

Item 2: Civic Administration Building Location Assessment

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

In April 2024, Council resolved to complete various land exchanges to preserve and optimise the future potential for the Manawa site. The process for the land exchange includes seeking ministerial approval and public notification. At that same time, Council directed the Chief Executive to undertake a new assessment of options, including sites outside the Queenstown CBD, for the location and ownership of the proposed Civic Administration Building (CAB), and report back to the Council.

On 15 April Elected Members provided input into scenarios developed as part of a multi criteria assessment of potential CAB locations within the Wakatipu basin. This workshop is an opportunity to consider the updated multi criteria assessment and outcome of the subsequent cost benefit assessment findings.

Elected members to provide direction on the timing of reporting to the Council CAB location and ownership options including consultation with the community.

DATE/START TIME:

Tuesday, 27 May 2025 at 2:00pm

TIME BREAKDOWN:

Presentation: 30min

Questions/Discussion: 30min

Prepared by:



Name: Paul Speedy
Title: Manager Strategic Projects
19 May 2025

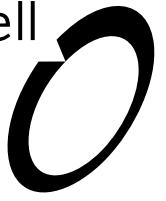
Reviewed and Authorised by:



Name: Meaghan Miller
Title: General Manager Corporate Services
19 May 2025

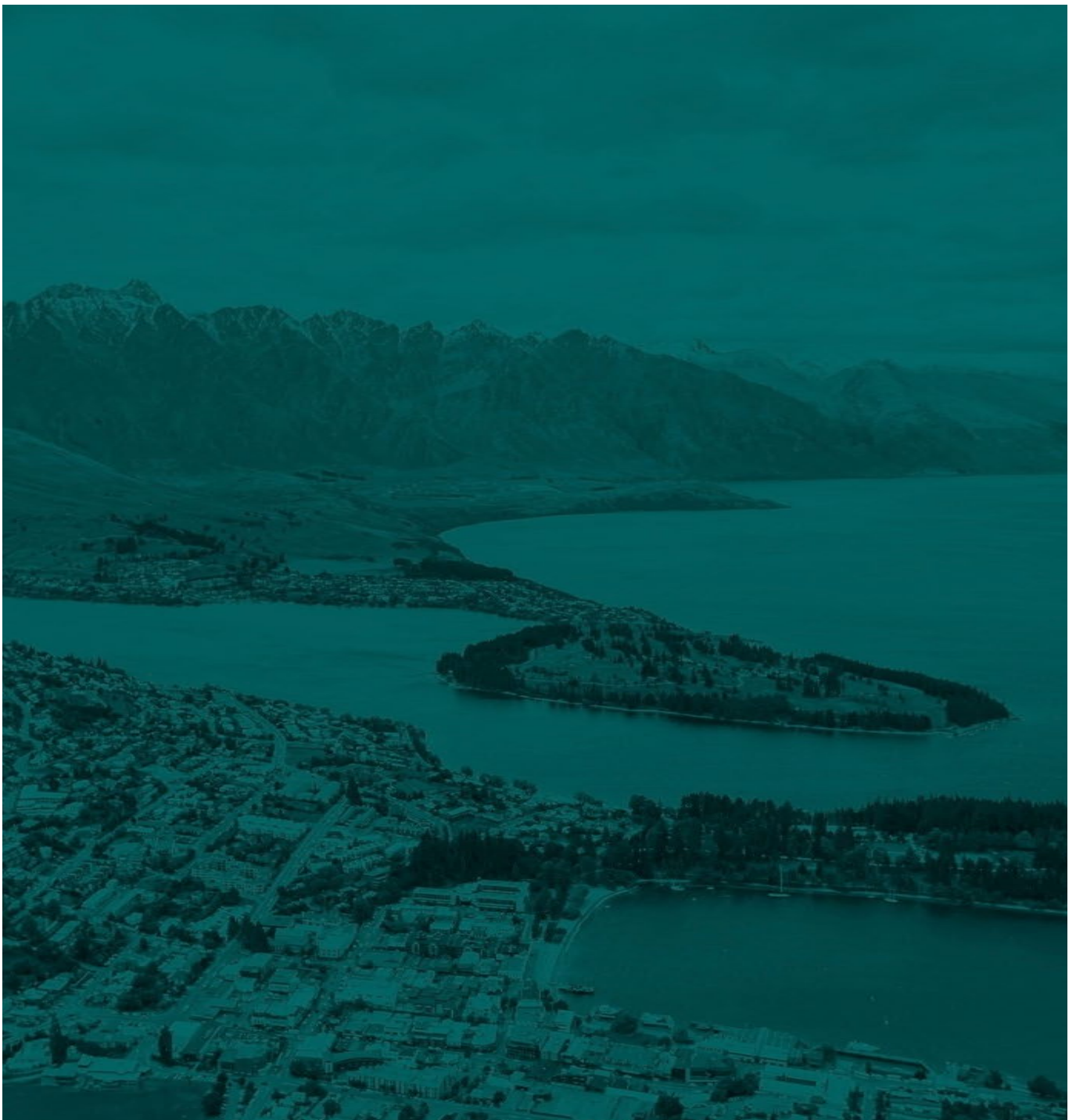
ATTACHMENTS:

| | |
|---|---|
| A | QLDC New CAB Building Location Assessment: Technical Briefing Paper |
| B | Presentation: QLDC New CAB Location Assessment |



QLDC New Civic Administration Building Location Assessment

Technical Briefing Paper for Councillors
Prepared for Queenstown Lakes District Council




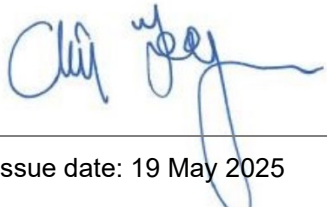


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Document Quality Assurance

Bibliographic reference for citation:

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| | | |
|----------------------|---|---|
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| Status: DRAFT | Revision / version: 0 | Issue date: 19 May 2025 |

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1.0 Project Background

On 4 April 2024, Council directed the Chief Executive to undertake a new assessment of options, including sites outside the Queenstown Town Centre, for the location and ownership of the proposed New Civic Administration Building (**CAB**), and report back to the Council.

This project aims to undertake the initial part of the new assessment to determine the optimal strategic location for a new CAB (i.e. precinct level) that would consolidate QLDC's Queenstown Town Centre-based staff and elected members into a single location from its existing multiple sites. This will inform subsequent assessment work and / or community engagement to be led by QLDC.

Key assumptions contained within the project brief, include a focus on potential areas and users within the Wakatipu Basin; no consideration of specific development sites; addition of an interim library; and a timeframe that provides for the existing and projected growth of the community. The later has been guided by the Queenstown Lakes Spatial Plan that anticipates growth up to 2050, which also aligns with the likely functional life of the CAB.

A consultant team comprising Boffa Miskell (lead), Berl and the Property Group have been appointed to the project with local knowledge and technical skills in Urban Design, Transport Planning, Planning, Property Advice and Economics.

2.0 Briefing Paper Purpose

The purpose of this Briefing Paper is to provide background and technical information for Councillors regarding the assessment framework for arriving at the recommended location(s) for the CAB. This supports material presented to Councillors at the Elected Members' Workshop on 15th April 2025 and follow-up Briefing to be held on 27th May 2025. A full report will be prepared prior to any formal Council decision making.

The general assessment framework that has guided the methodology for this project is the New Zealand Treasury Guide to Impact Analysis Requirements¹, which sets out expectations and guidance on how to use Multi-Criteria Analysis (**MCA**) and Cost-Benefit Analysis (**CBA**). This has been used by multiple local and regional authorities across New Zealand for similar decisions. MCA is a tool used for assessing multiple quantitative and qualitative criteria to refine both the Long List and Short List of options. The MCA process and outputs support making trade-off decisions between different alternatives or options.

MCA is a tool that supports decision making, but it does not make decisions.

The structure of this Briefing Paper is on that part of the MCA relating to:

- a. Considerations for choosing the Long List and formulation of criteria and application of scoring to select the preferred Long List options.
- b. Formulation of the criteria to develop the Short List options and application of scoring to select the preferred Short List options.

- c. Preparation of scenarios and neutral / weighted scoring of the preferred Short List options to select those to progress through to the CBA process and ultimately inform the recommended location(s).

3.0 Long List

The Long List of potential CAB locations was established from a combination of:

- a. Priority Development Areas from the Queenstown Lakes Spatial Plan, which identifies the urban extent of Queenstown as being consolidated within two corridors.
- b. Established neighbourhoods located within the Queenstown Urban Area

These seven locations are identified as 'Priority Areas'. Other settlements in the Wakatipu Basin are not considered appropriate for the CAB location, assuming less proximity to users, access constraints and limited co-location opportunities.

Assessment criteria were established, using high-level economic, social, accessibility and place-based considerations, and applied to select a long list of Priority Areas. In addition to existing CAB documentation, a range of strategic documents were reviewed to inform this work, including:

- Vision Beyond 2050 - A unique place. An inspiring future | He wāhi Tūhāhā. He āmua whakaohoho (QLDC)
- Proposed Queenstown Lakes District Plan (QLDC)
- The Queenstown Lakes Spatial Plan (Grow Well | Whaiora July 2021)
- Queenstown Lakes Town Centre Masterplan (QLDC June 2018)
- Te Kirikiri / Frankton Masterplan (W2G January 2020)
- Queenstown Lakes Community Facilities Strategy 2021 -2031 (QLDC May 2021)
- Workplace Travel Plan (QLDC 2021)
- Better Ways To Go (W2G May 2022)
- 30 Year Infrastructure Strategy: Water, Transport, Waste and Social 2024 – 2054 (QLDC 2024)

From these project-based and strategic documents, four broad themes were identified (i.e. Access, Place, Social and Economic), associated Long List criteria developed and the rating scales defined, summarised in the table below.

| Score | Criteria / Indicators How it is measured. | Access: Frequent Public Transport Corridors | Place: Centre Hierarchy | Social: Social Infrastructure and Services | Economic: Scale of Economic Activity |
|-------|--|--|----------------------------|--|--|
| 5 | Very High | Public Transport interchange/hub, cycling catchment to growth areas, less compromised by road congestion | Metropolitan Centre | High concentration of social infrastructure and services | Large, established and growing, commercial and industrial activities |
| 4 | High | 2+ high frequency Public Transport services, cycling catchment to growth areas | Town Centre | Moderate concentration of social infrastructure and services | Large, established, commercial and retail activities |
| 3 | Good | >1 high frequency Public Transport service, cycling catchment to growth areas | Local Centre | Low concentration of social infrastructure and services | Medium, emerging and growing, mixed use activities |
| 2 | Poor | On Public Transport network, cycling catchment to one growth area | Neighbourhood Centre | Either social infrastructure or social services | Medium, emerging, mixed use activities |
| 1 | Very Poor | Minimal Public Transport access or cycling catchment to growth area | No centres | Minimal or none | Small, predominantly residential and visitor accommodation |

The specialists within the consultant team applied ratings to each of the four criteria, using this rating scale to arrive at a Priority Area Short List (i.e. top two): Tāhuna Queenstown and Te Kirikiri Frankton.

At the Elected Member Workshop on 15th April, the project team were requested to also include Te Pūtahi Eastern Corridor Priority Area.

4.0 Short List

Selected Priority Areas from the longlist are then divided into 'Precincts' for the Short List, to enable a more refined location assessment. These Precincts were derived from the masterplan documents previously prepared for these locations.

4.1 Criteria

20 criteria were formulated to undertake an assessment of the shortlisted options. These were aligned to the four broad criteria above. The more developed criteria are summarised within the table below.

| Access | Place | Social | Economic |
|------------------|----------------|----------------------------------|----------------------|
| Public Transport | Developability | Cultural Connections | Employment Boost |
| Cycling Access | Legibility | Civic Associations | Office Collocation |
| Car Parking | Amenity | Social Infrastructure & Services | Retail & Hospitality |
| Travel Time | Resilience | Civil Defence | Development Cost |
| Trip Reduction | Growth | Visitor Experience | Diversification |

4.2 Scoring Scales

The short list scoring scale adopted the same five-point scale as that used within the longlist (above).

Each of the 20 criteria assessed have attribute descriptions relevant to the theme being considered. The following matters were evaluated and scored for each theme:

| MCA Access Criteria | Public Transport | Cycling Access | Car parking | Travel Time | Trip Reduction |
|---------------------|---|--|--|--|--|
| Attribute | Proximity and accessibility for users to Public Transport that supports a reduction in Vehicle Kilometres Travelled (VKT) and congestion. | Likelihood that users will cycle relative to a 5km catchment that supports travel choice and VKT / congestion reduction. | Relationship between land value and likelihood for amount of car parking provision for fleet, visitors and / or staff. | Exposure to most congested segments of transport network from key residential areas. | Supports localised walking access to other services, including schools, shopping and recreation. |

| MCA Place Criteria | Legibility | Amenity | Developable | Growth | Resilience |
|--------------------|--|--|--|--|---|
| Attribute | Has potential for visual prominence that can support a community anchor role and opportunities for close associations with other landmark locations or destinations. | Within a pleasant and welcoming context with good aspect and outlook opportunities, while minimising disturbance (e.g. long-term construction, noise, traffic, odour, etc.). | Availability and choice of sufficiently sized lots and / or adaptable buildings within compatible land use zonings (e.g. Business, Mixed Use, etc.), including opportunities to expand building. | Within or readily accessible to support and service emerging and Future Urban greenfield growth areas and brownfield urban intensification and / or where it can act as a catalyst for investment. | Areas with lower natural hazard risks (e.g. flooding, landslide, liquefaction, etc.) that may adversely disrupt leadership, operations and community accessibility. |

| MCA Social Criteria | Cultural Connection | Civic Associations | Social Infrastructure and Service Adjacencies | Civil Defence Adjacencies | Visitor Experience |
|---------------------|--|---|--|---|---|
| Attribute | Known connections with Kāi Tahu (e.g. named places, landscape connections, cultural narratives, etc.), while acknowledging all places have significance as part of their ancestral lands. Also | Established urban built environments, indicating stronger community associations with place (e.g. heritage features and protected trees, higher quality developments, etc.) | Potential for social infrastructure hubbing and higher provision of social service providers, indicating equitable areas where marginalised groups are comfortable and confident going to. | Proximity to emergency services (e.g. fire, ambulance, police, coast guard, etc.), hospital / medical centres and airport for allied Civil Defence Emergency Management operations. | Increased likelihood of visitors interacting and connecting with locals and understanding their ways of life to provide greater authenticity. |

| MCA Economic Criteria | Employment boost | Office Collocation | Tourism Diversification | Retail and Hospitality Proximity | Development cost |
|-----------------------|---|--|---|---|--|
| Attribute | Additional precinct employment generated by the CAB, relative to current precinct employment. | Availability of office space in proximity for consultants and collaborators to support council services. | The CAB's diversification impact, by reducing reliance on tourism seasonality by precinct (CAB has a greater impact on tourism reliant precincts) | CAB walking access to hospitality venues by precinct. CAB walking access to service and retail venues by precinct. | Criteria include: Ownership of site (including council-owned land). Average land values (if the site needs to be purchased). |

As outlined below, an average was then taken across each of the five criteria within the four broad themes as a basis to rank each of the short list Precincts.

4.3 Scenarios

Three potential scenarios were developed, based on broad issues identified in the literature review, where criteria are either treated as neutral or weighted towards particular value-based issues. These inform a judgement decision making exercises implicit with weighting of each criteria. The three scenarios developed are:

1. **Balanced** – a neutral scenario that simply presents the outcome of scoring with no weighting applied to any of the 20 criteria.
2. **Local and Future Focused Qualities** - A weighted scenario that responds to existing trends and future growth projections indicating a progressive shift of residents and locally orientated business activity towards the rapidly growing Precincts within Te Kirikiri Frankton, Te Pūtahi Eastern Corridor and Te Tapuae Southern Corridor. The CAB can potentially act as a catalyst to help shape the direction of these emerging Precincts and provide the civic presence they may be lacking, while also having potential for larger social infrastructure and civil defence hubbing. Furthermore, the expanding number of social service providers in these Precincts indicates they are equitable areas where marginalised groups are comfortable and confident going. This has the potential to support a strong and diverse participation in local democracy.

These local trends coincide with the relative accessibility to the wider transport network and availability and ease of comprehensive greenfield development on largely flat land. This scenario assumes Council's operations are predominantly orientated around effectively managing change in the community. One of the most significant changes is urban growth and it is potentially important that Council's decision making and operations are proximate to where this is occurring the most, notably the greenfield development Precincts within Te Kirikiri Frankton, Te Pūtahi Eastern Corridor and Te Tapuae Southern Corridor.

This scenario favourably weights the following criteria:

- Growth
- Developability
- Social Infrastructure and services
- Travel Time
- Cycling access
- Car parking
- Civil Defence

3. **High-Profile and Diversity Qualities** - A weighted scenario that focuses on the CAB continuing to build on the long-established cultural and civic associations with Tāhuna Queenstown Precincts. The considerable amenity of its natural and built environment is a potential high-profile asset that CAB can utilise to evoke pride amongst the local community, influence national decision makers and welcome international investors.

The variety of retail and hospitality along with informal recreation opportunities within a comfortable walk potentially supports staff wellbeing, including recruitment and retention

initiatives. The continuing presence of the CAB can be a deliberate agent in maintaining the vibrant and diverse economic base of Tāhuna Queenstown Precincts. This reduces the potential to become overly dominated by tourism and thereby more vulnerable to the fluctuations of seasonal and economic cycles. This also helps maintain its sense of authenticity with the greater likelihood of visitors interacting and connecting with locals and understanding our ways of life.

This scenario favourably weights the following criteria:

- Civic Associations
- Legibility
- Amenity
- Diversification
- Visitor Experience
- Retail and Hospitality
- Office Collocation
- Walkability

4.4 Weighting

Variable percentages were allocated to each of the five criteria within the four broad themes (i.e. Access, Place, Social and Economic) and weighted according to the scenarios developed above. Those criteria that were assumed not relevant to either weighted scenario and / or evenly scored across all Precincts retained the same evenly distributed percentage in the Balanced scenario (i.e. 20%).

Continuing with the example of the Access criterion, the two weighted scenarios have percentages applied, as follows:

| MCA Criteria | Public Transport | Cycling Access | Car parking | Travel Time | Trip Reduction |
|---|------------------|----------------|-------------|-------------|----------------|
| Local and Future Focused Qualities – Weightings | 20% | 20% | 30% | 30% | 0% |
| High-Profile and Diversity Qualities - Weightings | 20% | 20% | 10% | 10% | 40% |

The neutral or weighted average scoring of each scenario, identified as a number between 1 – 5 within each cell, is carried out across each of the four broad themes. A total score is then calculated, being a sum of the four cells, enabling the shortlisted Precincts to be ranked. The summary tables for all shortlisted Precincts across all three scenarios are contained in the Elected Member Briefing presentation.

Below is an example of scoring using Queenstown Town Centre across each of the three scenarios, illustrating how scores may vary from the Balanced scenario depending on criteria weighting applied:

| | Access | Place | Social | Economic | TOTAL |
|--|--------|-------|--------|----------|-------------|
| Balanced Scenario - Queenstown Town Centre | 3.0 | 3.6 | 4.0 | 3.8 | 14.4 |
| Local and Future Focused Scenario - Queenstown Town Centre | 2.3 | 3.3 | 4.0 | 2.9 | 12.5 |
| High-Profile and Diversity Qualities - Queenstown Town Centre | 3.7 | 3.9 | 4.0 | 4.1 | 15.7 |

5.0 Summary

MCA is an inherently subjective process, but one that attempts to provide a structure around what neutral or value-based judgements could be applied and is a tool to assist decision making.

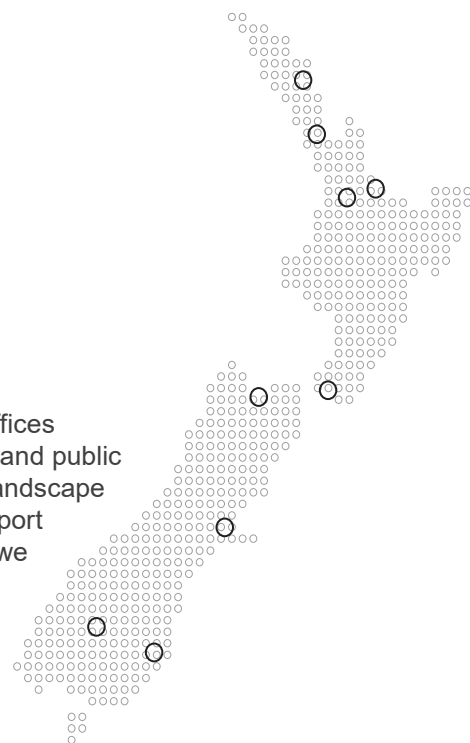
The purpose of this technical briefing paper is to document the framework that has been applied to the CAB location assessment, including setting out the MCA methodology used for refining the Long List to a Short List, and then identifying where and how value judgements have been applied to each of the identified criteria under consideration.

This complements the presentation material for the Elected Members' Briefing to be held on 27th May 2025, which explains the findings of the additional MCA work carried out following the previous workshop feedback and direction provided from the Elected Members. It then explains the next steps, including the process and findings of the Cost Benefit Analysis along with recommended location options. This will provide a full understanding the trade-offs between the various locational qualities presented to enable a clear decision making.

A full report will be prepared prior to any formal Council decision.

Together. Shaping Better Places.

Boffa Miskell is a leading New Zealand environmental consultancy with nine offices throughout Aotearoa. We work with a wide range of local, international private and public sector clients in the areas of planning, urban design, landscape architecture, landscape planning, ecology, biosecurity, Te Hīhira (cultural advisory), engagement, transport advisory, climate change, graphics, and mapping. Over the past five decades we have built a reputation for creativity, professionalism, innovation, and excellence by understanding each project's interconnections with the wider environmental, social, cultural, and economic context.



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QLDC New Civic Administration Building Location Assessment

Elected Members Briefing - 27th May 2025

**BOFFA
MISKELL**



The
Property
Group



QUEENSTOWN
LAKES DISTRICT
COUNCIL

Project Background

On 4 April 2024, Council directed the Chief Executive to **undertake a new assessment of options, including sites outside the Queenstown CBD, for the location and ownership of the proposed Civic Administration Building (CAB)**, and report back to the Council.

This project aims to undertake the **initial part of the new assessment** to determine the optimal **strategic location** for a new CAB (i.e. precinct level) that would **consolidate QLDC's Queenstown town centre-based staff and elected members into a single location** from its existing multiple sites. This will inform subsequent assessment work and /or community engagement to be led by QLDC.

Outline

- 1. Project Team Introductions**
- 2. Multi Criteria Assessment updates**
- 3. Cost Benefit Analysis findings**
- 4. Next Steps**

Briefing Purpose

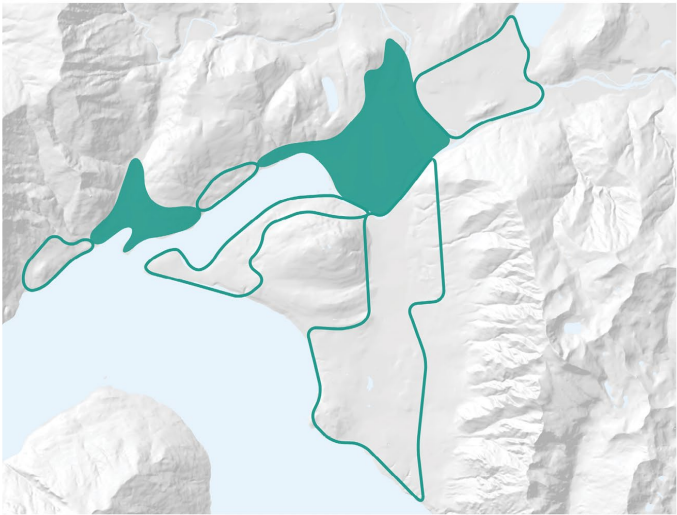
To provide a briefing on progress (MCA updates and CBA findings) for assessing the optimal new CAB location that would best benefit the Queenstown Lakes District community (particularly from a level of service perspective), in the context of QLDC's existing sub-optimal office space within the district and the identified need to consolidate its Queenstown town centre-based staff in one location or premises.

Assessment Process

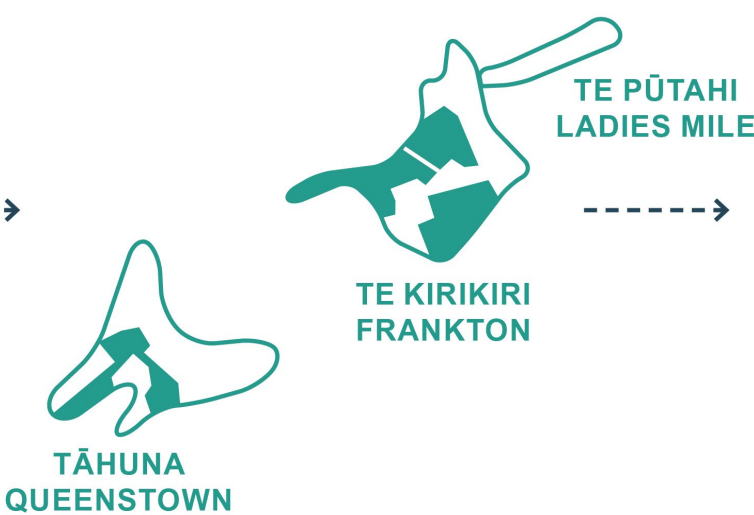
UPDATED

FINDINGS

PREFERRED PRIORITY AREA
MCA ASSESSMENT
(LONG LIST)



PREFERRED PRECINCT
MCA ASSESSMENT
(SHORT LIST)



COST BENEFIT ANALYSIS
(PREFERRED)

STATUS QUO

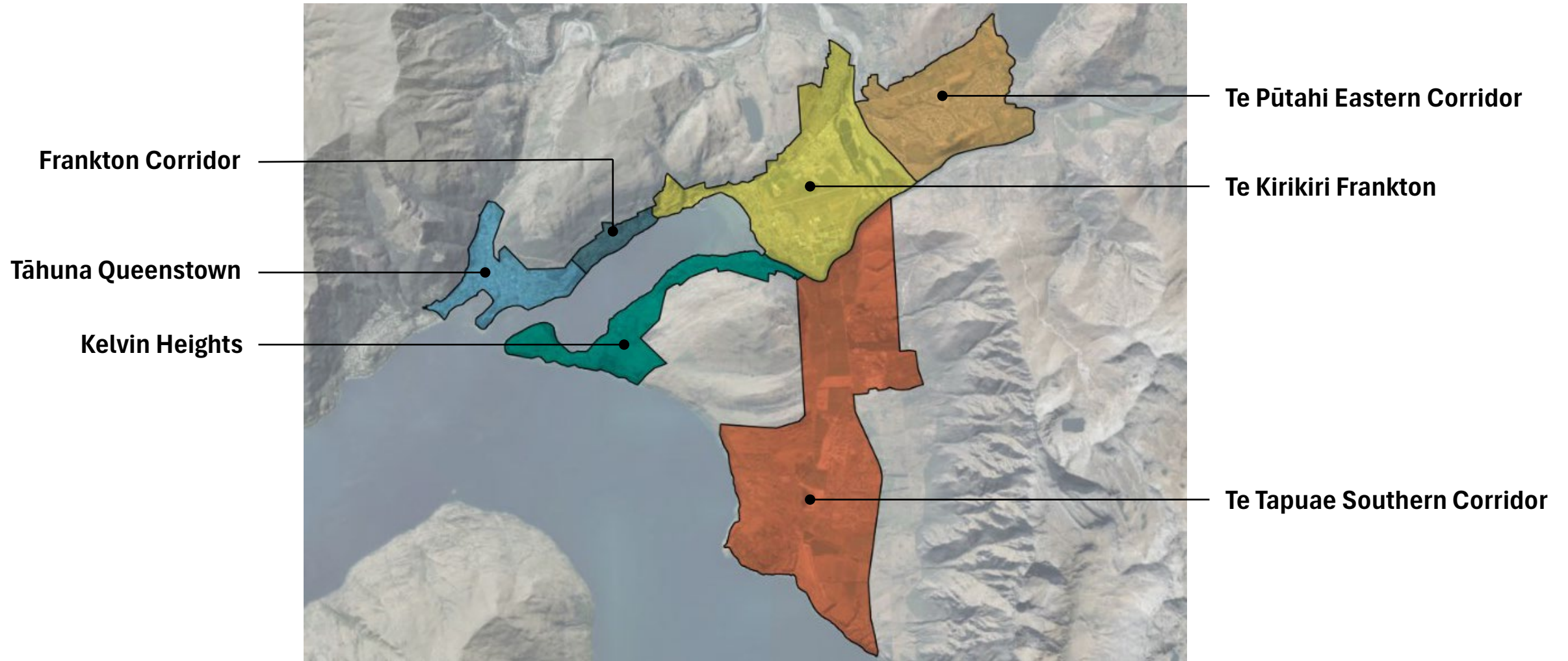


REFERENCE
SITES



RECOMMENDED LOCATION

Priority Areas (Long List)



Priority Areas (Long List)

| | | Access | Place | Social | Economic | TOTAL |
|---------|-----------------------------|--------|-------|--------|----------|-------|
| TOP 2 { | Te Kirikiri Frankton | 5 | 5 | 5 | 5 | 20 |
| | Tāhuna Queenstown | 4 | 5 | 4 | 4 | 17 |
| | Te Pūtahi Eastern Corridor | 3 | 4 | 3 | 2 | 12 |
| | Te Tapuae Southern Corridor | 3 | 3 | 3 | 3 | 12 |
| | Frankton Corridor | 4 | 1 | 2 | 1 | 8 |
| | Fernhill / Sunshine Bay | 2 | 2 | 1 | 1 | 6 |
| | Kelvin Heights | 1 | 1 | 1 | 1 | 4 |

Public transport hubs, cycling catchments and less road congestion

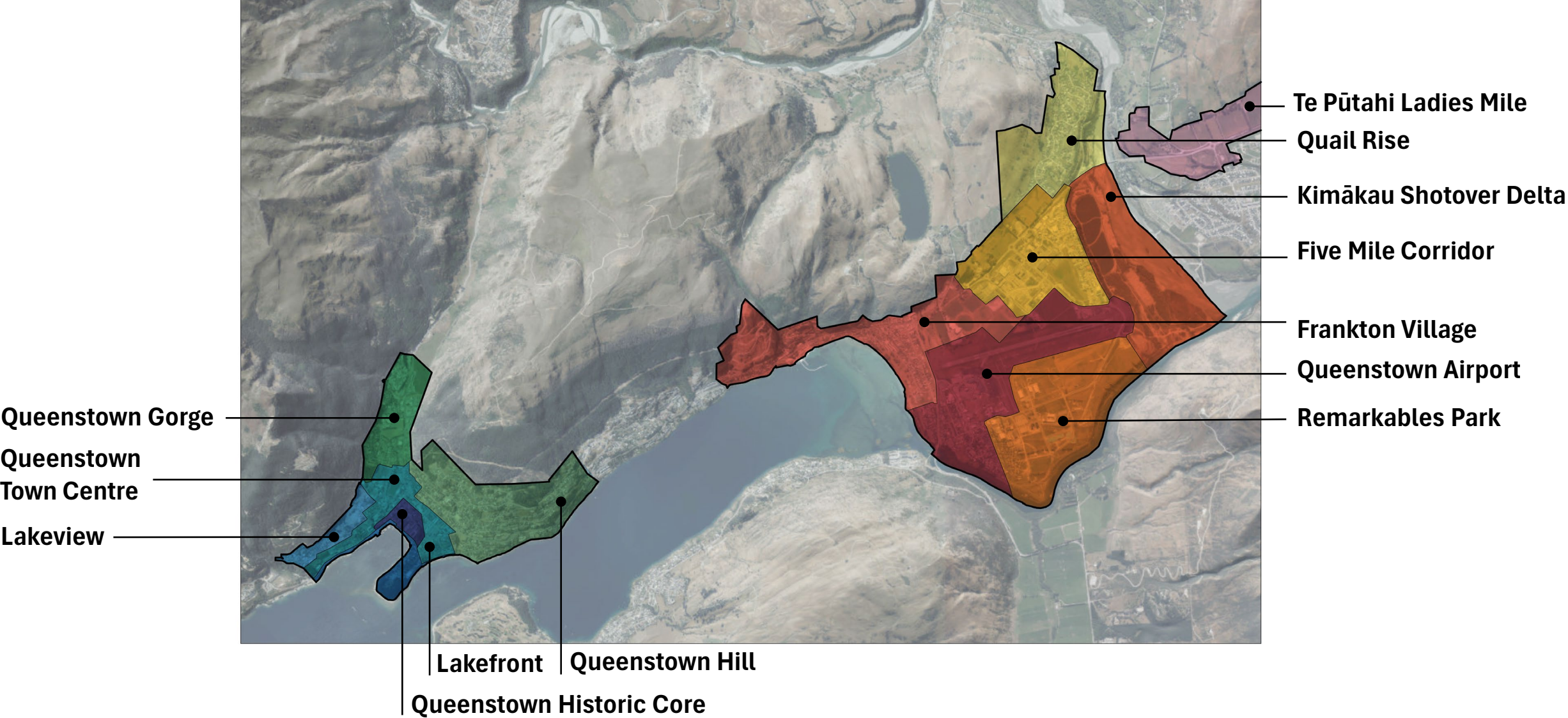
Metropolitan Centres in Spatial Plan

Higher concentrations of Social Infrastructure and services

Large scale economic activity

TPLM and TTSC equal scoring. Although, TTSC community will potentially be twice the size.

Precincts (Short List & Requested)



Precinct Assessment Criteria



Access

Public Transport

Cycling Access

Car Parking

Travel Time

Trip Reduction



Place

Developability

Legibility

Amenity

Resilience

Growth



Social

Cultural Connections

Civic Associations

Social Infrastructure
& Services

Civil Defence

Visitor Experience



Economic

Employment Boost

Office Collocation

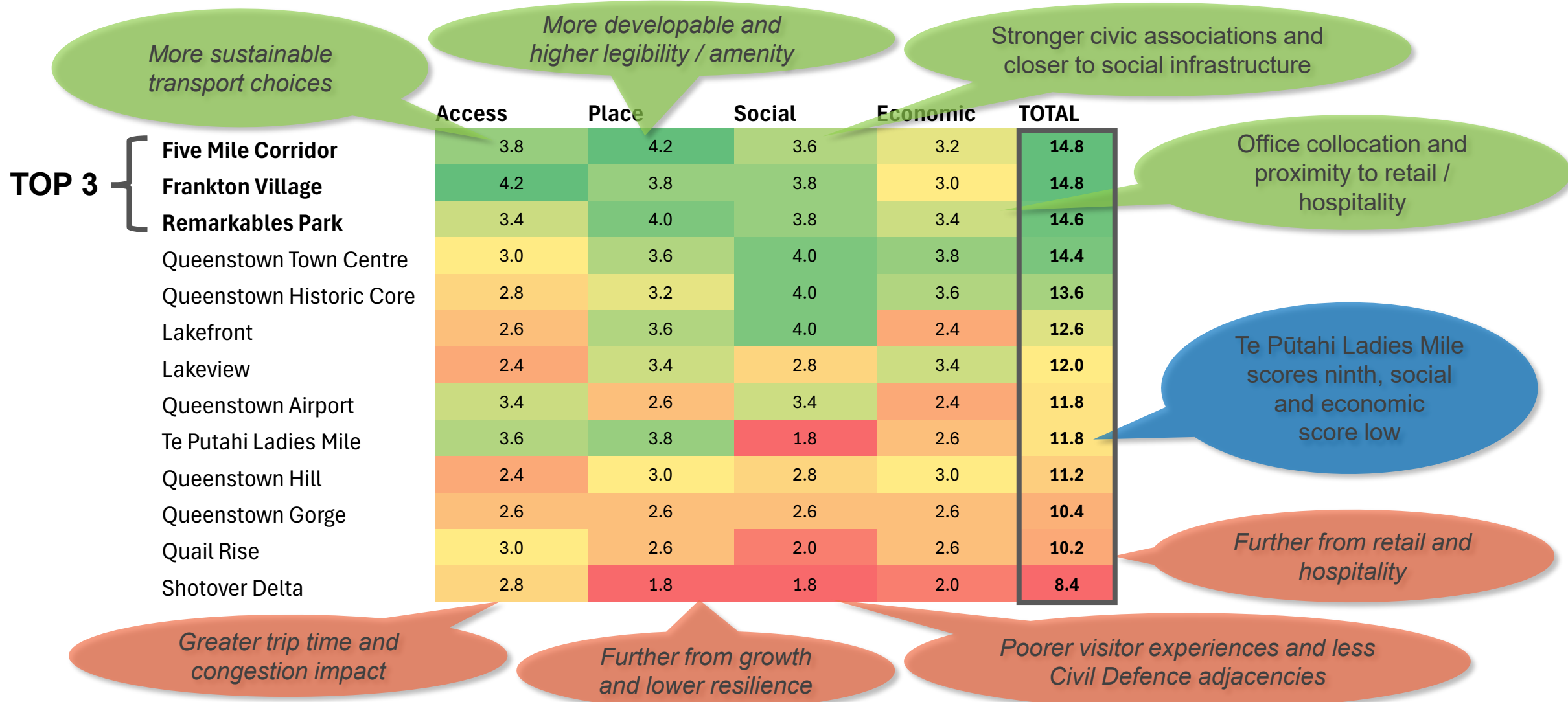
Retail & Hospitality

Development Cost

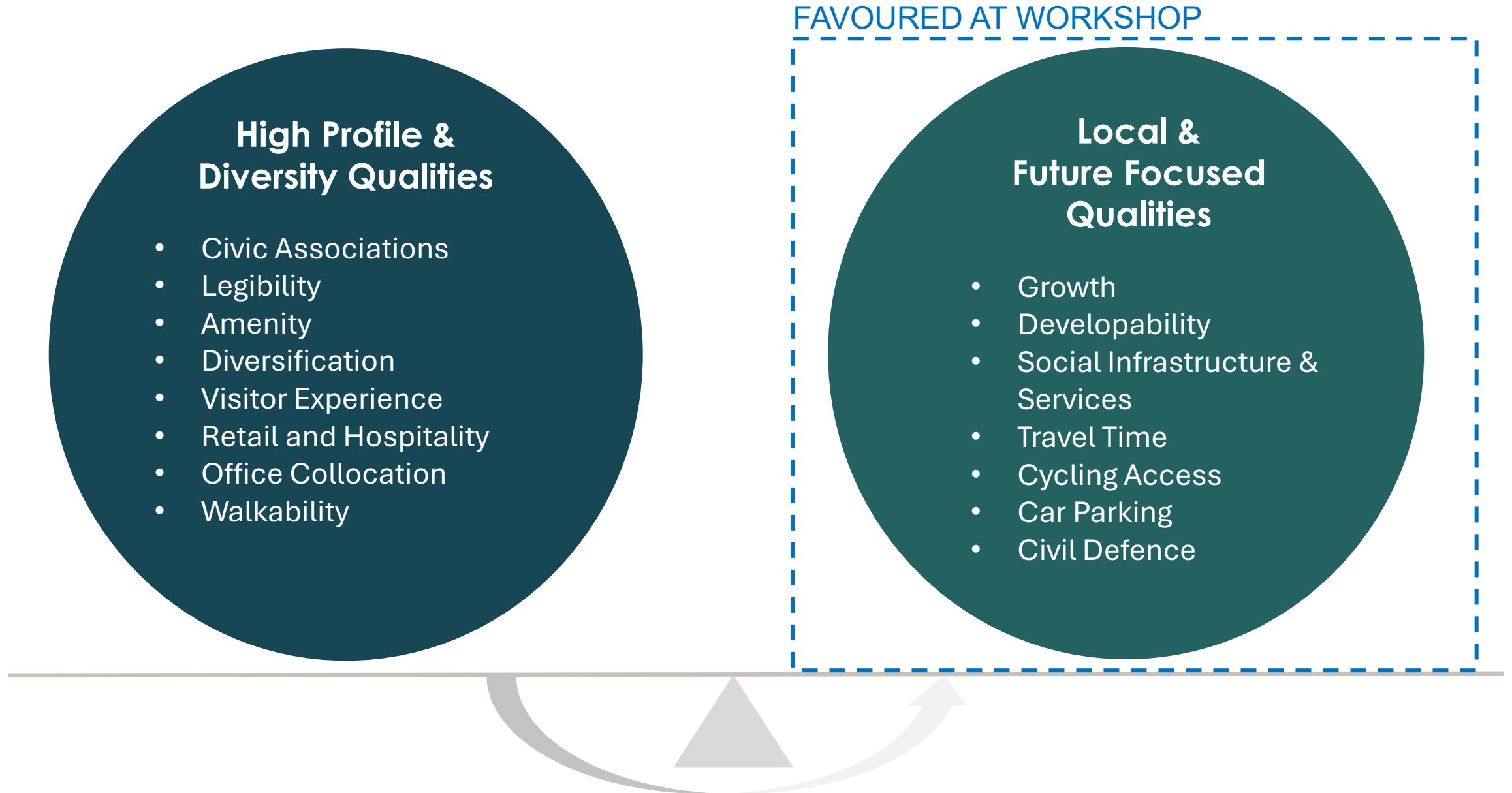
Diversification

Balanced Scenario

Marginal differences between top four with slight leaning towards Te Kirikiri Frankton precincts



Value-based Scenarios



Local & Future Focused Scenario

Favours Te Kirikiri Frankton precincts

Saves travel time, more convenient cycling, cheaper land for parking

More developable and near to growth areas

Closer to social and emergency services

TOP 3

Frankton Village

Five Mile Corridor

Remarkables Park

Te Pūtahi Ladies Mile

Queenstown Town Centre

Quail Rise

Queenstown Airport

Lakefront

Lakeview

Queenstown Hill

Queenstown Historic Core

Queenstown Gorge

Shotover Delta

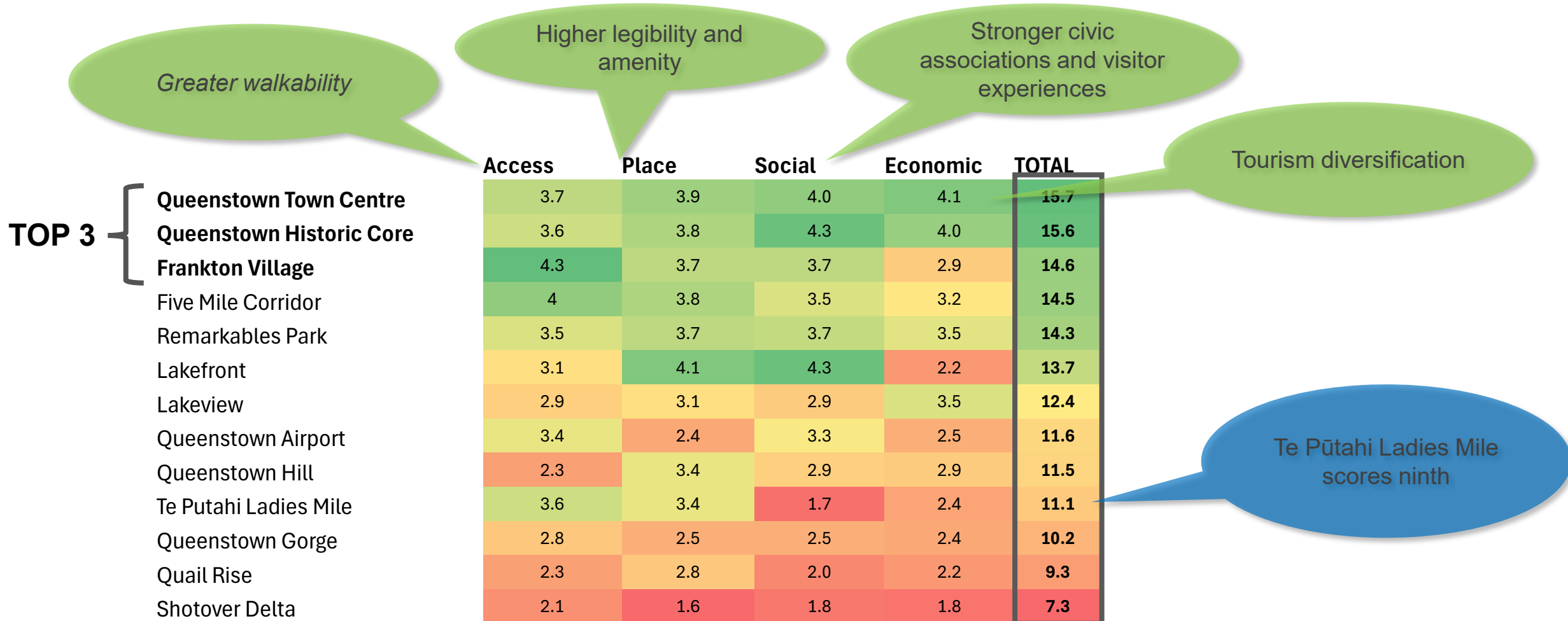
| Access | Place | Social | Economic | TOTAL |
|--------|-------|--------|----------|-------|
| 4.1 | 3.9 | 3.9 | 3.4 | 15.3 |
| 3.6 | 4.6 | 3.7 | 2.9 | 14.8 |
| 3.3 | 4.3 | 4.0 | 3.1 | 14.7 |
| 3.6 | 4.2 | 1.9 | 3.2 | 12.9 |
| 2.3 | 3.3 | 4.0 | 2.9 | 12.5 |
| 3.7 | 2.4 | 2.0 | 3.8 | 11.9 |
| 3.4 | 2.8 | 3.5 | 2.2 | 11.9 |
| 2.1 | 3.1 | 3.8 | 2.9 | 11.8 |
| 1.9 | 3.7 | 2.8 | 3.2 | 11.5 |
| 2.5 | 2.6 | 2.7 | 3.6 | 11.4 |
| 2 | 2.6 | 3.8 | 2.6 | 10.9 |
| 2.4 | 2.7 | 2.7 | 3.0 | 10.8 |
| 3.5 | 2 | 1.8 | 2.8 | 10.1 |

Employment boost

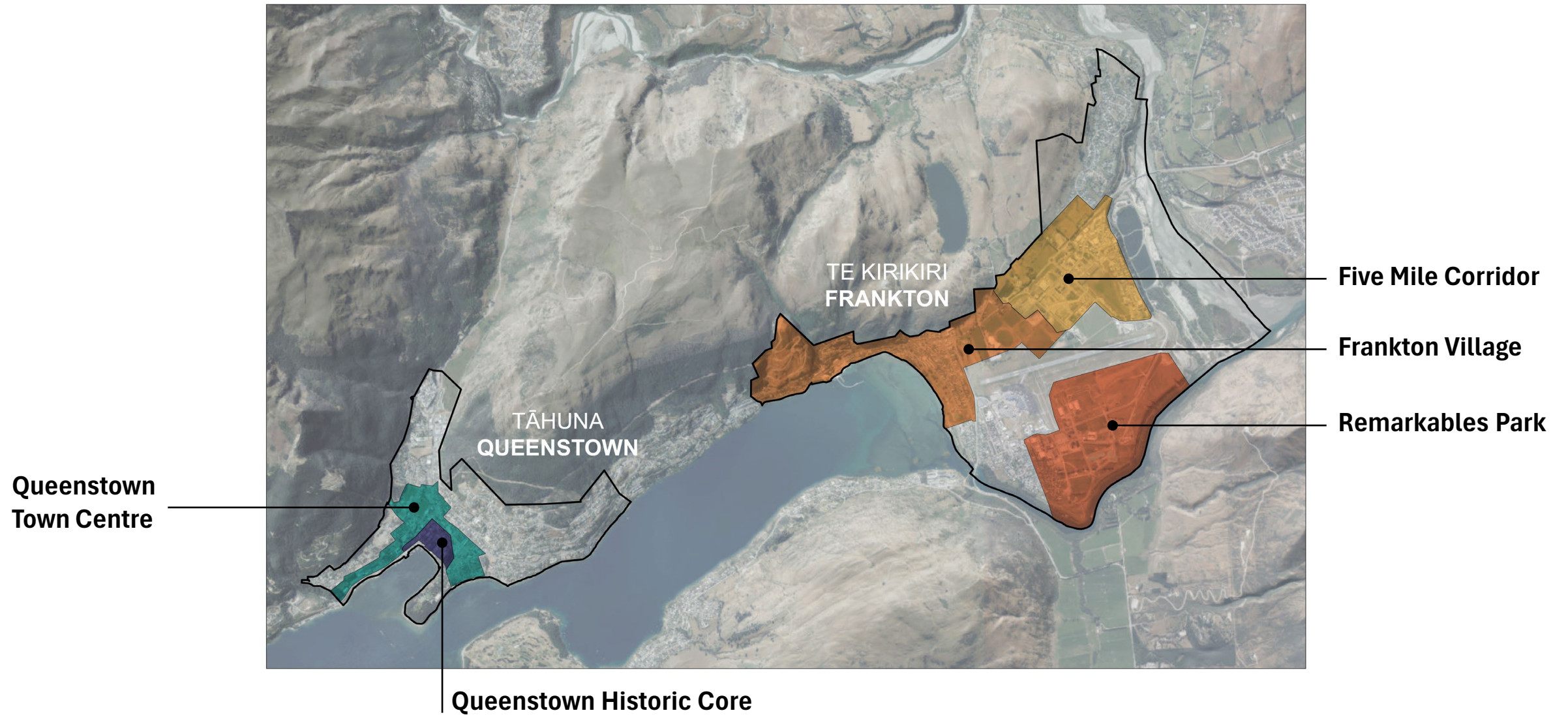
Te Pūtahi Ladies Mile scores fourth, replacing Queenstown Town Centre

High Profile & Diversity Scenario

Favours Tāhuna Queenstown precincts



Preferred Precincts



Precinct Reference Sites

| | Land Ownership | Land Costs | Consenting (Zoning) | Building Quality (Assumes IL2) | Fit Out / Construction Costs | Lease Costs (NPV over 25 years) | OPEX | CAB Ownership |
|---|------------------|------------|-------------------------------|---------------------------------|------------------------------|---------------------------------|--------|------------------|
| Status Quo (Counterfactual) | Owned and Leased | \$0 | N/A | Existing Fit Out B Grade | \$0 | \$14.3M | \$3.2M | Owned and Leased |
| Queenstown Historic Core | Leased | \$0 | N/A | Existing Fit Out A Grade | \$0 | \$24.7M | \$2.8M | Leased |
| Queenstown Town Centre (Project Manawa) | Owned | \$0 | Queenstown Town Centre Zone | New Build Multi-Storey A Grade | \$43.3M | \$3.3M | \$2.7M | Owned |
| Frankton Village | Owned | \$0 | Community Purposes | New Build Single Storey A Grade | \$31.8M | \$2.7M | \$1.9M | Owned |
| Five Mile Corridor | Purchase | \$3.4M | Frankton Flats Special Zone | New Build Multi-Storey A Grade | \$43.4M | \$2.7M | \$1.9M | Owned |
| Remarkables Park | Purchase | \$2.7M | Remarkables Park Special Zone | New Build Multi-Storey A Grade | \$43.3M | \$2.7M | \$1.9M | Owned |

Cost-Benefit Analysis

| | |
|------------------------|-------------------------------------|
| <u>Benefits</u> | <i>Travel time</i> |
| | <i>Emissions</i> |
| | <i>Staff collocation efficiency</i> |
| | <i>Operational efficiency</i> |
| <u>Costs</u> | <i>Construction cost</i> |
| | <i>Land cost</i> |

Precincts assessed:

1. Status Quo (counterfactual)
2. Queenstown Historic Core
3. Queenstown Town Centre (Project Manawa)
4. Frankton Village
5. Five Mile Corridor
6. Remarkables Park

Cost-Benefit Ratios (BCR)

*Adjusting for
Building Quality
(x2 SQ Lease &
OPEX Costs)*

| Scenario | BCR | BCR Adjusted | BCR Adjusted + Sale |
|-----------------------------|-------|--------------|---------------------|
| Historic Core | -0.20 | 0.28 | 1.47 |
| Project Manawa / Queenstown | 0.28 | 0.37 | 0.64 |
| Frankton Village | 0.45 | 0.53 | 0.89 |
| Five Mile | 0.31 | 0.36 | 0.60 |
| Remarkables Park | 0.31 | 0.36 | 0.60 |

*Manawa
Assumption: No
Lease Costs
(only construction)*

*Adjusted +
Sale of Gorge
Road*

Summary Costs & Benefits

(Relative to Unadjusted Status Quo)

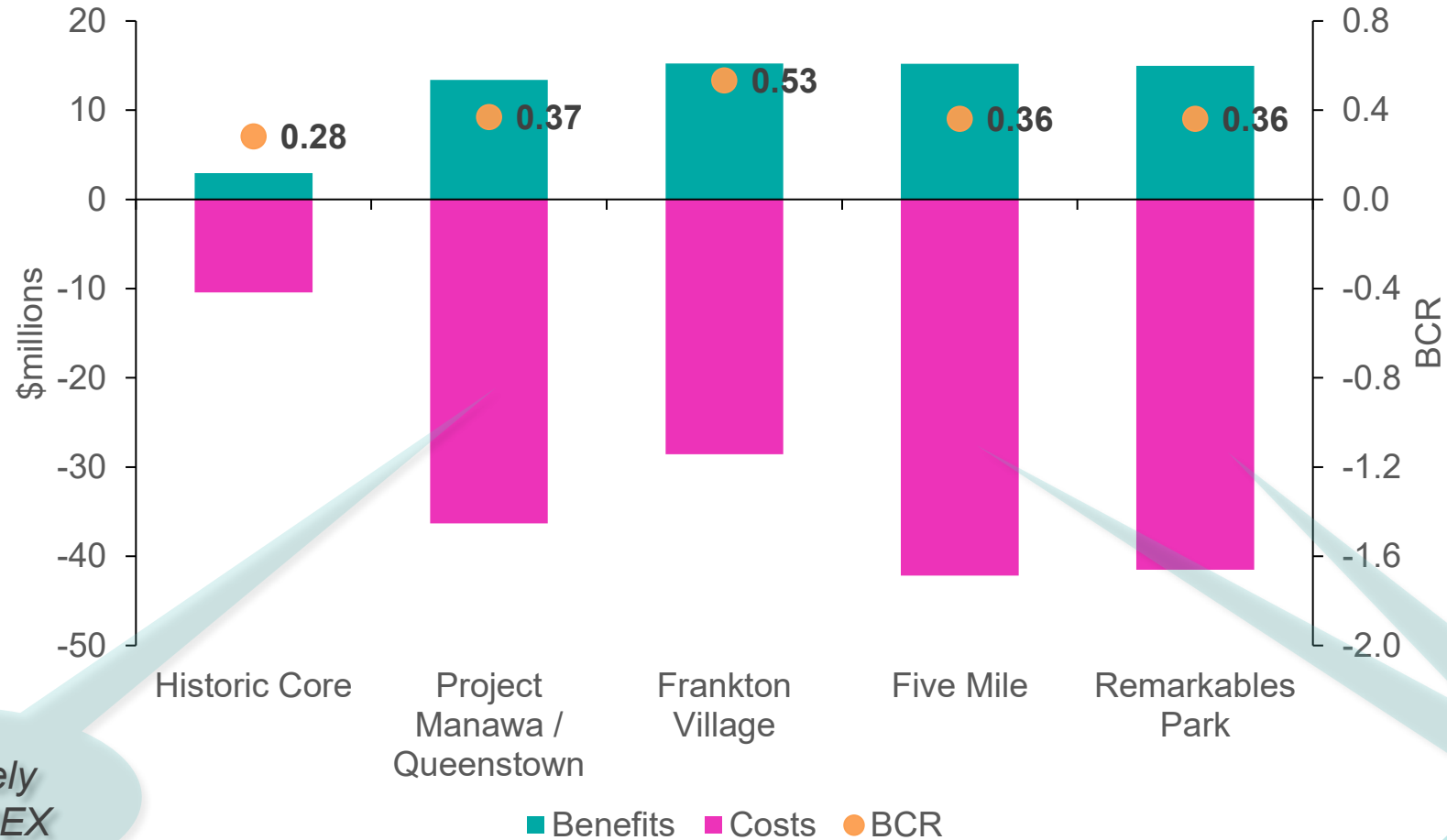


*Insufficient Benefits
To Account For
Construction*

*Upfront
Development
Cost*

Adjusted BCR Results

(Accounting for Building Quality Differences)



*Relatively
High OPEX*

Upfront Land Costs

Adjusted + Sale BCR Results

(Accounting for Building Quality & Sale of Gorge Road)

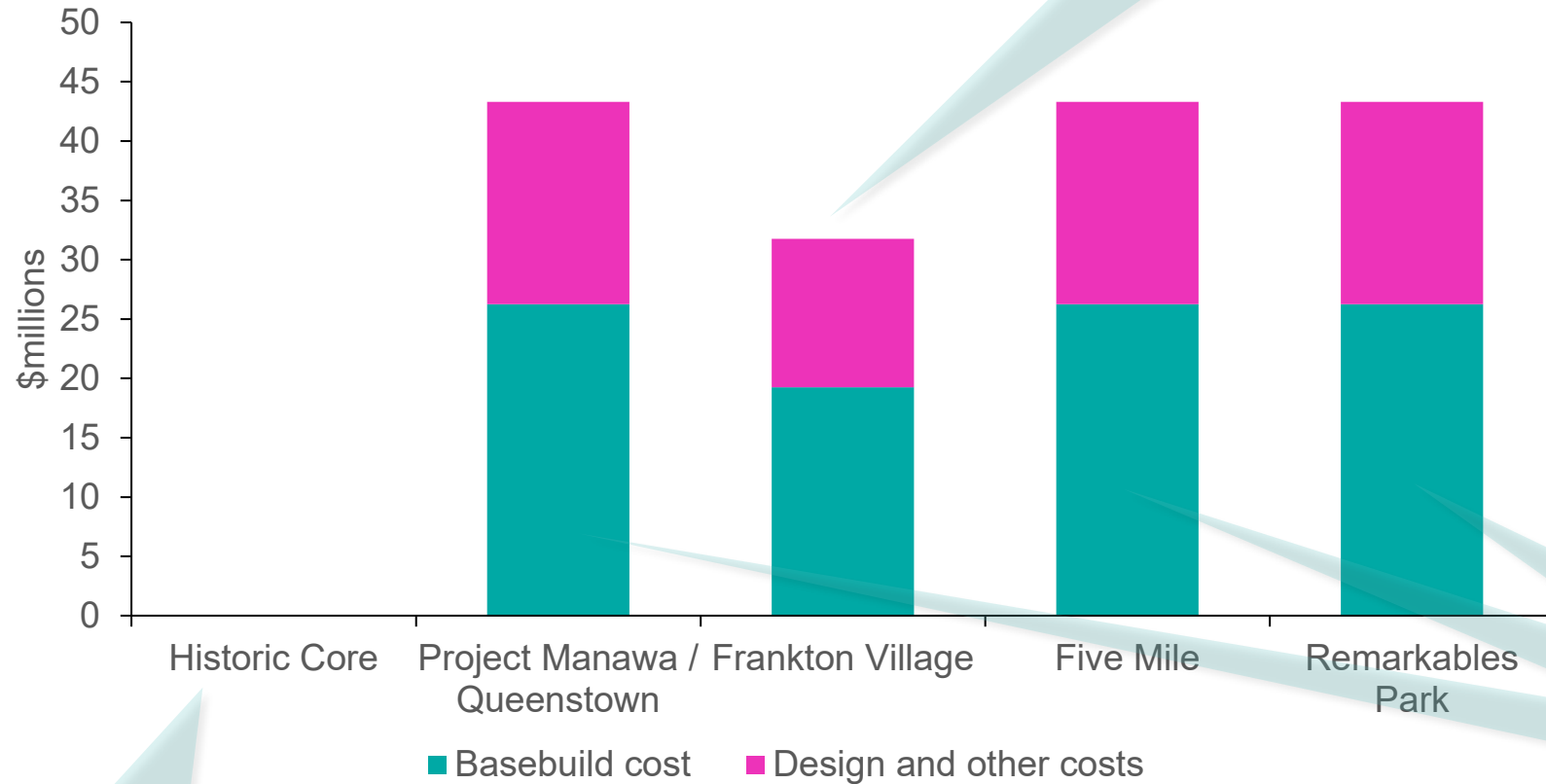


BCRs ~ 1

Relatively High OPEX

Upfront Land Costs

Construction Costs



*Single Storey
Building*

*No
Construction*

*Three Storey
Buildings*

Location Assessment Summary (So-what)

Multi-Criteria Analysis

Balanced scenario

- 1. Five Mile Corridor
- 2. Frankton Village
- 3. Remarkables Park

Local & Future Focused Scenario

- 1. Frankton Village
- 2. Five Mile Corridor
- 3. Remarkables Park

High Profile & Diversity Scenario

- 1. Queenstown Town Centre
- 2. Queenstown Historic Core
- 3. Frankton Village

Cost-Benefit Analysis

| Scenario | BCR | BCR Adjusted | BCR Adjusted + Sale |
|-----------------------------|-------|-----------------|------------------------|
| Historic Core | -0.20 | 0.28 | 1.47 |
| Project Manawa / Queenstown | 0.28 | 0.37 | 0.64 |
| Frankton Village | 0.45 | 0.53 | 0.89 |
| Five Mile | 0.31 | 0.36 | 0.60 |
| Remarkables Park | 0.31 | 0.36 | 0.60 |

Recommended Location Qualities

Frankton Village adjacent to Five Mile Corridor

- Within a Metropolitan Centre and Te Kirikiri Frankton Priority Development Area with direct links to Te Tapuae Southern Corridor and Te Pūtahi Ladies Mile.
- Key node at the convergence of three major access routes with proximity to public transport interchange and trails network.
- Adjacent to established and growing commercial centres with higher density residential close by.
- Potential for social infrastructure hubbing with Queenstown Events Centre (QEC) and proposed Whakatipu Community Hub.
- QEC open space and Frankton Beach natural amenity.
- Close to a wide range of emergency services for Civil Defence operations, including Queenstown Airport.



Five Mile urban corridor (view west along State Highway 6 near Grants Road intersection towards the Queenstown Event Centre) upgrade the Frankton-Ladies Mile Highway, between the Shotover Bridge and Frankton Village, to create a high amenity, 50 km/hr urban arterial, potentially recognising the ara takahito (traditional trail) along this route. This will be integrated with Masterplanned improvements to QEC, including maintaining views across Frankton Flats to the wider natural landscapes.

Recommended Location Qualities

Queenstown Town Centre (Project Manawa) adjacent to Queenstown Historic Core

- Within a Metropolitan Centre and Tāhuna Queenstown Priority Development Area with direct links to Te Kirikiri Frankton.
- Proximity to public transport interchange, access to trails network and within a highly walkable town centre adjacent to natural landscapes.
- Provides continuity with long-established cultural and civic associations, while being a catalyst for regenerating fringe areas around the Historic Sore.
- Considerable natural and built environment amenity, which is an internationally recognised destination.
- Helps support the variety and vibrancy of retail and hospitality, particularly through off seasons, while maintaining the sense of authenticity for visitors.



Next Steps

DISCOVERY

- Engagement Plan
- Literature review
- Gap analysis

SHAPING

- Development Goals
- Assessment Criteria

ASSESSMENT

- Multi Criteria Assessment
- Cost Benefit Analysis

CONFIRMING

- Draft issue
- QLDC review
- Council Decision

