

## **Item 4: Civic Administration Building Location Assessment Request for Proposal (RFP)**

**SESSION TYPE:** Briefing

### **PURPOSE/DESIRED OUTCOME:**

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Update on the preparation of a Civic Administration Building (CAB) Location Assessment Request for Proposal (RFP) following the Project Manawa proposal Hearing Panel deliberations and recommendation (including public submissions) and the Council decision of 4 April 2024. Opportunity for Councillors to review the draft scope of services specific to the RFP and raise questions with staff.

### **DATE/TIME:**

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Tuesday, 17 September 2024 at 11.45am

### **TIME BREAKDOWN:**

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Document overview: 15 min

Questions *or* Debate/Discussion: 45 min

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6 September 2024

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6 September 2024

### **ATTACHMENTS:**

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A	Draft Scope of Services for Civic Administration Building Location Assessment
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DRAFT Scope of Services

Civic Administration Building Location  
Assessment

September 2024

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## **1 Request for proposal**

- 1.1 Queenstown Lakes District Council (**QLDC**) is the local authority for the Queenstown Lakes district. The district is one of the fastest growing in New Zealand. In 2023 growth in the district was at 8% the highest of all districts in New Zealand. QLDC is responsible for the delivery of local government services to the district including:
- (a) formulating the district’s strategic direction;
  - (b) providing and maintaining core infrastructure; and
  - (c) administering various statutory and regulatory functions.
- 1.2 QLDC has (for some time) been considering location and procurement options for the delivery of a new Civic Administration Building (CAB) that would consolidate QLDC’s Queenstown town centre based staff (capacity for approximately 250 work points) and elected members into a single location from its existing multiple sites.
- 1.3 This includes recent consultation with the community as part of the Project Manawa proposal for a joint venture partnership with Ngāi Tahu Property on the Stanley Street site in the Queenstown town centre.
- 1.4 On 4 April 2024 QLDC decided by formal resolution of the Full Council to undertake a new assessment of CAB location options (the Assessment) including sites outside the Queenstown CBD. The Assessment is inclusive of the location and ownership of a proposed building. The Council will consider the Assessment sometime within the next 12 months.

## **2 Economic assessment and analysis services**

- 2.1 QLDC wishes to engage the services of a suitably qualified and experienced business to review existing background documents, identify new or current/updated information and complete the Assessment, specifically<sup>1</sup>:
- (a) An update of financial and non-financial information upon which the Stanley Street site was identified as the preferred site for a one office solution, for comparison with similar information for alternative sites, including but not limited to assessing the main themes arising from the consultation, use of the public and active travel networks, costs of building on flat sites vs inclined, and any other relevant criteria;
  - (b) An update of the QLDC workplace travel plan for the Stanley Street site and alternative sites;

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<sup>1</sup> Part of the 4 April 2024 Full Council resolution considering the Project Manawa public consultation.

- (c) A review of the governance structure and funding options for building a Civic Administration Building on the Stanley Street site and alternative sites;
- (d) A proposal for subsequent consultation with the community on these matters.

2.2 The fundamental question that the Assessment should address is: What is the optimal CAB location that would best benefit the Queenstown Lakes District community (particularly from a level of service perspective) given QLDC's existing office space within the district and the identified need to consolidate its Queenstown CBD based staff in one location or premises?

### **3 Scope of Services**

3.1 The Assessment should focus on the broader location and site characteristics relating to key considerations to maximize community engagement including potential outcomes which are in alignment with QLDCs Vision 2050 and relevant policies, strategies and plans. A list of key considerations is provided in **Appendix 1**.

3.2 Based on the Project Manawa proposal Hearing Panel deliberations and recommendation (including public submissions) and the Council decision of 4 April 2024, location options may be limited to sites within the Frankton Flats area generally and Queenstown CBD. The Assessment will need to consider whether previous assumptions leading to the Stanley Street site being the preferred location for the new CAB remain relevant, and if a site within the Frankton Flats area would provide greater benefit to the Queenstown Lakes District community. A site at 516 Ladies Mile, land owned by QLDC, could also be considered.

3.3 It is envisaged that the Assessment will initially study the economic and social effects of the new CAB being located within the Frankton flats area versus Queenstown CBD. This study should consider the district's growth projections and may include the net effect (if any) on trip generation including vehicle parking of staff working at and members of the community visiting the premises. Analysis of the net effect should consider the current location of QLDC offices and staff as against the sites considered.

3.4 The next level of analysis can be site specific, studying characteristics that will materially affect organisational and community benefits (for example) but not limited to underlining land ownership, proximity to services e.g. public transport, availability of adjacent land for co-location of community facilities and appropriate zoning. Any consideration of the Ladies Mile site or other QLDC owned land would further need to consider plans for its future use e.g. community facilities.

3.5 Previous decisions of the Council have directed the existing CAB proposal and specifically its integration with Project Manawa and location at the Stanley

Street site. QLDC remains party to the partnership agreement with Ngāi Tahu Property that anticipates development of the new CAB on the Stanley Street site.

- 3.6 Notwithstanding the partnership agreement and potential benefits specific to the relationship with Ngāi Tahu Property, for the purposes of the Assessment it should be assumed that QLDC may in time realise the benefits of developing the Stanley Street site with or without locating the CAB on the site.
- 3.7 Further, the benefits to the organisation of amalgamating from at least six geographically separated premises to a single location should be assumed to be achievable whether the site is located in the Queenstown CBD or Frankton flats area.
- 3.8 QLDC has officers and (third party) external providers, with detailed knowledge of the work done to date, who can assist with completion of the Assessment. Further, there will be a need to engage with QLDC’s Elected Members on this topic at workshop(s) and/or formal meetings of the Council. Both the workshops and meetings including the Assessment are expected to be publicly available unless there is good reason to have specific information publicly withheld in accordance with the Local Government Official Information and Meetings Act 1987.
- 3.9 Participants are invited to provide a proposal (the Proposal) addressing the scope of services (including further detail at Table 1 below) that will be evaluated against the approved criteria [*approved criteria provided in procurement documentation*].
- 3.10 An initial draft of the Assessment is expected for internal review before the end of March 2025 and subsequent engagement with QLDC Elected Members to be scheduled before June 2025.
- 3.11 Some background information, QLDC web links and a list of background documents are provided in **Appendix 2, 3 and 4**.

**Table 1: Further detail for the Assessment**

<p>Update of location specific information.</p>	<p>This is the core scope for the engagement of services, relating to addressing the fundamental question of what the optimal CAB location is.</p> <p>Previous assumptions need to be reviewed and some form of “gap analysis” undertaken, identifying information which may not have been considered by QLDC.</p> <p>Participants will need to provide a methodology, specific to analysing the broader benefits (community engagement, economic development, service efficiency,</p>
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	<p>and employee well-being), to determine a value of respective locations and sites.</p> <p>Importantly any services and/or information to be provided by others (third parties or internal QLDC sources) should be clearly identified and described.</p>
<p>Work place travel plan.</p>	<p>The key objective is to influence employee travel behaviours to achieve sustainability and wellbeing benefits defined by the organisation.</p> <p>This objective is applicable to any QLDC office location where site specific characteristics e.g. proximity to public transport hubs will affect the achievement of (for example) a shift from non-sustainable travel modes to those defined as sustainable.</p> <p>The updated plan including staff travel survey can be completed by others, with site specific characteristics that would help achieve the objectives of the plan identified and analysed in the Assessment.</p>
<p>Governance structure and funding options.</p>	<p>While the possibility of a joint venture remains an option, either full QLDC ownership of a new CAB or QLDC entering into a third-party lease are also valid options for consideration.</p> <p>Accordingly, the availability of both suitable QLDC owned land and private commercial land/buildings at various locations/sites will need to be analysed in the Assessment.</p> <p>Importance on the key considerations (to maximize community engagement) should be considered, in particular the ability for QLDC to control adjacent land for complementary activities like carparking, libraries, community centres, and/or popular public spaces.</p>
<p>Subsequent consultation with the community.</p>	<p>Depending on the outcome of the Assessment any recommendation will consider QLDC’s significance and engagement policy.</p> <p>Something that would materially affect the community and involved a change to the level of service agreed in the Ten-Year Plan, then QLDC would need to consider consulting the community about that. If QLDC considered that the change was not material or would not alter the level of service (for example, changing the</p>

	<p>way we do something) then QLDC might assess that this was purely operational and would not require specific consultation.</p>
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## **Appendix 1: Key considerations.**

The following material was generated by the Perplexity search engine using key words relating to the fundamental question i.e. what is the optimal CAB location that would best benefit the Queenstown Lakes District community and previous decisions of the Council.

### **Local Government office location and community engagement**

The location of a local government council office can significantly impact community engagement in several ways:

#### *Accessibility and Convenience:*

A centrally located council office that is easily accessible to residents promotes greater community engagement. When the office is conveniently situated, it encourages more people to visit in person, attend meetings, and participate in local government activities[1]. This physical accessibility can lead to improved outcomes for communities as it allows for more direct interaction between citizens and government officials.

#### *Visibility and Awareness:*

A prominently located council office serves as a visible reminder of local government presence in the community. This visibility can increase awareness of local government activities and services, potentially encouraging more residents to get involved in civic matters[1]. The office's location can symbolize the government's commitment to being present and engaged within the community.

#### *Face-to-Face Interactions:*

When council offices are located within the community they serve, it facilitates more face-to-face interactions between residents and local government officials. These in-person encounters can help build trust, foster better understanding of community needs, and create opportunities for meaningful dialogue[1][2]. Such interactions are crucial for establishing long-standing, effective partnerships between government organizations and communities.

#### *Community Ownership:*

A council office that is integrated into the local community can contribute to a greater sense of community ownership over local government processes. When residents feel that the local government is physically present and accessible, they may be more likely to view it as an integral part of their community rather than a distant entity[1].

### *Equitable Access:*

The location of council offices can impact equitable access to local government services and engagement opportunities. Offices situated in areas that are easily reachable by public transportation or within walking distance for a significant portion of the population can help ensure that engagement opportunities are accessible to a wider range of community members, including those who may have limited transportation options[2].

### *Facilitating Community Meetings and Events:*

A well-located council office can serve as a venue for community meetings, workshops, and events. This can make it easier for the local government to organize and host engagement activities, potentially increasing participation rates[1][4].

### *Demonstrating Commitment to Local Issues:*

The physical presence of a council office within a community demonstrates the local government's commitment to addressing local issues. This visible commitment can encourage residents to engage more actively with their local government, knowing that their concerns are being addressed by officials who are physically present in the community[1][2].

In summary, the location of a local government council office plays a crucial role in fostering community engagement. A strategically placed office can enhance accessibility, visibility, and face-to-face interactions, ultimately leading to more effective community engagement and better-informed decision-making processes. This aligns with the principles of good governance and the growing emphasis on citizen participation in local government affairs.

### *Citations:*

[1] <https://granicus.com/blog/why-is-community-engagement-important/>

[2] <https://thehub.swa.govt.nz/assets/documents/Government-community%20engagement%20-%20Key%20learning%20and%20emerging%20principles.pdf>

[3] <https://www.waikatoregion.govt.nz/community/waikato-progress-indicators-tupuranga-waikato/community-engagement/>

[4] [https://www.dpmc.govt.nz/sites/default/files/2019-06/Engagement%20guidance%20final%2020.6\\_1.pdf](https://www.dpmc.govt.nz/sites/default/files/2019-06/Engagement%20guidance%20final%2020.6_1.pdf)

[5] <https://www.dpmc.govt.nz/our-programmes/policy-project/policy-methods-toolbox/community-engagement>

## **Best practice for siting a local government office**

Based on the search results and best practices for community engagement, here are some key considerations for siting a local government council office to maximize community engagement:

### *Accessibility and Central Location:*

The council office should be easily accessible to as many residents as possible. A central location within the community that is well-served by public transportation and has adequate parking can encourage more people to visit in person and participate in local government activities.

### *Visibility:*

Choose a prominent location that increases the visibility of local government presence. This can serve as a constant reminder of the council's role in the community and potentially encourage more civic participation.

### *Proximity to Community Hubs:*

Locating the office near other community hubs like libraries, community centres, or popular public spaces can increase foot traffic and spontaneous engagement opportunities.

### *Adequate Space for Public Meetings:*

Ensure the office has sufficient space to host community meetings, workshops, and events. This facilitates face-to-face interactions and allows the council to organize engagement activities more easily.

### *Consideration of Diverse Community Needs:*

The location should be chosen with consideration for different community groups, including those who may have limited transportation options or mobility challenges. This aligns with the principle of ensuring equitable access to local government services.

### *Integration with Local Context:*

The office should be integrated into the local community context, fostering a sense of community ownership over local government processes. This can help build trust and encourage more active civic participation.

### *Flexibility for Various Engagement Methods:*

The space should be adaptable to accommodate various engagement methods, from small group discussions to larger town hall-style meetings. This flexibility allows for a range of engagement activities as outlined in the IAP2 spectrum of public participation.

### *Digital Accessibility:*

While physical location is important, ensure the office also has robust digital infrastructure to support online engagement methods, recognizing the growing importance of digital participation.

By carefully considering these factors when siting a council office, local governments can create an environment that encourages community engagement, facilitates face-to-face interactions, and demonstrates a commitment to accessibility and transparency. This approach aligns with best practices in community engagement and can help build stronger, more participatory local governance.

### *Citations:*

[1] <https://www.aucklandcouncil.govt.nz/about-auckland-council/Documents/franklin-local-board-engagement-strategy.pdf>

[2] <https://dilgpprd.blob.core.windows.net/general/community-engagement-toolkit.pdf>

[3] <https://thehub.swa.govt.nz/assets/documents/Government-community%20engagement%20-%20Key%20learning%20and%20emerging%20principles.pdf>

[4] <https://www.dpmc.govt.nz/our-programmes/policy-project/policy-methods-toolbox/community-engagement>

[5] <https://www.dpmc.govt.nz/publications/good-practice-guide-community-engagement>

## **Council office location and innovative strategies for engaging the community**

Based on the search results and best practices for community engagement, here are some innovative strategies for engaging the community through the location of a council office:

### *Co-design the office location with the community:*

Instead of unilaterally deciding where to place the council office, involve community members in the decision-making process. This aligns with the principle of co-design mentioned in the search results, which emphasizes working together on defining problems, solutions, and methods[1].

### *Create a multi-purpose community hub:*

Rather than just housing government offices, design the space to include areas for community meetings, workshops, and events. This can facilitate face-to-face interactions and make it easier for the council to organize engagement activities[2].

### *Integrate with existing community spaces:*

Consider locating the council office near or within popular community spaces like libraries, community centers, or public parks. This can increase visibility and create opportunities for spontaneous engagement[2].

### *Implement a rotating or mobile office concept:*

To reach different parts of the community, especially in larger or more diverse areas, consider a rotating office location or a mobile office that visits different neighborhoods regularly. This can help ensure equitable access and demonstrate commitment to all parts of the community.

### *Incorporate digital engagement tools:*

While physical location is important, ensure the office has robust digital infrastructure to support online engagement methods. This could include interactive kiosks or digital displays that allow community members to access information or provide feedback even outside of office hours[2].

### *Create an open, welcoming design:*

Design the office space to be inviting and transparent, with areas where community members can easily interact with council staff. This can help break down barriers between the government and the public.

*Establish satellite mini-offices:*

In addition to a main office, consider setting up smaller satellite offices in different parts of the community. These could be staffed part-time or serve as information hubs and meeting spaces.

*Partner with local businesses or organizations:*

Explore partnerships with local businesses or community organizations to share space. This can help integrate the council office more deeply into the community fabric and create natural opportunities for engagement.

*Implement a "Council in the Community" program:*

Regularly hold council meetings or office hours in different locations throughout the community, rather than always at the main office. This can make the council more accessible and visible to all community members.

*Create a community engagement centre:*

Design the council office to include a dedicated space for community engagement activities, such as a room for focus groups, community meetings, or educational workshops about local government processes.

These strategies aim to make the council office more than just an administrative centre, transforming it into a hub for community engagement and collaboration. By thinking creatively about the location and function of the council office, local governments can demonstrate their commitment to accessibility, transparency, and active community participation in governance[1][2].

*Citations:*

[1] <https://www.linkedin.com/pulse/what-should-i-do-my-councils-community-engagement-strategy-hammond>

[2] <https://www.businesslab.co.nz/insights/innovation-community-engagement>

[3]

<https://www.horowhenua.govt.nz/files/assets/public/v/1/consultation/annualplan17-18/hdc-community-engagement-strategy.pdf>

[4] <https://thehub.swa.govt.nz/assets/documents/Government-community%20engagement%20-%20Key%20learning%20and%20emerging%20principles.pdf>

[5] <https://granicus.com/blog/why-is-community-engagement-important/>

## **Local government office location and civic identity**

Local government office locations play an important role in shaping civic identity and connecting communities to their local governance. Here are some key aspects of how local government office locations contribute to civic identity:

### *Symbolic Importance*

The physical presence of local government offices in a community serves as a tangible symbol of local democracy and governance. The building itself often becomes an iconic landmark that represents the seat of local power and decision-making[3]. This visible presence reinforces the idea that government is accessible and rooted in the community.

### **Community Hub**

Local government offices frequently act as a central hub for civic activity and engagement. They provide a physical space where:

- Citizens can interact directly with local officials and access government services
- Public meetings and hearings are held
- Community groups can gather
- Civic events and ceremonies take place

This helps foster a sense of community and shared civic identity centered around local governance[3].

### *Accessibility and Transparency*

Locating government offices in central, accessible areas of a community demonstrates a commitment to being open and available to citizens. It enables residents to more easily participate in local government processes, voice concerns, and stay informed about local issues[5]. This accessibility is crucial for building trust and engagement between local government and the community.

### *Historical and Cultural Significance*

In many cases, local government buildings have historical or architectural significance that contributes to a community's heritage and sense of place. These structures often reflect local architectural styles or contain elements that celebrate the area's history and culture. This helps reinforce connections between local governance and the community's unique identity[4].

### *Economic and Development Impact*

The location of local government offices can influence patterns of urban development and economic activity. Centrally located offices often anchor downtown areas and can

spur surrounding commercial and civic development. This spatial relationship between government facilities and other community amenities shapes the physical and economic landscape of a locality.

By carefully considering office locations, local governments can strengthen civic engagement, improve service delivery, and cultivate a stronger sense of community identity centered around local democratic institutions. The physical presence of these offices serves as a constant reminder of the important role local government plays in shaping community life and wellbeing.

*Citations:*

[1]

<https://repository.up.ac.za/bitstream/handle/2263/25724/03chapter3.pdf?sequence=4>

[2] [https://www.dpmc.govt.nz/sites/default/files/2019-06/Engagement%20guidance%20final%2020.6\\_1.pdf](https://www.dpmc.govt.nz/sites/default/files/2019-06/Engagement%20guidance%20final%2020.6_1.pdf)

[3] <https://www.southwaikato.govt.nz/our-council/council-information/about-local-government>

[4] <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/Documents/local-governance-statement.pdf>

[5] <https://www.lgnz.co.nz/local-government-in-nz/local-government-explained/>

[6] [https://en.wikipedia.org/wiki/Local\\_government\\_in\\_New\\_Zealand](https://en.wikipedia.org/wiki/Local_government_in_New_Zealand)

[7] <https://www.legislation.govt.nz/act/public/2002/0084/latest/whole.html>

[8] <https://www.sciencedirect.com/science/article/pii/S2210670722002049>



## **Value of historical buildings**

There are several ways to value historical buildings in a town:

### *Cultural and Historical Significance*

Historical buildings often represent a city's cultural heritage, architectural styles, and important eras or events. They provide a sense of place and connection to the past.[1] Preserving these buildings acknowledges and celebrates a town's history and identity.[2]

### *Tourism and Economic Benefits*

Well-preserved historic buildings can attract tourists, supporting local businesses and jobs.[2][3] Rehabilitating old structures for new uses like shops or housing can revitalize neighborhoods and drive investment.[2] Older buildings were often constructed with higher quality, durable materials that are costly to replicate today.[2]

### *Aesthetic Value*

Many people appreciate the unique craftsmanship, materials (e.g. rare hardwoods, decorative facades), and distinctive character of historic buildings compared to modern structures.[2] Retaining these aesthetic elements enhances a town's charm and appeal.

### *Environmental Sustainability*

Reusing and maintaining existing buildings is more environmentally friendly than demolition and new construction. It conserves energy, reduces waste, and prevents releasing pollutants from demolition.[2]

### *Community Connections*

Historic places can foster community pride, continuity, and a sense of belonging by preserving tangible links to a shared past.[1][2] Public input is valuable when determining a building's significance.[3]

In summary, the cultural, economic, aesthetic, environmental, and social values of historic buildings are important considerations for towns aiming to preserve their heritage and character.[2][3][4][5]

### *Citations:*

[1] <https://www.environment.nsw.gov.au/-/media/OEH/Corporate-Site/Documents/Heritage/assessing-heritage-significance-guidelines-assessing-places-objects-against-criteria-230167.pdf>

[2] <https://tomorrow.norwalkct.org/news/importance-preserving-promoting-historic-buildings/>

[3] [https://www.gosnells.wa.gov.au/sites/default/files/seamless/heritage\\_buildings\\_-\\_whats\\_their\\_value.pdf](https://www.gosnells.wa.gov.au/sites/default/files/seamless/heritage_buildings_-_whats_their_value.pdf)

[4] [https://www.qld.gov.au/\\_\\_data/assets/pdf\\_file/0019/67114/gl-heritage-development.pdf](https://www.qld.gov.au/__data/assets/pdf_file/0019/67114/gl-heritage-development.pdf)

[5] <https://www.cityofadelaide.com.au/development-infrastructure/city-heritage/heritage-listings-explained/>

## Appendix 2: Background information

### Previous assumptions and decisions of the Council

The Queenstown CBD was confirmed as the preferred location for the CAB by Full Council in February 2016 and funding approved through the 2018/28 Long Term Plan community consultation process.

The 2017 Queenstown town centre masterplan and CAB business cases consider and present viable delivery options for the partial development of the site, which have been consulted on with the community as part of the 2018/28 Long Term Plan.

The proposed location of the new CAB on the Stanley Street site has been promulgated by a number of broader constraints and dependencies considered by Full Council. These include:

- The need to build/develop a new building, QLDC alone or with a third party (including leasing) because the market does not have sufficient space available for QLDC's requirements i.e. sufficient space within an existing single building. This is the case either in the Queenstown CBD or Frankton flats area.
- The strategic importance of developing the site as an "entrance" to the town centre "book ending" the historic civic axis from Ballarat street to the water front and opportunity to create an activated arts and cultural precinct complemented by other development opportunities (including the new CAB) surrounding the precinct.
- The opportunity of Ngāi Tahu Property participating in Project Manawa provides Kāi Tahu further presence in the Queenstown town centre, which reflects one of QLDC's aspirations set out in Vision 2050 Living Te Ao Maori to realise Te Tiriti O Waitangi obligations. Also, QLDC has an opportunity to share development risk with Ngāi Tahu Property, a reputable and experienced property developer, through integrated commercial development supporting precinct activation and creating revenue to help deliver other community/public assets on the site.
- Enables the establishment of an integrated public transport hub and future proof replacement for the memorial hall making way for the construction of future stages of the arterial, supporting the broader objectives of the Queenstown town center masterplan.

In 2019 QLDC and Ngāi Tahu Property entered into a Partnering Agreement with the purpose of realising the full potential of the Stanley Street site in a manner that benefits Queenstown and the wider district.

The intent of that agreement is for the parties to explore ways to work together to integrate the various parcels of land comprising the Stanley Street site, within a coordinated plan, to deliver various developments including the CAB and associated community buildings, along with some commercial buildings (Project Manawa).

Project Manawa proposes inclusion of the CAB. This means Whakatipu or Queenstown based staff can be accommodated (including interim Library space) within one building rather than the current six Queenstown town centre locations allowing the community to better interact with QLDC and its services.

QLDC and Ngāi Tahu Property have been exploring the opportunity to develop the CAB together, on the basis that the building and land could be jointly owned and developed by QLDC and Ngāi Tahu Property on a 50/50 basis for QLDC to occupy as a tenant.

Under the Partnering Agreement, if the CAB joint venture (JV) with Ngāi Tahu Property proceeds, it unlocks opportunities on the Stanley Street site to develop other community assets, commercial assets and public space. These commercial arrangements, enabling possible future development opportunities to create revenue i.e. land receipts, are not finalised and are still subject to negotiation and consideration of the outcome of consultation, including consideration of the Assessment, by the Council.

### **Why QLDC needs a new Civic Administration Building**

QLDC's current office accommodation is not fit for purpose. It is split across several Queenstown CBD locations and was never a long-term solution because the geographical separation causes inefficiencies, community confusion and frustration. Staff surveys identify the desire for more collaboration space, effective air conditioning/heating, access to natural ventilation, and active travel facilities. A long-term 'one office' solution has been proposed for several years.

The QLDC owned Gorge Road premises are anticipated to be displaced to Stage 2 of the Arterial in the future. Additional space would need to be acquired/leased elsewhere to replace the Gorge Road premises.

The quality of existing space has been allowed to slip, pending delivery of the 'one office' solution i.e. proposed new CAB. Significant capital expenditure would be required to re-purpose the existing portfolio, which would still be split across multiple locations.

*Primary (weighted) objectives identified by the project connect/CAB business case in 2017:*

- Effective and efficient service delivery, both internally and to ratepayers and customers (60%);
- Improved staff culture (25%);
- To encourage a diverse, vibrant and resilient town centre (15%).

### **What are the consequences of not progressing with the new Civic Administration Building?**

In terms of QLDC's organisational performance and culture, there would likely be an adverse effect on productivity, customer and staff satisfaction under the status quo or similar approach.

"The intent is to better align related functions and improve internal communication channels, for example, it would be advantageous to have all customer-facing activities in one location so as to provide a seamless front facing service to customers" – from 2015/25 Long Term Plan.

### **Appendix 3: QLDC website links**

<https://www.qldc.govt.nz/your-council/our-vision-mission/>

<https://www.qldc.govt.nz/your-council/our-strategic-framework/>

<https://letstalk.qldc.govt.nz/project-manawa>

<https://www.qldc.govt.nz/your-council/major-projects/queenstown-town-centre-arterial/>

<https://www.qldc.govt.nz/services/transport-and-parking/way-to-go/frankton-to-queenstown-queenstown-town-centre-masterplan/>

<https://www.qldc.govt.nz/your-council/major-projects/queenstown-town-centre-street-upgrades/#about>

<https://www.qldc.govt.nz/your-council/council-documents/strategies-and-publications/>

<https://www.qldc.govt.nz/your-council/council-documents/policies/>

#### **Appendix 4: List of background documents (to be made available in data room)**

1. Project Manawa Hearing Panel Deliberations and Recommendation – Full Council report 4 April 2024 (Item 1).
  - a. Submissions (received via let’s talk and via email).
  - b. Hearing Panel’s Deliberation Report.
2. Confirmed minutes of Full Council meeting held on 4 April 2024.
3. Hearing of Submissions/Objections: Project Manawa Statement of Proposal.
4. Statement of Proposal for Project Manawa – Full Council report 31 August 2023 (Item 3).
  - a. Site development plan and programme summary.
  - b. Feasibility model memo.
  - c. Project Manawa Statement of Proposal – August 2023.
5. QLDC Workplace Travel Plan 2021.
6. Partnering Agreement with Ngāi Tahu Property Limited for Development of Central Queenstown Community Precinct – Full Council report 27 June 2019.
7. Project Connect commercial options assessment 2 July 2018 (KPMG).
8. Project Connect Indicative Business Case November 2017.
9. Queenstown Town Centre Masterplan Programme Business Case November 2017.
10. Proposed Council Accommodation – Full Council report 26 February 2016 (Item 1).
  - a. Accommodation Project November 2015 (Colliers)
11. Confirmed minutes of Full Council meeting held on 24 February 2016.
12. Future Accommodation of Council (Elected Members, Officers and Affiliates) – Full Council 27 July 2007.