update.								
23	Better Ways to Go Mode Shift Plan	2	Improved travel options	Missing - regional freight transport strategy	Identify need for Regional Freight Transport Strategy which sets out aims and objectives for TDM (and other aims as required) and sets a vision and framework for regional and local government to work with industry to achieve the outcomes.	Include in review/update.								
24	Better Ways to Go Mode Shift Plan	2	Improved travel options	Missing - No reference to universal design or social safety as barriers to mode shift.	Include reference to universal design and CPTED principles to ensure inclusive provision of walking and cycling infrastructure and promote mode shift.	Include in Section 6.2 at review/update.								
25	Better Ways to Go Mode Shift Plan	2	Overall comment on document structure and content	Overall framing is about 'more people walking, cycling and on PT' with no mention of less traffic or of freight, or of people travelling less (or shorter distances) eg to local services.	Make more explicit that the goal of mode shift is fundamentally about reducing VKT and traffic - the counterpoint to more walking, cycling and PT. There is a balance between 'carrots' and 'sticks' for achieving mode shift and the 'stick' side is about making car travel less attractive. Recognise that congestion can drive mode shift. Recognise freight consolidation outside urban centres and modes like cargo bikes can help achieve mode shift and create an improved environment for walking and cycling within urban centres. Recognise the benefits of local services and live-work models.	Rename strategy as a Travel Demand Management Strategy and incorporate and explain the full range of TDM measures, including reduced need to travel, or travel as far. Also identify the wide range of QLDC teams that can contribute to achieving travel demand management in the district.								
26	Better Ways to Go Mode Shift Plan	2	Overall comment on document structure and content	Needs strengthening, strategy is quite general and appears to be a collection of work being completed through other workstreams. It also does not include the full range of TDM initiatives.	Focus the strategy on actions targeted to specific trip types and user groups - e.g. school trips, commuting, tourist travel, shopping or customer segmentation and freight journeys that analyses different barriers and opportunities for mode shift among different groups.	Undertake research to understand the targeted user groups and trip types for mode shift, and be explicit about this in the document at review/update.								
27	Better Ways to Go Mode Shift Plan	2	Overall comment on document structure and content	Missing - scope of who is expected to change mode.	Be more explicit about the scope of mode shift being sought and broaden to include freight.	At next review/update. Complete research to whether a targeted approach may yield greater mode shift, and if so, which are the groups to target and for which journeys.								

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1	Queenstown Lakes Climate and Biodiversity Plan 2022-25	3	Pricing Strategies	Missing - pricing	Add discussion of different pricing strategies - time of use charging, paid parking, regional fuel tax, tolls and include them in the strategy.	Document review/update.							
2	Queenstown Lakes Climate and Biodiversity Plan 2022-25	3	Land Use	Needs strengthening - Recognises importance of integrated land use and transport planning through the Spatial Plan and TOD/SmartGrowth.	Add in parking measures and sinking lid on single occupant vehicle parking in centres. Discuss benefits and support for car-free development.	Document review/update. Discussion between Climate team and Transport Strategy team to define the link between this strategy, the Parking Strategy and the Mode Shift Plan.							
3	Queenstown Lakes Climate and Biodiversity Plan 2022-25	2	Land Use	Needs strengthening - Our built environment is low emission and resilient.	Recognise that the built environment itself can influence and contribute to or support the use of active modes.	Document review/update.							
4	Queenstown Lakes Climate and Biodiversity Plan 2022-25	2	Parking Management	Needs strengthening - Promoting cycling and micro-mobility parking	Also promote cargo bike, motorcycle and moped parking.	Document review/update.							
5	Queenstown Lakes Climate and Biodiversity Plan 2022-25	2	Parking Management	Needs strengthening - Provide cycle parking in town centres.	Add to include cycle parking at bus stops and PT hubs, and other destinations.	Document review/update.							
6	Queenstown Lakes Climate and Biodiversity Plan 2022-25	2	Incentives	Needs strengthening - Partner with businesses to deliver active travel or shared transport solutions and innovations e.g. community bike or car share schemes.	Allocate funding to enhance what can be provided.	Discuss with Council, allocate funding in LTP. Document review/update.							
7	Queenstown Lakes Climate and Biodiversity Plan 2022-25	n/a	Information and awareness	Encouraging mode shift to public transport.	n/a								
8	Queenstown Lakes Climate and Biodiversity Plan 2022-25	1	Information and awareness	Needs strengthening - Behaviour change initiatives, including travel plans with workplaces and schools.	Strengthen travel plan requirement, including new developments, tourist destinations, QLDC offices, community travel plans by community groups/Travel Management Associations (TMAs). Identify additional initiatives to change behaviour, including proven campaigns to assist people change mode, such as: 'TravelSmart' projects - tailored support to change mode by suburb community based travel behaviour programmes and schemes Advertising campaigns and information	Discuss with Council, allocate funding in LTP. Document review/update. Align with mode shift plan aspirations.							
9	Queenstown Lakes Climate and Biodiversity Plan 2022-25	1	Improved travel options	Work with ORC and Waka Kotahi to improve PT - frequent, affordable, better coverage, hubs, trials.	n/a								
10	Queenstown Lakes Climate and Biodiversity Plan 2022-25	3	Improved travel options	Needs strengthening - Action should provide a more generalised focus on pedestrian accessibility (action 2.4), rather than just road crossings across footpaths.	Include other improvements such as more pedestrian/shared spaces, footpath improvements, kerb ramps and enforcement of parking across footpaths.	Discuss with Transport Strategy team and Planning team. Include in Spatial Plan as well as in this document at review/update.							
11	Queenstown Lakes Climate and Biodiversity Plan 2022-25	n/a	Improved travel options	Priority lanes for car pool cars (action 2.7)	n/a								
12	Queenstown Lakes Climate and Biodiversity Plan 2022-25	n/a	Improved travel options	Active transport plans around schools.	n/a								
13	Queenstown Lakes Climate and Biodiversity Plan 2022-25	2	Improved travel options	Missing - freight mode shift	Highlight action for mode shift for freight eg provision for bike and small vehicle deliveries.	Discuss with Transport Strategy team and Planning team. Include in Spatial Plan as well as in this document at review/update.							

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1	Otago Southland Regional Land Transport Plans 2021-31	3	Pricing Strategies	Missing - pricing	Provide discussion of pricing strategies in managing travel demand, including congestion charging, regional fuel tax, parking pricing. Identify the types of pricing strategies that are being used across the regions, or will be used in future, and where they are most suited.	Document review.							
2	Otago Southland Regional Land Transport Plans 2021-31	n/a	Land Use Management	Working well - recognises importance of integrated land use and transport planning.	n/a								
3	Otago Southland Regional Land Transport Plans 2021-31	1	Land Use Management	Policy 5.1 - Proactively manage and respond to changing land use and growth by developing integrated land use and transport plans.	Provide explanation of what is required and expected, by whom, and in what circumstances / triggers	Document review.							
4	Otago Southland Regional Land Transport Plans 2021-31	2	Parking Management	Missing - reference to parking management	Include discussion of parking management tools as a way to manage travel demand across both regions.	Document review.							
5	Otago Southland Regional Land Transport Plans 2021-31	2	Parking Management	Needs strengthening - Policies under Objective 3 (p47)	Add a policy which recognises that providing ample free/cheap parking at destinations provides an incentive to drive and is inequitable and undermines TDM.	Document review.							
6	Otago Southland Regional Land Transport Plans 2021-31	4	Incentives	Missing - incentives to reduce travel demand	Include explanation of how ride-sharing, car pooling, PT subsidies and working from home can provide benefits in managing travel demand.	Document review.							
7	Otago Southland Regional Land Transport Plans 2021-31	1	Information and awareness	Missing under Objective 3	New Policy 'awareness raising around benefits of mode shift, for individuals, the community and the planet'	Document review.							
8	Otago Southland Regional Land Transport Plans 2021-31	1	Improved travel options	Needs strengthening - Objective 3 (p44) lists how the objective will be achieved	Add to the list of bullet points 'ensuring land development proposals provide for all modes within the development, and connect to existing networks for all modes within the wider network, and within neighbouring developments'.	Document review.							
9	Otago Southland Regional Land Transport Plans 2021-31	1	Improved travel options	Needs strengthening - Priority 3 invest to create genuine mode choice	Change the priority to 'invest to achieve travel demand management' as this is broader and provides much more scope for change.	Document review.							
10	Otago Southland Regional Land Transport Plans 2021-31	2	Improved travel options	Needs strengthening - p56 'Both examples show that without access to a motor vehicle, people are likely to feel disadvantaged.'	Change to 'Both examples show that without access to a motor vehicle, people will be disadvantaged.' (this is supported by evidence, eg UK research on Social Exclusion)	Document review.							
11	Otago Southland Regional Land Transport Plans 2021-31	3	Improved travel options	p64 SHIP Otago - providing better transport choices in Dunedin and Queenstown.	Extend to include all urban areas where there are state highways in the Otago Southland regions.	Document review, involvement of Waka Kotahi							
12	Otago Southland Regional Land Transport Plans 2021-31	3	Improved travel options	Needs strengthening - Mode shift is a target for journey to work and school for Dunedin and Queenstown only.	Make mode shift a target for all journeys across Otago and Southland regions.	Document review.							
13	Otago Southland Regional Land Transport Plans 2021-31	2	Improved travel options	p26 identifies need to fill gaps in the regional cycling network, and notes there is no integrated regional cycling plan to fill the gaps.	Develop an integrated regional cycling plan to fill the gaps in the network to ensure coordinated delivery. Ensure this incorporates the work being planned and delivered by third parties, including trusts.	Document review to align with ORC LTP action to complete Active Mode and PT Plan							
14	Otago Southland Regional Land Transport Plans 2021-31	1	Improved travel options	Policy 5.1 - Proactively manage and respond to changing land use and growth by developing integrated land use and transport plans.	Introduce a direct line of sight to funding allocations, to influence RCAs programmes.	Document review. Method to ensure all RCAs are working towards the RLP objectives and policies by demonstrating how their projects align.							
15	Otago Southland Regional Land Transport Plans 2021-31	1	Improved travel options	Policy 5.3 - Prioritise investigating a new tourism approach and how to move people about the region to provide a safe, reliable and consistent visitor experience that encourages dispersal of tourism benefits across the region.	Ensure funding for this is included in the relevant RCA work programme. Prioritise a PT approach with inter-regional buses.	Document review. Identify lead organisation and timeframe.							
16	Otago Southland Regional Land Transport Plans 2021-31	1	Improved travel options	Identifies funding allocations for different activities, for each RCA, for PT, walking and cycling.	Present percentage spend for each mode and use this to increase and guide allocations. Bring spending forward to get benefits now.	Document review. Work with RLTP committee							
17	Otago Southland Regional Land Transport Plans 2021-31	3	Improved travel options	Each activity is given a 'Regional Priority'.	Provide information on how this regional priority is calculated and what the numbers mean.	Document review. Work with RLTP committee							
18	Otago Southland Regional Land Transport Plans 2021-31	2	Improved travel options	Explore opportunities for inter-regional PT identified as a priority area in the Joint Statement from RLTP Chairs.	Increase regional priority for activities which will provide improved travel options and deliver the greatest TDM benefits.	Document review. Identify lead organisation.							
19	Otago Southland Regional Land Transport Plans 2021-31	3	Improved travel options	Presents aspiration to move more freight by rail.	Translate this into action in the activity tables.	Document review. Identify lead organisation.							
					Include action to Develop Regional Freight Strategy, which will identify how this will be achieved, and which will also consider the strategic requirements and priorities and set the vision and framework within which Government (at the appropriate level) and industry can work together to achieve the stated aims and objectives including reducing travel demand for freight through consolidation and mode shift.	Document review. Involve KiwiRail.							

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1	ORC Long Term Plan 2024-34	2	Incentives	Missing - PT fare strategy	Given the criticality of the link between fare pricing and demand (and revenue), spell out the PT fare strategy in the LTP, and explain subsidised fares are an incentive to use PT. Introduce aim to increase subsidies to make PT more attractive, relative to driving. Link to parking charges.	Include in the new Regional Public Transport Plan and next LTP.							
2	ORC Long Term Plan 2024-34	2	Incentives	Missing - increased fare subsidies	Explain how fares are subsidised and increase the level of subsidy, both for PT as a whole and in relation to discounts for particular groups.	Include in the new Regional Public Transport Plan and next LTP.							
3	ORC Long Term Plan 2024-34	2	Incentives	Missing - alternative transport revenue sources	Recognise and actively pursue third party revenue sources to contribute to funding of public and active transport improvements. Sources to include time of use charging, regional fuel tax, and transport-focused development contributions, and include associated policies in planning documents.	Include in the new Regional Public Transport Plan and next Regional Land Transport Plan and both councils' LTPs as appropriate.							
4	ORC Long Term Plan 2024-34	1	Information and awareness	Missing - PT travel promotion plans and actions	Incorporate a pro-bus mode shift campaign.	Include in the new Regional Public and Active Transport Connectivity Strategy and Regional Public Transport Plan.							
5	ORC Long Term Plan 2024-34	1	Improved Travel Options	Needs strengthening - Plans for PT outside of Queenstown	The LTP acknowledges that most of the region does not have PT services. Present a forward strategy to provide PT across the region. Ensure the Upper Clutha PT business case fully investigates all links, including between Wānaka and Lake Hawea and Queenstown, and between the district and the Central Otago District. Separately investigate improved inter-regional links to the south.	Include in the new Regional Public and Active Transport Connectivity Strategy and Regional Public Transport Plan, and the next Annual Plan.							
6	ORC Long Term Plan 2024-34	2	Improved Travel Options	Needs strengthening - role of active transport	The LTP has a goal for active transport to be the preferred mode for short journeys in urban areas. A Regional Public and Active Transport Connectivity Strategy is planned to support this, along with a staged approach to the development of regional public and active transport connectivity. Ensure the strategy defines the role of each mode and identifies supporting improvement actions.	Include in the new Regional Public and Active Transport Connectivity Strategy.							
7	ORC Long Term Plan 2024-34	1	Improved Travel Options	Missing - discussion on freight mode shift	ORC holds 100% ownership of Port Otago. The LTP focuses on the use of related dividends to reduce general rates. Add discussion on how port ownership might be used to support freight mode shift away from road. Include action to Develop Regional Freight Strategy, to consider the strategic requirements and priorities and set the vision and framework within which Government (at the appropriate level) and industry can work together to achieve the stated aims and objectives including reducing travel demand for freight through consolidation and mode shift.	Include in next LTP. Investigate best practice from other areas, and open conversation with Port Otago.							
8	ORC Long Term Plan 2024-34	1	Improved Travel Options	Strengthen Strategic Direction for Transport. Currently it says: 1. Congestion is reduced and connection is increased throughout the region. 2. Carbon emissions are reduced and air quality is improved across the region, supported by our efficient and affordable public transport services. 3. Active transport is the preferred mode for short journeys in urban areas.	Reframe to provide a TDM focus and remove reference to congestion, which will limit the ability to provide PT in certain locations. Also include reference to equity and transport choice. 1. The transport system is equitable and provides mode choice. 2. Connection and air quality are improved, and emissions reduced across the region as a result of efficient and affordable public transport services. 3. Active transport is the preferred mode for short journeys in urban areas. 4. Public transport is the preferred mode for medium and longer journeys in urban areas, and for inter-regional trips.	Include in next LTP.							

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1	Travel to a thriving future: A Regenerative Tourism Plan	3	Pricing Strategies	Missing - travel and parking pricing	Present benefits of charging policies in influencing the way people choose to travel, and how this would assist in achieving the zero carbon goal and can contribute to funding and improving sustainable transport infrastructure and services. State QLDC position on this going forward. Include differential parking charges and time of use charging for tourists.	Discuss with Economic Development team. Include at next review.							
2	Travel to a thriving future: A Regenerative Tourism Plan	3	Pricing Strategies	Secure funding to implement these activities (p30)	Discuss and explain expected use of the visitor levy in covering the cost of improving transport options.	Include at next review.							
3	Travel to a thriving future: A Regenerative Tourism Plan	2	Land Use Management	Missing - guidance on location of new activities which will become destinations.	Discuss at a high level where the desirable locations are for new key destinations that will generate traffic (eg new tourist attraction or business park), and how that traffic should be minimised by live-work model or providing for walking, cycling and access to high frequency PT stops.	Discuss with Economic Development team and Spatial Plan team. Include at next review.							
4	Travel to a thriving future: A Regenerative Tourism Plan	2	Information and awareness	Missing - travel planning	Introduce regular campaigns to encourage visitors to use public transport, walk and cycle, and provide targeted information to make this the default solution.	Include at next review. Include funding for this in the LTP.							
5	Travel to a thriving future: A Regenerative Tourism Plan	2	Improved transport options	Missing from the 'four strategies' to reach zero carbon.	Add travel demand management to the 'key strategies' to reach carbon zero, and explain how this will work.	Include at next review.							
6	Travel to a thriving future: A Regenerative Tourism Plan	n/a	Improved transport options	Working well - identify and support further opportunities to develop walking and cycling networks that serve local communities as well as visitors, to make walking and cycling convenient.	n/a								
7	Travel to a thriving future: A Regenerative Tourism Plan	3	Improved transport options	Needs strengthening - Support collaboration between tourism businesses to reduce the total number of vehicle trips relating to visitor movements e.g. shuttle to airport.	Include specific actions such as: Destinations to develop travel plans for staff and visitors. Advocate for inter and intra regional PT for staff and visitors. Provide shuttles for staff and visitor transport for locations that are not within a 10 min walk of a stop on the high frequency PT network. Provide end of trip facilities at tourist destinations (secure bicycle parking, showers). Explore rideshare app for hospitality workers. Advocate for and support a tourist focused PT shuttle/network servicing key tourist destinations eg Glenorchy, Airport, Wanaka, Cromwell	Include at next review.							
8	Travel to a thriving future: A Regenerative Tourism Plan	n/a	Improved transport options	Working well - advocate for improved PT services.	n/a								
9	Travel to a thriving future: A Regenerative Tourism Plan	1	Improved transport options	Missing - luggage transfers / lockers	Also provide public lockers at PT hubs, Civic facilities or combined with end of trip facilities. Provide grants or other assistance to support storage lockers elsewhere, and a luggage transfers scheme that better supports visitors to use public transport.	Include at next review.							
10	Travel to a thriving future: A Regenerative Tourism Plan	2	General	Missing - Tourism Travel Demand Strategy	Take forward the Spatial Plan action for a Tourism Travel Demand Strategy or have a focus on this within the Mode Shift Plan, to manage the travel demands of tourists. Complete research to understand which tourists to target in terms of managing travel demand.	Include at next review. Complete research to inform direction.							
1	Queenstown Lakes Economic Diversification Plan	2	Land Use Management	Needs strengthening - In multiple places the connection between this document and the Spatial Plan is stated.	Describe where the Spatial Plan identifies that future new businesses will be located, and how people will be expected to travel to them, and how travel demand will be minimised, e.g. through staff travel plans and providing travel information to staff and considering staff/visitor needs at an early stage. Recognise some new employers may be high trip generators which need to be carefully located to minimise travel demand. Promote 'live-work' model.	Include at next review.							
2	Queenstown Lakes Economic Diversification Plan	2	Land Use Management	Missing - support additional local services	Include action to support local businesses setting up in local centres, which would reduce the need for local residents to travel to other centres for work or services.	Include at next review.							
3	Queenstown Lakes Economic Diversification Plan	1	Land Use Management	Missing - Last Mile Logistics Hubs	Include action to enable Last Mile Logistics Hubs to establish on outskirts of town centres (eg at Frankton for Queenstown), to intercept heavy traffic and consolidate freight onto smaller delivery vans and cargo bikes.	Include at next review.							
4	Queenstown Lakes Economic Diversification Plan	1	Incentives	Missing - cargo bikes	Provide grants or other assistance to stimulate uptake of cargo bikes for last mile deliveries in centres.	Include at next review.							
5	Queenstown Lakes Economic Diversification Plan	2	Improved transport options	Missing - encouraging businesses that enable TDM	Include in the list of desired new businesses, those that support travel demand management, such as providers of cycle hire, mobility as a service schemes, travel apps etc.	Include at next review.							

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1	Parks and Open Spaces Strategy	n/a	Pricing strategies	Missing - but not applicable given scope of this Strategy.	n/a	Strengthen messaging in context sections or strategy that enhanced urban open space provision is critical to support spatial plan objectives for denser and more consolidated urban development - and accompanying benefits of reduced travel demand. Open space can make higher-density development more attractive to potential residents.							
2	Parks and Open Spaces Strategy	2	Land use management	Needs strengthening. Benefits of open space section (p. 11) references 'amenity benefits' of providing outdoor and gathering spaces for residents in higher-density developments. Strategic Fit section (p. 16) references connections to spatial plan and that open space provision is part of 'well-designed neighbourhoods that provide for everyday needs'. Typology of parks section (p. 27) identifies 'connection' typology as supporting cycling and walking linkages and objective of creating contiguous open spaces. Accessibility of open space identified as important - but could be strengthened. Goals on p. 45 state open spaces should be 'well connected to encourage active transport options'.	Identify distinct open space needs accompanying different typologies of urban development (i.e. higher-density developments require more open space to compensate for lower levels of private open space, and should have a greater distribution and density of open space - the 600m access threshold may not be universally applicable to all development typologies, and shorter distances to open space are needed to support amenity and attractiveness of higher-density development areas). Strengthen messaging that contiguous and linear open space connections are critical supports for active transport networks that also contribute to broader transport strategic directions and plans. Strengthen direction that contiguous linear open space 'connections' need to be planned into all new development areas. Strengthen goals related to accessibility of open space to include directions on selecting locations for open spaces (particularly those that generate high travel demand such as sportsgrounds and destination parks) to consider multi-modal accessibility and priority locations that are integrated into urban environments .	Revise actions on p. 45 to establish differentiated access thresholds for open space depending on development typology - e.g. high density zones have access to pocket, local or community park within closer distance (300m) rather than 600m. Revise actions on p. 45 to include actions for provision and access to connection-type linear and contiguous open spaces specifically. These have a distinct function for active transport compared to 'parks'. Include action or goal for all residents to live within 600m of a contiguous linear connection that provides active transport paths connecting to a broader network. Revise actions on p. 45 to include actions for locating open spaces to be highly accessible by walking, cycling and public transport - particularly parks that have high potential to generate transport demand (sportsgrounds and destination parks).							
3	Parks and Open Spaces Strategy	2	Parking management	Missing. Parking management	Include reference to using effective parking management strategies accompanying open spaces to help achieve transport goals and improve overall accessibility to open space (i.e. not over-supplying car parking to reduce incentives to drive to open spaces).	Revise actions on p. 45 to reference car parking and bike parking provision at open spaces that is consistent with overall parking strategy.							
4	Parks and Open Spaces Strategy	n/a	Incentives	Missing - but not applicable given scope of this Strategy.									
5	Parks and Open Spaces Strategy	2	Information and awareness	Missing. Transport accessibility information	Include reference to integrating information provision (e.g. physical signage, digital information) for open spaces with transport information (e.g. active transport wayfinding)	Revise actions on p. 45 to include reference to integration of parks and recreation information with Council information on transport options and active transport wayfinding.							
6	Parks and Open Spaces Strategy	2	Improved travel options	Needs strengthening. Benefits of open space section (p. 11) states that open spaces 'provide active transport routes and networks'. Typology of parks section (p. 26) states that connections type open spaces can contribute to trail, cycling and walking networks. Future actions on p. 44 identifies 'develop District Wide Biking Strategy'	Include action to integrate Council planning of active transport networks with open space provision planning. Strengthen directions around designing and locating open space to reduce travel demand.	Revise 'How a reserve should be designed' section (p. 32) to include a message about designing and locating parks to encourage access by walking, cycling and public transport and manage access by car. Revise actions on p. 44 and 45 to include actions for designing and locating open space to be highly accessible by walking, cycling and PT. Revise actions on p. 44 and 45 to reference integrating council planning for open space connections with active transport network planning.							

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1	Event Waste and Emissions Reduction Guide	1	Pricing Strategies	Missing - premium pricing for non-residents	Enable and encourage organisers to add a premium to event tickets for people attending from out of District, and use this to promote alternative modes, provide shuttle buses and cycle parking	Include at next review. Add to handbook and to Events Permit Application Form.							
2	Event Waste and Emissions Reduction Guide	2	Land Use	Needs strengthening - document recognises transport makes the greatest contribution to event GHG emissions and the location of the event influences this.	Ask people to consider if a physical event is required and whether the travel impacts can be managed, and whether there is an opportunity to host a virtual event instead, or encourage/support some people to attend virtually. Guidelines to reference the need for a traffic management plan and to use this TMP to make it safer for walking and cycling to the event.	Include at next review. Add to handbook and Events Permit Application Form.							
3	Event Waste and Emissions Reduction Guide	3	Incentives	Missing - the guidelines are voluntary.	Require Travel Plans (including monitoring) for all events as part of the permitting process. For annual events, track reductions in emissions and include targets in future permit approvals. Provide support to organisers in developing the Travel Plan eg templates, guidance document, support with providing shuttles and having car park entry fees.	Require this for the permit under the new permit application process. Transport Strategy team to develop a template and guidance plus examples which the events team can provide in the handbook.							
4	Event Waste and Emissions Reduction Guide	2	Incentives	Events team have funding that they can provide to support events e.g. shuttle buses, cycle parking, messaging to attendees and to residents. This is publicised through the Annual Events Fund process. It can be tagged to certain outcomes e.g. emissions reduction.	Ensure funding levels remain sufficient to support access by low emission transport modes.	Events team to track and include required funding in LTP process.							
5	Event Waste and Emissions Reduction Guide	2	Information and awareness	Needs strengthening. Develop transport toolkit.	Include provision of an event toolkit for transport, with support from QLDC/ORC about how they can assist event organisers.	Include at next review. Develop a form for organisers to monitor how people travelled to the event (or include in ticketing on event website/app if relevant). Develop toolkit for transport (could be part of handbook).							
6	Event Waste and Emissions Reduction Guide	2	Improved transport options	Needs strengthening - introduction states an improved experience can be achieved by ensuring attendees have access to convenient public transport system (p5)	Strengthen by saying 'an improved experience can be achieved by ensuring events are located near well served PT routes or by organisers providing shuttle services for attendees to access event	Include at next review. Explore with ORC whether they can support events with additional bus services.							
7	Event Waste and Emissions Reduction Guide	3	Improved transport options	Needs strengthening. Guidelines provide examples of initiatives event organisers can implement to reduce emissions.	Strengthen by adding the following to the checklist and require in order to get a permit: Require a Travel Plan from the event organisers to manage staff and visitor access and minimise travel demand. Ensure the TMP reduces parking and traffic access close to the event, to provide a safe and accessible walking and cycling environment and reduce parking and congestion close to the event.	Include at review of permit policy and guide. Transport Strategy team to provide a template for a Travel Plan or merge with the existing Emissions Guideline Template. Provide examples of good practice. Talk to Kirsty to take it forward.							

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1	Future Parks and Reserves Provisions Plan	1	Parking Management	Strengthen. Car parking is an indicative amenity for Community and Sportsground Park (Premier) in the Provision Guidelines Table 2021.	Needs to include defined distance/integration with PT network as indicative amenity where appropriate to the scale and type of park. For example Sportsground Park (Premier) may generate high patronage which should be supported by PT network and not only accessible by vehicle (as currently only identifies car parking as an amenity). Similarly Pocket and Local Parks may be provided by developer but there is no expectation set in the tables about how these are accessible (i.e. not only by vehicle). Sportsground (Community) refers to car parking in the purpose but it needs to also be included in the indicative amenity column.	Document review/update.								
2	Future Parks and Reserves Provisions Plan	1	Land Use Management	Strengthen. No apparent linkages to Proposed District Plan	See recommendation number 14 of Proposed District Plan. Provide assessment criteria for when a Park is developer provided, including connectivity/PT networks	Document review/update.								
3	Future Parks and Reserves Provisions Plan	1	Improved Transport Options	Missing. Bicycle parking	Add bicycle parking as an indicative amenity in Provision Guidelines Table for the premier open space facilities and connections. Opportunity to also consider access to public transport as an indicative amenity to the premier sportsgrounds/ destination parks.	Document review/update.								
4	Future Parks and Reserves Provisions Plan	1	Improved Transport Options	Missing. Safe walking and cycling access	Building upon recommendations 1 and 2, include safe walking and cycling links to access parks as an indicative amenity, as they are commonly used by children and families and should not be reliant on vehicular access alone.	Document review/update.								
5	Future Parks and Reserves Provisions Plan	1	Improved Transport Options	Missing. Lighting and CPTED principles	Include within Provision Guidelines and reinforce/implement through District Plan provisions and minor improvements programme/LTP for existing parks.	Document review/update.								

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1	Blue - Green Network Plan	n/a	Land Use Management	Plan outlines how blue green networks and projects can integrate with spatial planning policies and regulations. Plan is high-level and implementation will depend on embedding plans and projects into other policies and plans.	Strengthen by recognising that more people biking for recreation can lead to more people biking to work.	At review/update.							
2	Blue - Green Network Plan	2	Information and awareness	Missing - travel information.	Include reference to wayfinding (physical signage and digital map information) as important elements of track and trail networks within the blue green network.	At review/update, in Section 3, p. 36 under 'Tracks and Trails' add reference to 'Supported by information' and reference to physical trail signage and digital maps to increase awareness of trail networks.							
3	Blue - Green Network Plan	1	Improve transport options	Plan mentions 'tracks and trails' as components of blue-green networks (p. 36). Needs strengthening.	Identify which of the trails are highest priority for implementation, for the purposes of contributing to travel demand management - e.g. trails along high travel demand corridors where there is congestion.	At review/update - Implementation Table, 5.56: include reference to key transport planning, policy and funding documents and need to identify overlaps between priority corridors for active transport identified in these plans and priority blue-green network links.							
4	Blue - Green Network Plan	1	Improve transport options	Missing. Plan does not reference links between BGN and PT.	Include reference to importance of Parks and Tracks and Trails components of BGN to connect with public transport networks to enable multi-modal access to transport and recreational facilities.	At review/update, add reference under p. 36 'Tracks and Trails' a design principle about connectivity to public transport. In implementation section p. 56 add reference to RPTP and integrating public transport network and service planning with BGN parks and trails facilities.							
5	Blue - Green Network Plan	1	General		Strengthen reference to BGN links being important transport corridors - particularly for active transport and for contributing to achievement of travel demand management/ mode shift goals.	Add to Section 1.4 'Inclusive and Accessible' benefit.							

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1	Activities in Public Places Bylaw 2023	2	Parking Management	No explicit TDM measures controlling parking supply / demand	10.2(a) whether the proposed activity may result in an undue restriction on vehicle traffic, increased parking demands or pedestrian flow;	At review/update.							
2	Activities in Public Places Bylaw 2023	2	Improved transport options	No explicit TDM measures	13.2 (f) Separate the clause into two, traffic management plan should be separate to waste management. (f) requiring compliance with a traffic management plan that details travel demand management measures; (xx) requiring compliance with a waste management and minimisation plan;	At review/update.							
3	Activities in Public Places Bylaw 2023	2	Improved transport options	No explicit TDM measures requiring provision of public transport or cycle/ micro-mobility parking	13.2 (e) that a continuous accessible path of travel is provided between the nearest accessible parking and event venue; 13.2 (xx) that provision is made for drop-off / pick-up by small and large passenger vehicles; 13.2 (xx) that provision is made for secure parking of cycles and other micro-mobility devices.	At review/update.							

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1	Traffic and Parking Bylaw 2018	n/a	Pricing Strategies	Enables charging for parking which provides a means to influence parking behaviour / demands	n/a								
2	Traffic and Parking Bylaw 2018	1	Pricing Strategies	Missing - fee/levy for on site staff parking.	Introduce annual fee/levy for organisations and businesses which provide on site staff parking, and use invest this in PT and active transport improvements and incentives (refer to Parking Strategy and Mode Shift Plan DIRT for more detail).	At review/update. Align with Parking Strategy.							
3	Traffic and Parking Bylaw 2018	n/a	Parking Management	The Bylaw provides the legal mechanism for implementing parking controls and is independent of the types of control.	n/a								
4	Traffic and Parking Bylaw 2018	n/a	Parking Management	Parking controls are enabled by the bylaw and apply to wheeled vehicles. The vehicle definition is broad with some specific small wheeled devices but does not consider micro-mobility devices. This supports TDM.	n/a	At review/update.							
5	Traffic and Parking Bylaw 2018	n/a	Parking Management	Supports implementation of zone parking controls	n/a								

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1	Queenstown Trails Strategic Plan 2023-33	2	Information and awareness	References wayfinding and route planning and use of technology and apps to support the trails network.	Provide both trails travel information and broader information provision for multi-modal travel options to access the trails (e.g. journey planners and active transport network maps provided by other agencies). Recognise that trails are part of the active travel network, not just for recreation.	At review/update. Discuss with Parks team and the Trust.							
2	Queenstown Trails Strategic Plan 2023-33	2	Improved travel options	Purpose of Trails organisation is to enhance trails network. Trails network acknowledged as playing a role in providing an enhanced active transport network that can be used for a range of purposes. Principle focus appears to be on trails for recreational purposes - but some trails also acknowledged as having other functions - e.g. 'commuter routes' and supporting 'green transport' - that can contribute to TDM and mode shift objectives.	Clarify specific links in the trail network where a principal use of the trail can be for everyday active transport - and hence contribute to TDM and mode shift goals (e.g. trails between Frankton and Queenstown). Also, clarify relative roles of Trails trust and other agencies in managing and developing trails and active transport network links that contribute strongly to TDM objectives (rather than recreation and other objectives). Recognise that more people cycling for recreation can lead to more people cycling to work.	At review/update. Discuss with Parks team and the Trust.							

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1	Minor Improvements Programme Policy	1	Improved travel options	TDM is missing from Assessment Criteria	Add TDM to Assessment Criteria, and give it the same weighting as safety. Suggested rationale for scoring: 5 - Significant reduction in travel demand by single occupant motor vehicle (eg removing parking, completing gaps in active mode networks, improving bus facilities) 4 - Moderate reduction in travel demand by single occupant motor vehicle 3 - No impact on travel demand by single occupant motor vehicle 2 - Moderate increase in travel demand by single occupant motor vehicle 1 - Significant increase in travel demand by single occupant motor vehicle (eg providing additional parking, not contributing to active mode or PT networks) Add TDM to 6.Assessment Criteria Commentary so people understand what to consider eg. active mode networks, PT networks, parking (cycle, motorbike, vehicle).	is it on the list for review, planned for Q1 2025 and can incorporate if aligns with overall direction for QLDC.							

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1	Disability Policy 2018	2	Improved travel options		<p>Policy Goal 5 QLDC public infrastructure is increasingly accessible to disabled people. Actions/Work towards:</p> <p>a. Produce an online and hardcopy disability access map showing all accessible carparks, public toilets and public facilities in the District.</p> <p>b. Consider the ease of an accessible journey when commuting, in relation to the provision of appropriate accessible public toilets, public transport, parking and drop off points.</p> <p>c. Develop a quick-reference fact sheet that outlines disability requirements within QLDC infrastructure, building and development standards. Review these standards for any gaps.</p> <p>d. Review monitoring of building and resource consent standards relation to accessibility to ensure standards are being met.</p> <p>e. Consider a process for providing temporary disability parking permits for those who experience temporary impairments.</p>	<p>Strengthen Policy 5 to ensure that PT networks and footpaths/cycleways are accessible for disabled people, by adding a specific action to ensure active mode and public transport infrastructure and buses are accessible. Also strengthen 5d by extending the review across both private site developments and roads / transport infrastructure intended to be vested to Council - although the distinction isn't overtly omitted in the way it's currently written, this change would provide clarity that both are required. Ensure these actions to improve accessibility to transport infrastructure are included in Transport AMP (pavement ramps, tactile pavers, audio tactiles, clear building line (outdoor dining, selling goods in front of shops), changing/retrofitting kerb lines/radii to reduce crossing distances, frequency/standards for safe crossing points (refuges/zebra crossings), universal design, signage and access to information (e.g. colour contrast, font size, use of technology, alternative means of accessing key services).</p>	At review. Discuss with policy owner.							