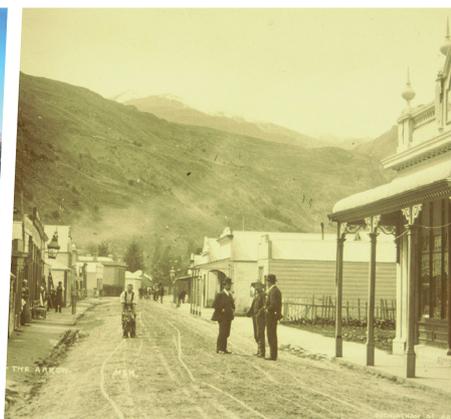
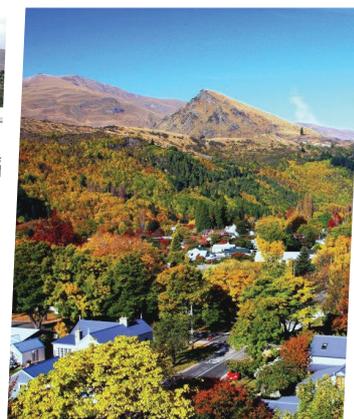




**ARROWTOWN**  
**COMMUNITY VISIONING** 2017

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## 1 EXECUTIVE SUMMARY

The Arrowtown Community Visioning taskforce has worked through the information gathered at public forum and considered previous community workshops and charrettes. This report outlines a long-term vision (30+yrs), and objectives and recommendations towards achieving the vision. More detail on each of the key areas is included in the body of the report and appendices.

Arrowtown is a unique village with a close-knit community.

Key characteristics of 2016/17 include:

- Growth within the village and wider Wakatipu Basin is putting pressure on housing, health services, education, and economic and recreational infrastructure within the town
- Arrowtown currently has a resident population of under 3,000 with an expected increase to 3,500 by 2058. Dwelling capacity (1574 dwellings) is expected to be reached by 2023
- The need to balance the heritage, character, environmental and community needs of the village into the future<sup>1</sup>
- Increasing numbers of visitors from a peak day of 3,622 in 2018 to a projected 4,351 in 2058 putting pressure on transport/parking/infrastructure.<sup>2</sup>

### **ARROWTOWN COMMUNITY VISION 2050 AND BEYOND**

The taskforce proposes the following long term vision for the Arrowtown Community.

***“A vibrant, diverse community that is pro-active in managing its future in a way that values and sustainably protects its heritage, character, lifestyle and the natural environment.”***

- Arrowtown is a spirited community that is connected, inclusive and engaged in making our collective home a desirable place to live and visit
- Arrowtown is a village that is safe, uncomplicated and an accessible place to live, work and play where the past is respected in the future we create.
- Arrowtown’s community is inclusive of a range of socio-economic groups of varied ages and cultural backgrounds.

Residents and visitors will see and experience a unique blend of old and new, open space and thoughtful build design, low key infrastructure that blends with the natural environment and a community centric approach to changing land use.

This is supported by four key pillars of heritage, character, community and environment. Each of the pillars has a vision, objectives and recommendations towards achieving the vision. The key pillars are interrelated which leads to some repetition of objectives and recommendations.

#### **Key Recommendations:**

- The current Arrowtown urban boundary is maintained and protected. See Appendix 8.
- Arrowtown Planning Advisory Group adopts an expanded role addressing density and design within Arrowtown, including the application of the Arrowtown Design Guidelines. The group must be representative of the community and/or consult with the community. The group needs to be structured as an Urban Design Group funded by QLDC

1/2 QLDC Growth Projections 2017 – [www.qldc.govt.nz/assets/OldImages/Files/District\\_Plan\\_Changes/Plan\\_Change\\_29\\_downloads/Discussion\\_Document/Arrowtown\\_Growth\\_Boundary\\_Discussion\\_Document.pdf](http://www.qldc.govt.nz/assets/OldImages/Files/District_Plan_Changes/Plan_Change_29_downloads/Discussion_Document/Arrowtown_Growth_Boundary_Discussion_Document.pdf)



### 3 SCOPE

- This review encompasses the geography of the Arrowtown township as defined by *Queenstown Lakes District Council's* Arrowtown Urban Growth Boundary. It is recognised that the people who make up the Arrowtown community may live outside the town boundary
- This includes permanent residents and regular holiday visitors that live in the surrounding rural area who work and/or use facilities in Arrowtown on a regular basis
- While efforts have been made to gain views from across the entire community it is noted that the views of young adults (20-35 yrs) who have lived in the community for many years have been difficult to canvas
- The time frame being considered is 30-50 years into the future. This extended time frame requires general observations and solutions to be offered as the detail of what will be relevant this far in the future is difficult to state with any confidence
- Medium Density zoning in the recent Proposed District Plan is a cause for concern, as identified in the key issues within this document. The Shaping our Future Arrowtown Task Force has submitted to the proposed Arrowtown Design Guidelines<sup>3</sup>. The intention is that the careful management of growth will be supported in a way that is sustainable
- The taskforce were guided by the Terms of Reference set out by the Shaping our Future Steering Group. The full Terms of Reference are available in Appendix 7
- A sustainable community is one that is economically, environmentally, and socially healthy and resilient. It meets challenges through integrated solutions rather than through fragmented approaches that meet one of those goals at the expense of the others.<sup>4</sup>



3 Arrowtown Design Guidelines – [www.qldc.govt.nz](http://www.qldc.govt.nz)

4 Institute for Sustainable Communities – [www.iscvt.org](http://www.iscvt.org)

**4 VISION ARROWTOWN COMMUNITY 2050+**



Our vision for the Arrowtown Community for 2050 and beyond is as follows:

***“A vibrant, diverse community that is pro-active in managing its future in a way that values and sustainably protects its heritage, character, lifestyle and the natural environment.”***

Based on the visioning forum, we have developed a strategic plan that is divided into four valued key areas: Heritage, Character, Community and Natural Environment. For each key area we have outlined a sub vision, objectives and recommendations towards achieving the sub-vision. More detailed work carried out by each sub-group can be seen in Appendix 1–5.



**5 GROWTH**

Managing the consequences of Growth is recognised as Arrowtown's greatest challenge. The issues surrounding Density and Growth are critical issues relating to Arrowtown's future. The question of expansion vs increased density has been to the fore since the first Community Planning Workshop (Charette) held in 1994.

At present Arrowtown has a controlled urban growth boundary and proposed development outside that growth boundary has largely been declined, although pockets of development have continued for example McDonnell Rd and Manse Rd. There is potential for growth within the town boundaries through selective infilling and spot zoning. Growth from outside the town is also putting pressure on local authorities to extend Arrowtown's Urban Growth boundary.

There is no one correct answer to the implications of growth and density, and the forum results show that the community has differing views. Density and growth were considered for each of the key pillars examined in this report.

It is recognised that house/living affordability and the need to have a mixed diverse community is vital for the ongoing success of Arrowtown. However, it is also recognized that this should not be addressed by ad hoc/knee jerk responses and that community involvement is vital in planning ongoing growth. It is accepted that housing affordability can be exacerbated by boundary restrictions, but opening up the boundaries to Greenfield expansion may do nothing to solve affordability and could lead to a loss of Arrowtown's special character.

There are many concerns related to both increased expansion and increased density in Arrowtown. A comprehensive list of these can be found in Appendix 5.

Visitor numbers to Arrowtown are managed in a sustainable way. There should be a balance between tourism promotion and tourism management.

**Conclusion:**

Arrowtown’s desirability as a place to live work and visit is quite finely balanced and can be easily eroded through insensitive expansion and/ or intensification. The question is, how big is too big?

**Key Recommendations:**

**Urban Growth Boundary**

- The current Arrowtown Urban boundary is maintained and protected.

**Density**

- Arrowtown Planning Advisory Group adopts an expanded role addressing density and design within Arrowtown, including the application of the Arrowtown Design Guidelines. The group must be representative of the community and/or consult with the community. The group must have adequate funding to carry out the role.
- QLDC allocates an Arrowtown specific town planner that is an expert on Arrowtown Design Guidelines and can prepare reports
- Intensification should be accompanied by policies on sustainability and best environmental policy
- Any new development/intensification should be accessible through walking/ biking/public transport friendly over the predominance of cars.

**6 FOUR PILLARS**



The Heritage and Character of Arrowtown are often the most recognised ‘features’ by visitors to Arrowtown. For the Arrowtown community they are interlinked but equally important in creating the look, feel and sense of being an ‘Arrowtown’. The following four sections on Heritage, Character, Community Natural Environment look to the future of Arrowtown in 50 years’ time.

## 6.1 HERITAGE

Arrowtown's strong sense of identity is based on its streetscape, landscape and social heritage; a legacy created from gold mining times through to post war holiday homes. Trees also provide an important heritage element originating from planted European varieties. Thus heritage becomes intertwined with the character, lifestyle and environment of Arrowtown.



### Heritage Vision:

***“Arrowtown is a living, ever-changing town that respects, retains and celebrates its heritage, character and amenities. Heritage continues to be an economic driver for Arrowtown.”***

Heritage – something inherited from the past and valued enough today to leave behind for future generations.

Value – the amount of worth we place on something; can be understood in an aesthetic, cultural, spiritual, sensory or financial way.

### Key Objectives:

- Arrowtown continues to grow sustainably retaining its rich heritage status.
- Elements of both built and landscape heritage continue to be apparent throughout the town with sympathetic infrastructure.

### Success in the Future

- Arrowtown has grown sustainably, retaining its rich heritage status
- Heritage elements are visible throughout the town.

### KPI's

- Infrastructure needs are met with heritage values incorporated e.g. footpaths, curbs, parking etc.
- Our natural heritage is valued, protected and planned e.g. Heritage trees, autumn colours
- Our river margins are protected from invasive species allowing native plants to thrive
- The Arrowtown Design Guidelines, are fit for purpose, used and enforced
- Heritage buildings are protected, preserved and have adaptive reuse
- Heritage continues to be one of the economic drivers for Arrowtown.

Gap with today	Possible Impediments to delivering
<ul style="list-style-type: none"> <li>– Arrowtown Design Guidelines (2006/16) are not rigorously applied throughout the whole town</li> <li>– Maintaining intergenerational interest in protecting heritage elements.</li> </ul>	<ul style="list-style-type: none"> <li>– Conflict between heritage retention and development and contemporary design</li> <li>– Pressure for commercial expansion</li> <li>– Lack of planning for protection and future proofing of heritage elements e.g. buildings, trees, stone walls</li> <li>– Pressure for modern engineering solutions e.g. footpaths, parking, overdevelopment of green fields.</li> </ul>

**Heritage Recommendations:**

- QLDC rigorously uses its statutory documents (District Plan and Arrowtown Design Guidelines), to ensure that the rich heritage status of Arrowtown continues to be maintained. This includes buildings, plantings, features and landscapes in order to action recommendations of the Heritage Sub-Group Plan in Appendix 1
- QLDC develops a long-term infrastructure plan for Arrowtown, including funding, for the immediate and projected infrastructure needs of residents and visitors. Any infrastructure plan should take into consideration the heritage and character values of Arrowtown.

**6.2. CHARACTER**

There are a number of elements that make up the character of Arrowtown including its heritage, natural features, scale, buildings, style elements and structural features. As the town continues to develop and evolve, emphasis needs to be on keeping the key character elements for the future while allowing for the future needs of residents and visitors.



**Character Vision:**

***“The character and amenities valued by Arrowtown residents and visitors today, are carried forward into the future. The town’s scale respects the natural landforms, and new and old sit comfortably together.”***

**Key Objective:**

QLDC reflects the voice of the Arrowtown community in the formulation of planning rules and guidelines, and in all planning decisions affecting Character. (See previous forum reports. See Appendix 6).

<b>Success in the Future</b>	<b>KPI's</b>
<ul style="list-style-type: none"> <li>- The town centre and historic zone are protected and preserved</li> <li>- Re-development and new development complement and respect the surroundings</li> <li>- Vegetation in the old town has significant scale and reflects the history</li> <li>- Autumn colours are still prevalent with wilding pines controlled</li> <li>- The local village feel and ease of access are not dominated by vehicles or future transport modes</li> <li>- Amenity and character are protected and maintained.</li> </ul>	<ul style="list-style-type: none"> <li>- Listed historic sites, trees and buildings are not lost to redevelopment</li> <li>- District Plan is sensitive to preserving character</li> <li>- High canopies and large trees continue to dominate with plantings and open green space characteristics expanded to the new town</li> <li>- Wilding pines are under control</li> <li>- Parking options sensitive to the character and efficient public transport options are available for residents and visitors.</li> </ul>
<b>Gap with today</b>	<b>Possible Impediments to delivering</b>
<ul style="list-style-type: none"> <li>- Not all historic buildings and sites are protected</li> <li>- Pressure from new development is affecting the scale and natural characteristics of Arrowtown</li> <li>- Minimal planting of large trees within new development areas</li> <li>- Open space within the surrounding natural landscape is impacted by wilding pines</li> <li>- Parking space is scarce, particularly at peak times. Traffic is encouraged to arrive into the Town Centre to find parking that often isn't available.</li> </ul>	<ul style="list-style-type: none"> <li>- Subdivision, development and pressure on housing resulting in higher density</li> <li>- Lack of adherence to the District Plan</li> <li>- Funding to protect historic sites, buildings and plantings and to control wilding pines, broom etc.</li> <li>- Lack of affordable, convenient public transport connecting Arrowtown to the district and country.</li> </ul>

**Character Recommendations:**

- QLDC extends the mandatory application of the proposed Arrowtown Design Guidelines to the whole of Arrowtown
- QLDC allocates an Arrowtown specific town planner that is an expert on Arrowtown design guidelines and can prepare reports
- Intensification should be accompanied by policies on sustainability and best environmental practice with consideration given to walking/cycling accessibility over the predominance of cars
- A multi-purpose green belt is established around Arrowtown to mark the town boundary. The green belt is also used for community purposes. E.g. rec ground, community gardens.

## 6.3 COMMUNITY

This section examined the future health, education, recreation and commercial needs within Arrowtown. It is recognised that our sense of community is impacted by our scale, history, feeling of belonging, community events and desire to live in Arrowtown.



### Community Vision:

***“Community spirit is at the heart and soul of Arrowtown. Our community enjoys a safe, accessible town that encourages us to connect as we live, work and play. We feel a sense of belonging, share common values, support and care about each other and are proud to live here. Visitors are welcomed and embraced.”***

### Key Objectives:

- Walking and biking are the preferred modes of transport within Arrowtown
- A regular, cost effective public transport system that enables easy access between Arrowtown and other districts in the region
- The Arrowtown community stays connected through access to the latest technology
- Ensure that Arrowtown maintains and develops dedicated spaces and buildings for social, recreational, educational and health purposes
- Keep the diversity of people within the community.

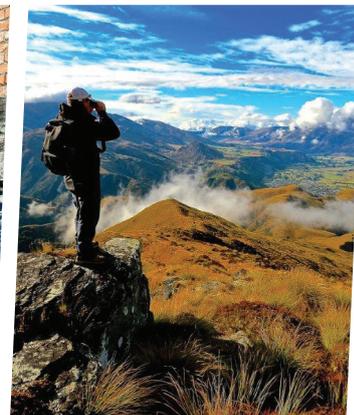
Success in the Future	KPI's
<ul style="list-style-type: none"> <li>– The community is thriving with diversity – youth through to elderly engaged in the community.</li> <li>– Connectivity - safe and accessible walkways, cycle ways etc. connecting within Arrowtown and to the local natural environment</li> <li>– Connectivity to the rest of the district through convenient, reliable and affordable public transport for visitors and residents</li> <li>– People are considered as the top priority e.g. Buckingham Street as a shared space</li> <li>– Technology – Arrowtown has access to the latest technology for business and personal use.</li> </ul>	<ul style="list-style-type: none"> <li>– 75% of locals utilize the town facilities on a regular basis e.g. tracks, library, recreation, community meetings and skatepark</li> <li>– Connected trails and footpaths, allowing accessibility throughout the town</li> <li>– Safe, affordable, accessible public transport options are available and utilized</li> <li>– Arrowtown residents have access to the latest technology for business and personal use.</li> </ul>

**Success in the Future**

- Governance – Arrowtown continues to have adequate changes to dedicated representation at Councillor level
- Housing – diverse range of housing stock that is affordable and maintains population diversity
- Education – Arrowtown children have access to quality, local education with up to date technology, facilities and a strong community feel
- Health – Arrowtowners have access to comprehensive health care and medical facilities utilizing the latest technology
- Economy – Arrowtown and the wider district has a strong, diverse economy with the opportunity to live, work and play within the community
- Community Events - local small and large scale events eg markets and Autumn Festival continue to be run/ owned by the community
- Volunteering - Local organisations mentor and actively encourage volunteers and participation in community events
- Recreation/Community Interaction – sport, recreation and community facilities and grounds are available, protected and future proofed providing a wide variety of options for the community to meet and interact.

**KPI's**

- Residents are engaged and heard in governance decisions
- Housing, health, education and recreational facilities are available, accessible and convenient for all residents
- Organizations are supported by well- mentored volunteers to ensure the success of local events
- A calendar of events supports community interests and draws in those from the wider district.



Gap with today	Possible Impediments to delivering
<ul style="list-style-type: none"> <li>- Car-centric transport is affecting the ambience of the town with parking and congestion</li> <li>- Footpaths and tracks are not all connected, safe or accessible for all throughout the town</li> <li>- No affordable, convenient public transport options</li> <li>- Technology is taking too long to reach Arrowtown e.g. internet speeds impacting on business</li> <li>- Housing affordability affecting the balance and diversity in the community i.e. too expensive for young families</li> <li>- Planning decisions do not reflect the voice of the community</li> <li>- Little succession planning for events, volunteers, intergenerational knowledge</li> <li>- Healthcare i.e. birth to death is not available within the district. Lack of suitable housing for young/old.</li> </ul>	<ul style="list-style-type: none"> <li>- Parking prioritized over people needs</li> <li>- Scale of Arrowtown and its growth rate compared to the wider Lakes District in funding decisions</li> <li>- Demand for land making it more attractive to develop for housing/ commercial rather than community e.g. recreational, educational, health, community groups and green spaces e.g. community gardens</li> <li>- Difficulties in engaging all aspects age-groups of the community in decision making for the future</li> <li>- Housing costs pushing out the young, elderly and families</li> <li>- Volunteer fatigue for community events.</li> </ul>

**Community Recommendations:**

- Arrowtown continues to have a dedicated representative to influence council decision-making regarding education, health, transport and technology (See Appendix 3)
- QLDC/Otago Regional Council provides a regular, cost effective public transport system that enables easy access between Arrowtown and other districts in the region
- QLDC undertakes a mapping exercise to identify needs for pathways, bike stands, walking strips and lower speed limits with input from the community
- QLDC and the Queenstown Lakes Community Housing Trust create a plan to ensure affordable housing is available
- Organizations provide mentoring to ensure the succession of new volunteers
- Land and buildings are protected by QLDC and Queenstown & District Historic agencies for the community purposes of future generations
- QLDC to lobby the District Health Board for more comprehensive health services in the Wakatipu Basin
- Support for an Economic Development Agency (EDA) to diversify the local Arrowtown economy.

## 6.4 ENVIRONMENT

The natural and built environment in and around Arrowtown is related to the heritage, character and desire to live in Arrowtown. This section on environment considers air, water, land and housing environmental factors.



### Environment Vision:

*“Arrowtown’s natural environment is valued as a foundation of community well-being. We actively care for our town’s drinking water, clean air, native flora/fauna, natural and heritage landscapes, town greenscapes, and we accept the shared responsibility to ensure these are sustained and enriched.”*

### Key Objective:

- Arrowtown is known on the world-stage for being a cutting-edge sustainable town – zero waste, walking and cycling take priority, homes are energy efficient, low water usage and healthy - with a proud and caring community engaged in the environment.

Success in the Future	KPI's
<ul style="list-style-type: none"> <li>– Zero pollution from heating by 2050</li> <li>– Quality untreated drinking water and mandatory grey water re-use</li> <li>– River management – the community is actively engaged in increasing river water quality and the surrounding native environment</li> <li>– Housing – smart, low energy housing and shared spaces</li> <li>– Natural environment – native plants and birds flourish in the river surrounds and where possible within the town Greenbelt/open spaces and community gardens dominate over housing</li> <li>– Waste – Arrowtown is known for being sustainable – zero waste, walkable and green</li> </ul>	<ul style="list-style-type: none"> <li>– Future air quality standards are achieved and exceeded</li> <li>– Reduced car use and increased use of Public Transport options reducing carbon footprint</li> <li>– Untreated drinking water available to all residents.</li> <li>– Reduction in reticulated water use and increase in gray water re-use</li> <li>– Improved quality and quantity of river water. Surrounding land is rich in native flora and fauna</li> <li>– Built footprint is static but use of urban land/energy and infrastructure is maximized in specific areas</li> <li>– Reduction in house sizes and sections.</li> <li>– Reduction in energy use over the whole town</li> <li>– Ongoing investigation and utilisation of alternative energy sources</li> </ul>

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>- Green belt around the town encourages native plant and bird species and a place for community orchards and community interaction.</li> <li>- Green spaces are inviting and accessible. Education and information on the local environment is available eg. interpretation boards.</li> </ul> | <ul style="list-style-type: none"> <li>- Native flora and fauna established and monitored (baseline needs to be established)</li> <li>- Zero wilding pines and broom evident</li> <li>- Low car usage; waste and recyclable bins throughout the town, community compost system established, green waste recycling dominates with an active zero waste policy.</li> </ul> |
|---|--|

**Gap with today**

**Possible Impediments to delivering**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>- Lack of knowledge and action on the use of alternative heating options</li> <li>- Reticulated water supply losses, increasing demand from residents and visitors on current water supplies</li> <li>- Minimal community engagement in river management; lack of native vegetation along the river</li> <li>- Pressure to develop surrounding green spaces, resistance to smaller sections/ housing. Older housing stock being redeveloped</li> <li>- Lack of convenient recycling options, lack of education and knowledge by local community and visitors</li> <li>- Native plants only flourish in specific areas, balance between autumn colours and native plantings.</li> </ul> | <ul style="list-style-type: none"> <li>- Poor quality housing/older/large housing encourages wood/coal burning. The cost of installation of alternative heating sources</li> <li>- Source contamination and lack of statutory mechanisms to encourage water conservation</li> <li>- QRC is responsible for river quality. They have displayed a lack of community knowledge and engagement</li> <li>- Developer/demand for large/format housing driving development over environmental priorities</li> <li>- Provision for greenbelt, community areas and funding to maintain them. People availability and desire from the community to engage in increasing native flora and fauna</li> <li>- Potential resistance to zero waste policy by locals, commercial businesses and uneducated tourists. Lack of infrastructure e.g. bins.</li> </ul> |
|---|--|

**Natural Environment Recommendations:**

An Arrowtown Environment Stakeholder Group is established to work collaboratively towards a better future for the town. Responsibilities would include:

- Community education and consultation
- Collecting and/or lobbying for effective baseline environmental measures
- Sourcing funding and applying collaboratively for funding
- Waste reduction and recycling strategies
- Monitoring baseline and measuring achievements e.g. air and water quality
- Establishing a native flora and fauna strategy, in conjunction with preserving autumn colours, and in co-ordination with wilding pine eradication.

# APPENDICES

- Appendix **1** **HERITAGE** Sub-group additional information
- Appendix **2** **CHARACTER** Sub-group additional information
- Appendix **3** **COMMUNITY** Sub-group additional information
- Appendix **4** **ENVIRONMENT** Sub-group additional information
- Appendix **5** **GROWTH/DENSITY/INFRASTRUCTURE** additional information
- Appendix **6** **Arrowtown Forum Notes**
- Appendix **7** **Arrowtown Taskforce Terms of Reference**
- Appendix **8** **Arrowtown Charette 1994**
- Appendix **9** **Arrowtown Workshop 2003**
- Appendix **10** **APBA Brand Workshop**
- Appendix **11** **APBA Strategic Plan 2015**
- Appendix **12** **SOF Arrowtown Design Guidelines 2016 Submission**
- Appendix **13** **Arrowtown Urban Growth Boundary 2017**

## 1 HERITAGE Sub-group Work

### **Vision:**

***“Arrowtown is a living, ever-changing town that respects, retains and celebrates its heritage, character and amenities. Heritage continues to be an economic driver for Arrowtown.”***

### **Definitions:**

**Heritage** – something inherited from the past and valued enough today to leave behind for future generations.

**Value** – the amount of worth we place on something; can be understood in an aesthetic, cultural, spiritual, sensory or financial way.

### **Current Situation (Baseline Analysis):**

Arrowtown has a strong sense of identity based on its streetscape, landscape and social heritage. This legacy has been created and cherished by local residents first following the gold mining times and then, after WWII, by New Zealand holiday makers who bought sections and built holiday houses. From the 1970s onwards with the development of tourism, this heritage fabric has come under increasing pressure. This pressure has been managed by the creation of heritage zones in what is known as the old town and through rules in the District Plan. Community workshops in 1994 and 2003 have sought to protect the town’s heritage through rules in the plan and through the production of the Arrowtown Design Guidelines 2006 and the 2016 rewrite currently under council consideration.

Trees provide an important heritage element in Arrowtown with planted European varieties giving significant aesthetic and economic value through the provision of autumn colour, shade, sculptural elements and by sustaining birdlife.

### **Visioning Forum References:**

Long term aspirational goals for Heritage:

2.b. Designated Historic areas are protected by design controls developed by the appropriate experts and administered/regulated by people with specialist knowledge of Arrowtown.

2.c. Trees, streetscapes and greenspaces are protected and enhanced to reflect the character of Arrowtown – continually maintaining the heritage of buildings, greenspaces and local environment.

### **Key issues for Heritage from 126 attendees:**

- Heritage protection and village character. ie Protecting the heritage of the whole town eg cribs; character of buildings, new buildings, redevelopment of buildings in the historic zone. 56
- Retain Heritage Precinct controls –heritage status ie expand or maintain CBD area, architectural integrity. 22
- Protect heritage status of buildings and trees. 12

What does success look like?	KPI's – how do we measure success?	What is the gap with today?	Impediments to delivering the vision	Recommendations
<p>Arrowtown continues to grow sustainably retaining its rich heritage status</p> <p>Elements of heritage will be apparent throughout the town.</p>	<p>Heritage values are retained through sensitive development</p> <p>Heritage buildings, including listed buildings, are protected, preserved and have adaptive reuse; Creative solutions are actioned for Arrowtown's infrastructure pressure ie footpaths, kerbs, parking; Visitors and locals show appreciation and are drawn to the heritage areas; Heritage trees are protected and avenues under-planted; Autumn colour is retained</p> <p>Heritage landscapes on river margins behind town are protected from wilding trees and the return of native varieties is apparent; The Design Guidelines and other statutory mechanisms are used and enforced.</p>	<p>Maintaining intergenerational protection of Arrowtown's heritage</p> <p>Identifying future heritage management areas for Arrowtown</p> <p>The Arrowtown Design Guidelines (2006/16) are not rigorously applied throughout the whole town.</p>	<p>Conflict could exist between desirability for retention of heritage throughout the whole town and the desire to create a more contemporary holiday feel</p> <p>Neglect and demolition of heritage buildings by owners; Redevelopment of heritage buildings –private, civic, Local Body/ Govt owned;</p> <p>Pressure for commercial expansion into residential zones; Ghost houses/ absentee owners</p> <p>Loss of heritage trees with no replacement planning; Scale of new buildings; Harsh engineering solutions –paths, kerbs; Poor lighting and signage; Development that is not sympathetic in character to its immediate environment; Pressure for more parking; Over promotion of tourism</p> <p>Loss of stone walls and other features</p> <p>Loss of view shafts</p> <p>Overdevelopment into green fields</p> <p>Delegation by QLDC of work to volunteer groups eg Museum and Historical Society.</p>	<p>QLDC planning department consistently enforces building consents and has a high benchmark regarding Design Guidelines and community plans</p> <p>The next generation is engaged re. heritage through schools, museum education programmes and community awareness</p> <p>Council initiatives such as rate relief and low interest loans are developed to ensure heritage buildings are preserved and adaptively reused</p> <p>An ongoing programme is undertaken to protect and replant recognized heritage trees in Arrowtown</p> <p>Resources are coordinated to eradicate wilding trees from heritage landscapes.</p>

## 2 CHARACTER Sub Group Work

### **Vision:**

*“The character and amenity valued by residents and visitors today is carried forward into the future. The town’s scale respects the natural landforms and new and old sit comfortably together.”*

### **Current Situation (Baseline Analysis):**

- Previous Community driven studies and workshops continue to be relevant and recognized. The Arrowtown Community has spoken out on what it values about Arrowtown’s unique character in a number of forums in the past:
  - Arrowtown Charrette 1994
  - Arrowtown Workshop 2003
  - APBA Brand Workshop 2003
  - APBA Strategic Plan 2015
  - Arrowtown Community Visioning Forum 2015
- The pressure on housing is seen as a Wakatipu wide issue requiring Wakatipu solutions. The Character of Arrowtown is strongly linked with the town’s scale. It is unlikely that the current scale can be significantly increased without detrimental impact on the town’s unique village character and the lifestyle residents expect when living in Arrowtown
- In the ‘new town’ a greater degree of design control but less prescriptive than in the historic zone is seen as desirable on infrastructure and building development.

### **Visioning Forum References:**

#### Shared-vision comments

- Heritage protection and village character - Building character should be recognized in new building as well as re-development of existing buildings in the historic zone
- Protecting the heritage and character of the whole town is seen as important i.e. not just the mining and cottage character but more recent styles e.g. cribs
- Heritage status and controls are adhered to and maintained. Retain tight CBD but allow some adjacent compatible mixed use (as already occurs in adjacent residential zones e.g. above Arrow Lane and Cottages precinct)
- Preserve architectural integrity
- Protect heritage status of buildings and trees.

### **Related key issues comments:**

The character of Arrowtown is defined by the heritage of the town.

The historic part of the town has set a template for scale that is a significant contributor to the town’s character. Small, simple building forms on large sites. Large, mature trees and green spaces further enhance the low impact the built environment has on the landscape.

Key traits that combine to form Arrowtown’s unique character;

**Buildings**

- Buckingham Street vista
- Avenue and cottages
- CBD (layout)
- Key historic buildings – churches, masonic hall
- Chinese Village
- Mary McKillop’s Cottage
- Athenaeum Hall
- Post Office
- Masonic Lodge
- Red post box and telephone booth
- Lakes District Museum
- 58 Listed historic buildings

**Natural Features**

- Autumn colours
- Tobin’s Escarpment and enclosing mountains that provide the town’s setting
- Backcountry on doorstep
- Arrow River and Reserve, trail systems and high country access

**Style Elements**

- Authenticity / not contrived
- Not tourist tacky
- Diversity arts, culture, outdoors, dining, shopping
- Walking town – connected spaces

**Structural Features**

- Informal nature of roading and other infrastructure, not perfect
- Lack of footpaths and concrete curbs
- Dominance of local natural materials in construction
- Phased development of the town that reflects the time.
- A green town, lots of mature planting
- A contained village with defined boundary to rural or recreational land use
- Gateway with library on one side and the Fork and Tap on the other
- Hedges, stonewalls and gates

<i>What does success look like?</i>	<i>KPI’s – how do we measure success?</i>	<i>What is the gap with today?</i>	<i>Impediments to delivering the vision</i>	<i>Recommendations</i>
The Town Center and Residential Historic Zone is protected and preserved.	Listed historic sites, trees and buildings are not lost to redevelopment.	Not all historic buildings and sites are protected.	Subdivision, development and pressure on housing resulting in higher density  A trend towards replacing smaller dwellings with larger  Subdivision of larger sites. The high cost of preserving older buildings/ earthquake strengthening requirements.	The District Plan is adhered to in all cases  Continual identification of buildings and features worthy of protection  Continued local vetting of new applications for building and landscape i.e. local planning advisory group.

<b>What does success look like?</b>	<b>KPI's – how do we measure success?</b>	<b>What is the gap with today?</b>	<b>Impediments to delivering the vision</b>	<b>Recommendations</b>
Redevelopment/ new development in the historic zone should complement and respect the surroundings.	New buildings sit comfortably alongside old  Adherence to a District Plan that is sensitive to preserving Arrowtown's character.	Pressure from new development is affecting the scale and natural characteristics of Arrowtown.	Inappropriate design proposals and poor application of the District Plan.	The District Plan is based on local community feedback regarding the preferred approach to future development.
Vegetation in the old town has significant scale and reflects the home land of the early settlers.	High canopies and large trees continue to dominate with plantings and open green space characteristics expanded to the new town.	No consideration of replacement planting recognizing that many large trees are getting close to end of life  Minimal planting of large trees within new development areas.	Funding to protect historic sites, buildings and plantings and to control wilding pines, broom etc.  Smaller section sizes and larger building footprints leave little space for large trees.	Incorporate appropriate landscaping requirements as a district plan requirement  Encourage at least 1 large tree to be planted per property  Plant and maintain large trees in streets and reserves.
Autumn colours are still prevalent with wilding pines controlled.	Wilding pines are under control.	Open space within the surrounding natural landscape are impacted by wilding pines.	Not controlling wilding conifers.	Get on top of wilding trees through a concerted effort coordinating ORC, QLDC and the local community.
Vehicles and parking do not dominate the historic zone or impact on peoples' ability to move about the town  Biking and walking are the preferred means of transportation moving around the town.	Sensitive parking options and efficient public transport options are available for residents and visitors.	Parking space is scarce, particularly at peak times. Traffic is encouraged to arrive into the Town Centre to find parking that often isn't available.	Business interests require vehicle access to the Town Centre  Lack of affordable, convenient public transport connecting Arrowtown to the district and country.	Maintain and encourage cycle and walking trails throughout the town  Lobby QLDC to establish an affordable and sustainable public transport system throughout the Wakatipu meeting the needs of visitors and residents.
Amenity and character is protected and maintained.	Open space and quality of open space is maintained.	Current spaces work well. Further development needs to continue to provide for such spaces.	Pressure on land for residential building  Cost of maintenance.	Ensure the District plan accounts for connected public spaces in any large land developments.
Wilding Trees (in particular conifers) are controlled.	Vistas and spaces are not dominated by a mono culture of trees – where trees are plentiful they represent a variety of species.	Many previously open spaces in the hills surrounding Arrowtown are being taken over by wilding conifers.	A sense of urgency required to tackle the establishment of wilding conifers  Funding required to manage the issue.	ORC and QLDC need to actively lead other agencies and the community to mobilise against wilding conifers.

### 3 COMMUNITY Sub-group Work

**Vision:**

*“Community spirit is at the heart and soul of Arrowtown. Arrowtowners continue to be proud to live here. We feel a sense of belonging, share common values, support and care about each other.*

*Our community enjoys a safe, accessible town that encourages us to connect as we live, work and play. Visitors are welcomed and embraced.”*

**Definitions:**

**Social** – the elements that enable people to come together

**Connectivity** – the way people interact within a community

**Current Situation (Baseline Analysis):**

Arrowtown’s natural beauty and environment provides residents, holiday makers and tourists with the setting to enjoy a wide variety of lifestyle opportunities. With the population of Arrowtown increasing, these lifestyle opportunities are coming under threat.

**Visioning Forum References:**

**1. Growth**

- a. Growth is managed with community input.
- b. Boundaries take into account needs of the community eg social, educational, recreational, commercial.
- d. Established greenbelt around Arrowtown (multi-purpose to include recreational ground). Development e.g. retirement Village outside of boundary. Densities, tourism growth, planning for population growth, maintaining character, values and uniqueness of Arrowtown.

**3. Environment** – 3 waters, air, flora and fauna

- e. Arrowtown will have healthy and beautiful green environment that visitors and residents will cherish.
- f. Walkways and cycleways are well maintained with the appropriate infrastructure in place e.g. toilets, rubbish bins.

**4. Economy/Infrastructure**

- a. Tourism, commercial and residents needs are balanced
- b. Funding for infrastructure is established e.g. bed tax, visitor levy,
- c. Parking is sympathetic to the town centre and well maintained/signed.

**5. Community**

- a. The community is thriving with diversity – youth through to elderly engaged in the community.
- b. Housing, education, recreation, commercial and health needs can be met within the community.

Connectivity - safe and accessible walkways, cycle ways etc. connecting within Arrowtown and to the local natural environment

**Community Values:**

**Elders**

- Safety
- Informal/relaxed pace
- Able to get places
- Knowing people/recognition

- Quality design & amenities
- Nature
- History
- Arts & Culture
- Friendly/recognition
- Get places
- Work opportunities
- Green Spaces

**Youth**

- Fun/socializing
- Environment/Activity
- Connectivity/technology

**Families**

- Affordable homes
- Safety
- Social opportunities
- Child-friendly amenities
- Neighbourhood support
- Work opportunities

**Connectivity:**

<i>What does success look like?</i>	<i>KPI's – how do we measure success?</i>	<i>What is the gap with today?</i>	<i>Impediments to delivering the vision</i>	<i>Recommendations</i>
<p><b>WITHIN ARROWTOWN</b></p> <p><b>Walking Town</b> Safe pathways, making it easy to access town centre, leisure tracks/river and transport</p> <p>Put pedestrians first.</p> <p><b>Buckingham St</b> A shared space focusing on putting people first and allowing for mobility and delivery access.</p>	<p>75% of residents utilize the town facilities on a regular basis e.g. River, skate-park, library, shops, movies etc.</p> <p>Safe pathways – lighting – verge or footpaths, making it easy to access town centre, leisure tracks/river and transport</p> <p>All members of the community have continued access to all parts of Arrowtown.</p>	<p>Increased volume of traffic</p> <p>Safety – footpaths inadequate – poor street lighting</p> <p>Lack of common agreement on balance between safety and look/feel</p> <p>Maintenance costs.</p>	<p>Parking is an issue</p> <p>Volume of people</p> <p>Resistance of the community to change</p> <p>Restricted access of vehicles to businesses</p> <p>Community opinions around – footpaths – cost/supply of housing</p> <p>Infill housing – car numbers on verges/roads etc.</p>	<p>Mapping exercise to identify pathway needs</p> <p>QLDC is to bring footpaths and walking strips up to the standards set in the Arrowtown Design Guidelines</p> <p>Review of speed limits</p> <p>Discourage the use of cars in the town centre</p> <p>Research funding for a Community Shuttle.</p>
<p><b>TO DISTRICT</b></p> <p>Easy access to Frankton/Queenstown/education/health</p> <p>Locals and Visitors utilize public transport nationally and locally.</p>	<p>Public transport – affordable, accessible, regular, reliable, efficient and fast.</p>	<p>Private car is currently the preferred option/ most accessible.</p>	<p>Resistance to changing the current mode of transport.</p>	<p>ORC/QLDC connect Arrowtown to other districts.</p>
<p><b>TECHNOLOGY</b></p> <p>Optimal access to the latest technology.</p>	<p>All businesses and most households have access to the latest technology and services.</p>	<p>Current services do not meet the needs of the business community.</p>	<p>Making sure Arrowtown is not left behind, prioritized due to our smaller scale.</p>	<p>AVA and APBA continues to lobby providers for faster connectivity.</p>

**Social:**

<i>What does success look like?</i>	<i>KPI's – how do we measure success?</i>	<i>What is the gap with today?</i>	<i>Impediments to delivering the vision</i>	<i>Recommendations</i>
<p><b>CONSULTATION</b></p> <p>Arrowtowners continue to have a voice.</p>	<p>Most of our Community participate in giving feedback on issues that effect Arrowtown.</p>	<p>Planning decisions made without taking into account Arrowtown Community feedback.</p>	<p>Lack of awareness – what's happening? What decisions need to be made?</p> <p>Lethargy</p> <p>Meeting times don't suit all groups</p> <p>We don't know best way to engage different groups.</p>	<p>Assign a Ward to take responsibility for engaging the community</p> <p>Arrowtown Ward/ Councillor is retained or an equally dedicated Arrowtown voice, in council decision-making</p> <p>Find a way to coordinate the efforts of the various groups (AVA, APBA etc) to prevent repetition of work.</p>
<p>Housing will be affordable so that our population remains diverse.</p>	<p>Age groups across the lifespan are domicile in Arrowtown</p>	<p>Housing affordability affecting the balance and diversity in the community ie too expensive for young families.</p>	<p>High rent</p> <p>Earning capacity is limited due to nature of employment and reliance on tourism (low wage).</p>	<p>QLDC and Housing Trust create a plan to ensure affordable housing is available</p> <p>Philanthropists may also provide housing for artists in residence.</p>
<p>Arrowtown has a strong network of volunteers due to good succession planning.</p>	<p>Organizations and events are well supported by volunteers who feel valued and supported.</p>	<p>Little succession planning.</p>	<p>Insufficient numbers of 40 -60 year olds in the community</p> <p>Some volunteers feeling overburdened.</p>	<p>Organizations and groups Implement succession planning by mentoring new volunteers and raising their profile and needs through local media.</p>
<p><b>TRANSPORT</b></p> <p>More people in town with fewer vehicles</p> <p>Ease of access to the town for all residents.</p>	<p>Increasing numbers of both visitors and residents coming to Arrowtown utilizing public transport</p> <p>Less space taken up by vehicles</p> <p>Other forms of futuristic transport options are available with less carbon emissions.</p>	<p>Current parking space is highly congested</p> <p>Pathways are not up to walking standard.</p>	<p>Likely resistance to the cost of change and the length of time needed to make changes.</p>	<p>QLDC to provide easy, regular, cheap transport alternatives from Queenstown/ Frankton to Arrowtown</p> <p>QLDC is urged to bring footpaths and walking strips up to standards in the Arrowtown Design Guidelines.</p>
<p><b>COMMUNITY EVENTS</b></p> <p>Autumn Festival</p> <p>Local events run/ owned by the community</p> <p>Markets.</p>	<p>Arrowtown community has a rich calendar of community events targeting locals.</p>	<p>No regular farmer's market.</p>	<p>Increasing costs to hold events</p> <p>Council permission/ licences</p> <p>Ability to maintain a base of volunteers.</p>	<p>Maintain key knowledge of local volunteers through links with QLDC.</p>

<b>What does success look like?</b>	<b>KPI's – how do we measure success?</b>	<b>What is the gap with today?</b>	<b>Impediments to delivering the vision</b>	<b>Recommendations</b>
<p><b>PLACES AND REASONS TO MEET</b></p> <p>Community groups continue to meet</p> <p>Green areas that people go to socialize</p> <p>Accessible, suitable land/ buildings available for social activities for all age groups.</p>	<p>Sports and Social clubs etc still exist and are supported</p> <p>Community is engaged.</p>	<p>Impediment – value of land becomes more attractive to develop.</p>	<p>Council to fund and maintain green areas.</p>	<p>Recreational land/buildings is protected for future generations and is designated for community/ social purposes eg youth centre with free games, chess boards; social centre for retirees.</p>
<p>Community garden.</p>	<p>Community gardens are operating.</p>	<p>No current community garden.</p>	<p>Lack of suitable site/land to grow gardens fruit trees</p> <p>Understanding the rules.</p>	<p>Educating the community of the rules around communal fruit trees</p> <p>Reserve land for community garden.</p>
<p><b>EDUCATION</b></p> <p>Facilities exist and are well maintained.</p>	<p>School will be a gathering point for socialization of children</p> <p>A local school operates and is used by the wider community.</p>	<p>School is under-utilized by the wider community.</p>	<p>Education could become too individualized.</p>	<p>Technology will determine and influence the frequency, timing and structure of learning.</p>
<p><b>HEALTH</b></p> <p>The Arrowtown community has access to hospital and medical facilities within a close vicinity providing comprehensive health services.</p>	<p>Health providers able to respond to emergency requirements utilizing up to date technology.</p>	<p>Most investigative procedures, operations and long term palliative care cannot be provided in the district.</p>	<p>Health care costs</p> <p>Very specialized care is only provided in designated centres outside the Wakatipu Basin.</p>	<p>Work with QLDC to lobby the District Health Board for more comprehensive health services in the Wakatipu Basin.</p>
<p><b>ECONOMY</b></p> <p>Arrowtown and the wider district has a strong, diverse economy.</p>	<p>High wage employment opportunities available to the youth and residents of Arrowtown.</p>	<p>The district, and by association Arrowtown, are highly reliant on tourism (often low wage and exposed to global events).</p>	<p>Diversification in the districts economy, continuing reliance on tourism.</p>	<p>Support for an Economic Development Agency in the Queenstown Lakes District (SoF 2011) to diversify and seek alternative sources of income.</p>
<p>Opportunity and space (buildings) for Arrowtowners to work within their community.</p>	<p>Shared work spaces, meeting places, office provision for Arrowtown.</p>	<p>Limited commercial space available for locals.</p>	<p>Value of commercial space in being used for tourism activities.</p>	

## 4 ENVIRONMENT Sub-group Work

### Vision:

*"In 2050 Arrowtown's natural environment is valued as a foundation of community well-being. We care for our town's drinking water, clean air, native flora/fauna, natural landscape, town greenspaces, and we accept the shared responsibility to ensure these are sustained and enriched."*

### Current Situation (Baseline Analysis):

Air and water quality, landscape, land use and housing design all impact on the quality of life for people living in Arrowtown.

**Air:** Based on ORC monitoring high levels of particulate matter from household heating, appliances pollute the atmosphere in Arrowtown during winter months. On many occasions in 2017 the NZ Air Quality PM10 daily limit was exceeded. The local topography and lack of wind exasperates the problem.

**Water:** A community consultation process began in June 2017 with ORC investigating water allocation from the Arrow River. Domestic water is supplied from shallow bores in the Bush Creek river bed as well as from the Arrow River. Water is drawn from the river for irrigation purposes, and is used for recreational activity.

Episodes of water contamination do occur. QLDC has allowed in its Annual Plan for possible chlorination of all domestic water, mostly as a result of the Havelock North 2016 water contamination experience.

Sewage/wastewater is pumped to the Shotover treatment plant.

Storm water is discharged through drains to the Arrow River and soak pits. River discharge picks up pollutants such as products of combustion, decayed vegetation and car wash residue.

**Landscape:** There are few native trees planted in the immediate neighbourhood. Trees in general are at risk with a push for smaller sections. The environment surrounding Arrowtown is naturally returning to woody species. The issue is that several introduced species are threatening the remaining biodiversity. However, the exotic deciduous species also provide a colourful autumn backdrop which has become valued by the community. Strategies are currently being investigated to create a compromise. Initiatives are also being undertaken to make Arrowtown predator free.

**Housing:** In the historic zones, Arrowtown is characterized by large sections with smaller houses due to the site coverage requirements. In the new town there has been a tendency to build larger houses on relatively large sections. Both situations have long term sustainability issues and there is potential in both zones to increase density on a case by case basis. Homes are predominantly heated by wood burners and heat pumps. Arrowtown is constantly under pressure to 'sprawl' into surrounding green areas.

**Key Recommendations:**

- Set up an Arrowtown Environment Group that actions the recommendations below
- Hold a series of free forums, with expert guest speakers (pecha kucha style), to inspire, educate and engage the whole community in the concept of environmental sustainability
- Establish a community centre (could be part of eco-centre) that provides a place for education, information, discussion, inspiration and experimentation around enhancing our natural environment and sustainability
- Identify baseline data in order to track progress on air and water quality, traffic, cyclists, pedestirans, population expansion, tourism increases, spread of weed species, numbers of native species planted/supported etc.

**Visioning Forum References:**

**3. Environment** – 3 waters, air, flora and fauna

- a. Arrowtown has clean air/water/rivers with effective wastewater systems. Pollution is measured and reported on to the community.
- b. Housing is sustainable and uses efficient heating systems.
- c. Native plant species are actively planted and nurtured in the historic and new areas.
- d. Invasive plant species are eradicated, managed over time.
- e. Arrowtown will have healthy and beautiful green environment that visitors and residents will cherish.
- f. Walkways and cycleways are well maintained with the appropriate infrastructure in place eg toilets, rubbish bins.

**Related key issues comments:**

Protect the natural environment – wilding pines. Score 30

Protect the environment. Score 29.

Preserving green spaces and deciduous trees/remove wilding pines/broom. Score 23

Clean Air and Water. Score 14

Maintain greenways and walkways. Score 1.

Sustainability was cited as an issue

<i>What does success look like?</i>	<i>KPI's – how do we measure success?</i>	<i>What is the gap with today?</i>	<i>Impediments to delivering the vision</i>	<i>Recommendations</i>
<p><b>AIR</b></p> <p>Achieve and exceed current air quality standards</p> <p>Zero pollution from heating by 2050</p> <p>Zero carbon heating systems for every home and building</p> <p>Zero emissions from transport.</p>	<p>Trend to decrease in current levels and exceedances</p> <p>Main form of heating is from solar or non-emission alternatives</p> <p>PM10 is measured by ORC</p> <p>Diminishing reliance on wood and electricity</p> <p>Reduced use of cars in village</p> <p>Increased use of public transport into/out of AT.</p>	<p>We have already exceeded standards this winter</p> <p>Information is not widely publicized</p> <p>Little uptake of alternatives (eg solar, ground source and passive housing)</p> <p>Wood and electricity are the preferred modes of heating</p> <p>Lack of awareness of alternative heating systems and their accessibility and affordability.</p>	<p>Poor quality housing encourages wood/coal burning</p> <p>Large houses encourage need for heating/more heating</p> <p>Lack of compliance – people continuing to burn coal and green wood – Lack of clean heating alternatives</p> <p>Expense – no incentives.</p>	<p>Establish natural environment task force to educate, demonstrate and advocate around air quality improvements</p> <p>Pollution levels are known and publicized (eg. Through websites, the Loop, social media)</p> <p>Rethink current delivery - explore clean heating options as a community (does clean heat warm homes still exist?) eg group solar panels</p> <p>Lobby for greater compliance and rules that support smaller houses and smart heating systems</p> <p>Establish natural environment group to explore zero carbon alternatives: solar, walkability, biking</p> <p>Increase use of public transport.</p>
<p><b>SUSTAINABLE HOUSING</b></p> <p>Smart housing – low energy (passive), shared spaces, walkability, houses that add value to the community.</p>	<p>Built footprint of Arrowtown remains the same as today – ie. maximise use of urban land/energy/infrastructure</p> <p>Reduction in energy use per capita</p> <p>Reduction in house sizes/sections.</p>	<p>Large sections, increasingly large houses</p> <p>Lack of excellent local examples of smaller/compact housing, low carbon developments</p> <p>Pressure to develop surrounding green fields.</p>	<p>Gap between what is sustainable into the future (higher density residential) and market/ developer demand and supply</p> <p>Lack of imagination, leadership and robust statutory framework.</p>	<p>Establish natural environment task force to provide information and support on sustainable housing</p> <p>Step Programmes. NZ standard?</p> <p>Adopt Home Star framework as development assessment tool as opposed to just reaching building code compliance.</p>
<p><b>NATIVE PLANTS</b></p> <p>Native plants growing in abundance</p> <p>Green belt around town</p> <p>Proliferation of native birds.</p>	<p>Record # of natives planted by council/ WRT etc annually</p> <p>Physical green belt</p> <p>Bird count.</p>	<p>Natives infrequently planted in public places</p> <p>No green belt provided for</p> <p>Native birds returning?</p>	<p>Council/community buy in</p> <p>No mechanism for green belt.</p>	<p>Establish natural environment task force to engage in advocacy, planting and enhancement in whole town</p> <p>Annual bird count.</p>

What does success look like?	KPI's – how do we measure success?	What is the gap with today?	Impediments to delivering the vision	Recommendations
<p><b>DRINKING WATER</b></p> <p>Untreated, excellent quality drinking water</p> <p>Mandatory grey water re-use.</p>	<p>Untreated quality drinking water accessible to all of Arrowtown</p> <p>Seek accurate measures of aquifer</p> <p>Household water use is reduced</p> <p>Less waste water, grey water re-use.</p>	<p>Reticulated water supply loses 40%?</p> <p>Lack full understanding of increasing population and tourist demand on water supply?</p> <p>Lack base measure of today's drinking water quality and supply</p> <p>Lack of knowledge around water reduction technology and water re-use.</p>	<p>Lack of statutory mechanisms to encourage alternative water collection and reuse (eg rainwater harvesting and grey water recycling)</p> <p>Incomplete understanding of climate change impact on water quality and supply</p> <p>Community assumption that water is unlimited resource?</p>	<p>Establish natural environment task force to educate the community on sustainable water use</p> <p>Lobby for statutory framework on water reduction and water re-use technology.</p>
<p><b>RIVER WATER</b></p> <p>The community is engaged in river management</p> <p>Water quality and quantity of rivers and streams is better than today</p> <p>River environment has been protected and enhanced with native planting.</p> <p>Native species flourish in and alongside river.</p>	<p>Research base-line measures of:</p> <p>River water quality</p> <p>River water quantity</p> <p>Presence of native flora &amp; fauna.</p> <p>Robust river management regime.</p>	<p>Awareness of river values - mauri</p> <p>Lack of native vegetation</p> <p>Minimal community engagement in river management.</p>	<p>Lack of easily-accessible base-line information</p> <p>No one agency looking after the river environment – community not engaged in river management</p> <p>Agency capture</p> <p>Community understanding of what a healthy river is.</p>	<p>Set up a Group that includes stakeholder agencies to manage the river and environment</p> <p>Engage the community in enhancing the river environment.</p>
<p><b>INVASIVE PLANTS</b></p> <p>Our landscape is devoid of weed species.</p>	<p>Transformation of landscape from today.</p>	<p>Exotics prevail in the landscape.</p>	<p>Community/council resistance.</p>	<p>Establish natural environment group to engage in advocacy, removal of weeds and enhancement in whole town/area.</p>
<p><b>SUSTAINABILITY</b></p> <p>Arrowtown is known on the world stage for being a cutting edge sustainable town – zero waste, walkable, green and with a proud and caring community</p>	<p>See 3a, 3c and 3d</p> <p>Carless town</p> <p>Waste AND recyclable bins throughout the town (but ideally zero waste)</p> <p>Community compost system</p> <p>Commercial recycling and green waste collection</p>	<p>Focus is on heritage</p> <p>Cars rule</p> <p>Waste generation is not related to commercial activity</p> <p>Tourist waste generation not provided for</p>	<p>Community resistance – why change?</p> <p>Requires infrastructure change.</p>	<p>Establish natural environment group – hold community workshops</p> <p>Overhaul of waste collection system</p> <p>NO waste strategy.</p>
<p><b>TRANSPORT</b></p> <p>Walking/biking is cool and the preferred mode of transport.</p>	<p>Pedestrians and cyclists and public transport take precedence over vehicles</p> <p>Network of walking and cycle ways through green spaces.</p>	<p>Cars and roads rule – poor pedestrian/cycling infrastructure.</p>	<p>Community resistance</p> <p>Lack of understanding on impacts of increased car movements</p>	<p>Strategy to transition to a pedestrian and cyclist friendly town .</p>

## 5 DENSITY/GROWTH/INFRASTRUCTURE Sub group work

The issues surrounding Density and Growth are critical issues relating to Arrowtown's future. The question of expansion vs increased density has been to the fore since the first Community Planning Workshop (Charette) held in 1994. At present Arrowtown has a controlled urban growth boundary and proposed development has largely been declined, although pockets of development have continued and a SHA retirement village has been granted consent on McDonnell Road.

There is no one correct answer to the issue of growth and density and the forum results show that the community has differing views.

Density and growth were considered for each of the key pillars examined in this report.

### **Concerns about increased expansion:**

- Ribbon development along the entrances to Arrowtown
- Reducing/impacting on the Village character of Arrowtown. Population of 2600 now. What is the maximum population Arrowtown can cope with?
- Infrastructure concerns - 3 waters, additional parking, cars
- Substandard sub division, as has been appearing in other parts of the district (unsympathetic development altering the character and amenity of Arrowtown)
- Potential for expanded development to continue to be 'mini Millbrooks'
- Air Quality issues
- Impact of residents/tourists and associated noise. This is already noticeable in the last 10 years. Expansion increases the population thus lessening the desirability of living here.

### **Positives relating to increased expansion:**

- Housing affordability - Mixture of housing prices/lot sizes
- Allows diversity in the community - Arrowtown has to be able to cater for families to ensure a viable community - ie schools/pre-schools/ community services.

### **Concerns about increased density:**

- Destruction of character and amenity especially in the heritage zones (large leafy sections and smaller houses)
- 'If you can't go out you need to go up' theory. The impact of this on sun, sight lines, neighbours
- Impact on transport infrastructure. Parking/street verge destruction
- Air quality issues.

### **Positives relating to increased density:**

- Affordability - Smaller living units on smaller sections
- Increased density is often seen as a better solution to 'greenfields' ribbon development
- May allow families to support other members into housing to allow family members to stay living here (Fonzie Flats)
- Some areas of Arrowtown can support redevelopment and higher density. ie older 1970's housing stock.

### **Conclusions:**

Arrowtown's desirability as a place to live work and visit is quite finely balanced and can be easily eroded through insensitive expansion and/ or intensification. The question is, how big is too big?

### **Urban Growth Boundary**

Ribbon development and/ or significant subdivision beyond the urban growth boundaries is not supported, with the exception of the Jopp Street council owned land which was mooted in the Charettes to have the ability to support some additional housing (very carefully planned and developed in a comprehensive way).

A town belt of planting and/or a green belt including the golf courses and private land that remains largely undeveloped is supported to retain Arrowtown as a defined town.

### **Recommendation:**

- The current Arrowtown Urban boundary is maintained and protected.

### **Density**

Mid and high density zoning is a blunt instrument and a case by case scenario is more desirable across all parts of Arrowtown although the Historic Management zones should be subject to a much more rigorous scrutiny.

Any density changes needs to be on a case by case basis and accompanied by relevant/ specific design controls that comply with the Arrowtown aesthetic/character

### **Recommendations:**

- Arrowtown Planning Advisory Group adopts an expanded role addressing density and design falling outside of the Arrowtown Design Guidelines. The group must be representative of the community and/or consult with the community. The group needs to have adequate funding to carry out the expanded role.
- QLDC allocates an Arrowtown specific town planner that is an expert on Arrowtown design guidelines and can prepare reports.
- Intensification should be accompanied by policies on sustainability and best environmental policy.
- Any new development/intensification should be accessible through walking/ biking/public transport friendly over the predominance of cars.

### **Housing Affordability**

It is recognised that house/living affordability and the need to have a mixed diverse community is vital for the ongoing success of Arrowtown but that this should not be addressed by ad hoc/ knee jerk responses and that community involvement is vital in planning ongoing growth. It is accepted that housing affordability can be exacerbated by boundary restrictions, but opening up the boundaries to greenfield expansion may do nothing to solve affordability and could lead to a loss of Arrowtown's special character.

## Arrowtown Community Visioning Forum

Wednesday 26<sup>th</sup> August 2015 - 70 attendees

Thursday 27<sup>th</sup> August 2015 - 56 attendees

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### Introduction

The aim of this report is to capture the outcomes of the Arrowtown Community Visioning Forum in a way that can help the Taskforce shape its recommendations. The same format was used for both nights of the forum and the information has been combined. It records the community's long term aspirations, their views about current challenges facing Arrowtown, priority issues and issues that need to be addressed in the shorter term.

### A Shared Vision for the Future:

The input from the forum showed some long term aspirational goals that were generally agreed. They are summarised below:

1. **Growth –**
  - a. Growth is managed and planned with community input.
  - b. Development boundaries are established/maintained/ planned growth areas to take into account the needs of the community eg social, educational, recreational, commercial
  - c. Infill/density are managed within building design and streetscape guidelines.
  - d. Established greenbelt around Arrowtown (multi-purpose to include recreational ground). Development eg Retirement Village outside of boundary. development boundaries, retirement village, densities, tourism growth, planning for population growth, maintaining character, values and uniqueness of Arrowtown
2. **Heritage and Character –**

- a. Authentic character of Arrowtown as a village is maintained by appropriate planning and growth management.
- b. Historic areas are protected by design controls developed by the appropriate experts and administered/regulated by people with specialist knowledge of Arrowtown.
- c. Trees and streetscapes are protected and enhanced to reflect the character of Arrowtown – enhancing, protecting and maintaining the heritage of Arrowtown – buildings, green spaces and environment.

**3. Environment – 3 waters, air, flora and fauna**

- a. Arrowtown has clean air and water with effective wastewater systems. Pollution is measured and reported on to the community.
- b. Housing is sustainable and uses efficient heating systems.
- c. Native plant species are actively planted and nurtured in the historic and new areas.
- d. Invasive plant species are eradicated, managed over time.
- e. Arrowtown will have healthy and beautiful green environment that visitors and residents will cherish
- f. Walkways and Cycleways are well maintained with the appropriate infrastructure in place eg toilets, rubbish bins

**4. Economy/Infrastructure**

- a. Tourism, commercial and residents needs are balanced.
- b. Funding for infrastructure is established eg bed tax, visitor levy,
- c. Parking is sympathetic to the town centre and well maintained/signed

**5. Community**

- a. The community is thriving with diversity – youth through to elderly engaged in the community.
- b. Housing, education, recreation, commercial and health needs can be met within the Arrowtown community.

**Vision for the Future**

Everyone was asked to provide two words that they would want to see included in a short aspirational vision statement for the Arrowtown community. The following words were offered:

Vision for the Future (from post it notes)

Affordable	Family x 6	Infrastructure	Quiet	Trails
Authentic x 4	Free	Innovative x 3	Recreation	Tranquillity
Balance x 2	Friendly x 3	Lifestyle x 3	Relaxation	Uncrowded
Beautiful x 10	Fun	Multi-generational	Respect	Understanding
Boutique	Green x 2	Maintained	Resilient	Unique x 3
Boundary	Growth	Mighty	Safe x 19	Unpolluted
Character x 12	Happy	Natural/Native x 6	Smallness	Vibrant x 2

Charm	Harmonious x 4	Peaceful x2	Social	Village x 7
Clean x 6	Healthy x 3	Positive Planning	Spacious	Walking
Clever	Heritage x 6	Preservation x 4	Self – Sufficiency x 2	Youth
Community x 14	Historic x 6	Pride	Smokefree	
Content x 2	History x3	Progressive	Sustainable x 17	
Constant Scale	Home x 2	Prosperity x 2	Technology	
Creative	Idyllic/Ideal	Quaint x 2	Thriving	
Diverse x 3	Invigorating	Quality		
Easy				
Employment x 2				
Environment x 3				

## Describing Future Success

Forum attendees were invited to supply their ideal ‘headline’ for the Lakes District in 2035. The following themes and ideas were put forward. \*\* indicates where an idea was described more than once. This is an exercise to focus attendees on the long term future of Arrowtown

Whats the Headline in 2035 that says ‘We’ve done it”

- Iconic NZ values preserved\*
- Arrowtowns unique family character maintained\*
- Arrowtown again voted top community to live in in NZ/Australasia\*\*\*
- Arrowtown most tech savvy community in New Zealand\*
- Arrowtown comes together for best community festival in 65 years
- Community spirit in historic in Arrowtown still present
- Autumn colours saved
- Clear air, clean heating, sustainable (check!)
- Arrowtown wins world heritage status\*
- Avenue trees celebrate 200<sup>th</sup> birthday
- Arrowtown the Village that was and is
- Arrowtown, the envy of New Zealand
- New Zealands most beautiful, clean town
- 50<sup>th</sup> Anniversary of Autumn Festival
- Celebration of 15yrs of the Retirement Village in Arrowtown
- Character of Arrowtown unchanged despite population growth/retains it’s heritage/charm despite growth \*\*\*
- Last conifer gone
- Arrowtown goes off the grid\*
- Arrowtown a model of Sustainability
- Arrowtown the new silicon valley
- Arrowtown Museum goes digital
- New chairlift opens from Arrowtown to Cardrona
- Place for all generations

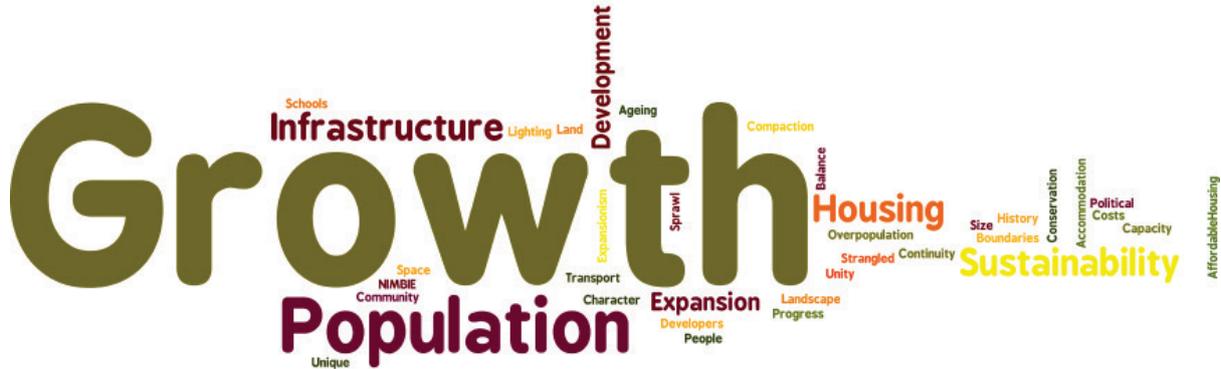
- Environment at the forefront of Arrowtown Village with enviable native parks, flora, fauna\*\*
- Arrowtown leads the way with walkways and cycleways\*\*
- Last fire extinguished in Arrowtown
- Autumn Festival gets a Golden Globe for 50yrs
- Wilding Pines exterminated
- Arrowtown model of sustainability
- Record numbers of tourists don't affect character of Arrowtown
- Arrowtown named top town in New Zealand
- Genetically modified trees provide colour
- 1 million deciduous trees planted

All attendees were asked to give one word that described a successful outcome for Arrowtown. These were compiled into a wordle:



### What are the big issues for Arrowtown

Everyone attending the forum was asked to give one word that they described as the biggest challenge facing Arrowtown today. The words were combined into a wordle:



Attendees were asked to discuss in their groups the big issues/priorities in the mid-short term for Arrowtown. They then voted to assess the highest priorities/importance, the higher the score the more importance placed on the priority by forum attendees. **The key themes were then explored further in the following exercise.**

Theme	Issue	Score	Comments/Details
<b>Growth</b>	Growth – Population and Development	<b>125</b>	Harmful effects of growth Population limit Housing affordability Development and natural boundaries
	Plan for sustainable growth in the Wakatipu	<b>39</b>	Wakatipu needs plan for growth, balance of developers/private sector, effects on natural environment, cost of housing, land,
	Population Growth – maintaining character and maintaining growth within the boundaries of Arrowtown	<b>34</b>	Planned growth to protect character of Arrowtown. Wider planning of growth within the Wakatipu not just Arrowtown
	Managed growth to ensure balance between history, nature and tradition	<b>28</b>	
<b>Heritage</b>	Heritage protection and village character	<b>56</b>	Building character, new building, redevelopment of buildings in the historic zone. Protecting the

			heritage of the whole town eg cribs
	Retain Heritage Precinct controls – heritage status	<b>22</b>	Expand or maintain CBD area, architectural integrity,
	Protect heritage status of buildings and trees	<b>12</b>	
<b>Community</b>	Retaining community facilities	<b>44</b>	Quality and Diversity
	Identifying values and criteria for the future of Arrowtown	<b>20</b>	
	Youth involvement in community affairs	<b>6</b>	
	A community that works/balanced for community and visitors	<b>7</b>	Includes commercial space – business park? Good diversity – age, nationality, disability, single/families/elderly. Communal market place,
	Safe and Friendly community	<b>1</b>	Encourages diversity, schooling, township etc
<b>Infrastructure / Development</b>	Infrastructure to manage growth	<b>36</b>	Roading/water system/sewage system. balancing tourism with resident needs.
	Elderly Care	<b>32</b>	Retirement Village in town
	Ribbon Growth – along empty roads	<b>9</b>	
	Keep the current boundaries	<b>9</b>	
	Education	<b>6</b>	Schooling, facilities at capacity
	Worker Accommodation	<b>5</b>	
	Design guidelines for new development	<b>5</b>	
	Retain low density housing	<b>4</b>	
	Parking/Transport/Public Transport for locals and visitors	<b>3</b>	
	Pressure on local infrastructure	<b>2</b>	Eg parking for visitors, how to pay for infrastructure – eg park n ride, tolls, visitor tax
	Elderly care, retirement village	<b>2</b>	
	Inadequate broadband	<b>0</b>	

<b>Environment</b>	Protect the natural environment – wilding pines	<b>30</b>	
	Protecting the environment	<b>29</b>	Clean air/water/rivers Control of wilding pines etc ORC enforcement of air pollution
	Preserving Green spaces and deciduous trees/remove wilding pines/broom	<b>23</b>	
	Clean Air and Water	<b>14</b>	
	Maintain greenways and walkways	<b>1</b>	
<b>Economy</b>	Maintaining a balanced and diverse economy / housing affordability	<b>27</b>	
	Develop more local jobs	<b>3</b>	
	Economic diversification	<b>3</b>	Over reliance on tourism
	Tourism Destination Management	<b>2</b>	
	Arrows town to attract higher spending visitors	<b>0</b>	
<b>Governance</b>	Governance	<b>29</b>	Long term strategic thinking/community participation in strategic decision making
	Maintain Arrow Ward representation	<b>3</b>	More community participation in community decision making
	Disaster Planning	<b>0</b>	

## Key Issues

Attendees were asked to workshop the key issues (the following is in no particular order). Attendees were asked to consider the issue, critical driving influences, ideal future outcomes and some potential solutions or next steps.

Issue	Critical Driving Influences	Ideal Future Outcomes	Solutions/Next Steps
Diluting what makes Arrowtown Special – Design Control	Quick Decisions made by QLDC to fix things without relating it to any controls	Having a healthy and beautiful green environment People will still love Arrowtown and comment on it as 'beautiful'	Defining what makes Arrowtown beautiful – in words and document Creating a design guidelines for all of Arrowtown which control future development on 'What makes Arrowtown beautiful'. Having a design review board which not only decides on big development but also on small ones eg benches, lighting etc Designs are sustainable eg no tropical hardwood. Design review board should handle/agree on all design impacts QLDC decides, The DRB should consist of different groups of the community and should be voluntary eg architects, landscape architects, business owners, school, community groups.
Managing Growth (4 groups info combined – was very similar)	Demand for living 1. Retired, youth, families – need for range of housing 2. Pressure from local government	Establish a permanent greenbelt Satellite retirement village Infill on case by case basis	Satellite towns in Wakatipu Basin Capped population for Arrowtown Greenbelt becomes a community resource eg recreational spaces <i>Housing – infill, tax empty holiday homes, range of housing options,</i>

	<p>3. Appeal of Arrowtown as a place to live</p> <p>4. Rate of growth relative to current boundary limit</p> <p>5. Planning for growth of residents and visitors</p> <p>6. Capping population could be a negative outlook</p> <p>7. Quality of life/values/accessibility</p>	<p>Redevelopment of existing sections</p> <p>Build on empty sections</p> <p>Building design control</p> <p>Streetscape design including trees</p> <p>Potential medium/high density area eg bottom of Manse Rd</p> <p>Jobs for locals</p> <p>Land planned and zoned for specific purpose eg housing, school, commercial, recreation, reserves</p>	<p>2<sup>nd</sup> primary school and establish high school</p> <p>Tax empty holiday homes, encourage use.</p> <p>Establish a sustainable population without disturbing the character of Arrowtown</p> <p><i>Integrated community planning – schooling, health, social support</i></p> <p><i>Govt policy to allow diversity</i></p> <p><i>Long term thinking and planning in place –</i></p> <p><i>Plan for diversity</i></p> <p><i>Tourism</i></p> <p><i>Leadership</i></p> <p><i>Plan for growth</i></p> <p><i>Diverse community</i></p> <p><i>Visioning</i></p> <p>More community input into growth – community board.</p> <p>Incremental increases in boundary</p>
<p>Adverse effects of growth</p>	<p>Demand for Arrowtown.</p> <p>Growing district economy</p> <p>Inadequate/inferior planning</p> <p>QLDC/DQ/Business</p> <p>Community/Developers/Central Government</p> <p>District/Regional Plans not flexible enough to move with times.</p>	<p>Arrowtown remains a great place to live.</p> <p>Preserved heritage area</p> <p>Green spaces maintained</p> <p>Houses reflect the character of Arrowtown.</p> <p>Diverse population</p> <p>Modern technology in place.</p>	<p>Planned growth – does a housing cap need to be put in place.</p> <p>Maintain present Heritage centre</p> <p>Analysis tools established and measure</p> <p>Rigorous planning controls and systems.</p> <p>The community needs to be involved via the government – local and regional</p>

	<p>Growth not managed well by committee Building of houses/subdivisions not suitable for the environment</p>	<p>Established measurement tools: Census, Tourist count, housing count/affordability, enjoyment/satisfaction measure</p>	<p>Community has a strong voice – campaigns and petitions during the democratic process to QLDC and regional councils.</p>
<p>Character – maintaining the character of the village</p>	<p>Boundary – puts pressure on infill housing, releasing boundary creates spread. Increasing population increases demand on housing. Town planning rules</p>	<p>Authentic character of Arrowtown as a village maintained by appropriate planning and growth management.</p>	<p>Establish what character is – defined characteristics, values, village vs town. Planned development and guidelines for village.</p>
<p>Retaining historic character throughout the whole town.</p>	<p>Aesthetics Tourism Magnet Town culture Development pressures How – design guidelines and enforcement Rates relief and support for owners Streamlined consent process for heritage owners, Adaptive reuse of existing heritage buildings</p>	<p>All development should reflect the central otago vernacular Maintain heritage to a very high level - Sensitive signage - Street furniture - Plantings/fencing etc - Council maintenance, Measure – if the town still retains its character of the past, development is sensitive. Trees and streetscapes are protected.</p>	<p>Enforcement of guidelines for parts of the town. <i>Arrowtown specific planning advisory group to assess all development with power to co-opt specialists</i> <i>Planners who are well versed in particular design issues relevant to Arrowtown esp heritage buildings</i> <i>All stakeholders need to be part of planning eg DOC, QLDC, Community</i> Protect the name Arrowtown</p>

<p>Environment – protection and enhancement of green spaces (two groups)</p>	<p>Impact of Growth Zero tolerance to encroachment on green spaces Council Management Community ownership and responsibility Long term planning/specialist knowledge Invasive species Damage from 4WD to river beds Visual protection of skyline – eg building on hilltops, ridgelines</p>	<p>Plan for species eradication, protection of natural environment eg historic trees 90% of wilding pines gone within 5 years 100% in 10 years Review of advisory board Maintenance of green spaces, increased native planting Maintenance and development of walking/cycling tracks and facilities eg toilets Historic trees protected/maintained and expanded Native species flourishing with increased areas of native planting</p>	<p>Management and planning for protection of green environment flora and fauna Protection and enhancement of green spaces as public facilities, eg walkways, cycleways Long term planning – QLDC Encourage planting of natives, amendment to the historic zone guidelines for this. Housing developments allow for green spaces Arrowtown Advisory Group is more transparent. DOC/Volunteers/Council to work together on managing and eradicating invasive species More rubbish bins/toilets eg Lake Hayes pavilion, Whitechapel bridge, Chinese village Native planting – Wakatipu reforestation, volunteers</p>
<p>Environment – air</p>	<p>Wet firewood Wood burners / old wood burners Badly insulated homes</p>	<p>2035 – Fresh air all year around Air quality measurements in place Houses and heating suitable for the area</p>	<p>Regulation of firewood supplies – confirm it is dry Sign off of existing burners – if old must replace Encourage use of clean burning eg pellet fires, alternative options Regulation of new houses – insulation etc, higher standards, energy efficiency</p>

<p>Infrastructure</p> <ul style="list-style-type: none"> <li>- Parking, poor signage</li> <li>- Funding of supersized infrastructure needed for tourism and growth</li> <li>- Walking/train signage/cycling tracks</li> <li>- Water quality</li> </ul>	<p>Parking</p> <p>Funding – small population/high costs</p> <p>Walking/Cycle signage</p> <p>Water quality - poor</p>	<p>Parking is clearly sign posted and maintained.</p> <p>Parking established outside of main town/short walk</p> <p>Sensitive upgrade of current parking facilities</p> <p>Reduced traffic in main area</p> <p>Funding – visitor tax/environmental tax?</p> <p>Entry fees?</p> <p>Pay to poo</p> <p>Walking/Cycling trails well maintained and signposted</p> <p>Water Quality – robust testing – information shared with community.</p> <p>Maintain rivers health</p>	
<p>Retirement Village (Wed night only) – ageing population that currently must go out of the district for care or options</p>	<p>No age care facilities currently</p> <p>Ageing population/growing demand</p> <p>People want to live/die in Arrowtown and the basin</p> <p>Needs to be affordable</p>	<p>Anderson/Monk proposal meets much of the needs of the district.</p> <p>Staff accommodation available in the area</p> <p>Families to be integrated into the community (not all agreed).</p> <p>Measures of progress</p> <p>Retaining elderly within their community</p>	<p>Retirement village and aged care hospital build</p> <p>Village residents will come from the local area. 80% local 20% Otago/Southland</p>

<p>Housing Affordability – market driven pricing, limited space and high demand</p>	<p>Keeping entry level pricing in Arrowtown Ownership of housing stock by non-residents Families finding area desirable – schooling, walking environment etc Lack of worker accommodation in Arrowtown.</p>	<p>Decent PT system, affordable Worker Accommodation available and affordable External boundary of town Retirement Village outside of town Private school on Hogans Gully Road</p>	<p>Infill, look at smart ways to fill in spaces eg flat above garage, residential unit Manage opposing views, Plan for the next 50-100 years, public transport, population increase, green fields, housing areas Limit on new subdivisions and cap density.</p>
<p>Development Boundary</p>	<p>Population Growth Desirability of Arrowtown Council, local community and government are all stakeholders Council pressure from Govt Passion about the community</p>	<p>Retain current boundaries/ managed growth with strong/appropriate design guidelines Measures – desirability to live here, infrastructure that is adequate and in line with any growth.</p>	<p>Defend boundaries / keep low density but allow for some managed growth. Community Groups (potentially AVA) to represent the whole community</p>
<p>Economy - mix of tourism and residents</p>	<p>Population Growth Type of tourists – FIT and Domestic High commercial rents Parking Infrastructure</p>	<p>Successful local economy attractive to tourists supporting employment, landlords, business owners, local users and tourism. Quality build environment – safety, lighting, beauty Vibrant mix of business Integrated</p>	<p>Special commercial zone policies for AW Check AW community plan – is it still relevant/up to date Look at other attractive international tourism destinations – what do they do, how do they control/guide tourism, achieve a mix of community values/heritage and tourism, economic factors</p>

		Excellent IT provision, Free wifi, More commercial tenancies Tourism experience is guided by the AW community	

## Arrowtown Visioning Taskforce

### Goals:

1. To lead a community discussion on the long term future of Arrowtown (50+ years)
2. Identify key objectives, recommendations, priorities and actions to form a pathway to achieving a long term collaborative vision for Arrowtown.
3. To prepare a draft Arrowtown Community Vision document for community discussion through public forum.

**Scope:** Taskforce to agree on the scope of the report – inclusions/exclusions

### Considerations:

- Consider Shaping our Future Vision and Priorities
- Consider other Shaping our Future Reports and their relationship to Arrowtown
- Consider forum information, current baseline and undertake gap analysis
- Consider consultation with other groups or bodies to inform the final report
- Consider the previous Arrowtown Community Plans and reports
- Consider Arrowtown in the context of the greater Queenstown Lakes District
- Consider any other similar geographic locations
- Focus on long term visioning and then steps to achieving the vision

### Deliverables:

1. Preparation of a draft Arrowtown Future Report (please view SoF suggested report template).
  - a. This paper may include, but is not limited to:
    - i. An overriding vision for the future (think 30+ years)
    - ii. Current Arrowtown situation including current challenges facing the community (base analysis)
    - iii. Consideration of historic and current information (where relevant eg Community Plan, APBA and AVA)
    - iv. Potential solutions and steps towards achieving the vision and favoured outcomes for the community
    - v. What will be the success factors, measures of success and ideal Arrowtown situation.
    - vi. Recommendations for action to achieve the vision.
  - b. SWOT analysis of Arrowtown, present and future (if required, it may only inform the final report)
  - c. Critical Success Factors and related measure for Arrowtown need to consider:
    - i. In context of supporting the Shaping our Future Vision and Priorities
    - ii. In context of Arrowtown forum priorities and vision

- d. Recommendations need to be to specific agencies to enable the vision to be achieved. Recommendations to be SMART (specific, measurable, assignable, realistic, time-related)

**Scope / Jurisdiction of the Arrowtown Taskforce:**

- Arrowtown Taskforce reports to the Shaping our Future Steering Group.
- Clarification of the terms of reference to be referred to the SoF Steering Group.
- Public comments or press releases made only after discussion and approval of SoF Steering Group.

**Task Force Group Facilitation:**

- Task Force is supported by Anita Golden, executive at Shaping our Future.
- The Chairperson is Amanda Woolridge

**Governance:**

Using Shaping our Future’s model of consensus decision making, the task force will seek to make its decisions and recommendations based on the consensus of its participants.

Should the taskforce group wish to appoint more members, or sub groups, they are to be discussed with the SoF Steering Group.

**Timelines:**

- 17 February first meeting of the Arrowtown Task Force in Arrowtown
- Followed by at least monthly meetings. Dates and venues to be set at the first meeting.
- Draft deliverables to be agreed if possible by second meeting.
- Present first draft of Strategy paper to SoF Steering Group by Feb 2017
- Refinement of strategy paper between task force and Steering Group
- Present strategy paper for feedback to the Arrowtown community (TBA)
- Refinement of Strategy paper based on forum feedback (TBA)
- Ratification of Strategy paper and action plan (TBA)
- Submission of Strategy paper and SMART recommendations to appropriate agencies (TBA)

**DRAFT SHAPING OUR FUTURE VISION FOR THE DISTRICT**

**“Spectacular environments, enterprising people, exceptional solutions”**

Individuals and groups committed to finding creative ways to build better lives, for now and for generations to come. A district embracing the concepts of Kaitiakitanga and Manaakitanga.

KAITIAKITANGA means guardianship, care and protection. It includes the management of natural, cultural, and built environment resources for current and future generations.

MANAAKITANGA implies a reciprocal responsibility upon a host, and an invitation to a visitor to experience the best we have to offer. Applying these values reflects our intention to move forward together, based on a shared approach.

**DRAFT PRIORITIES FOR THE DISTRICT**

**Preserve and enhance the environment**

Protection of water, air and landscape. Restoration of native and other ecosystems. Maintain and increase accessibility to wild places

**Engagement in Governance**

Increase participation, remove barriers, encourage local influence, encourage voices to be heard, comprehensive spatial planning, District Plan to clearly express community vision.

**Community Development**

Working together, improve: connectedness, neighbourliness, community spirit, communication. Create facilities to gather, educate & socialise and preserve attractions of living here

**Diverse Economy**

Strong local economy, affordability, right use of natural resources, events destination, increasing self sufficiency of economy, economic diversification

**Education**

Innovation centres (sports, arts, business), incubators, lifelong learning, niches

**Infrastructure / Facilities**

High performance facilities for sports, culture, education, health, care for young and old. Sewerage & water and stormwater

**Build Self Sufficiency**

Local energy, local food production, land use, building design. Move away from 'ship in, ship out' systems.

**Connectivity**

Internet (broadband), transport, public transport, tracks and trails

**Tourism**

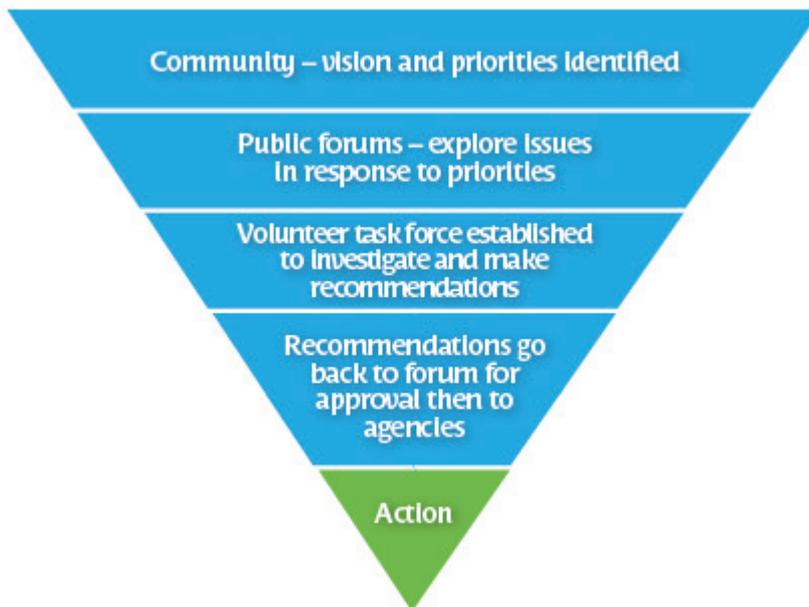
Build high value, contributing tourism. Create respectful markets, such as through long stay tourism.

**Town Development**

Community hubs, sensible response to climate change threats and opportunities, locally sourced energy such as micro generation, warm healthy houses, high environmental standards for development.

**History**

Value and retain the towns and heritage. Strengthen heritage connections



**Public Forum** – a forum is held, sometimes in multiple geographic locations in the district with information combined together and maintained as separate parts. The forum is open to all members of the public and determines the general focus and scope of the topic. It is created in a World Café style and is inclusive of all members of the public.

**Task Force** – a group is formed of volunteers that are charged with the responsibility of putting together, further researching and consolidating the information on the topic. The task force is made up of interested members of the community and a selection of experts that can offer experience and guidance of the group. They may seek further time and resources to undertake the report. The report is assisted where needed from the Steering Group.

**Report Feedback from Steering Group** – Draft report from the taskforce is provided to the Steering Group for feedback. This helps for consistency of the reporting.

**Return to Public Forum** – the taskforce report is then returned to public forum for the community to adopt or provide feedback. Review of the report may be needed after the community forum.

**Report to Agencies** – delivered by the Steering Group with a chance for the task force to talk to the report at agency level. The agencies will make decisions about the recommendations and whether or not to implement the report advice.

**Re-Assess Performance** – upon the implementation the task force and where needed the steering group ensure that the implementation of the recommendations is achieved to measurable standards. If required the Forum may be called again by the steering group in order to assess any ‘new standard’ or other changing conditions (adaptable future). This is envisaged as being an ‘as required’ stage. There is no set period in which a ‘new’ public forum might be revisited.

# ARROWTOWN CHARRETTE

## A COMMUNITY PLANNING PROCESS

19-22 November 1994

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## 1. BACKGROUND

Organised through the Regulatory Committee, Queenstown Lakes District Council (QLDC), with support from Otago Regional Council (ORC) and Department of Conservation (DOC), as a result of concerns at:

- the perceived threat that existing policies may not protect the integrity of historic sites;
- a perceived need to upgrade footpaths, parking, stormwater disposal, etc. in the commercial area;
- concern from some residents at destructive use of Arrow River/Bush Creek;
- street tree-planting design being underway needing public input;
- concern from some residents that wishes of local community were not being heard; and,
- the perceived need to make sure management is co-ordinated and well-focused.

Following public notification of the impending Arrowtown Charrette, QLDC established a local charrette committee, a brief was then developed, and there was some publicity in the community. The 4-day charrette process involved gathering a panel comprising facilitation and design expertise to work with the community throughout a weekend workshop followed by two days of documentation of the outcomes. With an "open-door approach" for three full days through to 7pm, about 80 people contributed to this charrette process.

The workshop generated high agreement and goodwill among participants. The community agreement achieved in the workshop is recorded in this report and the accompanying 8 drawings, developing the decisions into concept designs, all drafted by the panel by the end of the 4-day exercise. The concepts now require further community consultation.

## 2. BRIEF

Specific tasks were suggested by the brief, in summary:-

1. Evaluate of the heritage and aesthetic asset.
2. Identify incompatible activities and devise strategies to minimise their impact on the quality and character of the site.
3. Establish river management procedures.
4. Define absorption capabilities.
5. Design and maximise pedestrian amenity.
6. Produce a concept for public space.
7. Develop strategies for managing public effect of amenities on private land; examine existing rules and the Arrowtown Style Book; consider the likely efficacy of a Heritage Precinct; make recommendations, as far as is possible in the form of draft rules (if appropriate), draft pattern book (if appropriate), etc.
8. Produce overall site plans especially for the river; town centre plans; sketches for spaces, materials, details; and, report including workshop responses, draft rules and regulatory responses for public space.

## 3. TECHNICAL RESOURCES

Technical and design team included Di Lucas (facilitator); Mike Pritchard; Ian Bowman (conservation architect); Phillip Blakely, Ralf Krüger, and Ines Stäger (landscape architects); Bill Nagle; Max Wild (architect).

As well as the knowledge and expertise from QLDC, ORC and DOC staff involved, the Arrowtown Charrette Committee, and the technical/design team, relevant documents provided included Marilyn Lusk's sub-thesis "*Arrowtown's Special Development Zone*" (1974); Dave Johnston's "*Central Arrowtown Stylebook*"; the Johnston and Hatfield planning proposals for Arrowtown (1976); Synaxon Architects "*Arrowtown Survey*" (1982); and, the transitional Queenstown Lakes District Plan.

## 4. WORKSHOP PROCESS

The workshop was introduced with a presentation on sense of place, appropriateness and celebration of natural and cultural heritage to set the scene for consideration of Arrowtown within the Wakatipu basin, within Central Otago, and within New Zealand.

### ASSETS

Developed within small groups, participants identified what is special, appealing and positive about the resources of Arrowtown - why they choose to be in the town.

### CHANGE

Workshop groups addressed the change that has occurred in the town, current change, and possible future change. Whether change was positive or negative was noted. They therefore identified a range of issues, opportunities and threats to the character of Arrowtown.

### THEMES

From the issues identified, a group from the community along with a technical/design person each addressed a different theme area of the town:

- buildings in the town centre;
- buildings outside the centre;
- public space within the built town;
- public space beyond the built town;
- vegetation within and around the town;
- connection between town and river; and,
- the context of the town.

Issues, options and preferred solutions were explored for each theme area.

Unresolved themes were further workshopped as specific tasks, in particular:

- replica building materials, street furniture, lighting and signs;
- Ramshaw Lane, parking, street hierarchy definition;
- river vegetation management, vehicle access, rubbish management.

## PLACES

Proposals for the future of Arrowtown and environs were then developed using plans and notes for:

- Town Centre including the R6 zone;
- Bush Creek and River; and,
- Arrowtown environs.

Each group took as givens the agreement reached in previous sessions, they defined locational issues, explored options, developed preferred solutions and suggested allocation of responsibilities.

The agreed outcomes are presented and developed as proposals for:

1. Heritage Protection Area (H.P.A.)
2. Old Town Management Area (O.T.M.A.)
3. New Development
4. Town Belt, including rivers.

The outcomes and products from the Charrette go to QLDC and to ORC and DOC, for initiating implementation following appropriate public notification processes.

## 5. SUMMARY

Arrowtown has a special character from its discrete location. It is not widely displayed on an open shore like other towns of the District. The town is tucked into a corner of the dramatic glaciated Arrowtown Basin, behind Feehlys Hill, and surrounded by mountains and the glacial plateau of Crown Terrace. Its topographic containment has meant it has traditionally been come upon by surprise, a pleasant surprise easily accessible within the wider basin. The rural and dramatic moraine lands provide a cushion or buffer to different developments and different pressures elsewhere in the basin and elsewhere in Central.

Developed on a flight of river terraces which are followed by the street and building pattern, Arrowtown rises as an amphitheatre above the Arrow River, the town is framed by mountains and hill. It appears as a snug location for a town, giving it a strong sense of place.

The town also has a special additional value from its unique built heritage. The town proudly displays and celebrates its age. Its origins. Then known as Fox's, the town sprang up in 1862 with the gold rush in the Arrow River. Arrowtown has since been rural service town, holiday town for cribbers and campers, visitor town, and, home to workers from Queenstown. However, for the heart of Arrowtown, the mining town origin remains a proud heritage.

The expressions of the early town, in the historic main street and commercial buildings, tiny cottages, great trees, spaciousness, low key streets, have a cohesion. There is a sense of equality in the town rather than grand individual houses or grounds. A people place. A family place. Quiet and peaceful - especially in the evenings. A walking town. A place for living, not posturing.

A town at home in its location, with buildings arising from that place, in stone, cob and wood. Hugging terraces. Surfaces of earth and gravel. Vegetation in spontaneous abundance. A very green town, strongly seasonal. Beyond the cottage garden, primness spurned. Managed wildness welcomed. Naturalistic.

# ARROWTOWN WORKSHOP

## Part one: THE WORKSHOP REPORT

Report of the community planning workshop sessions  
22 – 23 February 2003

Arrows town Atheneum Hall  
Buckingham Street, Arrows town

**Part Two, The Arrows town Plan,**  
Sets out the community's proposals for their place  
developed through the work of the Project Team.

**Part one – Contents**

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## Introduction

In January 2002 Council agreed that a strategic plan for the district would be produced through a series of community plans, developed through a workshop process, designed to encourage maximum community participation.

With the memory of the very successful 1994 Arrowtown charette in mind, it was agreed the workshop to be held in Arrowtown would take the form of a review of that 1994 charette.

The Arrowtown workshop was held over the weekend of 22 – 23 February, with a report back to the community 25 February.

As the workshop was to be a review of the 1994 Arrowtown charette, it was decided to reassemble as far as practical the project team responsible for that workshop and report. Di Lucas, of Lucas Associates, Christchurch, was appointed as facilitator. The full project team is listed below.

The workshop consisted of discussion sessions, reviewing the summary and recommendations of the 1994 charette, then working through current issues as they relate to each of the District Plan zones in Arrowtown. It was attended by around 120 members of the public, with many attending through both days.

The record of their discussions forms the majority of Part 1 of this report. Part 2 is the record of the responses of the Project Team, as reported back to the community, and subsequently refined by the facilitator, taking community comments into account.

As anticipated, the majority of the conclusions reached in 1994 remain valid. Current circumstances have been taken into account, and design and planning responses proposed further the expressed aspirations of the Arrowtown community.

### **Steering Committee**

David Clarke (Chairman),  
Ian Bowie  
Melanie Hill  
Barry Lawrence  
Taylor Reed  
John Wilson

### **Project Team**

Di Lucas	(Facilitator)
Kobus Mentz	(Urban Designer)
Philip Blakely	(Landscape Architect)
Jeremy Head	(Landscape Architect)
Ralf Kruger	(Landscape Architect)
Max Wild	(Architect)
Ken Gousmett	(Consultant, Reserves and Facilities)
Chris Gregory	(Infrastructure Specialist -IMTECH)
Jenny Parker	(Policy Planner – Civiccorp)
Helen Tait	(Project Manager Community Planning, QLDC)

## Summary themes/issues from Discussion Sessions - Saturday

### Values

- consistent with 1994. Heritage and landscape key drivers
- protection of unique character is vital

### Roles

- low key tourism. Working heritage town, not museum

### Town Centre

- general agreement on importance of compactness and heritage character
- question to be resolved as to whether any expansion of commercial activity outside present zone should occur
- concerns re through traffic and parking require further resolution

### Historic Residential Area

- character has generally been maintained. zone works well
- spacious feel, large sections favoured
- wide grass verges, no kerb and channel favoured

### New Town - Low Density Residential Area

- character not unique to Arrowtown. too many aspects of typical suburbia – specially high fences
- a range of traffic issues was identified, specially near the school and speed at town entrances
- distinctive and clearly defined town entrances are required
- uncontrolled infill in residential areas not favoured because of impact on spacious open character, but some flexibility was felt worth exploring. infill preferred to expansion

## Summary and Themes – Sunday

### Town Edges and Surrounds

- present size of town generally favoured. Protect McDonnells Rd as edge.
- three golf courses seen as a good buffer
- town access points to be better defined and designed
- river areas left wild but tidied and weeds cleared

### Trees and Paths

- backdrop of autumn colours highly valued – deciduous trees appropriate
- some formed paths on main streets are required, but low key in style
- maintenance and planting regimes required for town trees

### **Retail Expansion**

- generally keep within the limits of the present Town Centre
- retain heritage character eg. No fast food franchises
- no expansion of present limited retail in residential areas

### **Professional and Other Offices**

- limited dispersed locations in residential areas OK if appropriate design and scale
- consider the top side of Arrow Lane

### **Community Needs**

- walking tracks extended and developed
- swimming pool to be repaired
- provision for elderly persons housing favoured
- camping ground to be retained, but with more recreational access

# Arrowtown Promotion and Business Association Brand Workshop Findings

13 May 2013

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**Facilitated by Feast Creative:** Scott Conway and Louise Vicente  
**Attended by:** Sue Patterson, Scott Julian, Brian Spicer, John Lapsley, Owen William, Kim Carpenter

## //products

Small historic town with the following products / themes:

1. The outdoors / environment
2. Restaurants, cafes + bars
3. Unique shopping facilities
4. Walking / hiking trails
5. Biking hub Queenstown - Trail and other tracks
6. Golf hub - 3 courses on doorstep
7. Arts + culture
8. Events + festivals
9. Relax and unwind - spas, retreats, yoga etc

## //discovery SESSION

summerise Arrowtown's products

## //demographics

- » 19% (360k travellers per year) of Queenstown visitors come to Arrowtown, it is unknown how many come to stay in Arrowtown of their own accord.
- » 72% are 40+
- » Mainly couples and small groups
- » 50 / 50 domestic versus international (25% of which are Australian)

## //target groups Arrowtown

### //current visitor categories:

1. Tour groups / buses usually visit for 20mins to 1hr, low spenders, have a quick look around and leave, mostly internationals.
2. Free + independent travellers / short stay visitors 2hrs to half day, coffee, lunch, leisurely browser, sedentary / passive adventurer, short walks, museum, Chinese village. Usually on way to or from Queenstown. Most likely to be first time visitor. Mostly international.
3. Free + independent traveller / Arrowtown as base 1 night +, based in Arrowtown, eat, drink, shop, activities. Most likely to be second time visitor. Could be international or domestic.
4. Hiking + biking adventurer, attracted to Arrowtown for proximity to trails, likely to stay, eat, drink. Most likely to be local (Queenstown / Wanaka) or domestic (Auckland / Christchurch).

## //families

Looking for old fashioned kiwi holiday, self contained, value, plenty to do outside (lake, river, pool, park, cinema, skatepark, bike, ski), use Arrowtown as base to explore local area. Parents can feel good about their kids being care free, allowing kids can be kids, old fashioned family fun.

## //luxury active travellers

Discerning travellers looking for a high end, yet real experience away from the hussle and bussle of Queenstown. Staying at Millbrook or luxury accommodation, like golf, hiking, biking, good food and wine, relax and rejuvenation.

## //arts + cultural travellers

For the creative traveller, Arrowtown is the perfect setting for those interested in the arts (get your creative fix) be it painting, drawing, writing, photography and music, and those interested in historic and cultural aspects of Arrowtown. An eclectic mix of galleries, craft shops, combined with the inspirational outdoor setting with boutique accommodation and a fine eateries, wine and great coffee, what more could creative types need.

//future target  
groups  
Arrowtown

## //cyclists and outdoor adventurers

Arrowtown is at the centre of the Queenstown Trail National Cycleway, therefore the ideal base for cyclists or outdoor adventurers who prefer being on foot. With a plethora of accommodation, eating and drinking options, bike hire and outdoor stores, hitting the trail has never been closer or easier.

## //golfers

Award winning Millbrook resort, The Hills and Arrowtown Golf Course all within a few (?) sqm's, need we say more, combine this with great transport links, luxury accommodation options and fine eateries, Arrowtown is like golf heaven.

## //snow tourists

The close proximity of Coronet Peak, Cardrona and The Remarkables means Arrowtown is perfect for snow tourists looking to remove themselves from the chaos of Queenstown in Winter.

## //other

- » Return visitors choosing Arrowtown over Queenstown
- » Those visiting friends and family members in Arrowtown
- » Weddings

//future target  
groups  
Arrowtown

## //competitors

With whom is Arrowtown competing against for time and money?

- » Queenstown
- » Milford Sound
- » Wanaka
- » Glenorchy
- » Clyde

## //peers

Similar destinations in NZ and Rest of World:

- » Hanmer Springs
- » Akaroa
- » Port Chalmers, Otago
- » Greytown, Wairarapa
- » Carmel, California
- » Williamsburg, Virginia,
- » Jackson Hole, Wyoming
- » Santa Fe, New Mexico
- » Siena, Tuscany

//competitors  
/ peers  
Arrowtown

# //swot analysis

## Arrowtown

### //strengths

- » History / heritage
- » Buckingham Street
- » Natural beauty of surrounding areas
- » Authenticity / not contrived
- » People / community
- » 4 very distinct seasons
- » Autumn colours
- » Trails biking / hiking
- » Compactness of village and closeness of outdoors (hub)
- » Affluent / rich
- » Sophisticated
- » Not tourist tacky
- » Diversity arts, culture, outdoors, dining, shopping
- » Proximity to Queenstown
- » Museum
- » Chinese Village

### //weaknesses

- » Lack of awareness
- » Seasonal downturn
- » Ease of getting to AT from Queenstown
- » Perception of lack of accommodation
- » Queenstown's little brother syndrome
- » Parking
- » Tourist info iSite, website, brochure
- » Lack of branding / marketing in Queenstown
- » ABPA lack of resources, funding and commitment of members

## //threats

- » Exchange rates / natural disasters etc
- » Weather / airport disruptions
- » Bad commercial developments (McDonalds etc)
- » High retail rentals pushing out independent businesses
- » Peak visitation times too many tourists, flow of traffic, need sustainable travel
- » Protection of historic centre
- » Wanaka Autumn festival mixed messaging / confusing consumers/ oversaturation
- » Funding cuts
- » Lack of communication and participation from board and members, feeling of disconnect needs - reasons to be cheerful

## //opportunities

- » Increase overall tourist numbers and length of visit / bed nights
- » Special Interest Marketing
- » Ski, Golf, Biking, Arts+Culture, Weddings
- » Revenue generation / increase funding streams merchandise (calendar, tshirts, book), events / fundraisers
- » External events and festivals
- » Historic plaques on buildings
- » UNESCO World Heritage Status?
- » Leveraging better from DQ / TNZ
- » Leverage opportunities around NZPGA
- » Golf / TNZ
- » Leverage new ownership of Motatapu (Queenstown)
- » Promote Heritage, Museum and Chinese
- » Village
- » Partnerships eg Queenstown Airport

# //swot analysis

## Arrowtown

## //unique selling points

- » 58 Listed historic buildings in ? sqm's
- » Buckingham Street historic precinct not your average high street
- » Arrowtown River, centrally placed, historic and fun, binds the community everyone uses the river
- » Gold History and Chinese Village
- » Combination of heritage, natural environment, community feel, compact / centralised hub, charming and quaint ambience, unique shopping, world class food and wine, biking and golf, accessible skiing
- » Distinct 4 seasons and in particular autumn Colours
- » Lakes District Museum

## //selling points (not unique)

- » Mix of accommodation from 5\* luxury resorts to traditional kiwana cribs
- » International feel, not parochial
- » Town is the attraction
- » Town and Arrowtown brand is owned and driven by the people that live and work there
- » Kiwi owned and run, authentic
- » Combination of old / historic and modern and new

# //distilling your unique selling points

Arrowtown

BRAND VISION  
BRAND PURPOSE  
BRAND VALUES  
BRAND VOICE  
BRAND POSITION  
BRAND PROOF  
BRAND ESSENCE

# //brand summary session

All goals must be specific,  
measurable, achievable, realistic  
and timed (SMART)

# //vision

**Definition:** Your vision represents your reason for being. The ‘why’ of your business. It should be simple and easy to remember. Think big and don’t be restrictive, your vision should inspire your consumers and stakeholders.

**Role:** Internal - Long term, but can change.  
The bold and defining goal used to inspire and align your company

**Examples:**

Target - To be Australia’s leading retailer

LG - to have a product in every home  
Australian Home by 2015

Five years from now, Arrowtown will be the no.1 visitor destination for Queenstown tourists by continuing to be recognised as a place to visit for historic, nature based and cultural tourism as well as a hub for golf, biking and snow related activities.

# //purpose

**Definition:** Your brand purpose explains why the organisation exists, your reason for being. It infuses your brand with meaning and shapes and inspires employees and stakeholders.

**Role:** Internal - should be unchanging  
To express the spirit of the company

**Examples:**

Target - To own the 'value' space in  
Australian retailing

LG - To harness the power of digital  
technology to enrich everyday life

## Sharing the charm of Arrowtown

To inspire, engage and charm visitors through the unique heritage and landscape of Arrowtown.

Respecting the past whilst harnessing the future.

# //values

**Definition:** Our guiding principles, unchanging, deeply held and define the company.

**Role:** Internal - unchanging  
Used to guide the behaviour  
in a unique organisational culture

**Examples:**

Target - Trust, genuine, real, friendly,  
unpretentious, always striving

LG - Future innovation, integrity,  
partnership, openness

Valuing a strong community and our people, respecting our pioneering heritage and the natural environment surrounding us. Providing an authentic experience in a real, living, breathing destination, quality and integrity at the heart of everything we do.

# //brand voice

**Definition:** Your brand voice is your personality and is a combination of how you see ourselves, who you aspire to be, and how you'd like other people to see you.

**Role:** External / Internal - can be revised  
How the Brand Personality is projected

**Examples:**

Target - fun, happy, quirky,  
clever, likeable, energetic

LG - visionary, approachable, clever, fun

Charming, quirky and full of colourful character.  
Authentic, independent and innovative, whilst  
always friendly and welcoming to all.

*These personality characteristics translate directly  
into the Arrowtown brand voice. But remember,  
people won't believe our traits just because we say  
we are charming and quirky.*

*They'll only believe it if we speak, write and behave  
in a way that demonstrates we are and these traits  
should be presented through the entire fabric of  
the brand, product and organisation.*

# //brand positioning

**Definition:** Brand Positioning is the way your brand is perceived within a given competitive set in the consumers mind. Consider your competitors and what makes your brand different and the benefits of this difference to your target audience.

**Role:** Internal / external link - will evolve  
Justifies the brand

**Examples:**

Target - Stylish clothing and housewares at affordable prices, the good value store

LG - Futuristic innovation at an affordable price

Arrowtown - The best of the old combined with the new

## //heritage

- » Arrowtown steeped in history! We are proud to have 58 listed historic buildings in so few sqm
- » The Chinese Village has endured the testament of time, our gold history reminds us to respect the past and stay true to our pioneering origins
- » Show stopping Buckingham Street, no ordinary high street, the first point of call for most and enables visitors learn about our past whilst also enjoying the current day environment
- » A sense of time and place is brought to life by the Lakes District Museum

## //nature

- » The closeness and ease of the outdoors encourages ongoing connections to our natural environment whilst refreshing and recharging
- » Celebrating the uniquely defined seasons and the ever changing landscape that will take your breath away
- » Accessible bike & hike trails for everyone, young or old

## //community & business

- » Arrowtown has an international feel, rather than parochial small town
- » With a world class selection of activities In particular golf and biking facilities
- » We have a unique flavour of shopping, cafes, dining and the arts, a combination of which is not to be found anywhere else
- » Proud to be owned and driven by the people of Arrowtown

# //proof points

**Definition:** A brand's proof points are the 'reasons to believe' that the brand delivers the benefits that it promises to deliverer, benefits should be true and credible.

**Role:** External - can be revised  
Communicated to demonstrate claims  
and challenge perceptions

### Examples:

**Target** - It's smart to save. You don't have to shop high street and pay high street prices to look good and feel good.

**LG** - Creating the future, hero products, lower range of prices, stylish design, sales person endorsement

# //brand essence

**Definition:** A brand's essence is the distillation of the brand's philosophy into a clear, enduring thought, the heart and soul of a brand. Usually stated in two or three words.

**Role:** Internal with external  
Links - unchanging  
The ultimate expression of the brand

**Examples:**  
Target - Accessible quality and style  
LG - the future today

## //brand essence (a selection)

- » A charming blend of then and now
- » Respecting the past whilst harnessing the future
- » A charming contrast of old and new
- » A charming contrast of then and now
- » Best of the old and new
- » Simply Charming

# 2015 Arrows town Strategic Plan

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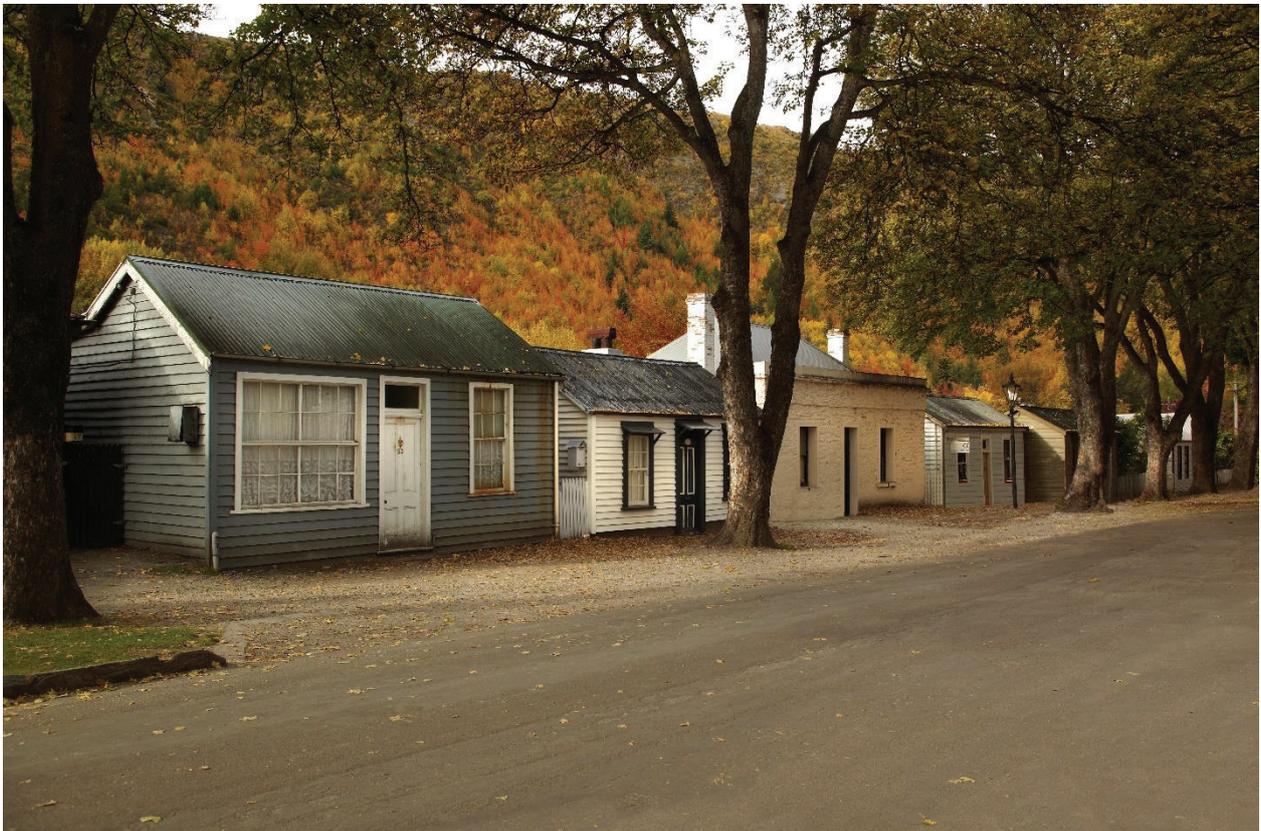


## Mission Statement

- *"To promote and advocate the historical and natural character of Arrows town while achieving responsible and sustainable growth."*

## Core Values

- Authenticity
- Protection of the natural and built (historic) environment
- Friendly and welcoming
- Village atmosphere
- Other - Quality - Superior - Sophisticated - Integrity – Accessibility



## Vision Statement

*To receive international recognition as a visitor attraction and a shining example of an historic/ heritage town in a natural environment*

## Guiding Principles

- Protecting what is intrinsic about the town - Natural environment, historic heritage, walking environment
- Managed growth/sustainability
- Independent / separate voice
- A charming and friendly, welcoming town that encourages managed and sustainable growth
- A natural environment that encourages accessible walking
- Maintenance of the historical heritage

## Arrows town Brand Personality

*"Arrows town is charming and full of colourful character. Authentic, independent and innovative, whilst always friendly and welcoming to all."*



## Touch Points

- Buckingham Street
- Avenue and cottages
- CBD
- Key historic buildings – churches, masonic hall
- Chinese Village
- Mary McKillop’s Cottage
- Athenaeum Hall
- Post Office
- Masonic Lodge
- Red post box and telephone booths
- Gateway with library on one side and the Fork and Tap on the other
- Tobin’s Escarpment
- Arrow River Reserve, trails systems and high country access
- Owen Marshall Reserve below bakery
- View from Soldier’s Memorial
- Lakes District Museum

## Key Stakeholders

- APBA members
- Arrowtown residents
- Event planners and participants
- Arrowtown Village Association
- Destination Queenstown and Queenstown Lakes District Council

## Target Audience

### Existing

- 50/50 International Domestic
- Queenstown day visitors
- NZ families
- Australian
- Experiential
- Adventure seekers
- Tour bus
- Asian – Chinese

### Future

- Winter – Family Skiers
- Shoulder visitors
- High daily spend – Millbrook, Hills guests
- Special Segments – golfers, bikers, wine enthusiasts, skiers
- Traditional European and North American
- South American
- Families
- First time visitors
- Returning Visitors
- Special Event Visitors

## Key APBA Goals

- Increasing shoulder and winter visitors while sustainably managing the peak spring/ summer/ autumn periods
- Four season destination
- Seek additional funding for key projects

## Objectives and Rules

- To promote and develop Arrowtown's visitor business in a manner which achieves responsible, seasonally diversified, and sustainable growth for the town's businesses and its community.
- To protect the township's historic character and its natural surrounds.
- To represent its members as an advocate to government, and to other organisations, whose influence and decisions may affect the well-being of Arrowtown.
- To develop the ability of the society, and its members, to achieve the society's objectives.



## Priorities

- Identify and Increase visitation and Visitor Spend
- Review budget requirements including potential rollout of Electronic / Digital Media Campaign
- Identify potential Shoulder Season programs to increase visitation
- Develop programs to encourage increase in the Chinese FIT Visitor Market
  - Develop winter marketing , accommodation and food/beverage
  - Lobby Council to Develop Long Term Infrastructure Plan including parking, broadband, etc.
  - Support development of Eco and Natural Environment Centre
  - Continue to investigate Special Heritage status for Arrowtown
  - Successfully manage peak periods
  - Develop additional events
  - Continue to understand our guests' needs
  - Investigate improvements to Buckingham Street pedestrian traffic movement.

# Action Plan

## Review Budget, including Digital Media

- Work with Darren Craig of Fully Charged Media to develop a digital media strategy. Upon submittal of the strategy document, review next year's budget and rebalance initiatives to insure an effective marketing campaign.

## Annual Survey

- Review potential Annual Guest Survey (with John Lapsley's help), and form questions (advice from DQ Tintin Xie, TIA, consult with APBA Board) for an early 2016 survey. Cover 40-65 years, longer stay, higher spend, motivational factors, content to drive demand, driving referrals from Arrowtown.com to our businesses' websites

## Shoulder Season Events and Promotions

- Continue to work with Julie Hughes and other event planners to develop a winter Magic and Light Festival, grow the Spring Arts Festival and other events as appropriate.
- Lock into DQ promotion in Auckland and Australia
- In future years explore the possibility to combine Spring and Autumn Festivals under one event with a planner and committee.

## Transport / Parking

- Improve parking/transport and other council related issues. Submit parking request in Annual Plan 2016.

## Action Plan (continued)

### Chinese Visitor Market

- Establish a Chinese language brochure ready for Chinese New Year 2016. Consult with board over cost and content.
- Vital to Acknowledge Chinese visitors with lanterns, signs, greetings and business member workshop. Set up Chinese New Year signs and a large one on Buckingham Green for photo opportunities.
- Miner's Monument in town commemorating all nationalities - \$5000 committed with other funding from Chinese Heritage Poll Tax funds, QLDC etc.
- Train business members– greetings, credit union cards, Chinese speaking staff, acknowledge Golden week (October) and Chinese New Year (February).

### Historic Status

- Investigate Arrowtown achieving special heritage status.

### Eco Centre

- Continue to develop plan for the Environmental Centre of Excellence by developing the Policeman's Hut as an interim interpretation centre, organising reforestation at Bush Creek and guiding the working party towards becoming a formal body.
- Investigate university involvement in Environmental Centre.



**SUBMISSION ON QUEENSTOWN LAKES DISTRICT COUNCIL  
ARROWTOWN DESIGN GUIDELINES 2016**

**TO:** Queenstown Lakes District Council  
Private Bag 50072, Queenstown 9348

**Name of submitter: Shaping Our Future Inc – Arrows town Community Visioning Taskforce**

1. This is a submission on the Queenstown Lakes District Council ("the Council") Arrows town Design Guidelines 2016 ("the Guidelines").

The Shaping our Future Arrows town Community Visioning Taskforce ("the Taskforce") is currently working on a vision and strategy report for Arrows town's long term future development. The Taskforce is working with the views and opinions of the local community as they develop what will be published as a Community owned, long term vision for Arrows town following a second public forum in late 2016.

The Shaping our Future process will not be complete until the second community forum presenting the taskforce report. Information gathered at the original forum, that forms the basis of the taskforce work, is relevant to the guidelines. The taskforce requested that the Shaping our Future Steering Group submit on their behalf to enable the incorporation of the community feedback to date.

The Taskforce welcomes the opportunity to provide a submission on the proposed Arrows town Design Guidelines 2016 based on community feedback gained at a series of visioning forums held late 2015 and would like to be heard. The feedback is of a general nature as our brief is to take a long term (50 years) view therefore we have not drilled down to the level of detail represented in the Guidelines.

2. The Taskforce acknowledge the important and successful role that previous Design Guidelines have played in preserving much of what the community values about the historic character of Arrows town, particularly in the Town Centre and Residential Historic Management Zone. We commend the Council for continuing to offer protection to these important areas of Arrows town.

Key themes presented by the community supported by the Guidelines are;

- a) The authentic character of Arrowtown as a village is maintained by appropriate planning and growth management
- b) Historic areas are protected by design controls developed by the appropriate experts and administered/regulated by people with specialist knowledge of Arrowtown.
- c) Trees and streetscapes are protected and enhanced to reflect the character of Arrowtown – enhancing, protecting and maintaining the heritage of Arrowtown’s buildings, green spaces and environment

The Taskforce supports efforts to support the pedestrianisation of the town in favour of vehicle traffic. However we caution against traditional forms of foot paths and other infrastructure that may clash with the informality that is an identified and valued trail of Arrowtown’s physical personality.

3. The Taskforce suggest that the final Guidelines are enforceable for all areas of Arrowtown including the Low Density Residential zone and the New Town:
  - a) Previous versions of the Design Guidelines have not been successful in ensuring development in the New Town reflects the Arrowtown vernacular. While the proposed Guidelines make reference to the New Town there is no obligation that they be applied which leaves further development open to be conducted in direct conflict with the objectives of the Guidelines.
  - b) The Guidelines as proposed are possibly too constraining to be rigorously applied to the New Town. They would possibly result in a contemporary version of the Old Town Design, limiting the evolution of Arrowtown’s design landscape.
  - c) The Taskforce has identified that the character of Arrowtown is made up of a series of design themes reflecting the people and era of the development. The common traits through the years have been building of modest scale placed with sensitivity to the site, generous use of local/natural materials, simple structure forms, sizable trees, uncluttered spaces, and easy access throughout the town through connectivity of green spaces.
  - d) The Taskforce recommend that less prescriptive guidelines be established for the New Town that ensure further development respects and reflects the traits that have formed the town’s character in earlier phases of Arrowtown’s

development and that these guidelines be applied as rigorously as they are in the Old Town. More control is required to assist new development 'fitting in'.

- e) The possibility of medium density housing and further development within Arrowtown threatens to undermine the value of the Guidelines unless they are applied in all cases. The Taskforce is concerned that the proposed Guidelines are not applicable in all instances in their current form.
- f) Trees are identified as an important contributor to Arrowtown's character by the community and in the Guidelines. In some cases, previous recommendations of species have seen us live with an unfortunate legacy. The Taskforce would like to see all relevant agencies such as DOC consulted prior to the Guidelines being confirmed.
- g) The Taskforce would like to see support for design that represents sustainable values.
- h) The Taskforce would like to see a section that outlines the process of consistent application and enforcement of the Guidelines.

### **Actions Sought**

Address the issues raised in this submission particularly in regard to:

Consistent application of suitable Design Guidelines to the New Town

Adding a section to the Design Guidelines outlining the process of application and enforcement

### **Shaping Our Future – Arrowtown Visioning Taskforce**

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David Kennedy, Chair, Shaping our Future

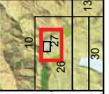
Amanda Woolridge, Chairperson, Arrowtown Community Visioning Taskforce

Contact: [executive@shapingourfuture.org.nz](mailto:executive@shapingourfuture.org.nz) or 021 222 1231

Date: 17/08/2016



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QUEENSTOWN LAKES DISTRICT COUNCIL  
 Maps created by QLDC GIS Department

0 55 110 220  
 Meters  
 Scale: 1:7,500

Arrowtown

Map Printed: November 2016

Queenstown Lakes District Council  
 District Plan Maps

Resort - Millbrook

Meadow Park

Parcel boundaries derived from New Zealand Core Records System Vector Data (Corax) obtained from LINZ under the LINZ Licence Agreement