

Patterson, Sue

ARROWTOWN CHARITABLE TRUST

WAKATIPU

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

The Arrowtown Charitable Trust is requesting funding to undertake the refitting of the main street lights (see Scenario ii – new traditional style lanterns - attached proposal). We wish to go back to traditional light fittings using State of the Art LED bulbs and reflectors. This is in line with the Arrowtown guidelines in QLDC's Southern Lights – A lighting Strategy 2006. The Trust wishes to work on the heritage and landscape lighting but believe the main street lighting is the responsibility of council. We are requesting \$60,000 to undertake this element of the lighting plan.

Shelley Dawson

From: APBA <info@arrowtown.com>
Sent: Tuesday, 28 April 2015 10:54 AM
To: Ten Year Plan
Subject: modify the ARrowtown Charitable Trust Application
Attachments: Lighting Plan April 2015.pdf

Here are the supporting documents for the Arrowtown Charitable Trust application to the 10 year plan.

See page 6 item 2 "The New Traditional Style Street Lantern". Our lighting designer, has just advised us that this will cost \$80,000 to implement so we wish to change the figure in our submission to \$80,000 from \$60,000 please. Are you able to modify this or give us access to make the change online?

See page 15 – from the QLDC's "Southern Light – A Lighting Strategy for the Queenstown Lakes District"

See page 17 – Preliminary Luminaire budget Scenario ii) \$60,000 for PC sums only plus an estimated \$20,000 for actual luminaire and electrical installation.

Thanks
Sue

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Arrowtown Lighting Design & Masterplan

Stage One - Concept Design



Toulouse Group
Lighting & Technology Designers
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Artist's impression of new lighting design

The Nightscape of Arrowtown

The Lighting Masterplan for Arrowtown is intended to create a unique and emotive nightscape that encourages visitors to explore the town during the evening and to visit the restaurants, cinema, shops and bars. From a visitor's perspective we want to create special moments of discovery as they wander through Buckingham Street, with features subtly illuminated and an overall ambient level of light that allows visitors to feel safe yet recognise they are in a special environment.

The intention of the lighting design is to create a memorable backdrop for visitors both on the street and from various viewpoints around the town as they dine in the restaurants and bars. We want to add value to the night-time experience of Arrowtown to encourage return visits and positive feedback. There are many opportunities for outdoor evening events such as; concerts, festivals and night markets that are possible by providing electrical infrastructure for event lighting at specific locations.

The Lighting Masterplan is broken down into the following concepts that form a complete lighting solution that should be delivered cohesively.

Street lighting - Creating a historical ambience and a feeling of safety to wander freely at night throughout Buckingham Street and surrounds - the street lighting will meet the local QLDC lighting standards yet retain an old world character with warm white light sources and low glare luminaires.

Key features - Accenting selected historic buildings and architectural features that will create a subtle backdrop that can be viewed from both the street and inside cafes and restaurants. Highlighting certain features and heritage buildings throughout the street will encourage people to explore further rather than a blanket approach to lighting every building, which may feel like a film set and too gimmicky.

Landscape lighting - Highlighting selected trees and natural features will add another layer of creative and ambient lighting to the nightscape. Subtle warm white light sources will capture the beauty of the natural elements without causing glare and unwanted light pollution.

Recommendations for the existing lighting - Provide a register of current lighting on the buildings in Buckingham Street and suggest improvements to become more cohesive with the new lighting design. Develop a strategy for future lighting additions by building owners to ensure the character of Arrowtown is not lost with modern light fittings and a mishmash of colour temperatures.

Event lighting - Suggestions on electrical infrastructure for temporary event lighting to give greater flexibility for locations and types of events to be held at night.

The following pages will explain these ideas in more detail and how we may achieve the overall desired lighting concept.

This is a document for discussion and presents our first response to the Arrowtown Lighting Masterplan.



Current view of Buckingham Street at dusk



Artist's impression of new lighting design

Lighting location plan Buckingham Street



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PROJECT TITLE

ARROWTOWN CBD

KEY:

- HISTORIC BUILDING FACADES
- EVENT POWER LIGHTING FEED
- LANDSCAPE FEATURES
- STREET LIGHTS

NOTE: Street lighting shown is existing only, actual quantities will be rationalised post lighting calculations.

Lighting location plan Miner's Cottages



NOTE: Street lighting shown is existing only, actual quantities will be rationalised post lighting calculations.

Street lighting

The concept for the street lighting poles for Buckingham Street is to ensure a feeling of safety to wander freely at night and to create a historical ambience with the appropriate colour temperatures and lantern styles. Consultation with QLDC will determine the exact light level we will need to adhere to at street level for safe transition for cars and pedestrians.

There are several ways to approach the street lighting - i) Refurbish the original lanterns (as seen outside the Bank) with modern light sources, new reflectors and lenses; ii) Replace with new lanterns in a heritage style or iii) Refit the current lanterns with a new light source, reflectors and gear assemblies. There are pros and cons to each scenario as outlined below and in the draft budget.

i. Refurbishment of the original street lantern

The refurbishment of the original street lanterns with a modern light source would serve to recreate the original historical ambience with LED technology ensuring low energy consumption. A new reflector housed in the top of the lantern designed to reflect the light downwards to the street would ensure there is no wasted uplight and therefore no light pollution to the night sky. A very warm white LED light source would be reminiscent of traditional light sources like candle light or another option would be an amber 'kerosene' colour temperature that could be created from a mixture of LED coloured chips.

In order to test the light output and to ensure council lighting standards are met, a prototype lantern would need to be built. This process would also allow us to assess the best colour temperature and determine the location of the control gear. Prototyping and testing could be done within the Toulouse workshop in Wellington.

ii. New traditional style street lantern

Procurement of a new lantern in a traditional style would be a simple solution and allow for easy lighting calculations to be carried without the need for a prototype. Supplier warranties would ensure any faults or problems with the fittings are easily rectified however, compatibility with exiting light poles would need to be established.

Many styles are available in traditional street lighting fixtures and we would suggest a robust fitting that has glare control and a downward light output. Finishes and components would be new and LED modules will have been tested by the manufacturer to international standards.

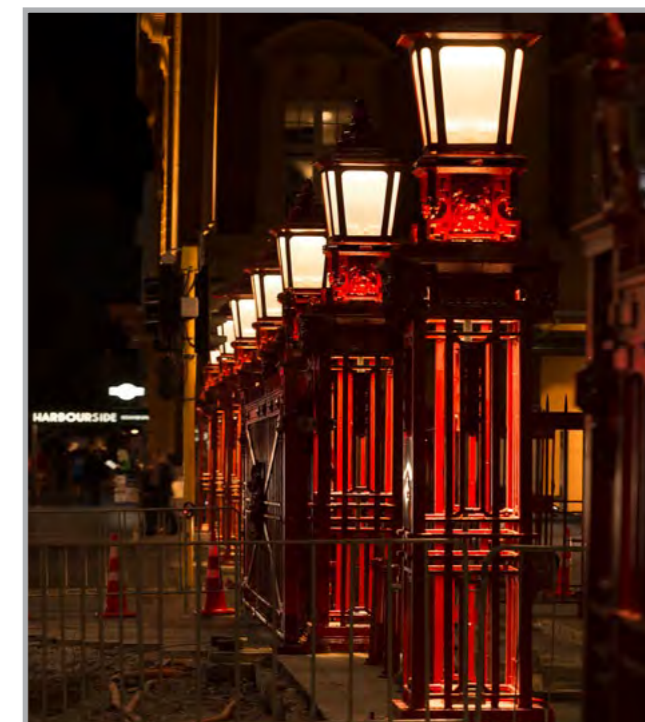
iii. Refurbishment of the current street lantern

This option would require the existing lanterns to be individually audited to assess their current condition and parts that would need to be replaced or refurbished. Current light levels will need to be recorded to establish whether further testing will be required and more light poles added. Light sources in the existing lanterns would need to be replaced with new sources that are consistent throughout the street.

Lighting calculations will need to be carried out to ascertain the number of lanterns and locations in Buckingham Street required to meet the QLDC lighting standards for street lighting regardless of the preferred option. This has been allowed for in the next phase of the Detailed Design.



Example of original lantern



Example of traditional street lanterns refurbished with LED light source.



Examples of new lantern styles

Historic buildings

We have chosen to accentuate the historic buildings with interesting facades and architectural features that we feel will respond well to being illuminated and create a subtle backdrop. These selected buildings are on both sides of the street and offer glimpses when approaching from either end of Buckingham Street. Highlighting certain heritage buildings sets them apart from the newer buildings on the street and offers a point of difference.

The lighting register provides detailed information however below is a list of the buildings we have selected. Note - some of these may just be a case of changing the current light fittings or sources whilst others will be additional facade lighting. Some heritage buildings like the Bank & Postmasters we feel don't require any changes.

- Ray White
- The Pharmacy - front facade and both sides including Buckingham Green (see landscape section)
- Gibbston Valley
- Jade & Opal Factory
- Outlet Store
- High Country Merino
- Te Huia
- The Wool Press
- The Post Office
- Arrow Lodge
- Miners Cottages
- Athenaeum Hall
- Gold Nugget
- Coachman's Hall
- New Orleans Hotel

Initially the lighting for the historic buildings should be assessed. Existing light fittings that are suitable in terms of traditional style and that are found to be in good condition should be retrofitted with the appropriate light source and colour temperature as discussed further in the 'Recommendations' section.

New lighting to highlight the architecture - this is intended to be discreet and - where possible - concealed from view. Light fittings that are inappropriate for the heritage style of the building or are in disrepair should be replaced with fittings that are defined by a predetermined set of criteria. It is our intention that these heritage buildings become the jewels in the crown and are distinguished by retaining their original character.



Historic buildings



Highlight top tier of schist, assess current wall lights and signage



Highlight above canopy to original facade, create glow under canopy



Assess current wall lights & highlight brick & stone features within Courtyard



Uplights to stone wall on Pharmacy to create subtle backdrop for Buckingham Green



Highlight Gibbston Valley sign above canopy, change under canopy lights on both Jade & Opal & Gibbston Valley.



Traditional lantern on green Gibbston Valley building over door.



Retain lanterns on Te Huia, assess lantern & under canopy lighting on High Country



Highlight The Wool Press sign, new lighting under canopy

Historic buildings



*Lighting to 'The Gold Nugget' sign,
lighting under canopy*



*Change light to traditional lantern,
Interior - change fluorescent battens*



*Highlight facade shape & name
Athenaeum Hall*



*Highlight facade shape & sign assess lighting
under canopy*



*Highlight Post Office sign,
add traditional wall lights & glow
under canopy*



*Uplights to facade, assess current
lighting on entry steps*

Historic buildings



Lighting for the Miner's Cottages should be cohesive yet retain the individual character of each cottage. Uplights will give a subtle highlight to the stone facade & graze the timber; soft glow under the door canopy & spots behind fences within gardens give a lived in feel.

Artist's impression of lighting for the Miner's Cottages

Landscape & features

The landscape lighting includes the highlighting of selected trees, Buckingham Green, the bronze sculptures and the water wheel. We feel this will add another layer of creative lighting to the nightscape and pick up some interesting features as visitors explore the town.

Subtle glare-free light sources will capture the beauty of the feature trees by simply highlighting the textures of the bark and foliage. There is the option to add colour to these for events like Christmas, Easter or dates of significance with the use of coloured light sources or filters. The control technology for this can be applied as a site wide solution if budget allows or it could be achievable by manually changing filters or light sources.

The lighting for Buckingham Green is intended to work cohesively with the surrounding building facades of the Pharmacy and the Stables, together with the ambient light generated from the garden courtyard of Gibbston Valley. Subtle highlighting of the Pharmacy and rear Stables walls, will create an interesting cohesive light effect that accentuates the surface of the bricks. An additional light pole at the rear of Buckingham Green will provide a higher level of light and give a feeling of safety in an otherwise darkened corner. The light pole will also provide an opportunity for event lighting or other decorative features like flags and banners to be fixed to it.

The bronze sculptures at the end of Buckingham Street are an interesting new sculpture and will respond well to being illuminated. The solid shapes and bronze finish will reflect a warm light and create interesting shadows therefore creating a focal point at the end of the street. It seems a waste to leave them in darkness when a simple solution will provide added value at night to this art piece that is uniquely Arrowtown.

The water wheel outside the museum is a historic feature that we intend to be a 'moment of discovery' at night. Again a simple lighting solution will pick up the surface, shapes and texture of the water wheel giving a dramatic effect.



Highlight feature trees



Graze light over Water Wheel



Highlight the Stables wall



Add light pole and highlight Pharmacy stone wall



Uplight bronze sculptures

Event lighting infrastructure

To ensure there are plenty of opportunities for event lighting infrastructure, we have made notes of suggested locations for power feeds on the plans. This will give plenty of options for temporary event lighting to be set up at various locations around Buckingham Street where night-time events may take place.

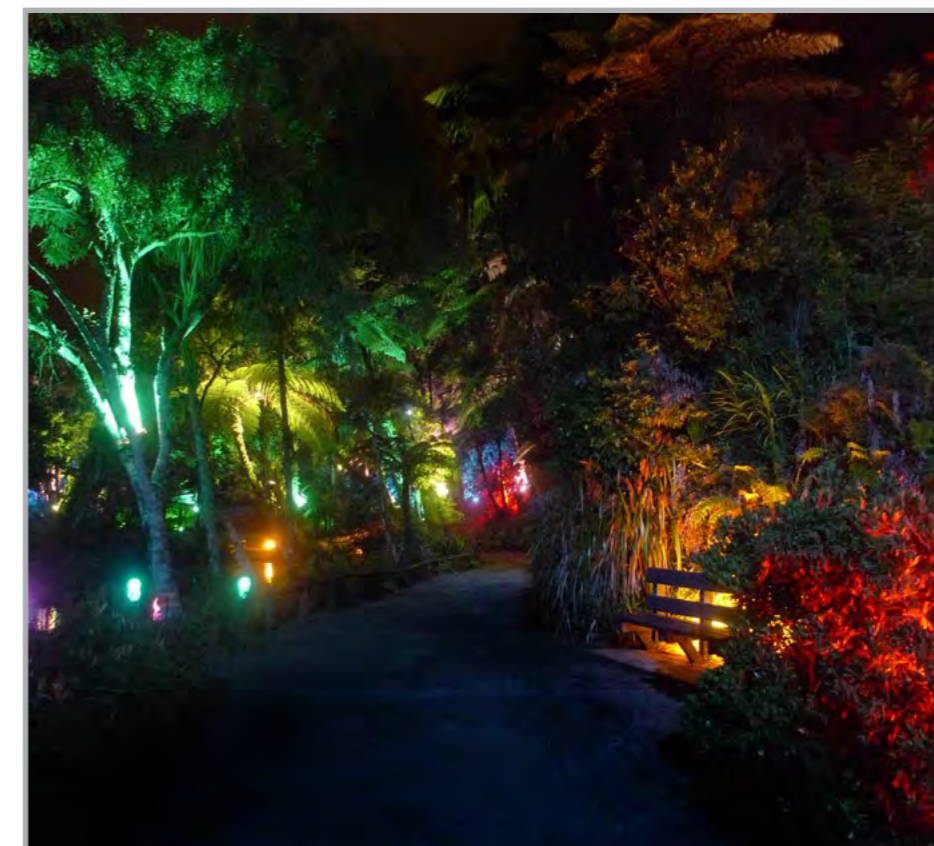
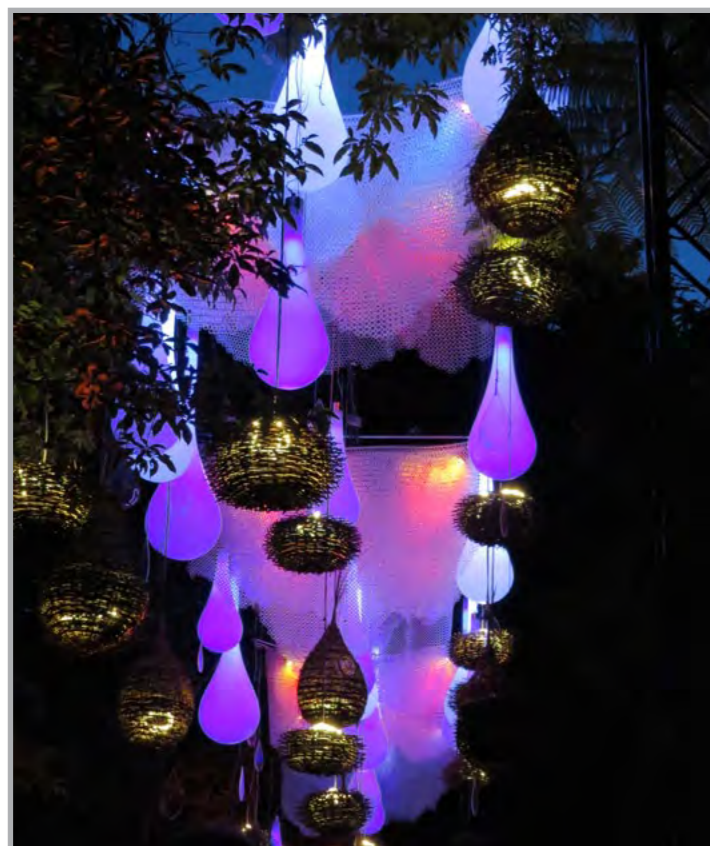
With a new lighting design we hope there will be increased evening visitors which may open the door to more night time events taking place like music events, outdoor dinners, a night market or even a lantern festival. It is therefore important that we future proof the electrical infrastructure now so these types of events can be seamlessly integrated into the APBA event planning.

As Lighting Designers we work on a number of outdoor events including the annual Festival of Light in Pukekura Park in New Plymouth. The park is transformed over the December January months with creative lighting installations and special features throughout the park for visitors to enjoy. The festival attracts over 100,000 local and international visitors and has been a huge success for the council winning several awards including the New Zealand Recreation Association award for *Outstanding Event* and the New Zealand Association of Event Professionals award for *Best Established Community Event*.

This type of event could be run annually in Arrowtown on a smaller scale to increase tourist visitor numbers and for locals to revisit. To provide for this option in the future we would recommend increasing the amount of electrical power feeds around the town for event lighting to draw from.



Examples of the New Plymouth Festival of Light in Pukekura Park.



Recommendations for existing lighting

There are many different types of light fittings installed around Buckingham Street - some are traditional in style, some are broken or in disrepair. There are also commercial style bulkheads and fluorescent battens that look out of place. There are a number of contemporary light fittings that appear to be recently installed for example the bollards in Post Office Lane. The first step in creating some consistency is to assess what is currently installed and how it may be improved then develop a strategy for the installation of new and replacement lighting in the future. A set of criteria should be established to ensure the integrity of the Lighting Masterplan is maintained and a way forward for future lighting to be installed.

The QLDC document 'Southern Light - A lighting strategy for Queenstown Lakes District' lists a set of criteria to be applied to the lighting in Arrowtown - much of which we concur with - for example: controlling glare and light pollution, not over-lighting, consistent colour temperature and avoiding a 'Disneyland lighting effect' in Arrowtown. Controlling glare and light pollution to the night sky can be defined in terms of light fitting style and placement.

The following is a summary of the points outlined in the QLDC lighting strategy:

- Direct light downwards where possible and control upward light with glare shields and baffles
- Over lighting must be avoided - use the correct amount of light for the task and accepted standards
- Unnecessary night-time lighting such as decorative floodlighting, merchandising lighting & signage should be switched off at 11pm
- Keep glare to a minimum

* Refer to the diagrams shown in the appendix

In the 'Arrowtown Design Guidelines - June 2006' document - it is suggested, "Exterior lights should be simple and include lamp styles appropriate to an early rural mining town." This would require the removal of a substantial amount of light fittings - some of which are new - and investment by building owners to replace them. As is the case with many District Councils in New Zealand, a 'suite' of light fittings - that meet a set of predetermined criteria - are assessed and approved for use within exterior installations. This would be a way of controlling light fittings that are installed in the future. A set of criteria and specific light fitting styles would be established and specified so that future lighting installed by building and business owners is in keeping with the overall vision for Arrowtown.

It is important to achieve consistency with the overall look and feel with particular attention to light sources and colour temperature with the latter preferably being a warm white 2700 -3050K - the colour of incandescent light. Warm white light creates an ambient effect that enhances the surfaces it illuminates and is in keeping with the original historic light sources. Cool white 4000K to 6500K is not appropriate for the overall look and feel we are aiming to achieve and is more suited to contemporary commercial architecture. Energy efficient LED and fluorescent light sources within the 2700K - 3050K range should be retro-fitted into existing fittings to create a warm light effect and also reduce energy and maintenance costs.

Lighting on other existing buildings should be individually assessed for existing colour temperature, style of light fitting and its light dispersion as well as the overall condition of the light fitting. Relamping of acceptable light fittings could be rolled out as a 'blanket approach' replacing them all at once or it could be done as failures occur. We would recommend the 'blanket approach' to achieve instant impact and begin a scheduled and recorded maintenance program.



Examples of existing lighting that can be improved with consistent colour temperature or replacement with new luminaires.

Lighting register

Building	Current lighting	Suggested initial lighting improvement. *Note - all light fittings to be assessed for status of current condition
Arrowtown Bakery & Cafe	Fluorescent bulkheads	Ensure colour temperature of light source is 2500- 3000K
Mondo	Fluorescent bulkheads and PAR38 spotlights x 2	Ensure colour temperature of fluorescents is 2700K. Remove halogen flood uplights from roof - appear to be pointing straight up. Replace PAR38 halogen with 2700K LED.
Cavit & Co	PAR38 spotlights x 4	Replace PAR38 halogen with 2700K LED.
Steps to Dorothy Browns	Wall light x 2, downlight x 2, bulkhead x 1	Ensure colour temperature of light source is 2700K. Replace halogen with 2700K LED.
Rear of Ray White to Arrow Lane	Ceiling buttons	Ensure colour temperature of light source is 2500- 3000K
Ray White	Spots to signage x 4, spots in window x 4, high level spot on left hand side x 1	Part of concept design
Saffron	Inground uplight x 2, canopy spotlights PAR38 x 2, sculpture spotlights PAR38 x 2	Part of concept design
The Pharmacy	Side wall x 3 halo spots, 2 halo spots blue door, bulkhead x 1 at front.	Part of concept design
Pesto Bar	Free standing lanterns, 2 x PAR38 spotlights	Part of concept design
Stairs to Cinema	1 x bulkhead	Ensure colour temperature of light source is 2500- 3000K
Buckingham Green	Street lantern x 1, small lantern x 1	Part of concept design
The Shed	Fluorescent bulkheads x3	Ensure colour temperature of light source is 2500- 3000K
Stables	Flood to rear wall, lantern x 2, entrance ball x 1, copper lights x 2, signage lights x 2	To be addressed in concept plan
Gibbston Valley	Floodlight x 3, mini lantern x 4	Part of concept design
Jade & Opal Factory	Fluorescent battens x2	Part of concept design
Outlet Store	Lantern x 1, downlight x 6	Part of concept design
High Country Merino	Lantern x 1, bulkhead x 1	Part of concept design
Te Huia	Exterior wall mount lantern x 3, halogen downlight x 2	Part of concept design
The Wool Press	Fluorescent battens x 3, signage light x 1, side wall light x 1, street lantern x 1, fluorescent x 1	Part of concept design
The Courtyard	Par 38 x 3, bulkhead x1	Ensure colour temperature of fluorescents is 2700K. Replace PAR38 halogen with 2700K LED.
Chop Shop	Bulkhead x 2, bulkhead x 1	Ensure colour temperature of light source is 2500- 3000K
The Old Smithy	Wall light lantern x 1, bulkhead x 1	Ensure colour temperature of light source is 2500- 3000K
Cruikshank	Downlight x 2	Replace halogen with 2700K LED.
Ogle	Downlight x 2	Replace halogen with 2700K LED.
Oak Lane	Mini LED x 4, catenary fairy lights, bollards	Retain catenary fairy lights, check colour temperature of bollards and LED is 2500 - 3000K
Sotheby's, Lots for Tots	Bulkhead x 3, downlights x 3	Ensure colour temperature of light source is 2700K. Replace halogen with 2700K LED.
Stairs to Arrow Lane	Wall lights x 6, bulkhead x 2	Ensure colour temperature of light source is 2500- 3000K
Gypsies	Bulkhead x 3	Ensure colour temperature of light source is 2500- 3000K
Bettys Liquor	Downlight x 2	Replace halogen with 2700K LED.
Wallace & Gibbs	Downlight x 3	Replace halogen with 2700K LED.
Ikon	Downlight x 2	Replace halogen with 2700K LED.
Post Office Lane	Bollard x 4, copper wall lights x 2	Ensure colour temperature of light source is 2700K. Replace halogen with 2700K LED.

Building	Current lighting	Suggested initial lighting improvement. *Note - all light fittings to be assessed for status of current condition
Post Office	Bulkheads x 3	Part of concept design
Post Masters	Bollards and fairy lights	Ensure colour temperature of light source is 2500- 3000K
Back Country	Par 38 x 2	Replace PAR38 halogen with 2700K LED.
Stitching Post	Wall light above door	Assess fittings
New Orleans Hotel	4 x halogen floods, 2 x downlight	Part of concept design
The Remarkable Sweet Shop	no lgt	Discuss with owner
The Gold Shop	2 x wall light	Assess fittings
Athenaeum Hall	1 x lantern 2 x bulkhead at entrance	Part of concept design
Athenaeum Hall Lane	Street lantern x 1, small lantern x 1	Part of concept design
Supermarket	Wall light x 2, downlight x 4	Replace fittings and colour temperature
Coachman's Hall	no lgt	Part of concept design
Ray White	no lgt	Discuss with owner
Gold Nugget	no lgt	Part of concept design
Museum	Double flood to façade, entrance light, 3 x bulkhead	Assess fittings
Bank	Lantern x 2, inground x 2	Check colour temperatures and lanterns TBC
Miners Cottages	no lgt	To be addressed in concept plan
Library	Fluorescent bulkheads x 4	Ensure colour temperature of light source is 2500- 3000K
Arrow Lodge	Wall light over the door, 4 x tread lights	Part of concept design
Bronze sculptures	no lgt	Part of concept design
Heritage trees	no lgt	Part of concept design
Water wheel	no lgt	Part of concept design

The Lighting Register was completed in October 2014 and details may have changed since. All light fittings should be assessed to ascertain their current condition and suitability. Read in conjunction with the Lighting Recommendations for existing fittings.

The Lighting Register can be provided in Excel format for updating and used to form the Maintenance Schedule.

Extract from 'Southern Light - A lighting strategy for the Queenstown Lakes District'

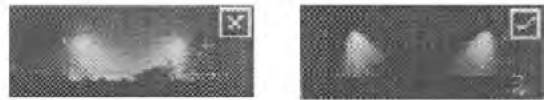
Appendix 2: Good Practice Lighting Guide

Preventing Light Pollution - Three Point Plan

Since urban sky glow (light pollution) arises from a combination of artificial light emitted directly into the sky from light fittings and light reflected up into the sky from buildings and the ground, the BAA Campaign for Dark Skies currently recommends that:

1. Wherever possible lights should be installed in full cut-off or ultra low-profile housings to prevent the emission of light above the horizontal.
2. 'Over-lighting' must be avoided. Using only the correct amount of light for the task, according to accepted standards, will reduce the amount of reflected light contributing to sky glow.
3. Unnecessary night-time lighting, particularly decorative floodlighting, merchandising and advertising lighting and sports floodlighting, should be switched off at 11pm or midnight to reduce the total sky glow in the early morning, pre-dawn hours.

Minimising Light Pollution



All living things adjust their behaviour according to natural light. Artificial light has done much to safeguard and enhance our night-time environment but, if not properly controlled, obtrusive light can present serious physiological and ecological problems.

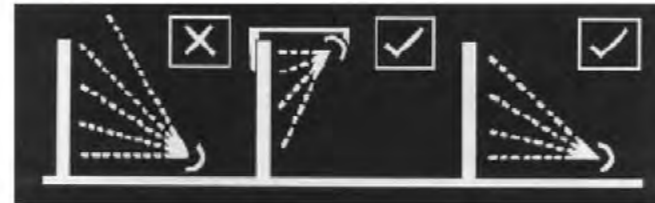
Light pollution, whether it keeps you awake through a bedroom window or impedes your view of the night sky, is a form of pollution and without too much trouble can be substantially reduced without detriment to the lighting task in both urban and rural areas.

Sky glow is one form of light pollution. Glare is the uncomfortable brightness of a light source when viewed against a dark background, and light trespass; the spilling of light beyond the boundary of the property on which the source is located; are other forms of light pollution. In residential areas street lighting columns should be of a height that is sympathetic to the scale of adjacent buildings but should not, under any circumstance, be higher than the height of such buildings.

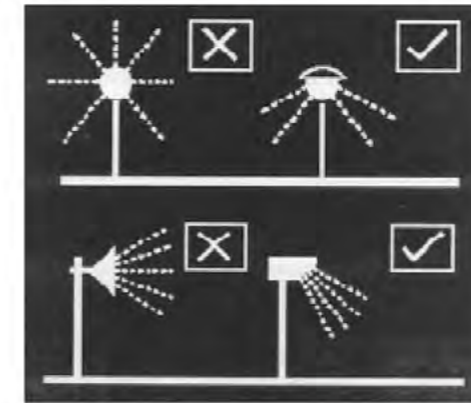
Listed below are some key ways to reduce the problems of unnecessary, obtrusive light:

Switch off lights when not required for safety, security or enhancement of the night-time scene. In this respect one can introduce the concept of a curfew with further limitations on lighting levels between agreed hours e.g. advertising and decorative floodlighting – off between 23.00hrs and dawn.

Direct light downwards wherever possible to illuminate a target, not upwards. If there is no alternative to up-lighting, then the use of shields and baffles will help to reduce spill light to a minimum.

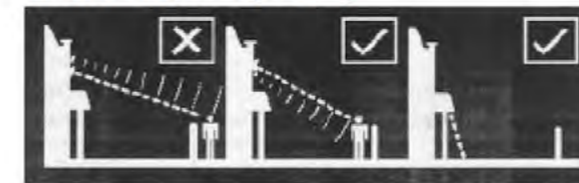


Use specifically designed lighting equipment that once installed minimizes the spread of light near to, or above the horizontal plane.

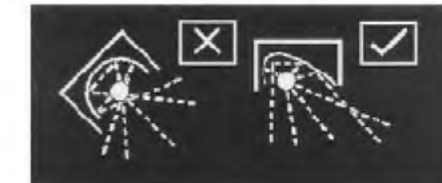


Do not 'over' light. It is a cause of light pollution and a waste of money.

Keep glare to a minimum, by ensuring that the main beam angle of all lights directed towards any potential observer is kept below 70 deg. It should be noted that the higher the mounting height, the lower the main beam angle. In places with low ambient light, glare can be very obtrusive and extra care should be taken in positioning and aiming.



Only use floodlights with asymmetrical beams that permit the front glazing to be kept at or near parallel to the surface being lit.



For domestic and small-scale lighting, there are two solutions:

1. Passive infrared detectors can be used to good effect, if correctly aligned and installed. A 150W (2000 lumen) tungsten halogen lamp is more than adequate. 300/500W lamps create too much light, more glare and darker shadows.
2. All-night lighting at low brightness is equally acceptable. For a porch light a 9W (800 lumen) compact fluorescent lamp is more than adequate in most locations.

Produced by Queenstown Lakes District Council

Lighting control options

Control of the various components of the Lighting Design will need to be defined to establish when the lights are turned on and how long they will be left running. The street lighting should come on with the rest of the street lighting for the district which would be either by time clock or light sensor and remain on until dawn.

Landscape feature lighting could be activated by a light sensor around dusk and then switched off at a certain time each night - for example between 11pm - 12pm. There will be few people around on the street after this to appreciate it - therefore switching them off will save energy and extend the life of the lamps and fittings.

Lighting to the historic buildings would be a little more complicated as each building owner would need to install a time clock to operate the lights in order for them all to cohesively turn and off at the same time. Discussion with building owners will be required as they may have lights they want to leave on all night for security or window displays.

Lighting control can be fully rationalised during the next phase of the Detailed Design for the project. Light sources and ballasts will need to be compatible with any control system in place. There is also the option of fully automated lighting control systems however this would require a healthy financial budget to achieve.

Maintaining the integrity of the design

The Lighting Design and subsequent light fittings will be an investment and an asset to Arrowtown and will need to be maintained and monitored to ensure the integrity of the design is not compromised. Once the Lighting Masterplan has been realised, it will be critical to plan and allow a budget for maintenance and to ensure lamp sources are replaced in the correct colour temperature and fittings are assessed for signs of wear and tear.

Scheduled relamping of light sources in the correct colour temperature should be done in accordance with a Relamping Schedule showing the specific light source type, colour temperature, base and style. Assessment of the light fitting for signs of wear and tear on the cabling or fitting itself should happen during the relamping process and noted on the schedule for quick reference.

Relamping and maintenance schedules will be provided by Toulouse once light fittings have been specified and installed. Service Level Agreements may be found with local or remote contractors or alternatively a qualified electrician could handle this in house. Stocks of lamps (as noted on the relamping schedule) should be held with either a local electrical wholesaler or a specific service electrical company. Random lamp changing is the death of the design in years to come as a mishmash of light sources and colours will change the whole effect.

Preliminary luminaire budget

Location	Light fitting	PC Sum allowed
Street Lighting - exact quantity of street lights required to confirm with lighting calculations and approval from QLDC		
Scenario I - refurbish original lanterns	Approximate cost to purchase parts, build and test prototype \$3500	
Scenario ii - new traditional style lanterns	Approximate cost of complete new lantern @ 20 units	\$60,000
Scenario iii - refurbish current lanterns	Approximate cost dependent on assessment of current lanterns	
	Sub total PC sum	\$60,000
	**Note this is based on Scenario ii **	
Historic buildings - PC Sum allowed for each building, to be confirmed in Detailed Design phase		
Ray White	Highlight top tier of schist, assess current wall lights and signage	\$2,000
The Pharmacy & entrance to Dorothy Browns	Highlight above canopy to original front facade, create glow under canopy. Lane to Dorothy Browns - assess current wall lights & highlight brick & stone features within Courtyard. Wall on Buckingham Green - uplights to stone wall on Pharmacy to create subtle backdrop for Buckingham Green	\$5,000
Gibbston Valley	Highlight Gibbston Valley sign above canopy, change under canopy lights, new lantern	\$2,000
Jade & Opal Factory	Change under canopy lights	\$1,500
Outlet Store	Assess existing lights for replacement	\$1,500
High Country Merino	Assess existing lantern and replace bulkhead	\$1,500
Te Huia	Change light source in lanterns	\$200
The Wool Press	Replace existing lighting	\$1,500
Post Office	Replace existing lighting	\$3,000
Arrow Lodge	Assess wall light over the door, 4 x tread light - repair or replace	\$2,500
New Orleans Hotel	Change lighting to signage and assess under canopy lights	\$2,000
Athenium Hall	Highlight facade shape & name Athenium Hall	\$2,500
Coachman's Hall	Change light to traditional lantern, change interior fluorescent battens	\$2,000
Gold Nugget	Highlight sign and light under canopy	\$2,000
Miners Cottages	Highlight facades of each	\$5,000
	Sub total PC sum	\$34,200
Landscape and features		
Buckingham Green	Pole light to corner	\$2,500
	Inground recessed to pharmacy wall	\$1,000
	Inground recessed to stables wall	\$500
Bronze sculptures	Inground recessed to sculptures	\$1,500
Heritage trees	Inground recessed to trees	\$1,500
Water wheel	Exterior spotlights to water wheel	\$1,000
	Sub total PC sum	\$8,000

This preliminary luminaire budget is based on PC sums only. Actual luminaire and electrical installation costings will be rationalised in the Detailed Design phase once the lighting concepts have been confirmed.

Street Lighting costs shown are based on the supply of new lanterns. Refurbishment costs for the original lanterns will be dependent on the outcome of the prototype. Light levels and the quantity of the street lanterns will need to be calculated to ensure the QLDC lighting standards are met. This applies to all lantern options.

Once the concept details are finalised then electrical installation costs can be submitted from various electricians either by tender or invitation.

All luminaire costs are estimated in NZ dollars, and are excluding freight and GST.

Phillips, Charlie

QRC

WAKATIPU

1

Convention Centre

Do you support the revised rating model for the proposed convention centre?

Yes

Convention Centre Comments

We support the building of an international standard convention centre at the lakeview site in downtown Queenstown. This support is based on the understanding that the economic benefits to the community will be as outlined in the economic impact reports by CBRE (July, 2013) and Insight Economics (Nov, 2014). This support for the current proposed rating model is given on the basis that the council's contribution is permanently capped at \$32.5M and that Council will actively investigate all alternative methods of funding before 2018 and advise on the progress of these funding methods. I/we understand that there will be at least three Annual Plan and one 10 Year Plan processes before any rating model will be implemented and therefore the opportunity to make further submissions on this issue will be available. We support the Queenstown Chamber of Commerce in lobbying and assisting Council with pursuing alternative funding options in order to reduce the burden on ratepayers.

Porter, Alastair

REMARKABLES PARK LTD

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission

Submission on the Queenstown Lakes District Council Ten-Year Plan 2015 – 2025

Name of Submitter Remarkables Park Limited (RPL)

Address PO Box 1075
 Queenstown

 Attn: Alastair Porter
 ap@porter.co.nz

Transport Planning

Traffic congestion, which is becoming a major and growing issue in the downtown and on SH6, has not unsurprisingly been confirmed as an issue requiring Council attention, with the two principal areas of concern being in and around Frankton as well as in central Queenstown.¹

RPL supports Council's desire to address congestion but does have reservations about:

- the lack of urgency being afforded to addressing congestion,
- the compatibility of other Council initiatives with the Transport Planning goal of reducing congestion, and
- the approach to funding initiatives that address congestion.

Lack of Urgency

Congestion in the areas identified by Council is not a new phenomenon. Notwithstanding that congestion has intensified considerably within the last 2-3 years, it has existed for considerably longer.

Some commentators seem to attribute a generic causal factor of 'unanticipated rapid growth' to the current congestion predicament – this is somewhat lazy and fails to acknowledge various well-telegraphed drivers that should have alerted planners to impending problems. Some of those well-telegraphed drivers behind the recent intensification include:

- Residential development along State Highway 6 between Frankton and Kingston (e.g. Jacks Point and Lakeside Estate)
- Residential development along Kelvin Peninsula
- Hotel development at the base of Kelvin Peninsula
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¹ 2015-2025-TYP-Consulation-Document, page 11

- Remarkables Primary School
- Growth of activity at Queenstown Airport
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- Residential development at Shotover Country, Lake Hayes Estate, Bendemeer, Threepwood (and other areas East of the Shotover River through to Arrowtown and Gibbston)

(In essence, most recent Queenstown developments of any scale.)

Given the long lead-times between project conception and completion for virtually all of the drivers listed above, it would be reasonable to expect effective congestion mitigation measures to be in place now or, failing that, to at least be well understood and well along the path to implementation.

Not only have effective congestion mitigation measures not been put in place on a timely basis, there does not appear, with one exception, to be any well understood mitigation measures on a path towards implementation. Those being considered appear to be at the conceptual stage at best. The one exception is the new SH6 Eastern Arterial Road (EAR), with construction underway for the first leg into Shotover Park and the Frankton industrial area. Unfortunately the continuation of the EAR through to Remarkables Park Town Centre and Queenstown Airport, funded in the 2014-15 Annual Plan, has yet to be developed and is now delayed so as to only be scheduled for construction over the next three years.

The draft 10 Year Plan includes 'placeholders' for Queenstown Town Centre and Frankton Flats Strategy Implementation² with a combined 10-year total spend of \$3.259m allocated to each area at a rate in the order of \$150k per annum. Given the amounts scheduled, these placeholders do not seem to contemplate significant works.

In addition to ongoing growth from further intensification of the above, there are a number of new projects that can be expected to further exacerbate congestion, including:

- Industrial and commercial development adjacent to Glenda Drive including Shotover Park
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Central Queenstown and Frankton Flats' roads are on a trajectory of much greater congestion unless immediate action is taken.

² Supporting-Document-Volume-1 PDF, page 49

The 'Roading Future Proposed Capital Works Projects' schedule³ shows \$10.205m being allocated to the EAR during the 2016 to 2018 period. As noted, this is now delaying the funding and construction approved in the 2014-15 Annual Plan and, as such, this is an unacceptable timetable for delivery. With immediate funding the EAR could be operational by April 2016.

RPL submits that Council should place the utmost urgency on delivering effective congestion mitigation measures and must accelerate delivery of the Eastern Arterial Road. Further, rather than shaving investment from roading⁴, material investment in roading assets should be anticipated to implement those measures. The \$3.259m 'placeholders' for Frankton Flats and Queenstown Town Centre Strategy Implementation is unlikely to deliver effective solutions, especially when spent at a rate of around \$150k per annum.

Compatibility of Other Council Initiatives with Goal of Reducing Traffic Congestion

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One glaring incompatibility between the goal of reducing traffic congestion in central Queenstown and another very heavily promoted Council initiative – the Council's Convention Centre, Lakeview Subdivision (**Lakeview Convention Centre**) and the doubling in size of the downtown commercial area as sought in Plan Change 50.

If Council is successful in delivering its Lakeview Convention Centre and CBD expansion, and the developments become operationally busy, it's intuitive that added pressure will fall upon central Queenstown's roading network.

While proposed capital works in the draft 10 Year Plan do make reference to various roading, footpath and parking projects associated with the Lakeview Convention Centre, the amounts involved do not appear to contemplate sufficient works to fully mitigate the imposition of a Lakeview Convention Centre and CBD expansion upon central Queenstown.

It is likely that the potential impact of a busy Lakeview Convention Centre and CBD expansion upon traffic congestion in central Queenstown has been underestimated. Further, it is reasonably foreseeable, if not certain, that significant capital expenditure will be required in the future to mitigate that impact.

³ Supporting-Document-Volume-1 PDF, page 49

⁴ The proposed roading capital programme has been reduced by \$68m, 2015-2025-TYP-Consultation-Documents, page 15

RPL submits that if the draft 10 Year Plan continues to incorporate a Lakeview Convention Centre, the full cost of mitigating anticipated traffic impacts must be incorporated into the schedule of proposed capital works. Failure to do so materially understates the true cost of the proposed Lakeview Convention Centre to ratepayers. Furthermore, those costs should all be funded by the CBD and not other parts of the district that have funded their own development notwithstanding they too have wider district benefits (e.g. Remarkables Park Town Centre serves 3.5 million shoppers per annum).

Approach to Funding Initiatives that Address Congestion

As discussed above in the Lack of Urgency section, the only project that has developed to the point where it is a well understood implementable mitigation measure for traffic congestion is the Eastern Arterial Road (EAR). While originally shown as being fully funded in the 2014-15 Annual Plan, it has now been pushed back to a 2018 completion date and is shown as costing \$10.205m spread over 2016, 2017 and 2018.

It is understood that Council regards EAR costs as being 80% driven by growth and 20% by an increase in level of service⁵ notwithstanding this is an arterial road serving more than 200 businesses (70 in Remarkables Park Town Centre and 140 in Shotover Park and Frankton industrial area) and the airport, a public utility, and the High School where development (and traffic) is now starting and will be open in 2018. RPL supports the concept of recognizing growth and level of service components on the basis that:

- The EAR will provide capacity for future growth (part of the growth allocation)
- The EAR will help to restore the pre-congestion level of service that has suffered due to past growth (balance of growth allocation)
- The EAR will provide a new, more convenient, connection from the Southwest corner of the Frankton area through to the Northeast corner, and places in between (level of service allocation)

In all of these circumstances, 80% is a gross over assumption of growth.

A mechanism available to Council to fund growth-related infrastructure is the Development Contribution regime. In fact the sole purpose of the Development Contribution regime is:

“... to enable territorial authorities to recover from those persons undertaking development a fair, equitable, and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.”⁶

Notwithstanding concerns over many aspects of the Development Contribution regime, if it continues to be part of the bureaucracy associated with development governance, it should be utilised to provide, as far as possible, equitable funding of growth-related costs. With regard to the EAR, this is not the case – it appears that the Development Contribution regime has not been used to build up a fund for the EAR, nor is it proposed to use the regime to collect future contributions towards this critical piece of growth-related roading infrastructure. Rather, it appears that Council is proposing that the EAR will be 100% funded by third

⁵ Council response to a request for further information on EAR funding treatment

⁶ Local Government Act 2002, section 197AA

parties⁷, with those parties being understood to be NZTA and a small selection of landowners (possibly as low as three) who will essentially border the new road. This proposal fails to acknowledge the huge number of existing and future businesses, residences and developments that will benefit from the EAR.

While the proposed approach is inconsistent with statements contained in the consultation material⁸, it does appear to be consistent with the Development Contribution disclosure tables that show net Council investment in new roads of only \$2.362m over 10 years.⁹

Landowners adjacent to the new road's alignment will be well served by completion of the road - no question there – but this does not translate into 100% allocation of non-NZTA funded costs to those landowners being remotely equitable.

Although not intended to be exhaustive, the Lack of Urgency section above contained lists of drivers for growth in demand for roading infrastructure. Most of those drivers have their origin outside of the land adjoining the EAR alignment and all of them are relevant to demand for the EAR.

If it is accepted that most recent developments of any scale have contributed to the demand for the EAR, and that future developments will continue to benefit from the roading capacity enabled by construction of the EAR, there are two implications with respect to funding generally, and Development Contributions specifically:

1. Demand for the EAR has been identified for many years. In fact full EAR funding in the 2014-15 Annual Plan shows Council was aware of the imminent need for the EAR.
2. It would be wholly inequitable to seek 100% funding for all EAR costs not funded by NZTA from the handful of landowners who will essentially border the new road.

RPL submits that the proposed approach to funding the non-NZTA funded portion of EAR costs is inequitable and must be critically reappraised. If it is not it will lead to litigation related to Council's failure to develop the EAR and any attempts to not utilise existing and forthcoming Development Contributions for that work. Litigation is a further cost to the community and private sector litigants. All of this seems to be a complete waste of resources when the wider community are totally frustrated daily by the need for this road to be built and operational. It is time the Council accepts its responsibility and agreements to build this road and puts a stop to the nonsense that this road is not a high priority that does not need to be funded by Council. Further,

⁷ Council response to a request for further information on EAR funding treatment

⁸ 2015-2025-TYP-Consulation-Document, page 11, paragraph 3 contains the statement "Budget for Council's share of funding for the Eastern Arterial Route around the back of the airport is included in this draft plan." - which clearly implies a non-zero Council contribution to the EAR.

⁹ Supporting-Document-Volume-2 PDF, page 160

RPL submits that, while the Development Contribution regime is part of the bureaucracy associated with development governance, that regime is the obvious tool for Council to use for more equitable treatment.

Development Contributions

RPL opposes the collection of all development contribution levies. They are an inefficient and inequitable means of funding infrastructure. They are inefficient because they are added onto the cost of land together with a developer's margin. They are inequitable because they have not been paid by a lot of existing residential and commercial developments. This is particularly so for roading contributions (which are quite a recent addition) but is also true of other development contributions charges, which were previously termed "Headworks Charges" and were charged at a much lower level. Given new building pays GST, but not existing building, why lump on another cost driving up the cost of land. Council should be doing everything it can to lower the cost of land development. This would also help stem the rise of existing house prices, which are pulled up by the price of new land.

RPL recommends that Council, like some other councils in New Zealand, dispenses with development levies in order to make land supply more affordable. RPL nonetheless supports two of the changes to the Development Contributions Policy contained in the Ten Year Plan.

RPL supports the proposal to only require reserve contributions in situations where there is limited provision of reserves. RPL suggests that, when assessing the existing provision of reserves, council should also take into account the full range of recreational facilities available to residents, including commercial recreation facilities. Council should also direct that in some situations a reduced provision of reserve (ie less than 27.5 m² per lot) will be adequate to meet the local community's need.

RPL also supports the proposal to use standard valuations, dispensing with the current practice of requiring individual site specific valuations to be obtained by council at the developer's cost each time a reserve contribution is to be calculated. RPL considers that there should be an open and fair process for calculating the valuations and that they should generally reflect the value of the land being developed for reserves, rather than the land that is the subject of a subdivision.

However, RPL is very concerned that the current policy continues the practice of calculating and taking development contributions both at the time of subdivision and at the time of development. It is time for a change to this practice. Council did make some changes to its development contributions policy in response to the Local Government Amendment Act but some of the old practices have survived unchanged. RPL submits that council should take the opportunity to make a correction now.

Section 197AA of the Local Government Act 2002 sets out the statutory purpose of development contributions as follows: "*The purpose of the development contributions provisions in this Act is to enable territorial authorities to recover from those persons undertaking development a fair, equitable and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.*" (Underlining added)

There is a distinction between subdivision and development that is not recognised in the council's policy. Subdivision by itself does not generate demand for council services.

Subdivision is a process that usually involves the subdivider constructing services (roads, footpaths, stormwater piping, water piping and sewerage) and vesting them in council. New lots created at the time of subdivision do not add any demand to council's infrastructure or reserves until buildings are erected or uses are established on the land. There is no demand on council's water, sewerage or roading, nor a requirement for reserves, until a business commences operation.

For a subdivision of bare commercial or industrial land Council's current practice is to make an estimate of the level of development that might occur on the site and require the subdivider to pay contributions for the estimated level of development prior to requesting titles for the new lots. This estimate is based on 75% of 75% site coverage (56% of the site) even though most developments never achieve such a high coverage. At a later date, after the land has been sold and the purchaser lodges plans for a proposed development on the site, the council assesses development contributions again. If the level of development exceeds the previous estimate, council charges the new owner the excess development contributions. Notably, if the developer opts for a level of development that is less than the earlier estimate council never gives a credit to the subdivider, further driving up the cost of land.

The same reasoning applies to residential subdivisions where levies are on-charged with a margin. The purchaser carries that cost to his development together with the interest cost on the higher price. Council has an obligation to improve the supply of affordable land, not implement policies that increase the price of land.

A more logical approach is to continue the practice of requiring the subdivider to install the essential infrastructure for new lots but to charge development contributions only when the actual development to be constructed on the new lots is known. It is submitted that this approach fits with the statutory purpose mentioned above *"to recover from those persons undertaking development..."*. While it may be common to refer to a subdivider as a "developer", he is not in fact "undertaking development" that causes council to spend money on servicing growth and council does not have a mandate to require him to pay development contributions.

There is no equitable reason for council to continue the practice of collecting development contributions from the subdividers of residential sections and certainly there is no reason to continue this practice for commercial or industrial subdivisions where there is an informed purchaser who is the actual developer. It is the purchaser/developer - not the subdivider - who controls the timing, type and level of development that will be constructed on a commercial or industrial site. It is the purchaser/developer - not the subdivider - who will determine the level of demand on council services.

The requirement on a subdivider to pay development levies up front inhibits subdivision of land and delays the availability of titles.

Furthermore, the statutory provision requires that council only recovers "a fair, equitable and proportionate portion". It cannot be fair or equitable to guess at the development contribution in advance, based on an anticipated level of development, when there is a simple way to avoid having to guess. Neither is it fair or equitable to take a payment from the subdivider in advance and then not grant the subdivider a credit if the contribution made exceeds the contribution that would apply to the actual development subsequently undertaken on the site. Nor is it fair or equitable to collect a development contribution years in advance of the development occurring. It is often the case that land is subdivided but sits vacant and perhaps unsold for many years before it is developed and places any demand on council

services. One way to correct these unfairnesses would be to assess and collect the development contribution only once and to do it at the right time - which is when the actual development is known. That way the correct amount will be calculated and the correct party will be required to pay it.

Ferry Services

The Infrastructure Strategy in the Ten Year Plan identifies “water based ferry services” as one of the principal options for responding to problems associated with traffic growth (Vol. 2 p35). It notes that there are currently limited public transport options operating in the district and proposes to *develop ‘park and ride’ facilities and connection with ferry services on Lake Wakatipu* (p36). It states that *improving accessibility and safety of people getting to, and on public transport will increase the viability of alternative transport and help reduce congestion.*

RPL supports the proposal to facilitate the establishment of commercial ferry services but considers that the scope should be widened to include not just Lake Wakatipu (which would incorporate Queenstown Bay, Frankton Arm and Jacks Point) but also include the upper Kawarau River. This would allow other communities such as Lake Hayes Estate, Shotover Country, Kawarau Falls, and Remarkables Park including Remarkables Park Town Centre to also be included. We note that, in addition to helping to relieve traffic congestion, ferry services are sustainable, do not wear out roads and are particularly tourist friendly.

RPL encourages council to set aside funds to investigate and develop this concept in conjunction with private enterprise.

Parks and Reserves

The Queenstown Lakes district has 40 playgrounds and the schedule at pages 63 and 64 of Volume 1 of the Ten Year Plan indicates that playground renewals are proposed to be undertaken at all 40 of them during the ten-year period of the plan. The same schedule also lists another 35 reserves and identifies proposed expenditure on improvements on each of them. This is in addition to \$3,686,000 allocated to “minor reserve works”.

Noticeably absent from the list is any planned expenditure on parks or reserves in the vicinity of Remarkables Park Town Centre, which attracts approx. 3.5m visitors p.a.. The nearest playground is the Kawarau Falls Park in Remarkables Crescent but it is very much a neighbourhood park. It is relatively remote from the Remarkables Park Town Centre and it is not readily seen or discoverable by visitors to the town centre.

As previously requested, it is submitted that council should allocate funding towards development of a new playground in the vicinity of the Remarkables Park Town Centre. In making this submission it is noted that council spent a significant sum developing a high quality playground at Jacks Point and has allocated another \$200,000 towards upgrading of that same playground during the next decade. A playground at Remarkables Park could be sited in a high visibility area with easy pedestrian links to the RPTC, the new RPTC North retail area (The Landing), the proposed new high school and the commercial recreation area that is currently under development. There is good reason to believe that it would have a very high level of use by the community and a quality playground similar to others already constructed in the district is both justified and highly desirable. RPL and their clients are contributing to development levies and there is no reason why funds should not be set aside for this purpose at a level equal to that spent at Jacks Point.

In a similar vein we submit that the council should think ahead and plan for the development of playing fields on land council owns, adjacent to RPL land at the confluence of the Kawarau and Shotover Rivers. The site proposed contains 4.6 ha of flat land (sufficient for three playing fields) bounded by a north facing sloping bank. The land adjoins the Queenstown Trails network and could have vehicle access directly off the Eastern Arterial Road. While the site has been somewhat neglected in the past (it was used for a firewood cutting operation and has also been used as a site for drying sludge from the effluent treatment ponds) there is an opportunity to develop it in conjunction with implementation of the second stage of Project Shotover.

Council intends to dispose of treated wastewater from Project Shotover on land at the delta (as an alternative to the existing discharge to the Shotover River). RPL submits that council should investigate developing playing fields on the site using a subsoil irrigation system fed from Project Shotover. The two activities would be very complementary; using and dispersing the near pure water and maintaining playing fields, which would be a desirable use of this land. A sum to undertake this investigation should be allocated in the Ten Year Plan together with a sum for the staged development of playing fields in conjunction with the implementation of the next stage of Project Shotover.

Convention Centre

It is not a core council function to operate a convention centre. There is no requirement for it to do so. While some businesses would like to see a convention centre in Queenstown (notably accommodation businesses, CBD food and beverage suppliers and CBD retailers) the tourism sector is hardly languishing. All of the current indicators point to strong current tourism growth. Clearly Council does not need to intervene itself, risking ratepayers' money, to breathe life into the tourism sector. Where are the empty premises, or failing accommodation businesses? It is the businesses that want additional growth that need to underwrite the associated risk.

RPL strongly opposes the proposed rating model for the council's proposed convention centre. In particular RPL is totally opposed to adding any increase to residential rates or any increase to the rates of retail businesses outside the CBD to pay for the council's convention centre.

The strategy behind the decision to site the council's convention centre at Lakeview and rezone the surrounding land as Town Centre Zone was to encourage new tourist activities to establish in the Queenstown Town Centre rather than at Frankton or elsewhere in the district. In other words, to act as an anchor for those facilities. Against that background it is totally inequitable to rate Frankton based retailers and businesses and those further afield to fund a Queenstown CBD based convention centre.

RPL notes the already high level of cost associated with the consenting process for the council's convention centre and is concerned at the likelihood of on-going costs if the decision on Plan Change 50 is appealed. RPL submits that any planning or associated costs for the council's convention centre should similarly be borne only by CBD businesses and accommodation premises in the wider CBD area if they continue to want Council to invest in a Lakeview Convention Centre.

As a business that has announced its intention to develop a convention centre, RPL is also opposed to the council using rates to fund a competing business. Council has previously

acknowledged that it should not be running businesses (viz its decision to quit camp ground operations). Council should not be competing with its own ratepayers.

For council to consider funding a convention centre it needs to both understand the business case for the convention centre (its long term financial viability) and the risks of future losses from running a convention centre business. Without full information and appreciation of the risks to individual ratepayers, council should not be investing ratepayer money into it.

Finally we note that other costs associated with establishing a convention centre on the Lakeview site (water, sewerage, stormwater and roading) are interspersed throughout the Ten Year Plan. RPL submits that all of those costs need to be listed together in one location to show the full costs associated with development of a convention centre on the Lakeview site. And these costs should also only be funded by those who directly benefit from the Lakeview site – not by residential ratepayers or retail business at Frankton or elsewhere in the district.

Remarkables Park Limited (RPL)
PO Box 1075
Queenstown

Attn: Alastair Porter
ap@porter.co.nz

Porter, Alastair

SHOTOVER PARK LTD

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission

Submission on the Queenstown Lakes District Council Ten-Year Plan 2015 – 2025

Name of Submitter Shotover Park Limited (SPL)

Address PO Box 1075
Queenstown

Attn: Alastair Porter
ap@porter.co.nz

Transport Planning

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One glaring incompatibility between the goal of reducing traffic congestion in central Queenstown and another very heavily promoted Council initiative – the Council's Convention Centre, Lakeview Subdivision (**Lakeview Convention Centre**) and the doubling in size of the downtown commercial area as sought in Plan Change 50.

If Council is successful in delivering its Lakeview Convention Centre and CBD expansion, and the developments become operationally busy, it's intuitive that added pressure will fall upon central Queenstown's roading network.

While proposed capital works in the draft 10 Year Plan do make reference to various roading, footpath and parking projects associated with the Lakeview Convention Centre, the amounts involved do not appear to contemplate sufficient works to fully mitigate the imposition of a Lakeview Convention Centre and CBD expansion upon central Queenstown.

It is likely that the potential impact of a busy Lakeview Convention Centre and CBD expansion upon traffic congestion in central Queenstown has been underestimated. Further, it is reasonably foreseeable, if not certain, that significant capital expenditure will be required in the future to mitigate that impact.

³ Supporting-Document-Volume-1 PDF, page 49

⁴ The proposed roading capital programme has been reduced by \$68m, 2015-2025-TYP-Consultation-Documents, page 15

SPL submits that if the draft 10 Year Plan continues to incorporate a Lakeview Convention Centre, the full cost of mitigating anticipated traffic impacts must be incorporated into the schedule of proposed capital works. Failure to do so materially understates the true cost of the proposed Lakeview Convention Centre to ratepayers. Furthermore, those costs should all be funded by the CBD and not other parts of the district that have funded their own development notwithstanding they too have wider district benefits (e.g. Remarkables Park Town Centre serves 3.5 million shoppers per annum).

Approach to Funding Initiatives that Address Congestion

As discussed above in the Lack of Urgency section, the only project that has developed to the point where it is a well understood implementable mitigation measure for traffic congestion is the Eastern Arterial Road (EAR). While originally shown as being fully funded in the 2014-15 Annual Plan, it has now been pushed back to a 2018 completion date and is shown as costing \$10.205m spread over 2016, 2017 and 2018.

It is understood that Council regards EAR costs as being 80% driven by growth and 20% by an increase in level of service⁵ notwithstanding this is an arterial road serving more than 200 businesses (70 in Remarkables Park Town Centre and 140 in Shotover Park and Frankton industrial area) and the airport, a public utility, and the High School where development (and traffic) is now starting and will be open in 2018. SPL supports the concept of recognizing growth and level of service components on the basis that:

- The EAR will provide capacity for future growth (part of the growth allocation)
- The EAR will help to restore the pre-congestion level of service that has suffered due to past growth (balance of growth allocation)
- The EAR will provide a new, more convenient, connection from the Southwest corner of the Frankton area through to the Northeast corner, and places in between (level of service allocation)

In all of these circumstances, 80% is a gross over assumption of growth.

A mechanism available to Council to fund growth-related infrastructure is the Development Contribution regime. In fact the sole purpose of the Development Contribution regime is:

“... to enable territorial authorities to recover from those persons undertaking development a fair, equitable, and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.”⁶

Notwithstanding concerns over many aspects of the Development Contribution regime, if it continues to be part of the bureaucracy associated with development governance, it should be utilised to provide, as far as possible, equitable funding of growth-related costs. With regard to the EAR, this is not the case – it appears that the Development Contribution regime has not been used to build up a fund for the EAR, nor is it proposed to use the regime to collect future contributions towards this critical piece of growth-related roading infrastructure. Rather, it appears that Council is proposing that the EAR will be 100% funded by third

⁵ Council response to a request for further information on EAR funding treatment

⁶ Local Government Act 2002, section 197AA

parties⁷, with those parties being understood to be NZTA and a small selection of landowners (possibly as low as three) who will essentially border the new road. This proposal fails to acknowledge the huge number of existing and future businesses, residences and developments that will benefit from the EAR.

While the proposed approach is inconsistent with statements contained in the consultation material⁸, it does appear to be consistent with the Development Contribution disclosure tables that show net Council investment in new roads of only \$2.362m over 10 years.⁹

Landowners adjacent to the new road's alignment will be well served by completion of the road - no question there – but this does not translate into 100% allocation of non-NZTA funded costs to those landowners being remotely equitable.

Although not intended to be exhaustive, the Lack of Urgency section above contained lists of drivers for growth in demand for roading infrastructure. Most of those drivers have their origin outside of the land adjoining the EAR alignment and all of them are relevant to demand for the EAR.

If it is accepted that most recent developments of any scale have contributed to the demand for the EAR, and that future developments will continue to benefit from the roading capacity enabled by construction of the EAR, there are two implications with respect to funding generally, and Development Contributions specifically:

1. Demand for the EAR has been identified for many years. In fact full EAR funding in the 2014-15 Annual Plan shows Council was aware of the imminent need for the EAR.
2. It would be wholly inequitable to seek 100% funding for all EAR costs not funded by NZTA from the handful of landowners who will essentially border the new road.

SPL submits that the proposed approach to funding the non-NZTA funded portion of EAR costs is inequitable and must be critically reappraised. If it is not it will lead to litigation related to Council's failure to develop the EAR and any attempts to not utilise existing and forthcoming Development Contributions for that work. Litigation is a further cost to the community and private sector litigants. All of this seems to be a complete waste of resources when the wider community are totally frustrated daily by the need for this road to be built and operational. It is time the Council accepts its responsibility and agreements to build this road and puts a stop to the nonsense that this road is not a high priority that does not need to be funded by Council. Further, SPL submits that, while the Development Contribution regime is part of the bureaucracy associated with development governance, that regime is the obvious tool for Council to use for more equitable treatment.

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⁸ 2015-2025-TYP-Consultation-Document, page 11, paragraph 3 contains the statement "Budget for Council's share of funding for the Eastern Arterial Route around the back of the airport is included in this draft plan." - which clearly implies a non-zero Council contribution to the EAR.

⁹ Supporting-Document-Volume-2 PDF, page 160

Development Contributions

SPL opposes the collection of all development contribution levies. They are an inefficient and inequitable means of funding infrastructure. They are inefficient because they are added onto the cost of land together with a developer's margin. They are inequitable because they have not been paid by a lot of existing residential and commercial developments. This is particularly so for roading contributions (which are quite a recent addition) but is also true of other development contributions charges, which were previously termed "Headworks Charges" and were charged at a much lower level. Given new building pays GST, but not existing building, why lump on another cost driving up the cost of land. Council should be doing everything it can to lower the cost of land development. This would also help stem the rise of existing house prices, which are pulled up by the price of new land.

SPL recommends that Council, like some other councils in New Zealand, dispenses with development levies in order to make land supply more affordable. SPL nonetheless supports two of the changes to the Development Contributions Policy contained in the Ten Year Plan.

SPL supports the proposal to only require reserve contributions in situations where there is limited provision of reserves. SPL suggests that, when assessing the existing provision of reserves, council should also take into account the full range of recreational facilities available to residents, including commercial recreation facilities. Council should also direct that in some situations a reduced provision of reserve (ie less than 27.5 m² per lot) will be adequate to meet the local community's need.

SPL also supports the proposal to use standard valuations, dispensing with the current practice of requiring individual site specific valuations to be obtained by council at the developer's cost each time a reserve contribution is to be calculated. SPL considers that there should be an open and fair process for calculating the valuations and that they should generally reflect the value of the land being developed for reserves, rather than the land that is the subject of a subdivision.

However, SPL is very concerned that the current policy continues the practice of calculating and taking development contributions both at the time of subdivision and at the time of development. It is time for a change to this practice. Council did make some changes to its development contributions policy in response to the Local Government Amendment Act but some of the old practices have survived unchanged. SPL submits that council should take the opportunity to make a correction now.

Section 197AA of the Local Government Act 2002 sets out the statutory purpose of development contributions as follows: "*The purpose of the development contributions provisions in this Act is to enable territorial authorities to recover from those persons undertaking development a fair, equitable and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.*" (Underlining added)

There is a distinction between subdivision and development that is not recognised in the council's policy. Subdivision by itself does not generate demand for council services. Subdivision is a process that usually involves the subdivider constructing services (roads, footpaths, stormwater piping, water piping and sewerage) and vesting them in council. New lots created at the time of subdivision do not add any demand to council's infrastructure or reserves until buildings are erected or uses are established on the land. There is no demand

on council's water, sewerage or roading, nor a requirement for reserves, until a business commences operation.

For a subdivision of bare commercial or industrial land Council's current practice is to make an estimate of the level of development that might occur on the site and require the subdivider to pay contributions for the estimated level of development prior to requesting titles for the new lots. This estimate is based on 75% of 75% site coverage (56% of the site) even though most developments never achieve such a high coverage. At a later date, after the land has been sold and the purchaser lodges plans for a proposed development on the site, the council assesses development contributions again. If the level of development exceeds the previous estimate, council charges the new owner the excess development contributions. Notably, if the developer opts for a level of development that is less than the earlier estimate council never gives a credit to the subdivider, further driving up the cost of land.

The same reasoning applies to residential subdivisions where levies are on-charged with a margin. The purchaser carries that cost to his development together with the interest cost on the higher price. Council has an obligation to improve the supply of affordable land, not implement policies that increase the price of land.

A more logical approach is to continue the practice of requiring the subdivider to install the essential infrastructure for new lots but to charge development contributions only when the actual development to be constructed on the new lots is known. It is submitted that this approach fits with the statutory purpose mentioned above "*to recover from those persons undertaking development...*". While it may be common to refer to a subdivider as a "developer", he is not in fact "undertaking development" that causes council to spend money on servicing growth and council does not have a mandate to require him to pay development contributions.

There is no equitable reason for council to continue the practice of collecting development contributions from the subdividers of residential sections and certainly there is no reason to continue this practice for commercial or industrial subdivisions where there is an informed purchaser who is the actual developer. It is the purchaser/developer - not the subdivider - who controls the timing, type and level of development that will be constructed on a commercial or industrial site. It is the purchaser/developer - not the subdivider - who will determine the level of demand on council services.

The requirement on a subdivider to pay development levies up front inhibits subdivision of land and delays the availability of titles.

Furthermore, the statutory provision requires that council only recovers "a fair, equitable and proportionate portion". It cannot be fair or equitable to guess at the development contribution in advance, based on an anticipated level of development, when there is a simple way to avoid having to guess. Neither is it fair or equitable to take a payment from the subdivider in advance and then not grant the subdivider a credit if the contribution made exceeds the contribution that would apply to the actual development subsequently undertaken on the site. Nor is it fair or equitable to collect a development contribution years in advance of the development occurring. It is often the case that land is subdivided but sits vacant and perhaps unsold for many years before it is developed and places any demand on council services. One way to correct these unfairnesses would be to assess and collect the development contribution only once and to do it at the right time - which is when the actual development is known. That way the correct amount will be calculated and the correct party will be required to pay it.

Parks and Reserves

The Queenstown Lakes district has 40 playgrounds and the schedule at pages 63 and 64 of Volume 1 of the Ten Year Plan indicates that playground renewals are proposed to be undertaken at all 40 of them during the ten-year period of the plan. The same schedule also lists another 35 reserves and identifies proposed expenditure on improvements on each of them. This is in addition to \$3,686,000 allocated to "minor reserve works".

Noticeably absent from the list is any planned expenditure on parks or reserves in the vicinity of Remarkables Park Town Centre, which attracts approx. 3.5m visitors p.a.. The nearest playground is the Kawarau Falls Park in Remarkables Crescent but it is very much a neighbourhood park. It is relatively remote from the Remarkables Park Town Centre and it is not readily seen or discoverable by visitors to the town centre.

As previously requested, it is submitted that council should allocate funding towards development of a new playground in the vicinity of the Remarkables Park Town Centre. In making this submission it is noted that council spent a significant sum developing a high quality playground at Jacks Point and has allocated another \$200,000 towards upgrading of that same playground during the next decade. A playground at Remarkables Park could be sited in a high visibility area with easy pedestrian links to the RPTC, the new RPTC North retail area (The Landing), the proposed new high school and the commercial recreation area that is currently under development. There is good reason to believe that it would have a very high level of use by the community and a quality playground similar to others already constructed in the district is both justified and highly desirable. SPL and their clients are contributing to development levies and there is no reason why funds should not be set aside for this purpose at a level equal to that spent at Jacks Point.

In a similar vein we submit that the council should think ahead and plan for the development of playing fields on land council owns, adjacent to RPL land at the confluence of the Kawarau and Shotover Rivers. The site proposed contains 4.6 ha of flat land (sufficient for three playing fields) bounded by a north facing sloping bank. The land adjoins the Queenstown Trails network and could have vehicle access directly off the Eastern Arterial Road. While the site has been somewhat neglected in the past (it was used for a firewood cutting operation and has also been used as a site for drying sludge from the effluent treatment ponds) there is an opportunity to develop it in conjunction with implementation of the second stage of Project Shotover.

Council intends to dispose of treated wastewater from Project Shotover on land at the delta (as an alternative to the existing discharge to the Shotover River). SPL submits that council should investigate developing playing fields on the site using a subsoil irrigation system fed from Project Shotover. The two activities would be very complementary; using and dispersing the near pure water and maintaining playing fields, which would be a desirable use of this land. A sum to undertake this investigation should be allocated in the Ten Year Plan together with a sum for the staged development of playing fields in conjunction with the implementation of the next stage of Project Shotover.

Shotover Park Limited (SPL)

PO Box 1075
Queenstown

Attn: Alastair Porter
ap@porter.co.nz

Porter, Alastair

REMARKABLES JET LTD

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission

Submission on the Queenstown Lakes District Council Ten-Year Plan 2015 – 2025

Name of Submitter Remarkables Jet Limited (RJL)

Address PO Box 1075
Queenstown

Attn: Alastair Porter
ap@porter.co.nz

Transport Planning

Traffic congestion, which is becoming a major and growing issue in the downtown and on SH6, has not unsurprisingly been confirmed as an issue requiring Council attention, with the two principal areas of concern being in and around Frankton as well as in central Queenstown.¹

RJL supports Council's desire to address congestion but does have reservations about:

- the lack of urgency being afforded to addressing congestion,
- the compatibility of other Council initiatives with the Transport Planning goal of reducing congestion, and
- the approach to funding initiatives that address congestion.

Lack of Urgency

Congestion in the areas identified by Council is not a new phenomenon. Notwithstanding that congestion has intensified considerably within the last 2-3 years, it has existed for considerably longer.

Some commentators seem to attribute a generic causal factor of 'unanticipated rapid growth' to the current congestion predicament – this is somewhat lazy and fails to acknowledge various well-telegraphed drivers that should have alerted planners to impending problems. Some of those well-telegraphed drivers behind the recent intensification include:

- Residential development along State Highway 6 between Frankton and Kingston (e.g. Jacks Point and Lakeside Estate)
- Residential development along Kelvin Peninsula
- Hotel development at the base of Kelvin Peninsula
- Commercial and industrial development on Frankton Flats
- Retail and office development at Terrace Junction and Remarkables Park Town Centre
- Growth of activity at Alpine Aqualand / Queenstown Event Centre

¹ 2015-2025-TYP-Consulation-Document, page 11

- Remarkables Primary School
- Growth of activity at Queenstown Airport
- Residential development in the Quail Rise / Tucker Beach area
- Residential development at Shotover Country, Lake Hayes Estate, Bendemeer, Threepwood (and other areas East of the Shotover River through to Arrowtown and Gibbston)

(In essence, most recent Queenstown developments of any scale.)

Given the long lead-times between project conception and completion for virtually all of the drivers listed above, it would be reasonable to expect effective congestion mitigation measures to be in place now or, failing that, to at least be well understood and well along the path to implementation.

Not only have effective congestion mitigation measures not been put in place on a timely basis, there does not appear, with one exception, to be any well understood mitigation measures on a path towards implementation. Those being considered appear to be at the conceptual stage at best. The one exception is the new SH6 Eastern Arterial Road (EAR), with construction underway for the first leg into Shotover Park and the Frankton industrial area. Unfortunately the continuation of the EAR through to Remarkables Park Town Centre and Queenstown Airport, funded in the 2014-15 Annual Plan, has yet to be developed and is now delayed so as to only be scheduled for construction over the next three years.

The draft 10 Year Plan includes 'placeholders' for Queenstown Town Centre and Frankton Flats Strategy Implementation² with a combined 10-year total spend of \$3.259m allocated to each area at a rate in the order of \$150k per annum. Given the amounts scheduled, these placeholders do not seem to contemplate significant works.

In addition to ongoing growth from further intensification of the above, there are a number of new projects that can be expected to further exacerbate congestion, including:

- Industrial and commercial development adjacent to Glenda Drive including Shotover Park
- Completion of stages of development at Five Mile
- Residential development at Bridesdale Farm and Queenstown Central
- Proposed residential developments in and around Arrowtown
- Establishment of the new Wakatipu High School at Remarkables Park
- Increased investment from NZSki at The Remarkables
- Infrastructural enhancements at Queenstown Airport designed to facilitate more growth

Central Queenstown and Frankton Flats' roads are on a trajectory of much greater congestion unless immediate action is taken.

² Supporting-Document-Volume-1 PDF, page 49

The 'Roading Future Proposed Capital Works Projects' schedule³ shows \$10.205m being allocated to the EAR during the 2016 to 2018 period. As noted, this is now delaying the funding and construction approved in the 2014-15 Annual Plan and, as such, this is an unacceptable timetable for delivery. With immediate funding the EAR could be operational by April 2016.

RJL submits that Council should place the utmost urgency on delivering effective congestion mitigation measures and must accelerate delivery of the Eastern Arterial Road. Further, rather than shaving investment from roading⁴, material investment in roading assets should be anticipated to implement those measures. The \$3.259m 'placeholders' for Frankton Flats and Queenstown Town Centre Strategy Implementation is unlikely to deliver effective solutions, especially when spent at a rate of around \$150k per annum.

Compatibility of Other Council Initiatives with Goal of Reducing Traffic Congestion

For any individual, company, government, local council, or other entity to be effective at achieving its strategic goals, it is vital that the entity undertakes integrated long-term planning that critically assesses the impacts of its various projects and activities to understand their relationship with broader strategic goals. It is often the case that advancing one project or activity may progress some goals while being detrimental to achieving others.

A strategically effective entity will identify, in advance, the potential misalignment of project and activity outcomes with achievement of the entity's strategic goals. Once identified, plans will be developed or altered to mitigate that potential misalignment. Identification of potential misalignment and development of effective mitigation measures are features of competent integrated planning, the alternative is ad hoc planning.

One glaring incompatibility between the goal of reducing traffic congestion in central Queenstown and another very heavily promoted Council initiative – the Council's Convention Centre, Lakeview Subdivision (**Lakeview Convention Centre**) and the doubling in size of the downtown commercial area as sought in Plan Change 50.

If Council is successful in delivering its Lakeview Convention Centre and CBD expansion, and the developments become operationally busy, it's intuitive that added pressure will fall upon central Queenstown's roading network.

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Ferry Services

The Infrastructure Strategy in the Ten Year Plan identifies “water based ferry services” as one

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⁹ Supporting-Document-Volume-2 PDF, page 160

of the principal options for responding to problems associated with traffic growth (Vol. 2 p35). It notes that there are currently limited public transport options operating in the district and proposes to *develop 'park and ride' facilities and connection with ferry services on Lake Wakatipu* (p36). It states that *improving accessibility and safety of people getting to, and on public transport will increase the viability of alternative transport and help reduce congestion.*

RJL supports the proposal to facilitate the establishment of commercial ferry services but considers that the scope should be widened to include not just Lake Wakatipu (which would incorporate Queenstown Bay, Frankton Arm and Jacks Point) but also include the upper Kawarau River. This would allow other communities such as Lake Hayes Estate, Shotover Country, Kawarau Falls, and Remarkables Park including Remarkables Park Town Centre to also be included. We note that, in addition to helping to relieve traffic congestion, ferry services are sustainable, do not wear out roads and are particularly tourist friendly.

RJL encourages council to set aside funds to investigate and develop this concept in conjunction with private enterprise.

Parks and Reserves

The Queenstown Lakes district has 40 playgrounds and the schedule at pages 63 and 64 of Volume 1 of the Ten Year Plan indicates that playground renewals are proposed to be undertaken at all 40 of them during the ten-year period of the plan. The same schedule also lists another 35 reserves and identifies proposed expenditure on improvements on each of them. This is in addition to \$3,686,000 allocated to "minor reserve works".

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an opportunity to develop it in conjunction with implementation of the second stage of Project Shotover.

Council intends to dispose of treated wastewater from Project Shotover on land at the delta (as an alternative to the existing discharge to the Shotover River). RJL submits that council should investigate developing playing fields on the site using a subsoil irrigation system fed from Project Shotover. The two activities would be very complementary; using and dispersing the near pure water and maintaining playing fields, which would be a desirable use of this land. A sum to undertake this investigation should be allocated in the Ten Year Plan together with a sum for the staged development of playing fields in conjunction with the implementation of the next stage of Project Shotover.

Convention Centre

It is not a core council function to operate a convention centre. There is no requirement for it to do so. While some businesses would like to see a convention centre in Queenstown (notably accommodation businesses, CBD food and beverage suppliers and CBD retailers) the tourism sector is hardly languishing. All of the current indicators point to strong current tourism growth. Clearly Council does not need to intervene itself, risking ratepayers' money, to breathe life into the tourism sector. Where are the empty premises, or failing accommodation businesses? It is the businesses that want additional growth that need to underwrite the associated risk.

RJL strongly opposes the proposed rating model for the council's proposed convention centre. In particular RJL is totally opposed to adding any increase to residential rates or any increase to the rates of retail businesses outside the CBD to pay for the council's convention centre.

The strategy behind the decision to site the council's convention centre at Lakeview and rezone the surrounding land as Town Centre Zone was to encourage new tourist activities to establish in the Queenstown Town Centre rather than at Frankton or elsewhere in the district. In other words, to act as an anchor for those facilities. Against that background it is totally inequitable to rate Frankton based retailers and businesses and those further afield to fund a Queenstown CBD based convention centre.

RJL notes the already high level of cost associated with the consenting process for the council's convention centre and is concerned at the likelihood of on-going costs if the decision on Plan Change 50 is appealed. RJL submits that any planning or associated costs for the council's convention centre should similarly be borne only by CBD businesses and accommodation premises in the wider CBD area if they continue to want Council to invest in a Lakeview Convention Centre.

As a business that has announced its intention to develop a convention centre, RJL is also opposed to the council using rates to fund a competing business. Council has previously acknowledged that it should not be running businesses (viz its decision to quit camp ground operations). Council should not be competing with its own ratepayers.

For council to consider funding a convention centre it needs to both understand the business case for the convention centre (its long term financial viability) and the risks of future losses from running a convention centre business. Without full information and appreciation of the risks to individual ratepayers, council should not be investing ratepayer money into it.

Finally we note that other costs associated with establishing a convention centre on the Lakeview site (water, sewerage, stormwater and roading) are interspersed throughout the Ten Year Plan. RJL submits that all of those costs need to be listed together in one location to show the full costs associated with development of a convention centre on the Lakeview site. And these costs should also only be funded by those who directly benefit from the Lakeview site – not by residential ratepayers or retail business at Frankton or elsewhere in the district.

Remarkables Jet Limited (RJL)
PO Box 1075
Queenstown

Attn: Alastair Porter
ap@porter.co.nz

Power, Diana

CANCER SOCIETY

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

The Cancer Society's mission statement is 'improving wellbeing by reducing the impact of cancer'. Each year, five thousand New Zealanders die from smoking related illnesses and smoking contributes to profound inequalities in health. The Queenstown Lakes District is one of the most popular destinations in New Zealand by both domestic and international guests. It also has a growing permanent population, it is a desirable place to live. The New Zealand government has said they want New Zealand to be Smokefree by 2025, meaning 95% of the population will not be smoking. Most local councils have been proactive in helping reach this aspirational goal. Auckland city council has a well documented, detailed plan over the now 10 years until 2025, how the city is going to become Smokefree in stages. In Central Otago the community councils have Smokefree policy in the Teviot Valley, Molyneux Park, Pioneer Park covering all sports, grounds, parks and reserves. Cromwell and Maniototo community councils are considering Smokefree policy in their draft parks and reserves management plans. 'The Old Cromwell town' is in the process of becoming Smokefree with policy and clear signage. My question is where is QLDC's Smokefree plan for the next 10 years? Where is the evidence to show that the council is meeting their obligations under 'wellbeing of the community' in relation to second hand smoke, smokefree role models for young people and supporting people to quit by having more Smokefree outdoor areas. The QLDC has made no further Smokefree policy progress since 2006 when playgrounds and swimming pools were made Smokefree. Thank you for considering this submission.

Price, Kristen

TOIMATA FOUNDATION (ENVIROSCHOOLS FOUNDATION)

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission

Submission to Draft Long Term Plan Queenstown Lakes District Council 2015-25

Name: The EnviroSchools Foundation **Contact person:** Kristen Price, Operations Manager

Postal Address: PO Box 4445, Hamilton, 3247 **Physical Address:** Lockwood House, 293 Grey Street, Hamilton

Phone: 07 959 7321 **Email:** kristen.price@enviroschools.org.nz *We **DO** wish to speak to this submission*

Recognising your support for the EnviroSchools Programme

We would like to acknowledge Queenstown Lakes District Council (QLDC) for supporting young people in your region to be part of the EnviroSchools network since 2007. This has been achieved through your partnership with Wanaka Wastebusters.

The EnviroSchools Programme is a nationwide action-based education programme where young people plan, design and implement sustainability projects and become catalysts for change in their communities. EnviroSchools was originally developed in the late 1990's by councils in Waikato as a non-regulatory tool and has now been adopted by 51 councils, including most larger councils and two-thirds of the total sector.

The programme is managed nationally by The EnviroSchools Foundation (a charitable trust). The Foundation has funding from the Ministry for the Environment and works closely with the Department of Conservation. Regional implementation of EnviroSchools is through partnerships with Local Government and other community agencies. This multi-sector collaboration has enabled nearly 1,000 schools and early childhood education (ECE) centres to now be involved – representing 30% of the school sector and 5% of the large early childhood sector.

Locally, around two thirds (62%) of schools in the Queenstown Lakes district are EnviroSchools, as well as 4 of the area's early childhood centres.

This submission encourages QLDC to maintain its involvement in EnviroSchools along with the other regional partner agencies – Dunedin City Council, Central Otago District Council, Clutha District Council, Central Otago REAP and Wanaka Wastebusters.

Highlights from recent programme evaluation

The EnviroSchools Foundation has been working with a team of external evaluators to quantify the actions undertaken and record the beneficial outcomes of the programme observed by schools and ECE participating in EnviroSchools. In late 2014 a nationwide survey of all EnviroSchools was conducted as part of the evaluation process. The survey is very robust, with a 73% response rate and highlights include:

- *Wide participation* - Schools were equally able to participate in the EnviroSchools Programme across all deciles, sectors and regions.
- *All age groups (early childhood, primary and secondary) are taking environmental action* – across a wide variety of areas including waste, water, biodiversity, food production, energy and eco-building.
- *Community collaboration*- EnviroSchools fosters significant community collaboration, creating leadership pathways for students and real connections to families, outside agencies and communities.
- *Zero Waste* – Almost all EnviroSchools (100%)¹ are taking a range of actions to reduce waste.
- *Food production* – Most EnviroSchools (97%) are growing and harvesting produce from their gardens/trees for cooking, selling and gifting.
- *Biodiversity projects are well developed, with clear links to community* – 96% of respondents had biodiversity projects with 86,859 trees planted in 2014 (86% of which were native trees).
- *Successful water projects* – Three quarters of EnviroSchools (75%) are undertaking a range of actions for water quality and conservation, including 19,264 meters of riparian planting in 2014.

¹ Due to rounding - of 688 schools surveyed, 686 are taking actions to reduce waste.

- *Tackling energy usage* – Just over two-thirds of Enviroschools (69%) are involved in energy projects, including actions for sustainable transport (47%) and energy conservation actions (34%).
- *Enviroschools is contributing to a range of other outcomes* including citizenship, health, cultural understanding, motivated learners and community participation.
- *Depth of practice is related to the extent of outcomes* - Results showed that the depth of practice increases with the length of time a school or ECE centre is involved in Enviroschools. Nearly two thirds of participating schools/centres (62%) report ‘quite well developed’ or ‘deep embedded’ practice. Further, the survey results show a clear link between depth of practice and the extent to which the programme is contributing to outcomes. This reinforces the value of the long-term approach of the Enviroschools Programme.

“The strength of Enviroschools lies in the collaborations and multiple relationships that have been established and continue to be nurtured through its model of facilitated, networked and distributed leadership, engaging communities, schools and other stakeholders in action aimed at creating sustainable communities.” *The evaluators, Kinnect Group*

Name change for The Enviroschools Foundation

During April 2015 the name of our organisation is changing from The Enviroschools Foundation to Toimata Foundation. The new name will take effect fully on 1 May 2015. The two programmes currently supported by the Foundation, Te Aho Tū Roa and Enviroschools, are retaining their current names, logos and identities. We wrote to the Mayor/Chair and Chief Executive of all our partner councils on the 20th April with more information about this change.

Conclusion

The Enviroschools Programme has a proven track record of being an effective approach for engaging schools and communities in environmental and social action.

With the backbone support of The Enviroschools Foundation, and a network of councils around the country, the programme catalyses learning and action among thousands of young people, their families and communities from early childhood to secondary school. By connecting and coordinating resources and people, openly building and sharing knowledge across communities, widespread action is enabled on a broad scale.

As a funder, the partnership with Enviroschools provides QLDC with multiple points of leverage across the Queenstown Lakes community, extending the possible impact of its funding beyond what might be expected with a more traditional approach.

Robb, Tanith

FEDERATED FARMERS OF NEW ZEALAND

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission



Federated Farmers of New Zealand

Submission to Queenstown Lakes District Council on the draft 10 Year Plan 2015-2025

28 April 2015



SUBMISSION TO QUEENSTOWN LAKES DISTRICT COUNCIL ON THE DRAFT 10 YEAR PLAN 2015-2025

To: Queenstown Lakes District Council

Name of submitter: Federated Farmers of New Zealand

Contact: **TANITH ROBB**
SENIOR POLICY ADVISER
P 03 218 4078
F 03 218 2868
M [REDACTED]
* trobb@fedfarm.org.nz

Address for service: Federated Farmers of New Zealand
PO Box 176
Invercargill 9840
New Zealand

We wish to be heard in support of our submission.

1. Overview – expenditure and rates increases

- 1.1 Federated Farmers supports Council restricting average rates increases to 1% for 2015/16 (after allowing for growth). Considering for the past two years Council has managed to increase rates only to the level of growth in the District (2%), we consider this is commendable and indicates Council is serious about increasing efficiency and reducing unnecessary spending.
- 1.2 Council is proposing an average annual rates increase of 2.6% during 2015-25, down from 4.6% forecast in the 2012 Long Term Plan. This has been achieved through a reduction in capital expenditure and debt. Federated Farmers supports the reduction in rates increases, the reappraisal of capital expenditure, and moves to make debt levels financially sustainable.
- 1.3 We support the focus on affordability in the draft Plan, and note that forecast external debt levels and operating expenditure are both reduced from the 2012 Long Term Plan.
- 1.4 We commend Council's adoption of a vigorous debt reduction strategy which has resulted in predicted levels of debt falling from \$393m in 2009 to \$134m in this plan. Over the course of the draft Plan, Council will be well within its established debt parameters. The debt ratios show that the affordability position has improved significantly since the 2009 plan, which provides headroom for the Council to carry additional debt in the future if required.

2. Queenstown Convention Centre – Revised Rating Model

- 2.1 Federated Farmers supports the funding of the Queenstown Convention Centre through a targeted rate. This will enable the costs of the centre to be recovered from those ratepayers who stand to directly benefit from the additional commercial opportunities the centre is forecast to provide.
- 2.2 The proposed rating model makes small adjustments to the relative cost of the targeted rate for the commercial, residential, and accommodation sectors. The only cost to the District's farmers (as a result of either model) is a reduction in the ability for QLDC to carry additional debt in the future, and we note there is sufficient headroom to accommodate any core emergency infrastructure debt. Federated Farmers supports the proposed rating model for this facility.

3. Wanaka Pool

- 3.1 Council is seeking feedback on whether the Wanaka Pool project should begin now with the rate charged from 2017, or the pool and rate be deferred until 2023. Feedback we have obtained from our members within the Wanaka area indicates a preference for the pool to proceed now rather than be deferred.
- 3.2 We note that the Wanaka Community Pool is to be funded through a targeted rate paid by Wanaka ratepayers, which is consistent with the way other pools or recreational water facilities are funded in the District.

3.3 Federated Farmers supports Council's rating approach for the Wanaka Pool, which recognises that the benefits of a swimming facility are for the local community.

4. Transport Planning

4.1 We support Council's efforts to reduce congestion in central Queenstown by encouraging tourists and residents to utilise alternative transport options.

4.2 Council proposes to invest in public transport and improve footpaths and cycleways, making alternative transport options easier and safer. We support the neutral impact on rates of these initiatives by increasing parking charges in central Queenstown.

4.3 In terms of rural roads, we note that Council has proposed to reduce the capital cost of roading by \$68m or 37% over the next 10 years. The consultation document states "This is not expected to result in any change in the level of service (quality of roads)." Federated Farmers is concerned that a reduction in costs to this degree could have an impact on rural road servicing.

4.4 Federated Farmers would like to see some on-site consultation between the Council (including roading engineers), and those that live on rural roads e.g. farmers who know the traffic patterns and pressure points. This would be an effective way of identifying where the biggest improvements could be made for the least cost.

4.5 Federated Farmers is concerned with the way local roads are funded. We consider that roads should be funded according to road use not the value of a property. A major problem in districts such as Queenstown Lakes is the heavy tourist traffic on many of its rural roads. This tourism traffic imposes costs on the roading network but the funding system does not adequately recognise this and an inappropriately high burden is placed on rural ratepayers. Apportioning some of these costs through the UAGC, as expanded on further below, is an appropriate way to address some of these concerns.

5. Frankton Library

5.1 Council is proposing to build a library hub in Frankton in 2020, at an estimated cost of \$5.3m. Federated Farmers has no view on the proposed option, our concern is primarily in respect to funding.

5.2 We support Council seeking external funding for this project. The Council proposes to debt fund this project and indicates a potential rating impact per household, per annum of \$36.50.

5.3 Federated Farmers broadly supports Council's current rating approaches for community facilities of these types. The district-wide targeted fixed Sports, Halls and Libraries Charge recognises that it is a 'person activity' that acts as a district-wide resource.

6. Water and Wastewater – a standardised rate

- 6.1 We have no opinion on the proposed changes to the water and wastewater rates.
- 6.2 Overall, we support Council's targeted rates approach to funding the water and wastewater systems that ensure those who benefit from the systems are paying for them.

7. Funding policy

- 7.1 Federated Farmers supports Council's extensive use of targeted rating differentials, and targeted uniform rates. Overall Queenstown Lakes District Council's use of intelligent rating tools ensures that those within the Primary Industry category are asked to pay a reasonable share for activities that provide a general public good. Where Council can specifically identify portions of the community that do directly benefit from an area of expenditure, this is reflected in the use of targeted rates.
- 7.2 This intelligent use of rating tools results in a clear alignment between the level of expectations from ratepayers receiving the service, and the level of service offered by Council. For those in the Primary Industry rating category, Council's use of these tools mean that costs are not arbitrarily lumped onto those with relatively higher property values.
- 7.3 This a particular concern in the Lakes District where primary production land is often valued more for its subdivision potential than the underlying productive capacity of the land, and where a failure to make use of these targeted rating tools would seriously undermine the economic viability of farming in the District.
- 7.4 We support the proposed increase in the UAGC. We consider that the proposed increase of \$11 for 2015/16, to \$73 per property, is the minimum; as in previous years we believe the UAGC could be increased further to fund a greater proportion of activities. Legislation allows councils to recover up to 30% of rates through a UAGC, and Council is forecast to recover only 2.8% through this charge, in 2015/16.
- 7.5 This leaves significant scope for opportunity to make better use of the UAGC. Federated Farmers considers that the contribution the UAGC makes to those activities currently funded through this mechanism is reasonable (cemeteries, community development and grants, property including Wanaka airport, and a portion of District Promotion). Our view is that the UAGC could be increased to fund a portion of other activities currently funded through property value based rates, for the portion of those activities where the incidence of that benefit is roughly equal to all ratepayers.
- 7.6 One example is roading. Queenstown's local roading network is currently funded through road use derived revenue through the NZTA's roading FAR (funded through fuel taxes, road user charges and licensing and registration revenue), and through Council's contribution. Given the NZTA's contribution theoretically covers 'use based' costs for the District, Council's contribution to the local roading network is more to reflect the local benefit to ratepayers and residents.

- 7.7 The distribution of this local benefit derived from roading is considered to some extent in the land use, ward based targeted differentials for roading; however we consider a UAGC contribution to the District's roading costs would also reflect the 'general, per person' benefit that the network provides to all ratepayers. We note a number of neighbouring councils (including Southland District and Clutha District) have a UAGC contribution to roading for these reasons.
- 7.8 Roading is just one example where an increase in the UAGC would make a positive contribution to Council's funding policy. There are other areas of expenditure (particularly, Governance and Regulatory) where an increased UAGC would better reflect the 'per person' benefit of a portion of these activities (i.e. for 20% of the category's rating costs).

Recommendation:

Federated Farmers supports Council's extensive and intelligent use of targeted differential rates and targeted uniform rates.

We support the proposed increase in the UAGC by \$11 for 2015/16, as a minimum, and we encourage Council to increase the UAGC to fund a portion of the Council's local share contribution to the District's roads.

We also ask Council to consider other areas of expenditure, particularly for Governance and Regulatory expenses, where an increased UAGC could make a contribution.

8. Water Demand Management

- 8.1 We note that in November 2014 the Council approved a trial of water metering. We support Council undertaking community consultation in future if the introduction of water metering is considered.
- 8.2 As we noted last year, consideration needs to be given to the differences between 'fixed costs'; particularly capital investment in water quality, and 'marginal costs', the operating costs associated with getting the required body of water to the end user.
- 8.3 It is our view that in order to be truly equitable, cost effective, and in order to drive appropriate good individual decision making around both water use and expectations for water treatment, these different cost structures should be treated differently. Specifically that there should be separation of, and separate allocation of capital and operating costs through a water charging approach.

9. About Federated Farmers

- 9.1 Federated Farmers welcomes the opportunity to submit to the Queenstown Lakes District Council's draft 10 Year Plan 2015-2015.

- 9.2 Federated Farmers of New Zealand is a voluntary, member-based organisation that represents farming and other rural businesses. Federated Farmers has a long and proud history of representing the needs and interests of New Zealand farmers.
- 9.3 The Federation aims to add value to its members' farming businesses. Our key strategic outcomes include the need for New Zealand to provide an economic and social environment within which:
- Our members may operate their business in a fair and flexible commercial environment;
 - Our members' families and their staff have access to services essential to the needs of the rural community; and
 - Our members adopt responsible management and environmental practices.
- 9.4 Federated Farmers wishes to be heard in support of its submission.

Roberts, Jenny

CARDRONA VALLEY RESIDENTS & RATEPAYERS SOCIETY

WANAKA/UPPER CLUTHA

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

Submission to the QLDC 10 Year Plan 2015 - 2025 - from CVRRS The residents and ratepayers of Cardrona wish to request an allocation of funds for the purchase of land to be used as a public space in the Cardrona Village. There was QLDC funding allocated in 2009 for a Village Green in Cardrona. This funding was surrendered in the 2012 Long Term Plan. In 2014 QLDC approved the use of the Wanaka Reserve Fund to purchase a section from the Public Trust for the purpose of creating a Village Green however a purchase was not completed. We understand there are a number of sections across the road from the Cardrona Hotel that would be available for purchase - one of these would be appropriate for a Village Green. In the long term the proposed cycle track from Wanaka to Cardrona will end in the village between the river and the hotel. This will require an area for dismounting and parking of bikes. Currently the only public space in this area of Cardrona is the road verge. Cardrona Valley Residents & Ratepayers Society request that QLDC purchase one of the available sections opposite the Cardrona Hotel to be used as a public space/village green. This submission is a request for funds to complete the Cardrona streetscape lighting commenced by QLDC in 2013 and partly completed in 2014. QLDC implemented a design that included 22 lamp columns. All allocated funds were spent on just 12 columns (although the inground tubes and power cabling for all 22 are installed) It would be desirable to finish this project by installing the final 10 columns at a cost (in 2013) of \$ 4,333 (excl GST) each. Total funds requested \$ 43,330 (excl GST)

Rotarangi, Stephanie

OTAGO RURAL FIRE AUTHORITY

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission



Otago Rural Fire Authority

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PO Box 5400, Dunedin 9058

0800 673 473

admin@orfa.org.nz

www.otagoruralfire.org.nz

QUEENSTOWN LAKES DISTRICT COUNCIL: LONG TERM PLAN SUBMISSION

INTRODUCTION:

1. The Otago Rural Fire Authority (ORFA) thanks the Queenstown Lakes District Council for the opportunity to make a submission on the Long Term Plan 2015/16 – 2024/25.
2. ORFA wishes to be heard in respect of this submission.
3. This submission is endorsed under delegated authority by Stephanie Rotarangi, CE / Principal Rural Fire Officer.

BACKGROUND:

4. ORFA was formed on 1 July 2014 to undertake the statutory obligations of rural fire management and control on behalf of the Queenstown Lakes District Council (QLDC) and other contributing members.
5. The QLDC is a financially contributing stakeholder to ORFA's annual operational costs.
6. As part of the formation process it was agreed that rural fire fleet and equipment would be transferred to ORFA and that the fire authority would be responsible for the maintenance and replacement of these assets.
7. Separate arrangements were to be made in terms of property assets however all costs associated with buildings (rates, insurance, maintenance, rebuilds) are ORFA's responsibility.
8. This transfer was completed in January 2015. ORFA thanks QLDC and its officers for its prompt attention to this matter.
9. It also needs to be noted that any funded depreciation reserves attached to the rural fire fleet, buildings and equipment were not passed over to ORFA as part of the establishment or asset transfer process.

SUBMISSION

10. That the QLDC continues to support effective rural fire control in their region by appropriately funding ORFA's operational costs as per agreed budgets. A schedule of the budgeted contributions covering all contributing members is attached for your information (Appendix A).
11. That the QLDC approves additional capital funding of \$255,000 to help provide the necessary rural fire equipment and buildings to meet the identified minimum standards to enable ORFA to effectively undertake the proposed capital replacement programme.
12. That QLDC ensures any funded deprecation reserves relating to rural fire fleet and or equipment are made available to ORFA to effectively manage their capital replacement programme.

SUPPORTING INFORMATION:

13. As part of its establishment process ORFA needed to develop an understanding of the risks and ways to mitigate these risk to an acceptable level.
14. Once this understanding was developed it would be used to establish minimum service level standards across the entire region. These minimum standards would then drive resourcing decision including the people and equipment needed.

15. In a 2015 report commissioned by Department of Internal Affairs¹, Otago is ranked as the “highest risk” rural fire district nationally based on population, area and fire climate.
16. The above report also ranks Otago as the “least prepared” in terms of assets available to manage this risk based on vehicle locations and numbers.
17. ORFA officers have also identified a number of concerns regarding the safety and adequacy of the rural fire plant throughout the region, including a lack of a dedicated rural fire water carrier in the Wakatipu Basin.
18. Given these issues, ORFA Board and officers have developed a capital replacement plan which is designed to achieve the following *minimum standards* for rural fire equipment management:
 - (a) All rural fire vehicles must meet minimum safety standards and be safe to drive.
 - (b) All rural fire equipment must be housed.
 - (c) There must be adequate water to service the region relative to its risk profile.
19. ORFA has committed to maximising the level of National Rural Fire Authority funding it receives and will actively pursue other third party funding however these will not be sufficient to fund the identified needs.
20. Funding stakeholders have agreed, in principle, to address this risk within their own regions by providing additional funding to meet the shortfall that will allow ORFA to meet the *minimum standards* noted above.
21. ORFA now requests that additional transfers be made to ensure the above *minimum standards* for rural fire control are met:
 - a) In 2015/16: \$85,000 to purchase a water carrier (tanker) to service the Queenstown and Arrowtown communities and surrounds. Please note there is currently no Fire Service or Rural Fire tanker based in this region.
 - b) In 2015/16: \$70,000 to fund the construction of suitable housing for the above tanker at Wakatipu Volunteer Rural Fire Force (Arrowtown).
 - c) In 2015/16: \$100,000 to build a Volunteer Rural Fire Force depot at Makarora to house rural fire fleet, equipment and volunteers. Please note, the existing Makarora rural fire fleet is not currently housed and is also located over a number of sites causing unnecessary delays in deployment. Furthermore the existing Makarora Volunteer Rural Fire Force has no access to a dedicated depot for training, meetings or storing equipment including Personal Protective Equipment.
22. Any additional, funding from depreciation reserves would be used to replace existing fleet which has an average age of 17 years.
23. The current view of ORFA is that if this funding is approved, ORFA will have sufficient funding from the current operational grants to make any further replacements. A copy of the capital replacement and development schedule is attached for your information (Appendix B).

CONCLUSION

24. ORFA would again like to thank QLDC for its support to date and looks forward to continuing to work together to reducing the potential impact of rural fire in the Queenstown Lakes District through appropriate education, prevention and when required intervention and action.

¹ Martin Jenkins – Picture of Investment in Enlarged Rural Fire Districts 13-04-2015 (report yet to be released and in ‘final draft’ at time of submission).

APPENDIX A:**ORFA FINANCIAL CONTRIBUTIONS FROM FUNDING STAKEHOLDERS:**

	2014/2015	2015/16	2016/17	2017/18
NRFA ² Administration Grant	125,000	130,545	130,545	130,545
Central Otago District Council	272,731	279,549	286,538	293,701
Clutha District Council levies	226,320	231,978	237,777	243,722
Department of Conservation levies	246,996	253,171	259,500	265,988
Dunedin City Council levies	218,819	224,289	229,897	235,644
Queenstown Lakes District Council levies	294,805	302,175	309,730	317,473
Waitaki District Council levies	321,478	329,515	337,753	346,197
TOTAL	1,706,149	1,751,222	1,791,740	1,833,270

² National Rural Fire Authority

APPENDIX B:**ORFA CAPITAL EXPENDITURE 2015-2018: REQUIRED TO MEET *MINIMUM STANDARDS*:**

PURCHASE	STATION	DISTRICT	YEAR	ORFA	NRFA³	TOTAL
Tanker rebuild	Balclutha	Clutha	2015/16	85,000	85,000	170,000
Tanker rebuild	Waihola	Clutha	2015/16	85,000	85,000	170,000
New depot / housing	Wakari	Dunedin	2015/16	90,000	90,000	180,000
New depot	Waikouiti	Dunedin	2015/16	30,000	30,000	60,000
New depot	Arrowtown	Queenstown	2015/16	70,000	30,000	100,000
New depot	Makarora	Queenstown	2015/16	100,000	30,000	130,000
New tanker	Arrowtown	Queenstown	2015/16	85,000	85,000	170,000
Depot extensions	Macraes	Waitaki	2015/16	30,000		30,000
New depot	Waitaki	Waitaki	2015/16	70,000	30,000	100,000
Tanker rebuild	Otematata	Waitaki	2015/16	85,000	85,000	170,000
TOTAL 2015/16				\$730,000	\$550,000	\$1,280,000
Tanker rebuild	Clutha Valley	Clutha	2016/17	87,125	87,125	174,250
Tanker rebuild	Lawrence	Clutha	2016/17	87,125	87,125	174,250
Tanker rebuild	Hampden	Waitaki	2016/17	87,125	87,125	174,250
New appliance	Hampden	Waitaki	2016/17	92,250	92,250	6,150
New smoke chaser	Waitaki	Waitaki	2016/17	20,000	0	20,000
TOTAL 2016/17				\$373,625	\$353,625	\$548,900
New tanker	Cromwell	Central	2017/18	89,303	89,303	178,606
Tanker rebuild	Omarama	Waitaki	2017/18	89,303	89,303	178,606
TOTAL 2017/18				\$178,606	\$178,606	\$357,212

SUMMARY OF CAPITAL REQUESTS BY COUNCIL: REQUIRED TO MEET *MINIMUM STANDARDS*:

	2015/16	2016/17	2017/18	TOTAL
Central Otago District Council	\$ -	\$ -	\$ 89,303	\$ 89,303
Clutha District Council	\$ 170,000	\$ 174,250	\$ -	\$ 344,250
Dunedin City Council	\$ 120,000	\$ -	\$ -	\$ 120,000
Queenstown Lakes District Council	\$ 255,000	\$ -	\$ -	\$ 255,000
Waitaki District Council	\$ 185,000	\$ 199,375	\$ 89,303	\$ 473,678

NOTE:

The above capital expenditure is tagged to meet the minimum standards of:

- a) All rural fire vehicles must meet minimum safety standards and be safe to drive.
- b) All rural fire equipment must be housed.
- c) There must be adequate water to service the region relative to its risk profile.

These replacements will achieve a baseline from which ORFA can manage its own capital expenditure programme funded from your annual levies for planned replacements of vehicles, hose, rural fire pumps and equipment, weather stations and building maintenance.

³ Grants to subsidise equipment purchases have been tabled with NRFA and approved in principle but will need to be formally applied for if WDC funding is approved.

Scott, Julie

QUEENSTOWN LAKES COMMUNITY HOUSING TRUST

WAKATIPU

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

The Queenstown Lakes Community Housing Trust (QLCHT) has been operating since 2007. It was created by Council as one of 32 recommendations to come out of the HOPE strategy. This strategy sets out a range of actions that the Council and community should take to address issues of housing affordability. Via a range of programmes, QLCHT has now assisted nearly 90 households into homes throughout the entire district from Glenorchy through to Hawea. For the past eight years Council has supported QLCHT through an annual operating grant of \$50k along with office space and the use of Council facilities. QLCHT has very limited operating income and relies heavily on Council's support to continue operating and assisting low income residents to stay in our district. Recently Council requested that QLCHT find alternative office premises (as the space currently being used was needed for Council employees) and to invoice the cost of the new lease back to Council. As a result QLCHT is now based in their own office and has added an additional \$12k pa to its grant request which is solely for office space. The remaining \$50k goes towards day to day operating costs which are identified in the budget provided to Jan Maxwell. Please contact Julie Scott for further details - julie@qlcht.org.nz

Shepherd, Andrew

**MAKARORA VALLEY COMMUNITY INCORPORATED
WANAKA/UPPER CLUTHA**

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

The Makarora Valley Community Incorporated is appreciative of the Queenstown Lakes District Council support through the Annual Community Grants of \$5K per annum. This grant continues to enable MVCI to provide infrastructure and services for the benefit of the whole Makarora community. The QLDC grant goes towards both ongoing annual costs (e.g. insurance and maintenance costs associated with the Makarora Community Centre and providing radio coverage to the valley) and is also used for larger community projects (such as the recently completed tennis court built on the Council-owned reserve in the Makarora Township.) We would ask that this annual grant continues to be part of the Council's 10-year plan and budget. We believe that this financial support by Council to community associations, which run by volunteers have an understanding of the local needs of its community, is money well spent.

Smith, Barbara

LAKE HAYES COMMUNITY ASSOCIATION

WAKATIPU

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

In order to continue the Council support through the annual community grant we wish to provide a submission to the Annual Plan. We are envisaging that our grant for the upcoming year would be spent on a new noticeboard/map installation somewhere adjacent to Graze.

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

Submission on Rooding and Transport – 10 Year Plan 2015-2025 This submission has been prepared to respond to the Long Term Plan, with a particular focus on the Transport Planning section. In our opinion, the questions posed in this section have conveniently ignored a more pressing question, which affects a significant portion of the Wakatipu population, and has glibly glossed over a potential solution, and further delayed this solution's implementation. This delay will be substantial and have wide reaching impacts for the community, as well as the accelerating tourism market in Queenstown. I would appreciate the opportunity to speak in support of this submission at the hearing scheduled for 25th May 2015 in Queenstown. The question that needs to be considered carefully by Council is what can be done to address the current congestion on the Frankton Flats, especially as the approved developments become more established and increase the pressure in this area in terms of traffic and congestion? The answer proposed to date is the development of the Eastern Arterial Road (EAR), which can provide relief to this over-crowded roading network, and is a key part of the accepted traffic planning to support the new developments on the Frankton Flats. After a long, expensive and protracted battle to secure suitable land for a new MEGA Store in Queenstown, our Company is making a huge investment in the future of Queenstown of approximately \$20 million to build the MEGA Store, to provide home improvement products at national prices in the Wakatipu basin. This store will be established to assist with the essential provision of affordable housing, and has a very strong trade and building supplies focus to deliver these products into Queenstown. Development of a suitable roading network which is both safe and efficient to address the current bottle necks of the one lane Kawarau Falls Bridge and the Frankton corner must be high priority of this Council to support the ongoing development of the Frankton Flats area, with Five Mile progressing well and the pending development of Shotover Park, led by the MEGA Queenstown Store. The pressure on this roading network will only increase with the Pak N Save Store, the new High School in Remarkables Park and the significant residential developments that link to Queenstown via the Bridge and the Frankton corner. A significant factor in the decision to make this very considerable investment by the Smith family in the Shotover Park location was the Council's commitment to deliver a suitable, safe and complete roading network for the region, and primarily the commencement of the construction of the crucial EAR by May 2015. Mitre 10 MEGA Queenstown will be employing close to 70 staff and attracting thousands of customers to its new premises from November this year. This Store's traffic reports were relying on council's previous commitment to construct the EAR, which enables safe and efficient traffic management into this new busy precinct, whilst maintaining quality access to Remarkables Park and the other areas of the Frankton Flats as well. The Frankton roading network including the proposed EAR benefits our customers, our team who serve our customers, and the large delivery vehicles which require safe and convenient access to our Store, as well as the other stores in the Shotover Park development as well as the Glenda Drive Industrial Area. Clearly, in our opinion without the EAR in place, the current congestion experienced daily in the Frankton Flats area will certainly not abate, and the efficiency of this roading network as a whole will be minimal, adding further to the cost of living in the Wakatipu basin. What Council has proposed in the Plan The Council's draft Ten Year Plan purports to be bringing forward expenditure on the EAR but it is in fact deferring work that the Council had already provided for in its 2014/15 Annual Plan (reference page 40 from the 2014/15 Annual Plan). The local community is clearly already very concerned about traffic delays at the State Highway/Glenda Drive intersection on a daily basis, and this concern is well established before the MEGA Queenstown Store, which will be the biggest employer to date and a much bigger draw-card for customers than any existing business in the broader Glenda Drive area, is open for trading. The delivery vehicles to support a MEGA Store will place further demands on the roading network, which will be simply compounded when the adjacent Pak N Save supermarket, due to commence construction mid-year, commences its operations. Council's view proposed in the Long Term Plan on page 19 shows planned capital expenditure on the EAR to be 2015/16 -\$1m; 2016/17 -\$4m and 2017/18 - \$5.205m. The \$1m in the next financial year is the design work for the EAR, which means that the EAR itself is now programmed to be completed in 2017/2018. This proposed slower programme simply means the local community, the accelerating tourist market using the growing Airport and the Bridge, and the many domestic visitors to Queenstown, will continue to suffer ongoing traffic congestion until early 2018, something which may be avoided through the EAR's construction, which provides an alternative arterial link relieving the pressure on the current Frankton corner. Currently, the Council's Long Term Plan is not a simple case of giving the EAR a lower priority because expenditure on roading is over committed, so what is the real reason in delaying this essential roading network? If Council is saving \$68m on its expected expenditure through this Long Term Plan, there must be capacity to bring forward some expenditure to earlier in the period to alleviate this obvious pressure point for the community as the new developments commence their respective operations. Conclusion Surely, if Council cannot afford the full \$9m road around the back of the

airport, as an option to address the congestion, it should consider at least funding a two lane road now, and add the kerbing and medians at a later date to create the linkage and commence the reduction of the congestion at the Frankton Flats. This would provide a temporary solution to the current congestion in the area, as well as the growing traffic requirements from the new developments approved in the Frankton Flats area. The two questions for the Traffic section raised for the Long Term Plan are sound, but the third question surely needs urgent focus as well. For many years, the battle for the Frankton Flats has held any significant progress in this compact trading area largely in abeyance, but now these developments are in full stride, with all the resulting impacts on traffic in particular to really be felt in the coming year. To defer the EAR further will create further congestion in this area at a time when this large scale retail and consumer growth is occurring, and this will only lead to a poor impression of the Queenstown area for the growing tourism base as well, who struggle to leave the Airport to get to their hotels in Queenstown itself. I urge the Council to consider this matter and re-prioritise the funding shown in the Long Term Plan for the EAR to complete this as quickly as possible, to coincide with the committed developments on the Frankton Flats.

Spillane, Charles

AUCKLAND INTERNATIONAL AIRPORT LIMITED

1 Convention Centre

Do you support the revised rating model for the proposed convention centre?

Yes

Convention Centre Comments

Auckland Airport strongly supports the establishment of the Convention Centre by QLDC in the CBD area. We consider it to be an essential element in the development of tourism infrastructure in the district and believe it will play a significant role in driving growth in the sector across the entire year and not just in the existing peak periods. The benefits of a convention centre will flow throughout the regional economy and therefore a convention centre of the scale and quality required to capture the opportunity for the District inevitably calls for direct public funding. The approach taken to fund such an investment is properly within the Council's mandate to determine. However such an approach should be transparent and seek to equitably share the cost across the ratings base. It is important that the matter is included in the 10 year plan so that an open discussion with the community can take place in relation to funding.

Stacey, Sarah

DESTINATION QUEENSTOWN INC.

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

Please find attached Destination Queenstown's Business Plan 2015-16 and covering letter as our submission on QLDC's 10 Year Plan 2015-2025. Our submission seeks continued funding for DQ's role of destination tourism marketing, through the targeted tourism promotion levy on commercial rates.



SUBMISSION ON QUEENSTOWN LAKES DISTRICT COUNCIL 10 YEAR PLAN

TO: Queenstown Lakes District Council
Private Bag 50072
Queenstown 9348

NAME OF SUBMITTER: Destination Queenstown Inc
PO BOX 353
Queenstown 9300

29 April 2015

To Whom It May Concern,

RE: Destination Queenstown submission to QLDC Long Term Plan 2015-2025

Please accept the accompanying document in support of Destination Queenstown's official submission to Queenstown Lakes District Council's 10 Year Plan 2015-2025. The document is Destination Queenstown's 2015-16 Business Plan, as endorsed by its Strategic Review Board at a meeting held on 28 April 2015. Our submission seeks continued funding for DQ's role of destination tourism marketing, through the targeted tourism promotion levy on commercial rates.

Destination Queenstown has followed a robust process of consultation with our members and community during the development of the business plan. The process is outlined below;

- 1/ The DQ Executive team review current plan and scope out the new plan
- 2/ DQ Board meet with DQ Executive team to discuss overall strategy and top line issues
- 3/ DQ Members are invited to give ideas to contribute to the development of the plan
- 3/ Draft business plan is presented to DQ Board for comment and amendments
- 4/ Draft business plan is presented at the Quarterly Members Update meeting and posted on the DQ website for comment and input by all DQ Members.
- 5/ Draft plan sent to the Strategic Review Board (SRB) members to review and comment
- 6/ SRB meeting is held to sign off plan and funding level request from QLDC

Destination Queenstown
PO Box 353 | Queenstown | 9300 | New Zealand
Ph: +64 3 441 0700



This process has been supported by five member newsletter communications and included in DQ's community communication, 'Quarterly Remarks,' published in the Mountain Scene and Otago Daily Times.

If more information is required please contact Destination Queenstown CEO Graham Budd on grahamb@queenstownnz.co.nz or [REDACTED] or contact Destination Queenstown Communications Manager Sarah Stacey (details below).

Destination Queenstown wishes to speak in support of this submission.

Yours sincerely

Sarah Stacey
Communications Manager
Work: 03 441 0707
Mob: [REDACTED]
Email: sarahs@queenstownnz.co.nz

Destination Queenstown
PO Box 353 | Queenstown | 9300 | New Zealand
Ph: +64 3 441 0700

DESTINATION QUEENSTOWN

Business Plan FY 2015 – 2016



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EXECUTIVE SUMMARY

Destination Queenstown's (DQ) is the Regional Tourism Organisation (RTO) for the Queenstown area. Our role is to market Queenstown, both domestically and internationally, on behalf of our local business community with the vision of positioning Queenstown as the Southern Hemisphere's premier four season lake and alpine resort.

The Queenstown region has experienced rapid growth over the past few years. As NZ's premier alpine and lake destination we have continued to enjoy a strong reputation for delivering authentic, world class tourism experiences against a backdrop of spectacular alpine landscapes. The diversity and quality of activities and attractions in Queenstown continues to drive strong visitor growth and YE 2014 has seen Queenstown achieve unprecedented levels of visitor arrivals and expenditure.

International tourism expenditure (source: MBIE Regional Tourism Estimates), to the year ended 31 March 2014 for the Queenstown RTO area was \$1.011 billion while domestic tourism expenditure was \$359 million. Visitor numbers topped an estimated 2 million arrivals annually, with 65% international visitors and 35% domestic. Growth has been particularly strong out of the China, US and Australian markets while the domestic and other international markets also remain a key component of Queenstown's visitor mix. This picture of visitor arrivals and expenditure provides both opportunities as well as challenges for Queenstown as we move into FY15-16 and evaluate visitor volume and value.

Financial Year 15-16 is the first year in a new three year business cycle for Destination Queenstown and will be year one of a new three year strategic plan. The emphasis for DQ for the next three years will be on a new set of core priorities that will evolve our destination brand and positioning to a new level. Focus will be on eight new key priority areas providing the pillars for activity to achieve the overall destination outcomes and performance targets. These eight priority areas will be delivered as a series of cross-organisational projects, underpinned by ongoing core functional business, which the DQ functional areas of consumer marketing, media and communications, trade and the Queenstown Convention Bureau will work collaboratively on.

In year one of our three year plan we will work with our members to achieve 6% increase in annual visitor spend and 4% growth in the number of visitor guest nights, set against a backdrop of the industry's Tourism 2025 strategy.

Input into this new three year plan has been sought from DQ stakeholders, including external stakeholders, sector representatives, DQ member groups and across DQ's catchment area of Arrowtown, Gibbston, Glenorchy, Kingston and the surrounding environs, with considerations contributing to the plan.

Underpinning the new strategic plan is the organisational focus on achieving optimal efficiency and effectiveness in all DQ activity.

VISION & MISSION

Our vision is to position Queenstown as the Southern Hemisphere's premier four season lake and alpine resort

Our mission is to work with the Queenstown community and the New Zealand tourism industry to facilitate sustainable, year round, visitor growth through responsive and effective marketing communications

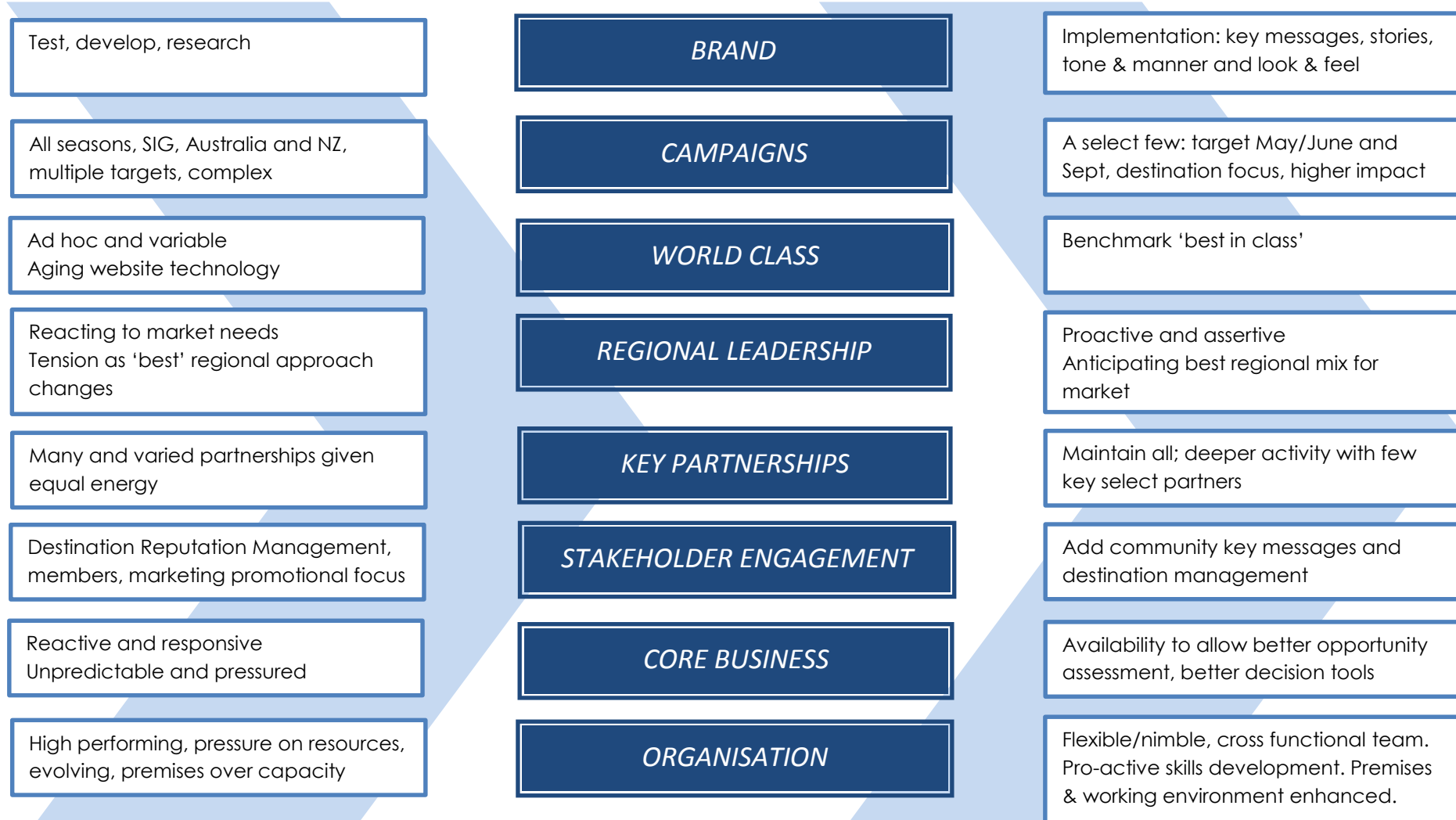
STRATEGIC PRIORITIES 2015-2018

The strategic focus for DQ activity over the next three years will centre on eight core priority areas. Underpinning all activity will be the execution of the new brand proposition.



TRANSITION MAP

The Transition map demonstrates the evolution from FY13-15 to FY16-18 activity, linking initiatives to the eight new core priority areas for FY15-18.



PERFORMANCE TARGETS

The performance of Destination Queenstown is measured by the following key performance indicators:



MEASURE	DATA SOURCE	FREQUENCY	INDICATOR
1. Visitor volume - numbers	<ul style="list-style-type: none"> Commercial Accommodation Monitor (CAM) 	<ul style="list-style-type: none"> Monthly Quarterly Annually 	<ol style="list-style-type: none"> Vs. prior year. Vs. national average.
2. Visitor value - \$	<ul style="list-style-type: none"> Regional Tourism Indicators (RTI's) Regional Tourism Estimates (RTE's) 	<ul style="list-style-type: none"> Monthly Annually 	<ol style="list-style-type: none"> Index vs. prior year. Index vs. national average. <ol style="list-style-type: none"> \$ spend growth vs. prior year. \$ spend growth Queenstown vs. national average.
3. Return on investment	<ul style="list-style-type: none"> DQ expenditure RTE's 	<ul style="list-style-type: none"> Annually 	<ol style="list-style-type: none"> Ratio of DQ spend : Visitor spend Ratio vs rest of NZ
4. Satisfaction	<ul style="list-style-type: none"> QLDC residents survey DQ members survey 	<ul style="list-style-type: none"> Annually 	<ol style="list-style-type: none"> Vs. target satisfaction Vs. prior year

TARGET MARKETS

DQ's aim is to build visitor demand in target markets to attract higher yielding, longer staying visitors.

The majority of DQ's marketing campaign funds are invested in the NZ and Australian markets, as it is more cost effective to reach the consumer directly and they represent good return on investment. Marketing in the long haul markets is done via the trade and media channels often with, or in support of, key partners and also often with our Southern Lakes international marketing alliance.

1. New Zealand

Target markets: Auckland, Wellington, Christchurch and the regional drive zone

Objective: To position Queenstown as an easily accessible, exciting domestic destination that has international appeal, driving year round visitation.

2. Australia

Target markets: Sydney, Melbourne, Brisbane

Objective: To position Queenstown as an exciting and sophisticated destination that offers a totally unique experience, is highly accessible and offers great value, which attracts Australian visitors year-round.

3. Long haul tier one priority markets: China, US, UK and Europe

4. Long Haul tier two priority markets: India, Japan, Singapore, Malaysia and Thailand.

5. Developing markets: Indonesia and South America



LONG HAUL MARKETS FRAMEWORK

Destination Queenstown works closely with both Lake Wanaka Tourism and Destination Fiordland in an International Marketing Alliance (IMA). The framework below represents the IMA's approach to reaching the long haul markets, via tradeshows and co-ordinated sales opportunities.

	Core Markets		Emerging Markets	
Category	Invest to grow	Maintain	Invest to grow	Research
Framework	Market showing signs of growth	Relatively modest growth potential	Great growth potential due to proximity to NZ and size of population	Unknown/new markets identified
	Potential to increase trade opportunities in the short to medium term	Ability to maintain awareness and knowledge	Significant industry wide focus has been identified	Exploratory - assessing opportunities for future strategy development
	Time to foster more focused regional awareness in market	Maintain existing relationships	Depth of understanding of the market is required to gain 1st hand knowledge	Medium term potential
Markets	USA China	UK/Europe SSEA Japan/Korea India	Indonesia	Latin America (Brazil/Chile/Argentina)

SITUATION ANALYSIS

The year end 2014 statistical results paint a positive picture for Queenstown tourism. Queenstown experienced total commercial guest nights of 3,043,372 - a 10.4% increase on year end 2013* and the highest number of annual guest nights ever experienced.

The international visitor market delivered strong growth, with international guest nights up 10.5% over year end 2013 to 1,997,756. The domestic market also had good growth with guest nights up 10.3% on prior year to 1,045,618.

The market split remains unchanged with 65% of all visitors to Queenstown from international markets and 35% from the domestic market. Australians continue to make up the largest number of visitors to Queenstown, however in 2014 China overtook the USA to become our second largest international market. The United States are now the third largest market, followed by the UK, then Germany and Singapore.

Overall average length of stay in Queenstown increased in 2014, up 4.3% from 2.59 nights in 2013 to 2.7 nights. The strategy of targeting value as well as volume was rewarded in 2014 with good growth in both the domestic and international regional tourism indexes. The domestic expenditure index for Queenstown for the 12 months to Dec 2014 was 131, up from 128 in 2013 and representing a 31% increase in domestic expenditure since 2008. The international expenditure index also increased, up from 116 at year end 2013 to 141 for the 12 months to Dec 2014. This demonstrates a 41% increase in international expenditure since 2008.** The average daily expenditure per person in Queenstown is \$208.70, with Australian visitors worth an average of \$245.60 per day and the domestic market \$205.70 per person per day.

Looking ahead to FY15-16, both Tourism New Zealand and the Tourism Industry Association have identified opportunities which DQ can align with and leverage where appropriate. TNZ priorities include driving preference to visit NZ, targeting first time visitors from Australia, promoting shoulder season travel and partnering widely to activate conversion and extend marketing reach. The Tourism 2025 framework includes developing market insights, growing sustainable air connections, targeting for value, focus on productivity and enhancing visitor experience. DQ's strategies and activity outlined in this plan demonstrate how DQ is delivering on the industry's framework. A key focus for DQ will be a heightened emphasis on driving shoulder season demand in FY15-16.

Closer to the home, the Shaping our Future visitor industry taskforce has released a report outlining recommendations for destination marketing and destination management in Queenstown. DQ will work with the taskforce to align appropriate activity and consult on initiatives.

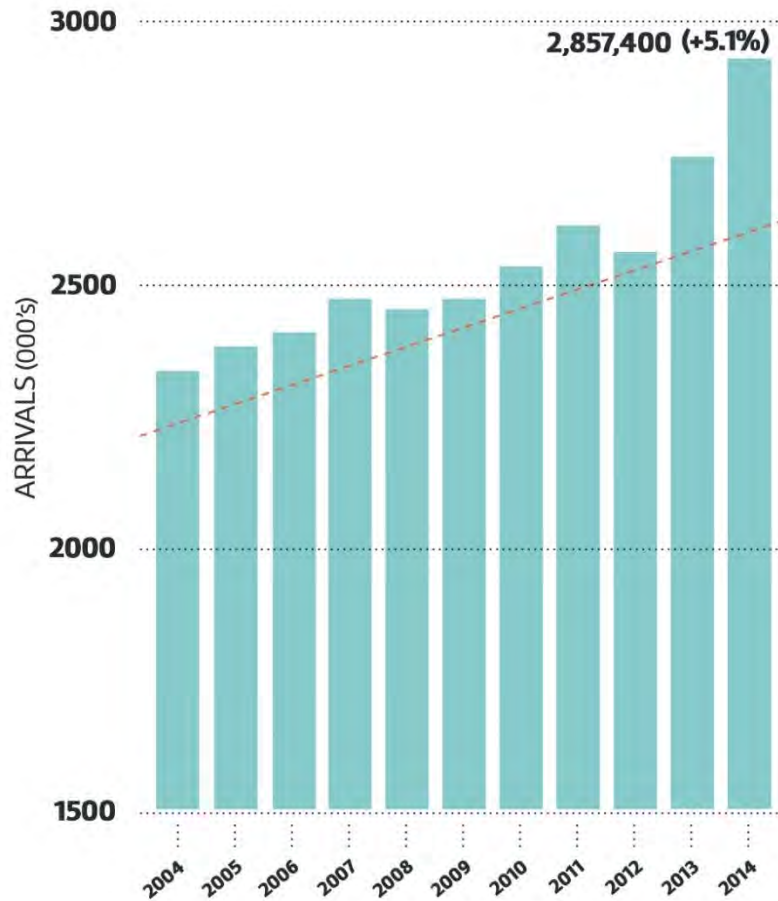
* Figures from Commercial Accommodation Monitor, Statistics New Zealand

** Figures from the Regional Tourism Indicators, MBIE

NATIONAL STATISTICS

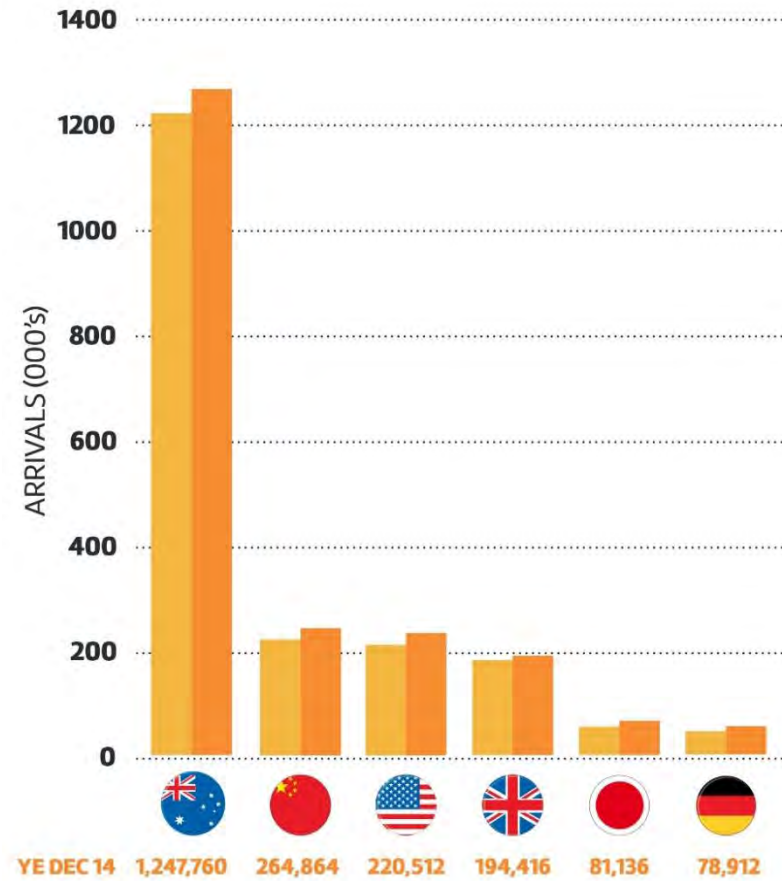
ANNUAL ARRIVALS INTO NEW ZEALAND

YEAR END DEC 2014



INTERNATIONAL MARKET ARRIVALS

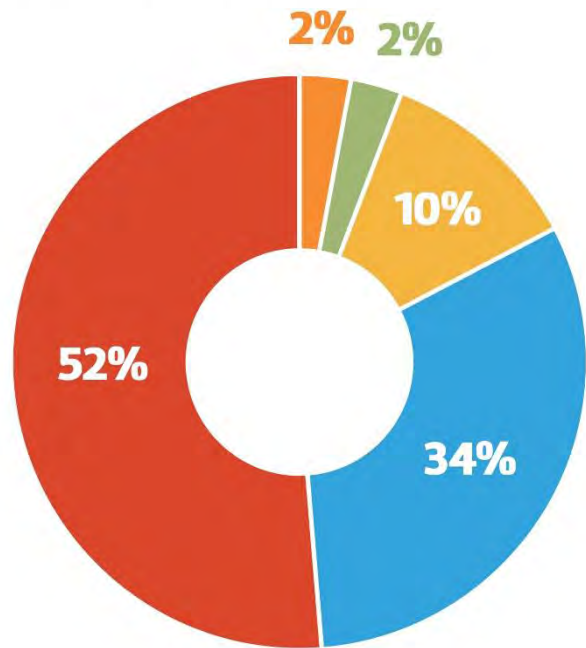
YEAR END DEC 2014 vs 2013



NATIONAL STATISTICS

PURPOSE OF VISIT TO NEW ZEALAND

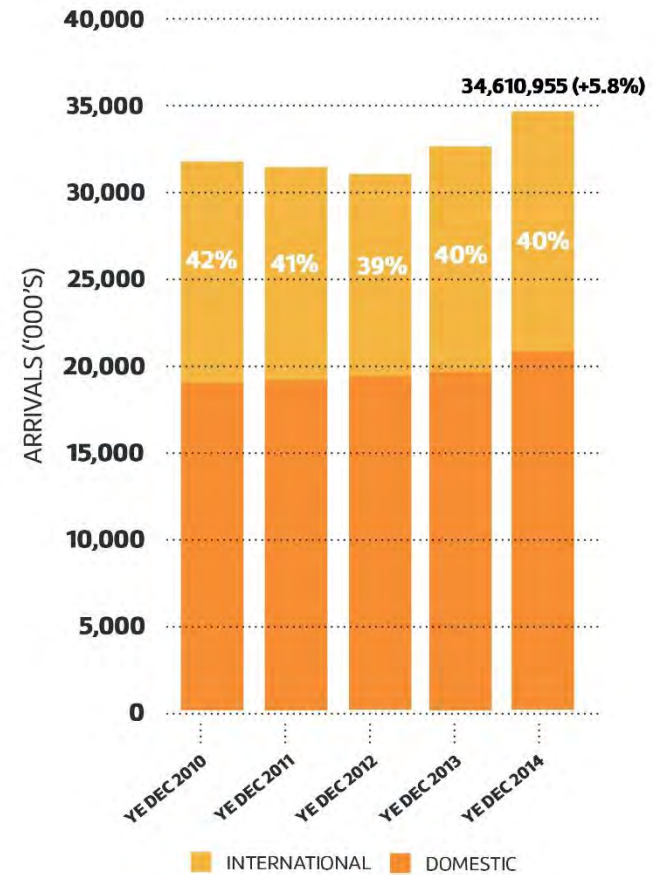
INTERNATIONAL VISITORS
YEAR END DEC 2014



- **HOLIDAY 52%**
- **EDUCATION 2%**
- **BUSINESS 10%**
- **VISITING FRIENDS & RELATIVES 34%**
- **CONFERENCES & CONVENTIONS 2%**

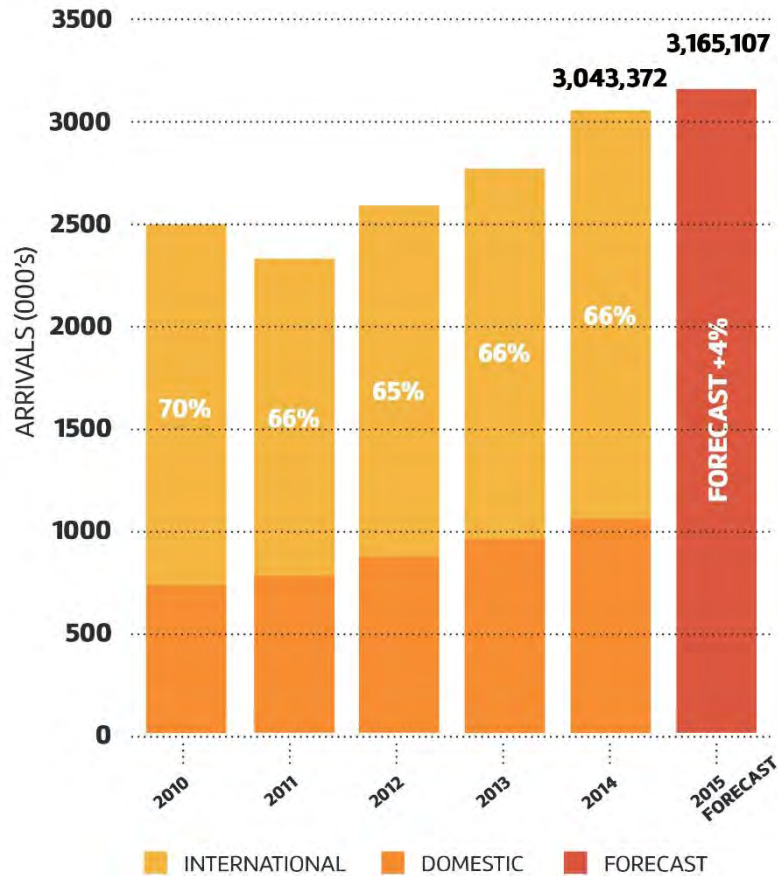
NEW ZEALAND COMMERCIAL GUEST NIGHTS

YEAR END 2014

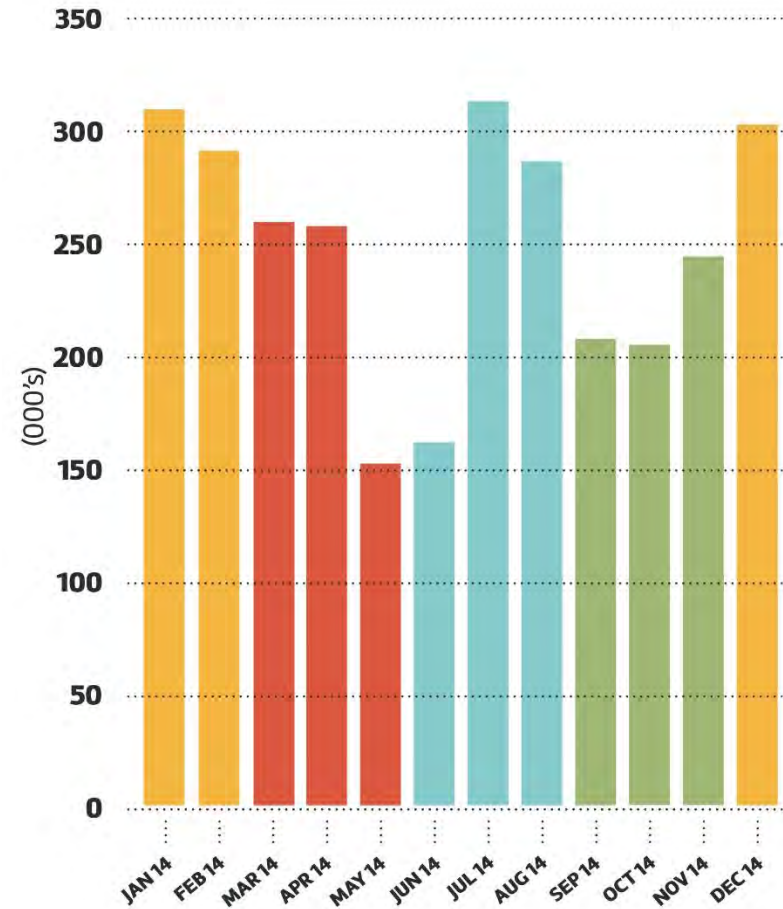


QUEENSTOWN STATISTICS

QUEENSTOWN COMMERCIAL GUEST NIGHTS YEAR END DEC 2014



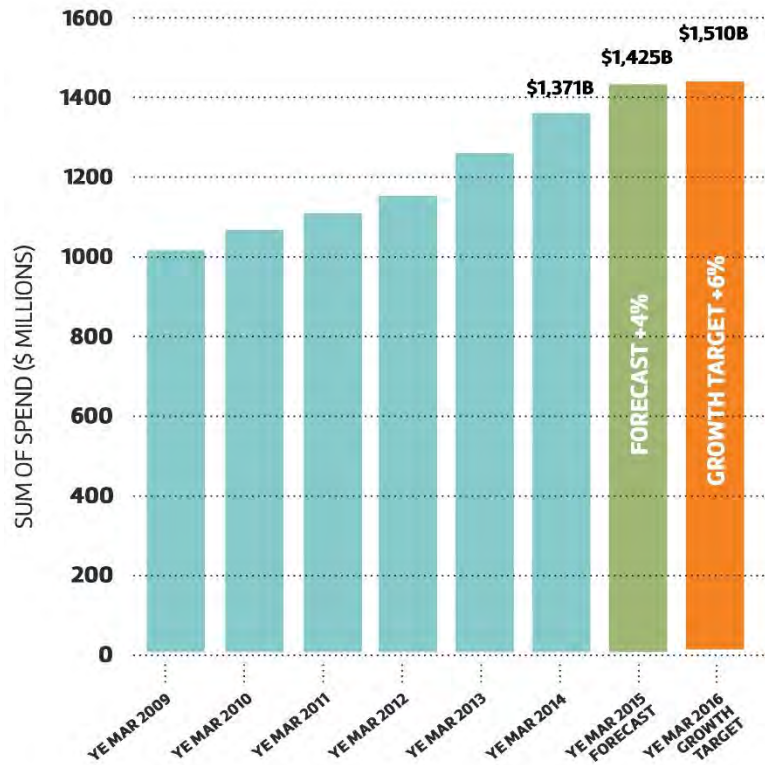
QUEENSTOWN GUEST NIGHTS BY MONTH YEAR END DEC 2014



QUEENSTOWN STATISTICS

QUEENSTOWN TOURISM EXPENDITURE

YE MAR 2009 – YE MAR 2015 FORECAST



AVERAGE DAILY EXPENDITURE IN QUEENSTOWN PER PERSON

YEAR END JUNE 2014



DESTINATION QUEENSTOWN WEBSITE METRICS JAN-DEC 14



The top five countries visiting our website were:



1. New Zealand 686,897



2. Australia 449,521



3. United States 94,120



4. United Kingdom 48,459



5. Singapore 24,568

PROJECTS AND ACTIVITY PLAN – FY15/16

Priority Area 1: Brand Positioning

In 2013 and 2014 DQ conducted extensive research into Queenstown's brand position in the tourism market, resulting in a reviewed and refined brand positioning based on these insights, which will be delivered in FY15-16. The new positioning better reflects Queenstown's unique attributes and provides the 'backbone' for all communications and promotions. We will be developing key measures as part of the brand delivery as well as continuing the ongoing measurement of our brand, customer experience and satisfaction against expectations and brand promise, through the VIP program.

OBJECTIVES

- Deliver and embed the new brand proposition, ensuring it drives the execution of everything we do
- Communicate the proposition clearly to both internal and external stakeholders
- Position Queenstown as New Zealand's leading four season visitor destination

Project	Activity	Delivered by	Outcome (KPI)
Brand positioning launch	<ul style="list-style-type: none"> • Roll-out of the new brand across all collateral and deliver a program of stakeholder communications to launch the brand • Develop a brand toolkit and brand guidelines • Embed the new brand fully in the organisation 	Consumer Comms Media Trade C&I	<ul style="list-style-type: none"> • 100% adoption of the new brand positioning by end of FY15/16. • Deliver compelling collateral for DQ/Queenstown and key tourism stakeholders
New QueenstownNZ.co.nz website	<ul style="list-style-type: none"> • Develop a next generation, best in class, responsive website • Create a 'video library' of downloadable video content (B-roll) on the website • Maintain our language translations and content in relevant key languages • Enrich the functional (C&I, trade, media) sections of the website to create more meaningful content 	Consumer Comms Media Trade C&I	<ul style="list-style-type: none"> • Improve overall website performance metrics by 10% - including bounce rate and conversions to member product. • Grow organic web visitation by 15%
"Queenstown Cares"	<ul style="list-style-type: none"> • Create a portal on the website for "Queenstown Cares," dedicated to showcasing Queenstown's environmental credentials • Promote Queenstown Cares to the travel trade for information and/or selling point for select markets 	Comms Consumer Trade	<ul style="list-style-type: none"> • Showcase Queenstown's environmental credentials

Priority Area 2: High Impact Initiatives

OBJECTIVES

- Undertake fewer major campaigns but with higher impact
- Deliver high impact campaigns that drive visitation in the targeted shoulder season
- Build brand awareness and differentiation of Queenstown's unique four season lake and alpine proposition

Project	Activity	Delivered by	Outcome
Domestic campaign targeting travel in May/June	<ul style="list-style-type: none"> • Deliver a high impact, integrated campaign in target domestic markets that drives visitation to Queenstown in May and June. • Include PR/media initiative as part of campaign (e.g. sponsored online content and/or print journo). 	Consumer Media Comms	<ul style="list-style-type: none"> • Increase domestic guest nights in May and June by 5%, measured by the CAM.
Australian campaign targeting travel in September and October	<ul style="list-style-type: none"> • Deliver a high impact, integrated campaign in East Coast Australia that drives visitation in September (ski shoulder and promotes Queenstown as a leading ski destination) • Include a PR activation and/or media initiative as part of campaign (e.g. independent media famil, media pitching, broadcast media opportunities, ambassador). • Leverage consumer campaign activity in Australia through trade channels 	Consumer Media Comms Trade	<ul style="list-style-type: none"> • Deliver a campaign to educate and inspire travel in September and October. • Motivate partner investment in conversion marketing to complement the campaign (e.g. airlines).
Video project	<ul style="list-style-type: none"> • Create a destination video resource that can be utilised across multiple channels. • Develop specific business events video collateral and trade video collateral 	Media Consumer Trade Comms	<ul style="list-style-type: none"> • Deliver inspirational video content
Deliver the American Express Queenstown Winter Festival	<ul style="list-style-type: none"> • Deliver an event that engages all key stakeholders, raises Queenstown's profile domestically and in Australia, adds value to the winter experience, announces the beginning of winter and reinforces Queenstown's status as the Southern Hemisphere's premier winter holiday destination • Maintain financial viability of Winter Festival by nurturing existing, and building new, sponsorship relationships 	Winter Festival team	<ul style="list-style-type: none"> • Secure in excess of \$1m in ASR value for the festival, across all media channels • Grow Facebook fans to 19,000 • Increase web traffic by 10% • Continue to build and maintain strong

	<ul style="list-style-type: none"> • Theme/dress Queenstown over the 10 day period to create a festive winter ambience ensuring visual recognition of Winter Festival • Deliver economic benefit to the region during the early winter season. 		<p>relationships with stakeholders</p> <ul style="list-style-type: none"> • Deliver a break even result.
Leverage American Express Queenstown Winter Festival	<ul style="list-style-type: none"> • Leverage AEQWF as a primary DQ winter marketing activation • Trade hosting opportunity: facilitate and host a domestic famil with key IBOs over a 2-3 day programme • Social influencer platform • Media – target broadcast media for primetime news coverage 	Trade Media	<ul style="list-style-type: none"> • Utilise AEQWF to announce the arrival of winter season and attract shoulder season visitation
Media Opportunities	<ul style="list-style-type: none"> • Manage media team resources to respond to reactive media or PR opportunities when results will be far reaching and will deliver an excellent return on investment 	Media	<ul style="list-style-type: none"> • Deliver media results with strong ROI

Priority Area 3: World Class Destination Outputs

OBJECTIVES

- Ensure all activity and outputs represent our world class destination
- Benchmark DQ initiatives and activity against best examples from around the world

Project	Activity	Delivered by	Outcome (KPI)
Review and refresh collateral	<ul style="list-style-type: none"> • Undertake a full review of DQ's collateral and outputs • Grow Asian markets photography library for use in trade presentations and future collateral • Identify an appropriate 'Queenstown gift' for select famils, tradeshow, media, sales calls and C&I • Consider a specific business events piece of collateral • Source imagery from PCOs and venues, in addition to photographing current conferences, to create a C&I specific image gallery 	Consumer Comms Trade C&I	<ul style="list-style-type: none"> • Deliver compelling consumer collateral for both DQ and our key tourism partners.
Product Directory	<ul style="list-style-type: none"> • Undertake a review of the DQ Product Directory with recommendations for enhancement of the online and print versions 	Trade C&I	<ul style="list-style-type: none"> • Deliver an enhanced and effective tool for trade and C&I
Online trade training tool	<ul style="list-style-type: none"> • Maintain and update the online trade training tool that includes training aids, example itineraries and presentations 	Trade	<ul style="list-style-type: none"> • Evaluate current tool for future development
Social media strategy	<ul style="list-style-type: none"> • Create a social media plan to support and integrate into each key marketing communications initiative • Undertake tailored paid social media • Maintain an authoritative and engaging voice to ensure our channels remain the primary social media platforms for visitors to find information on Queenstown • Curate and leverage member and partner content that aligns with DQ's goals • Support Queenstown based events through DQ's online and social media platforms as appropriate • Identify and engage with social media opinion leaders and influencers to maximise reach of Queenstown's messaging 	Media Comms Consumer	<ul style="list-style-type: none"> • Facebook engagement – achieve an average of 10% engagement rate for organic posts • Grow Instagram fan base to 30,000 followers by 30 June 2016

Priority Area 4: Regional Leadership

OBJECTIVES

- Match market opportunities with regional partnerships and initiatives
- Utilise regional relationships to create positive and mutually beneficial initiatives
- Establish DQ's reputation as the authoritative voice on tourism matters in the wider southern lakes region

Project	Activity	Delivered by	Outcome (KPI)
Regional Partnerships	<ul style="list-style-type: none"> • Work collaboratively with other RTO's where the proposition aligns and benefits Queenstown members • Working with relevant stakeholders and regions contribute to the delivery of a Central Otago shoulder season wine celebration 	Trade Consumer Media	<ul style="list-style-type: none"> • Grow visitation to the region during October and November by 5%
IMA	<ul style="list-style-type: none"> • Take a clear position on Southern Lakes and where and when the SL IMA strategic framework applies • Execute a clearly articulated long haul market strategy 	Trade	<ul style="list-style-type: none"> • Complete a minimum of four in market sales trips as DQ
Business Events strategic development	<ul style="list-style-type: none"> • Broaden both the conference and incentive proposition by developing messaging that leverages the region's wider skill set, industry and community expertise, history and knowledge base 	C&I	<ul style="list-style-type: none"> • Increase Queenstown's appeal as a business events destination

Priority Area 5: Key Partnerships

OBJECTIVES

- Develop deeper relationships with select partners to achieve greater marketing reach
- Leverage third party relationships and opportunities to drive visitor demand for a Queenstown holiday

Project	Activity	Delivered by	Outcome (KPI)
Partner with Tourism Auckland	<ul style="list-style-type: none"> • Explore a proposal for a PR/trade/key influencer event in China in partnership with Tourism Auckland. • Identify collaborative dual destination trade opportunities based on experiences • Partner with Tourism Auckland in the Australian market, exploring JV opportunities for dual destination C&I business 	Trade Media C&I	<ul style="list-style-type: none"> • Trade/C&I event in market
Partner with Auckland Airport	<ul style="list-style-type: none"> • Explore long haul dual destination marketing opportunities in partnership with Auckland Airport 	Trade Consumer	<ul style="list-style-type: none"> • Dual destination in market sales activity
Agency Review	<ul style="list-style-type: none"> • As part of the brand implementation undertake a formal review of current marketing agencies 	Consumer Comms Media	<ul style="list-style-type: none"> • Achieve maximum efficiency and best capability
Collective marketing and representation	<ul style="list-style-type: none"> • Leverage membership of TECNZ, TIA and RTONZ for information sharing and relationship development 	Trade	<ul style="list-style-type: none"> • DQ attendance at key trade and industry events/forums
Ski Tourism Marketing Network	<ul style="list-style-type: none"> • Work with Ski TMN partners to actively target the Australian ski market • Work with SkiTMN on targeted key Australian media for winter specific messaging • Leverage SkiTMN campaign activity through trade channels 	Consumer Media Winter Festival Trade	<ul style="list-style-type: none"> • Grow average number of Australian skier days by half a day, compared to 2014 (measured by regional ski resorts)

Leading Mountain Resorts of the World	<ul style="list-style-type: none"> • Host the 2015 LMROW conference in Queenstown • Leverage the network of LMROW partners to benchmark and assess best practice, e.g. social media, online • Leverage collective opportunities across the group 	Comms Consumer Trade	<ul style="list-style-type: none"> • Participate in and leverage the marketing potential from collective opportunities
Community partnerships	<ul style="list-style-type: none"> • Work closely with QLDC, community agencies, Shaping our Future, Events Office and industry organisations to determine our approach to collective positioning of Queenstown • Work with Chamber of Commerce to leverage both the Hangzhou and Aspen sister city relationships 	Comms Trade	<ul style="list-style-type: none"> • Maintain good communication with partner agencies
Tourism New Zealand	<ul style="list-style-type: none"> • Maximise opportunities with TNZ on campaigns and PR activity which promote the destination and expand audience reach ensuring key Queenstown messages achieve cut through • Work with TNZ on the Conference Assistance Program (CAP) to secure international conferences for Queenstown 	Consumer Media C&I	<ul style="list-style-type: none"> • Grow Queenstown's appeal across a broad range of visitors

Priority Area 6: Stakeholder Engagement

OBJECTIVES

- Enhance resident community engagement on key visitor issues, impacts and sentiment
- Continue to build a positive Queenstown brand image through effective destination reputation management
- Provide effective DQ member, stakeholder, news media and industry communications

Project	Activity	Delivered by	Outcome (KPI)
Resident Queenstown community influence and engagement	<ul style="list-style-type: none"> • Engage in destination management issues that directly affect community sentiment to the visitor sector • Produce Quarterly Remarks community update 	CEO Comms	<ul style="list-style-type: none"> • Maintain positive sentiment toward tourism and our visitors • Give tourism input on key issues
Destination Reputation Management	<ul style="list-style-type: none"> • Develop and implement destination messages in line with our brand, consciously developing the language/stats/value/capacity messages we use • Continue to work with key local agencies on a co-ordinated strategic approach to destination reputation management • Proactive community engagement and communications as issues arise • Continue to leverage DQ's leadership position as a successful and dynamic organisation for tourism insights, comment, facilitation and hosting. • Invest in an online system to monitor brand sentiment toward Queenstown 	Comms Media	<ul style="list-style-type: none"> • Maintain positive messaging and brand sentiment toward Queenstown • Enhance community communications to maintain support for DQ
Industry Communication	<ul style="list-style-type: none"> • Provide relevant updates and information to travel trade via Trade Remarks quarterly newsletter, sales calls, tradeshows and online training tools • Provide relevant updates and information to PCO's and Corporates via Bureau Remarks quarterly newsletters, tradeshows, webinars and sales calls • Communicate details of DQ campaigns to relevant in-market travel trade in order to leverage and support the initiatives 	Trade C&I	<ul style="list-style-type: none"> • Continue local C&I focus group meetings • Deliver quarterly newsletter on time

Member engagement	<ul style="list-style-type: none"> • Produce Fortnightly Remarks industry newsletter • Undertake quarterly member updates • Facilitate quarterly new member briefings • Engage with members on a one-to-one basis to assist with information, contacts, insights and understanding. • Undertake an annual membership communication survey of DQ members' needs and expectations to evaluate the organisation's performance 	Comms	<ul style="list-style-type: none"> • Sustain a measured flow of member communications to ensure member satisfaction and confidence in DQ
Stakeholder communications	<ul style="list-style-type: none"> • Update DQ's communications strategy and the market-specific key messages in line with strategic priorities • Press releases – Generate short lead coverage via relevant and newsworthy press releases • Editorial –write and supply editorial to media highlighting key reasons to visit Queenstown • Drive media relations through building and strengthening relationships with media outlets, responding to media enquiries and maintaining and improving local, national and international databases. • Manage DQ's organisational plans and communications; Annual Report, Business Plan, Communications Plan and Crisis Management Plan • Maintain confidence and support for DQ through proactive communications and transparency of processes 	Comms Media	<ul style="list-style-type: none"> • Continue to improve the quality of DQ's media database • Achieve pick up across a minimum of three targeted media outlets per release. • Complete organisational documentation within allocated timeframe and achieving buy in where necessary (Business Plan, Annual Plan, Communications Plan)

Priority Area 7: Core Business

OBJECTIVES

- Deliver core functional activity and ensure responsiveness to opportunities from our regular channels
- Develop and utilise a clear decision making toolkit to assess opportunities

Project	Activity	Delivered by	Outcome (KPI)
Increase the length of stay in Queenstown within travel itineraries	<ul style="list-style-type: none"> • Undertake sales call in NZ to Inbound Tour Operators (ITO), Product Managers and Reservation Agents. • One sales trip to Auckland and one sales trip to Wellington or Christchurch targeting TECNZ members – both Western and Asian Markets • Attend annual RTONZ IBO training days • Attend TRENZ in conjunction with Southern Lakes 	Trade	<ul style="list-style-type: none"> • Complete four sales calls rotations in New Zealand – • Attend TRENZ • Improve travel trade knowledge of Queenstown
Provide more reasons to travel to Queenstown within the Australian market, via trade channels	<ul style="list-style-type: none"> • Undertake sales call and training to wholesalers, airlines, airports, TNZ in East Coast Australia • Service key accounts with training and DQ events (roadshow/Urban Vineyard event, market insights) • Participate in TNZ mega famil • DQ will work with airlines and airports on connectivity and capacity for trans-Tasman routes 	Trade	<ul style="list-style-type: none"> • Complete four in-market activities in Australia
Increase awareness of Queenstown in long haul markets, specifically promoting shoulder season travel, via trade channels	<ul style="list-style-type: none"> • Opportunities for In-market trade activity will be assessed individually utilising the long haul market framework to evaluate attendance as Southern Lakes IMA or DQ independently. • DQ/SL to attend Kiwilink China, SEA, India, Japan/Korea, Latin America IMA road show and TNZ UK/Europe event • Explore opportunity for an 'industry CEO joint mission event' to showcase Queenstown and its operators in China • Participate in TNZ mega famil where appropriate by market 	Trade	<ul style="list-style-type: none"> • Trade: Complete four in-market sales trips as Destination Queenstown

DQ Roadshow	<ul style="list-style-type: none"> Trade and C&I teams to co-host the Roadshow event in Sydney and Melbourne showcasing key QT operators to select buyers and travel trade Incorporate training sessions for key Australian wholesalers and operators 	C&I Trade	<ul style="list-style-type: none"> Host minimum of 100 C&I buyers in Sydney and 70 in Melbourne. Host a minimum of 100 trade buyers in Sydney and 40 in Melbourne
Famil Programs	<ul style="list-style-type: none"> Work with DQ's key partners (TNZ, TRENZ, airports, airlines, wholesalers and ITOs) to deliver a trade famil program that targets our tier 1 and 2 markets Work with QCB's key partners to deliver a program of C&I famils, hosting a minimum of three Australian famils and one domestic famil to showcase the destination 	Trade C&I	<ul style="list-style-type: none"> Trade: support/host minimum of 400 pax on famils (this includes partnership famils) C&I: host four famils
Insights	<ul style="list-style-type: none"> Provide insights on arrivals, guest nights and expenditure trends for Queenstown and the national picture Monitor the impact of offshore activity and effect on growth from key markets Develop and deliver a monthly snapshot report 	Trade Consumer	<ul style="list-style-type: none"> Assist with and influence strategic decision for DQ and members through provision and analysis of key data
Research	<ul style="list-style-type: none"> Continue the VIP research program with Angus and Associates 	Consumer	<ul style="list-style-type: none"> Deliver valuable market insights to guide activity
International Media Program	<ul style="list-style-type: none"> Secure inspiring and engaging media coverage which promotes our region's key messages and range of experiences to different audiences via Tourism NZ's International Media Programme (IMP) Drive media opportunities through media pitching, broadcast media opportunities and film/video (e.g. supply of DQ footage) Secure media coverage that effectively communicates our region's key messages and range of experiences Attend TNZ IMP updates 		<ul style="list-style-type: none"> Effectively secure and manage media opportunities which contribute toward the positioning of Queenstown and drive growth in key markets. Source and distribute media results to members as appropriate
Introduction of new Customer Relationship Management program	<ul style="list-style-type: none"> Implement a new CRM/database to effectively manage DQ's multiple contact lists; including members, industry and media. Embed in the organisation with full training. Develop new EDM templates that can be managed directly from within the CRM 	Comms	<ul style="list-style-type: none"> Installed and operational by July FY15-16

<p>Maintain strong business events sales activity in the Australian and domestic markets and increase activity in long haul markets</p>	<ul style="list-style-type: none"> • Represent Queenstown at the MEETINGS tradeshow • Undertake sales calls and hosting opportunities around the AIME tradeshow in Australia • Co-host the DQ Roadshow in Sydney and Melbourne • Represent Queenstown at Convene South, IMEX and either CIBTM or IT&CM • Investigate opportunities in conjunction with TNZ in long haul markets • Undertake targeted sales calls in Australia and New Zealand to PCO's, Incentive Houses and Corporates • Continue key account management in Australia 	<p>C&I</p>	<ul style="list-style-type: none"> • Co-ordinate and host 20 site visits/site inspections and four famils for C&I clients • Complete 4 x Australian sales call cycles • Complete 3 x domestic sales call cycles • Increase conversion of leads to business from 56% to 60% in FY15/16
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Priority Area 8: Organisation

OBJECTIVES

- Be a motivated, high performing team that works collaboratively both internally and externally
- Allocate resources effectively to achieve best possible return on investment and value to our members
- Have a nimble, commercial approach in the way we operate

Project	Activity	Delivered by	Outcome (KPI)
Continue to foster 'best practice' culture	<ul style="list-style-type: none"> • Develop an investment decision making framework • Maintain adaptable approach to opportunities • Encourage more cross functional team work and projects 	All	
Be appropriately resourced and motivated team	<ul style="list-style-type: none"> • Targeted skills development and training for mutual personal and organisational benefit • Allocate resources to support priority strategies • Develop destinational marketing opportunities linked to the education sector • Retain and nurture support of the organisation and our unique funding mechanism 	All	
Office environment	<ul style="list-style-type: none"> • Review office space and location options to enhance the staff working environment • Improve the DQ guest experience as the 'shop front' to Queenstown's tourism industry visitors 	CEO	

FINANCIALS – FY 2015/2016 INDICATIVE BUDGET

	FULL YR BUDGET 2015/16
Income	
Targeted tourism levy collected by QLDC	3,349,394
Total Income	3,349,394
Operational Costs	
Accident Compensation	3,473
Accountancy Fee	51,000
Audit Fees	11,500
Bank Fees and Interest	2,800
Chairman's Fees	7,500
Depreciation	37,924
Operational Expenses	1,117,197
Total Operational Costs	1,231,394
Direct Marketing Functions	
Priority 1: Brand Positioning	
Brand Positioning Launch & roll out	150,000
Destination video	150,000
New queenstownnz.co.nz website	175,000
Translations for website	20,000
Search Engine marketing	35,000
Web hosting and licencing	30,000
Collateral	64,000
Total - Priority 1	624,000
Priority 2: High Impact Initiatives	
Domestic May June Campaign	205,000
Australian September Campaign	280,000
DQ Winter Festival sponsorship	100,000
Leverage WF: trade and media opportunity	15,000
PR opportunities	30,000
Total Priority 2	630,000

Priority 3: World class destination outputs	
Online trade training tool	5,000
Social Media	50,000
Total - Priority 3	55,000
Priority 4: Regional Leadership	
Complete Wine SIG	25,000
Business Events Strategic Development	50,000
Total - Priority 4	75,000
Priority 5: Key Partnerships	
Auckland Airport partnership	10,000
Ski TMN	100,000
LMROW	15,000
Total - Priority 5	125,000
Priority 6: Stakeholder engagement	
DRM: brand sentiment monitor	15,000
Member engagement: member events	22,000
Member engagement: Quarterly Remarks	20,000
Stakeholder comms: Media relationships	20,000
Stakeholder comms: Reporting	6,000
Total - Priority 6	83,000
Priority 7: Core Business	
Trade	
Southern Lakes Marketing	25,000
Western Markets	25,000
TRENZ	20,000
Online Trade training	5,000
Queenstown Famil Programme	15,000
Sales Calls - Australia	10,000
Asian Markets (incl China CEO mission)	40,000
SOUTH	10,000
Sales Calls - Domestic	10,000
Collective Marketing/Representation	35,000
DQ Aus Roadshow - trade	15,000

Trade showreel edit	3,000
Product Directory	
Insights: Harmony	4,000
IMP: TNZ updates	2,000
CRM: launch and licencing	30,000
Research:VIP and brand benchmarking	60,000
Uniforms	10,000
Memberships	2,000
Conference and Incentive	
MEETINGS Tradeshow	33,000
AIME Tradeshow	15,000
Collateral / Printing Creative for C&I	38,000
CIBTM / China Sales Trip	11,000
IMEX / USA Trade Show	12,000
Famils	22,000
Sales Calls - Domestic	5,000
Memberships/Conferences (CINZ etc)	10,000
Australian/Other Trade shows	11,000
DQ Australian Roadshow - C&I	15,000
Australian Representative & Sales Calls	33,000
Total Priority 7: Core Business	526,000
Total Direct Marketing	2,118,000
NET SURPLUS/DEFICIT	-
SUMMARY	
Income	3,349,394
Operational Costs	(1,231,394)
	2,118,000
Direct Marketing	
Priority 1: Brand Positioning	(624,000)
Priority 2: High Impact Initiatives	(630,000)
Priority 3: World class destination outputs	(55,000)
Priority 4: Regional Leadership	(75,000)
Priority 5: Key Partnerships	(125,000)
Priority 6: Stakeholder engagement	(83,000)
Priority 7: Core Business	(526,000)
	(2,118,000)
Net Surplus/Deficit	-

FINANCIALS – FY 2014/2015 YE FORECAST & BUDGET

	FULL YR FORECAST at MAR 2015	FULL YR BUDGET
Income		
4-0110 Targeted tourism levy collected by QLDC	3,283,720	3,283,720
4-0170 Misc Income	18,263	8,000
Total Income	3,301,983	3,291,720
Operational Costs		
6-1150 Accident Compensation	2,848	3,473
6-1030 Accountancy Fee	51,000	51,000
6-1045 Audit Fees	10,387	11,500
6-1060 Bank Fees and Interest	2,328	2,800
6-1455 Chairman's Fees	7,500	7,500
6-1090 Depreciation	31,609	37,924
6-1285 Operational Expenses	1,099,016	1,114,233
Total Operational Costs	1,204,689	1,228,430
Direct Marketing Functions		
Campaigns, Special Interest Tourism and Events		
6-2655 Autumn Campaign - NZ	139,378	140,000
6-2700 Autumn Campaign - Aus	143,535	165,000
6-3110 Spring Marketing - NZ	70,004	70,000
6-2725 Spring Marketing - Aus	125,000	125,000
6-4130 Special Interest Group Marketing & Collateral	106,243	106,000
6-2935 Ski TMN	80,362	100,000
6-2940 Winter Marketing - Aus	7,000	-
6-3270 Summer Marketing - NZ	69,046	70,000
6-3285 Summer Marketing - Aus	125,189	125,000

Total - Campaigns, Special Interest Tourism and Events	865,757	901,000
Online Marketing		
6-2340 Website Development and online content	71,338	90,000
6-2375 Translations	4,594	5,000
6-2325 Web Hosting	15,643	16,000
6-2328 Web Database Licence	23,915	20,000
6-2305 Social Media	17,991	15,000
6-2345 Mobile site and apps Development	10,000	10,000
Total Online Marketing	143,481	156,000
Marketing Collateral and Support		
6-1750 HD Video Footage	9,760	10,000
6-1815 Banners/Instands/Merchandise	18,087	20,000
6-1640 Infomap Development & Distribution	39,391	40,000
6-1850 Uniforms	10,565	10,000
6-1710 Image Library	10,262	10,000
6-2200 Consumer Research/VIP	50,514	50,000
6-2130 Collective Opps (incl STAR, LMROW, SSR)	35,893	40,000
Total Marketing Collateral and Support	174,472	180,000
Trade Marketing		
6-2165 Southern Lakes Marketing	25,000	35,000
6-2166 Western Markets	15,837	15,000
6-2615 TRENZ (S/L)	17,596	20,000
6-2617 Online Trade Comms/training	9,049	10,000
6-2620 Queenstown Famil Programme	10,805	15,000
6-2630 Sales Calls - Australia	9,974	10,000
6-2631 Asian Markets	12,778	15,000
6-2621 SOUTH	20,066	20,000
6-2610 Sales Calls - Domestic	6,826	10,000
6-2634 Collective Marketing/Representation	36,871	36,000
6-2625 Aus Roadshows	20,686	20,000
Total Trade Marketing	185,488	206,000

Conference and Incentive				
6-3355	MEETINGS Tradeshow		33,184	33,000
6-3565	AIME Tradeshow		9,086	15,000
6-3600	Collateral / Printing Creative for C&I		345	4,000
6-3680	CIBTM / China Sales Trip		10,338	11,000
6-3740	IMEX / USA Trade Show		12,523	12,000
6-3635	C&I Positioning Project		1,400	-
6-3775	Famils		11,614	22,000
6-3425	Sales Calls - Domestic		3,904	5,000
6-3845	Memberships/Conferences (CINZ etc)		7,874	10,000
6-3570	Australian/Other Trade shows		9,816	11,000
6-3530	Australian Roadshow		20,877	14,000
6-3390	Domestic Mega Famil		359	-
6-3460	Australian Representative & Sales Calls		21,241	33,000
Total Conference and Incentive			142,559	170,000
Communications - Media & PR				
6-2515	IMP and DQ Famils and Hosting		57,473	51,000
6-2525	Media/PR Opportunities		32,743	50,000
6-2560	Winter Festival PR		4,953	15,000
6-2535	Targeted Projects		30,553	25,000
6-2530	TNZ IMP Updates		1,992	3,000
6-2550	PR Services		2,385	12,750
6-2555	Stakeholder Communications		19,379	2,640
6-2480	Database upgrade		4,154	6,950
6-2585	Reporting		6,963	4,900
6-2547	Media Relationships		24,058	18,000
6-2060	DQ Member Events		23,421	21,050
Total Communications - Media & PR			208,075	210,290
Urban Vineyard 2015				
6-2551	Urban Vineyard		104,000	-
			104,000	-
Events				
6-4100	Strategic development		100,000	100,000
6-4110	Winter Festival		125,000	30,000

6-2960	Major Events leverage	174	50,000
6-4000	Targeted Marketing Events	35,000	60,000
Total Events		260,173	240,000
Total Direct Marketing		2,084,006	2,063,290
NET SURPLUS/DEFICIT		13,289	0
SUMMARY			
Income		3,301,983	3,291,720
Operational Costs		(1,204,689)	(1,228,430)
		2,097,294	2,063,290
Direct Marketing			
Campaigns, Special Interest Tourism and Events		(865,757)	(901,000)
Online Marketing		(143,481)	(156,000)
Marketing Collateral and Support		(174,472)	(180,000)
Trade Marketing		(185,488)	(206,000)
Conference and Incentive		(142,559)	(170,000)
Communications - Media & PR		(208,075)	(210,290)
Events		(260,173)	(240,000)
		(2,084,006)	(2,063,290)
Net Surplus/Deficit		13,289	0

DQ TRAVEL CALENDAR

Date	Department	Event name	Location	DQ Contact
July				
11-16	Trade	TNZ Kiwi Link India	Delhi / Chennai/ Mumbai / Hyderabad	Ella Zhang or SL representative
20	Trade	TNZ Frontline Training Singapore	Singapore	Ella Zhang or SL representative
August				
5-6	Trade/QCB	CIBTM	China	QCB manager or Ella Zhang
17-19	Trade	TECNZ Conference	Dunedin	Louise Jennis, Ella Zhang, Graham Budd
TBC	Trade	DQ IBO & Key Partner Sales Calls	Auckland	Louise Jennis and/or Ella Zhang
TBC	Trade	Kiwi Link South America	Brazil/Argentina	Louise Jennis or SL representative
September				
1	QCB	Convene South	Christchurch	QCB manager
8-10	Trade/QCB	DQ Australian Roadshow	Melbourne/Sydney	Jana Kingston/Louise Jennis
TBC	Trade/Consumer/ QCB/Media	RTO Mega Meet	Auckland	
TBC	Trade	North America Sales calls	US/Canada	Louise Jennis/SL representative
29-30	QCB	CINZ conference	Christchurch	QCB manager
October				
2	Trade	Bangkok frontline training	Bangkok	Ella Zhang or Southern Lakes rep
4-6	Trade	TNZ Kiwilink South and South East Asia	Singapore	Ella Zhang or Southern Lakes rep
8-9	Trade	Malaysian Frontline training	KL and Penang	Ella Zhang or Southern Lakes rep
12-13	Trade	Indonesian frontline training	Jakarta and Surabaya	Ella Zhang or Southern Lakes rep
13-15	QCB	IMEX	Las Vegas	QCB manager
TBC	Trade	Australian Mega Famil & Training	Australia	Louise Jennis
TBC	Trade	DQ ITO and key partner sales calls	Auckland	Louise Jennis and/or Ella Zhang
26-29	Trade	Kiwilink China	Beijing	Ella Zhang
30 Oct – 6 Nov	Trade	Frontline Training China	Beijing, Shanghai, Chengdu, Guangzhou	Ella Zhang

Date	Department	Event name	Location	DQ Contact
November				
2-5	Trade	World Travel Mart	London	Louise Jennis or SL representative
TBC	Media & PR	Media visits/ Film NZ/NZTE	Wellington	Sarah Stacey/Gizelle Regan
TBC	Trade	Australian sales calls	Sydney, Melbourne, Adelaide	Louise Jennis
December				
January 2016				
February 2016				
TBC	QCB	AIME 2016	Melbourne	QCB manager/Jana Kingston
March 2016				
TBC	Media & PR	Media visits / Winter Fest pitching	Auckland	Libby Baron/Sarah Stacey
TBC	Trade	TNZ Kiwilink Japan & Korea	Tokyo and Seoul	Ella Zhang or Southern Lakes rep
TBC	Trade	IAGTO	TBC	Ella Zhang
TBC	Trade	Market Insights	Sydney	Louise Jennis
TBC	Trade	DQ ITO sales calls	Wellington/Christchurch	Louise Jennis and Ella Zhang
TBC	Trade	South East Asia mega famil and training	TBC	Ella Zhang or Southern Lakes rep
TBC	Media	TNZ Australia and media visits	Melbourne/Sydney/Auckland	Gizelle Regan
April 2016				
TBC	Trade	Mountain Travel Symposium	TBC	Louise Jennis
TBC	Trade	UK Europe offshore event	London	Louise Jennis and SL rep
TBC	Trade	RTO ITO training days	Auckland	Louise Jennis or Ella Zhang
May 2016				
TBC	Trade	USA mega famil and training	TBC	Louise Jennis
TBC	Trade	TRENZ 2016	TBC	Louise Jennis and Ella Zhang
TBC	Trade	TECNZ Training Days	Auckland	Louise Jennis and Ella Zhang
June 2016				
TBC	QCB	Meetings 2016	TBC	QCB manager Jana Kingston
DQ FY END				

GLOSSARY OF TERMS

DQ	Destination Queenstown	TRENZ	Tourism Rendezvous New Zealand (New Zealand's largest travel trade show, owned by TIA)
TNZ	Tourism New Zealand	TEC	Tourism Export Council of New Zealand
RTO	Regional Tourism Organisation	IMA	International Marketing Alliance (Destination Queenstown is grouped with Lake Wanaka Tourism and Destination Fiordland)
QCB	Queenstown Convention Bureau	LMROW	Leading Mountain Resorts of the World
IMP	International Media Programme (Tourism New Zealand)	QLDC	Queenstown Lakes District Council
CINZ	Conference Incentives New Zealand	DEO	District Events Office (Shaping Our Future-driven events body)
AIME	AsiaPacific Incentives and Meetings Expo	QAC	Queenstown Airport Corporation
PCO	Professional Conference Organisers	AIAL	Auckland International Airport
MICE	Meetings, Incentives, Conventions and Exhibitions	CIAL	Christchurch International Airport
MED	Ministry of Economic Development	SRB	Strategic Review Board
TIA	Tourism Industry Association of New Zealand		

ABOUT DESTINATION QUEENSTOWN

Destination Queenstown is the Regional Tourism Organisation formed as a membership organisation in 1985 to promote Queenstown as the Southern Hemisphere's premier four season lake and alpine resort. DQ is the single, neutral tourism contact point for the resort.

Funding for the organisation is provided through a levy on the commercial and accommodation rate which is collected by the Queenstown Lakes District Council and remitted to DQ.

Members of DQ are those businesses which contribute to the commercial/accommodation rates of QLDC. Membership of DQ is also available for some through payment of a subscription fee for those businesses which may not contribute to the commercial rates but still wish to have access to the benefits of membership.

As an incorporated society, DQ is governed by an annually-elected sector represented Board of Directors. The DQ Board meets regularly to ensure the objectives and strategic goals are being achieved by the executive staff of DQ.

The Strategic Review Board, which encompasses sector representatives from across all Queenstown business sectors, meets at least once a year to review the DQ Business Plan in order to ensure DQ maintains a broad market and community focus.

Staniland, Jeff

SKYLINE ENTERPRISES LIMITED

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission



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29 April 2015

Queenstown Lakes District Council
Private Bag 50072
QUEENSTOWN

Dear Sir/Madam

**SUBMISSION BY SKYLINE ENTERPRISES LIMITED ON THE
QLDC 2015 - 2025 10 YEAR PLAN CONSULTATION DOCUMENT**

Introduction

The purpose of this submission is to outline Skyline Enterprises Limited's ("SEL") support for the Queenstown Lakes District Council's ('QLDC's) 10 Year Plan and in particular, as this document pertains to the proposed rating model for the Queenstown Convention Centre.

SEL is a significant commercial player within the Queenstown Lakes District and further afield (both nationally and internationally).

SEL was established in 1966 and has become a major tourism operator in New Zealand. Its success has been largely built on the strength of its gondola and restaurant businesses in both Queenstown and Rotorua. Both operations have become iconic New Zealand attractions.

SEL owns a number of commercial buildings within central Queenstown. Such buildings house a significant number of tenants, ranging from hospitality, accommodation, retail and offices. SEL also owns the Blue Peaks Lodge in Queenstown. SEL has also acquired the Totally Tourism Limited group of companies.

Due to its significant commercial investments, Skyline has a clear interest in ensuring that the construction of an international standard convention centre at the Lakeview site is achieved albeit that this is undertaken in accordance with an agreed rating model for the Council's capital contribution.

Skyline Enterprises Limited Submission

It is acknowledged that the QLDC has already made a formal decision to build a convention centre on the Lakeview site including a projected rating impact in the 2014/15 Annual Plan. This current 10 Year Plan Consultation Document is not revisiting the question of whether the QLDC should build the convention centre or not.

Rather, QLDC has recognised that the community was concerned about the way in which the rates for the Council's capital investment were to be apportioned and this current 10 year plan focuses on a change to the proposed rating model.

SEL agree with this approach and note that they previously submitted on the Council's draft 2014/2015 Annual Plan in support of construction of the Queenstown Convention Centre on the Lakeview site.¹

SEL wish to express their continued support for the construction of the Queenstown Convention Centre at the Lakeview site. However, this support is based on the understanding that the economic benefits to the community will be as outlined in the economic impact reports by CBRE (July 2013) and Insight Economics (November 2014).

SEL is also realistic that if the Council is to take a lead role and assist in the funding of the Queenstown Convention Centre, the District's ratepayers will need to pay higher rates in order to make the financial model work.

A number of commercial properties that SEL owns will be most impacted by higher rates. Such rates increases will be passed onto SEL's tenants. However, SEL and its tenants within the central business area of Queenstown stand to benefit the most through increased patronage from conference attendees.

The QLDC's 10 Year Plan 2015 – 2025 Consultation Document asks the question *"Do you support the revised rating model for the proposed convention centre?"*²

SEL confirm that they support the current rating model on the following basis:

- The Council's contribution is capped at \$31.34 Million³;
- That the rating model incorporating the Queenstown Convention Centre costs does not come into effect until 2018;
- That the QLDC continues to actively investigate all alternative methods of funding before 2018 and continues to advise on the progress of these funding methods;
- SEL understand that there will be three more QLDC Annual Plans and a further 10 Year Plan prepared in 2018 which will enable further submissions prior to the implementation of a final rating model; and
- SEL support the Queenstown Chamber of Commerce in lobbying and assisting Council with pursuing alternative funding options in order to reduce the burden on rate payers.

Conclusion

SEL views the development of the Queenstown Convention Centre on the Lakeview site as a key component of cementing central Queenstown as the primary hub in the wider Queenstown area and subject to the points raised above, supports the QLDC's current rating model to achieve its construction and eventual operation from the Lakeview site.

¹ Skyline Enterprises Limited Submission on Draft 2014/2015 Annual Plan dated 7th May 2014

² 10 Year Plan 2015-2025 Consultation Document page 9

³ 10 Year Plan 2015-2025 Consultation Document page 7

Yours faithfully



Jeff Staniland
CEO, Skyline Enterprises Limited

Staniland, Jeff

TOTALLY TOURISM LIMITED

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission



MANAGEMENT
TEL 64 3 441 4621
ADMINISTRATION
TEL 64 3 441 4540
FAX 64 3 441 4619
EMAIL: tfl@totallytourism.co.nz
www.totallytourism.co.nz

29 April 2015

Queenstown Lakes District Council
Private Bag 50072
QUEENSTOWN

29 LUCAS PLACE
QUEENSTOWN AIRPORT
BOX 634 QUEENSTOWN
NEW ZEALAND

Dear Sir/Madam

SUBMISSION BY TOTALLY TOURISM LIMITED ON THE QLDC 2015 - 2025 10 YEAR PLAN CONSULTATION DOCUMENT

Introduction

The purpose of this submission is to outline Totally Tourism Limited's ("TTL") support for the Queenstown Lakes District Council's ("QLDC's") 10 Year Plan and in particular, as this document pertains to the proposed rating model for the Queenstown Convention Centre.

TTL is a significant commercial player within the Queenstown Lakes District and further afield throughout the South Island of New Zealand. TTL is owned by Skyline Enterprises Limited.

TTL is a privately owned sightseeing and adventure tourism group that offers a diverse range of activities in the South Island of New Zealand. The various entities associated with TT include:

- The Helicopter Line
- Glacier Helicopters
- Milford Sound Scenic Flights
- Mitre Peak Cruises
- Queenstown Combos
- Challenge Rafting
- Air Fiordland
- Glacier Helicopters
- Wanaka Flightseeing
- Harris Mountains Heli-Ski.

Due to its significant commercial investments and operations, TTL has a clear interest in ensuring that the construction of an international standard convention centre at the Lakeview site is achieved albeit that this is undertaken in accordance with an agreed rating model for the Council's capital contribution.

Totally Tourism Limited Submission

It is acknowledged that the QLDC has already made a formal decision to build a convention centre on the Lakeview site including a projected rating impact in the 2014/15 Annual Plan. This current 10 Year Plan Consultation Document is not revisiting the question of whether the QLDC should build the convention centre or not.

Rather, QLDC has recognised that the community was concerned about the way in which the rates for the Council's capital investment were to be apportioned and this current 10 year plan focuses on a change to the proposed rating model.

TTL agree with this approach and note that they previously submitted on the Council's draft 2014/2015 Annual Plan in support of construction of the Queenstown Convention Centre on the Lakeview site.¹

TTL wish to express their continued support for the construction of the Queenstown Convention Centre at the Lakeview site. However, this support is based on the understanding that the economic benefits to the community will be as outlined in the economic impact reports by CBRE (July 2013) and Insight Economics (November 2014).

TTL is also realistic that if the Council is to take a lead role and assist in the funding of the Queenstown Convention Centre, the District's ratepayers will need to pay higher rates in order to make the financial model work.

A number of commercial properties that TTL owns and/or leases will be most impacted by higher rates. However, the management and employees of TTL are also likely to be affected by increases to individual residential property rates.

However, TTL acknowledges that its commercial operations and their staff are likely to be positively impacted both directly and indirectly by the projected annual increase in regional GDP by \$65.8m and employment of 0.7 percent once the Queenstown Convention Centre is operational².

The QLDC's 10 Year Plan 2015 – 2025 Consultation Document asks the question “Do you support the revised rating model for the proposed convention centre?”³

TTL confirm that they support the current rating model on the following basis:

- The Council's contribution is capped at \$31.34 Million⁴;
- That the rating model incorporating the Queenstown Convention Centre costs does not come into effect until 2018;
- That the QLDC continues to actively investigate all alternative methods of funding before 2018 and continues to advise on the progress of these funding methods;
- TTL understand that there will be three more QLDC Annual Plans and a further 10 Year Plan prepared in 2018 which will enable further submissions prior to the implementation of a final rating model; and

¹ Totally Tourism Limited Submission on Draft 2014/2015 Annual Plan dated 7th May 2014

² 10 Year Plan 2015-2025 Consultation Document page 9

³ 10 Year Plan 2015-2025 Consultation Document page 9

⁴ 10 Year Plan 2015-2025 Consultation Document page 7

- TTL support the Queenstown Chamber of Commerce in lobbying and assisting Council with pursuing alternative funding options in order to reduce the burden on rate payers.

Conclusion

TTL views the development of the Queenstown Convention Centre on the Lakeview site as a key component of cementing central Queenstown as the primary hub in the wider Queenstown area and subject to the points raised above, supports the QLDC's current rating model to achieve its construction and eventual operation from the Lakeview site.

Yours faithfully



pp Grant Bisset
General Manager Aviation, Operations and Tourism
Totally Tourism Ltd

Steven, Anne

ROYAL FOREST AND BIRD PROTECTION SOCIETY - OTAGO/SOUTHLAND REGION

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

Royal Forest and Bird Protection Society – Otago/Southland Region Introduction Forest & Bird is New Zealand’s largest non-governmental conservation organisation with 70,000 members and supporters. We have a branch based in the Wakatipu/Upper Clutha region with around 270 members. Our kaupapa is to “Give Nature a Voice” We do this through advocacy and education as well as many hundreds of our members being involved in restoration projects including pest and predator eradication. Protection of our indigenous biodiversity, our freshwater and the species that rely on them is a priority for our organisation. The protection of remaining indigenous biodiversity is a serious issue throughout New Zealand, with the rate of loss of indigenous biodiversity in New Zealand being amongst the highest in the world. Many of our plant and animal species are endemic, and thus very important with respect to global biodiversity. Our production systems and national well-being are heavily reliant on healthy functioning ecosystems, yet many of our ecosystems are now seriously degraded. The Queenstown Lakes District shares these issues. In particular, there has been accelerated loss of basin floor dryland communities so that little now remains, intensification of farming has occurred in the Upper Clutha basin with potential significant risk to water quality and the health of freshwater ecosystems, and there are a number of threatened and at risk plant and animal species in the district such as the Grand Otago Skink, mohua, kea, *Olearia hectorii* and whipcord hebe. Our Submission: 1. We are pleased to see the council intends to increase levels of service as a priority. The council has a significant statutory role in ensuring the long term protection of indigenous biodiversity and natural landscape character and preventing further loss and decline in both. 2. It is our view that that preventing further indigenous biodiversity loss and reversing the rapid decline that has occurred, along with managing land use to ensure the high quality of our freshwater resources are sustained are key issues for the district over the next 10 years. This has not been identified. In fact all of the 5 issues are limited to the urban area. 3. Similarly, the regulatory function of council in relation to these activities is core council business, certainly from a community-wide perspective. We would like to see enhanced resourcing for improvements in the way council carries out this function, for example, adequate funding for engagement of expert ecological advice in relation to resource consent processes particularly where there is a need to examine a case for legitimate net conservation benefit, and to support effective enforcement of district plan rules. This is to ensure in particular that effect is given to the National Priorities for Indigenous Biodiversity Protection on Private Land. 4. There needs to be funding provided for the development of a district-wide indigenous biodiversity strategy, to give effect to the regional strategy that is about to be developed in the Otago Regional Long Term Plan and ultimately at an operational level to the New Zealand Biodiversity Strategy. 5. The council has committed to various activities in Part 4.1.4 of the current district plan and these require targeted funding, in particular: - to provide information about the district’s biodiversity and ecosystems, so that the resident community and visitors understand and respect it - to promote the regeneration and reinstatement of indigenous ecosystems around the margins of the lakes, rivers and wetlands and to encourage retention of corridors between habitat nodes/areas - to work closely and collaboratively with other agencies with regard to best management practice for indigenous ecosystems, weed control, negotiating permanent protection of conservation values on private land, and appropriate land use practices particularly in relation to maintaining water quality in the Upper Clutha basin. - monitoring of biodiversity condition and significance assessment 6. We would like to see a contestable fund to help implement biodiversity enhancement projects in the district. 7. We would like to see targeted funding available for a programme of active indigenous biodiversity enhancement on council reserve lands. 8. There should also be a funding contribution to the Wakatipu Wilding Tree project. Thank you for the opportunity to make this submission on the Council’s activities over the next 10 years, Anne Steven For Royal Forest and Bird Protection Society April 29 2015 Details: Organisation : Royal Forest and Bird Protection Society of New Zealand Inc. Contact Name: Anne Steven Location: Resident Rate Payer (Wanaka)

Stewart, Donna

HERITAGE QUEENSTOWN

WAKATIPU

1 Convention Centre

Do you support the revised rating model for the proposed convention centre?

I choose not to answer

Convention Centre Comments

Can you please replace my first submission with this copy: The convention centre would be an asset for the tourism and hospitality infrastructure of the wider Wakatipu community. The fundamental point to consider: There is already a hotel in town that can facilitate up to 500 attendees for a conference seated, and the convention centre needs to target the next capacity size (i.e. 800 - 1,300 attendees) as to not simply create competition for the hotel in question but rather compliment the amount of syndicate spaces hereby provided (as well as making use of the various accommodation options already provided in downtown). The secondary point raising concerns is getting the location right, as per the on-going debate relating to a central town-location (as per the council's initiative). To conclude: The convention centre will provide a welcome boost to the industry for many years to come; if the correct location is considered as well as capacity of the space. We suggest getting 'key stakeholders' who have been in the industry for a long time, as well as newer candidates (to provide a fresh outlook on the points that needs to be addressed). If the rating model is to be used this would need to be addressed, due to the proposed rating boundaries. This should include all hotels/motels/accommodation providers, as they will all benefit both directly and indirectly (i.e. Millbrook/Hilton will pick up displaced business from centrally located properties). However our preference is that the funding model for the development should not be based on a rate payer model. As a commercial interest it should be able to fund its own development.

Stewart-McDonald, Robert

HQ NEW ZEALAND

WAKATIPU

1

Convention Centre

Do you support the revised rating model for the proposed convention centre?

Yes

Convention Centre Comments

We support the building of an international standard convention centre at the lakeview site in downtown Queenstown. This support is based on the understanding that the economic benefits to the community will be as outlined in the economic impact reports by CBRE (July, 2013) and Insight Economics (Nov, 2014). This support for the current proposed rating model is given on the basis that the council's contribution is permanently capped at \$32.5M and that Council will actively investigate all alternative methods of funding before 2018 and advise on the progress of these funding methods. I/we understand that there will be at least three Annual Plan and one 10 Year Plan processes before any rating model will be implemented and therefore the opportunity to make further submissions on this issue will be available. We support the Queenstown Chamber of Commerce in lobbying and assisting Council with pursuing alternative funding options in order to reduce the burden on ratepayers.

Stuart, Karen

HAPPINESS HOUSE

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

To whom it may concern The intention of this submission is to firstly, gratefully acknowledge the possible inclusion of Happiness House as a recipient of the 2015 Community Grants. This grant will greatly assist us with meeting a percentage of our rental obligations at our community support centre. Queenstown Lakes District Council mission to enhance the quality of life for all people within the district fits well within our own mission statement 'to assist those in need by encouraging healthy and empowering life choices.' Your role towards achieving this aim will be of assistance to Happiness House, particularly in terms of advocacy, support and funding. Our annual 2015 – 2016 budget includes a request to the QLDC for \$15,000 towards our annual rental of \$26,000 If you require any further information please do not hesitate to contact me. Our Trust Chair is available to speak directly with council representatives in support of this submission. Kind regards Karen Stuart Manager, Happiness House (see attached submission for further details)

Happiness House Draft Budget 1st July 2015/ 30th June 2016

<u>Proposed Expenditure</u>	
ACC	\$2,100
Accountant	\$2,300
Advertising	\$ 200
Auditors	\$3,000
Bank Charges	\$ 100
Cafeteria and cleaning	\$ 1,500
Computer Costs/Call outs	\$1,000
Counselling / medical top-ups	\$3,500
Electricity	\$2,500
Firewood	\$500
General Expense	\$1,000
Insurance	\$2,000
Mileage reimbursement	\$1,000
Office supplies /stamps/printing	\$600
Projects -Craft Group	\$ 500
Projects -Discretionary Fund	\$ 500
Projects -Garden Group	\$2,000
Projects -Christmas Hampers	\$ 500
Rent	\$26,000
Repairs and maintenance	\$1,000
Rubbish Collection/ tip fees	\$1,500
Staff Training , including mileage and accommodation	\$2,000
Supervision 11x 1/hr group sessions	\$1,500
Telephone/fax/internet	\$2,500
<u>WAGES</u>	
Manager -28hrs/wk @ \$29/hr	\$42,224
Coordinator -28hrs/wk@\$22/hr	\$32,032
Staff member -14hrs/wk@\$19/hr	\$13,832
Casual staff -700 hrs/per year @\$17.36/hr including holiday pay	\$12,152
TOTAL	\$159,540

<u>Proposed Income</u>		<u>2015-2016</u>	
QLDC	Contribution towards annual rent		\$ 15,000
COGS	Contribution towards power/phone/fax/internet Contribution towards annual rent		\$ 5,000 \$ 3,000
Lottery Grants Board	Contribution towards salary	Manager Coordinator Senior Staff member	\$ 21,112 \$ 16,016 \$ 6,916
Central Lakes Trust	Contribution towards salary	Manager Coordinator Staff member Casual Staff	\$21,112 \$16,016 \$6,916 \$ 4080
Community Trust of Southland	Contribution towards wages Contribution towards rent	Casual Staff	\$ 5,000 \$ 5,000
Lions Foundation	Contribution towards operational costs Contribution towards rent		\$ 4,000 \$ 6,000
United Way	Contribution towards- wages Contribution towards staff training	Casual Staff	\$ 2,000 \$ 2,000
Sky City Casino Trust	Contribution towards -firewood -rubbish disposal -supervision		\$ 500 \$ 1,500 \$ 1,500
Community Donations			\$ 3,000
Shop Donations			\$ 14,000
<u>TOTAL INCOME</u>			<u>\$159,668</u>

Stumbles, Nikki

REGIONAL SPORTS TRUSTS

6 Other Comments

Would you like to comment on any other aspect of this draft 10 Year Plan?

See attached submission

Joint Submission on behalf of Sport Central, Sport Otago, and Sport Southland to the Queenstown Lakes District Council 10 Year Plan 2015-2025

1. Wanaka Sports Facility and Pool

Sport Central, Sport Otago, and Sport Southland; Regional Sports Trusts (RSTs) support the option of progressing design of the pools in 2015-2016 with construction in 2016-2017. A staged complementary construction period, linked to the construction of the Wanaka Indoor Sports Facility should provide for initial site works and construction savings.

The cost to Wanaka ratepayers of a \$184.00 per annum rate, will however, represent a hardship for a sector of the Wanaka community, particularly those on a fixed income.

The RSTs are aware that a range of current and potential users of the pool are non-ratepayer, transient residents of Wanaka. We believe that these transient users should contribute to the annual cost of the pool, potentially through a differentiated entry/user charge that provides some relief to resident ratepayers who would otherwise be subsidising the transients' use of the pool. To avoid resident ratepayers effectively paying twice, we suggest Council look at its fees and charges for pool entry and use.

However, this should not deviate focus away from the development of the initial stage one construction of an indoor stadium. Based on our experience and knowledge of indoor facilities both within Otago/Southland and nationally, it is our opinion that a two court facility is inadequate to meet current and projected local need and negates the ability to attract and host regional or national events based in and around the facility. A two court complex constrains the ability of the facility to generate income from activities and events.

2. Tracks and Trails

The RSTs applaud Council's investment into developing and maintaining its network of tracks and trails. These represent a major asset for the region and further attract visitors into the area, thereby generating an economic return to the district.

We therefore encourage Council to continue to invest in the development and maintenance of its tracks and trails, while also encouraging and working with a variety of community based organisations that contribute to the development and maintenance of the tracks and trails through their volunteer input and fundraising.

3. Events Fund

The RSTs support the Queenstown Lakes District Council (QLDC) in establishing a significant Events Fund that provides the opportunity for organisations and individuals to seek funding support for events and activities within the district. However, we would draw Council's attention to the need to support, through funding allocation, local long standing events that cater for the local population and not solely focus on major events promoted by external operators that have as their prime outcome, the generation of an economic/profitable return to the event promoter. Council **must** maintain a balance between major events that attract national and international participants as a one-off that boosts spend within the district and activities and events that meet the needs of its own resident population.

4. Facilities Strategy

The RSTs encourage Council to institute the development of a 'Facilities Plan' that would assess the need for recreation facilities serving the QLDC District. This 'Facilities Plan' would identify what the district has, how it is used, and by whom, along with any gaps in facilities and what may be required in future years. It would provide a framework, process, and criteria that any emerging projects would be assessed against (refer attached process diagrams). It would assist Council to move away from the current ad hoc approach to facilities, to a more structured, analytical process driven approach, that ensures all proposals have been subject to a robust and rigorous procedure that will stand up to scrutiny.

The RSTs have experience and expertise in carrying out such work and can call on the additional knowledge of Sport New Zealand's Community Sport Facilities Team to provide further support and assistance in advising on best practice and examples from within New Zealand and internationally. The RSTs offer themselves for consideration to carry out this project to create a District Facilities Plan for the QLDC.

5. Sport Central Funding Grant

The RSTs greatly appreciate the long standing partnership and funding arrangement with the QLDC in their support of Sport Central. The QLDC is a foundation partner in the establishment of Sport Central, which exists to meet the physical activity needs of the communities within the QLDC catchment. The contribution that the QLDC makes to the services provided by Sport Central, along with the contribution from the Central Otago District Council, ensures the ongoing viability and sustainability of the various programmes, activities, events, and schools focused delivery provided by Sport Central through local identities Bill Godsall and Rebekah Winter (a Queenstown resident).

Sport Central focuses on and delivers community based sport and recreation programmes, activities, and events that grow **participation** in physical activity and in particular within the events area, promotes Central Otago and the QLDC catchment outside the district as a sport and recreation destination.

The grant that we seek from Council will fund the following:

- Support of delivery, of in excess of 30 community events that encourage participation in physical activity. These cover the entire demographic spectrum from early childhood, youth, adults, and the elderly.

- Support of community based activities and events through provision of timing and other equipment (Sport Central provides a range of equipment and personnel support to a wide range of organisations, schools, and event promoters, encouraging shared use of these resources, reducing duplication and demands on district funding agencies).
- Advocacy, advice, expertise, and support to the QLDC communities on capability, organisational, and event based issues to a wide range of entities, schools, QLDC staff, and local groups whether they are sport and recreation based or not.
- Oversight of the Central Lakes Swim Safe Programme and liaison with schools within the QLDC catchment and QLDC Aquatic staff.
- Projects with community sports organisations, focusing on specific issues that organisations require assistance with.
- Delivering sports based programmes into schools within the QLDC catchment, inclusive of providing training/coaching training for school staff/teachers.
- Support of schools NCEA recreation programmes.
- Coordination of sport and recreation organisations and promoters in producing an annual Events Calendar for Central Otago.
- Sport Central's delivery of Active Movement professional development for early childhood teachers and parents; a **key** area of focus and point of difference. This is particularly critical in the QLDC area, with a high early childhood population demographic and the fastest growing area in terms of youth within New Zealand.
- Provision of fundamental skills based training in the primary school setting; linked to Active Movement.
- Advice and provision of safety and traffic management audits and plans for local events; Sport Central is the 'go to' organisation.

In April-May 2015, the RSTs partnered to institute a 'Stakeholders Survey' of Central Otago. Funded through Sport New Zealand, this is the first district level survey carried out by that body.

The survey will assist us in identifying current and projected needs of the Central Otago community and therefore what range of services, levels, and resources are required to address this need. The findings of the survey will be shared with the QLDC, who will be crucial in being party to any adjustment in Sport Central's areas of focus and allocation of resource.

The Council currently provides a grant of \$35,000 per annum (+ GST) in support of Sport Central. We seek Council's consideration of ongoing support at this level. We would also seek Council's consideration of applying an inflation adjustment to the grant which has not altered in six years, despite rising costs.

Yours faithfully



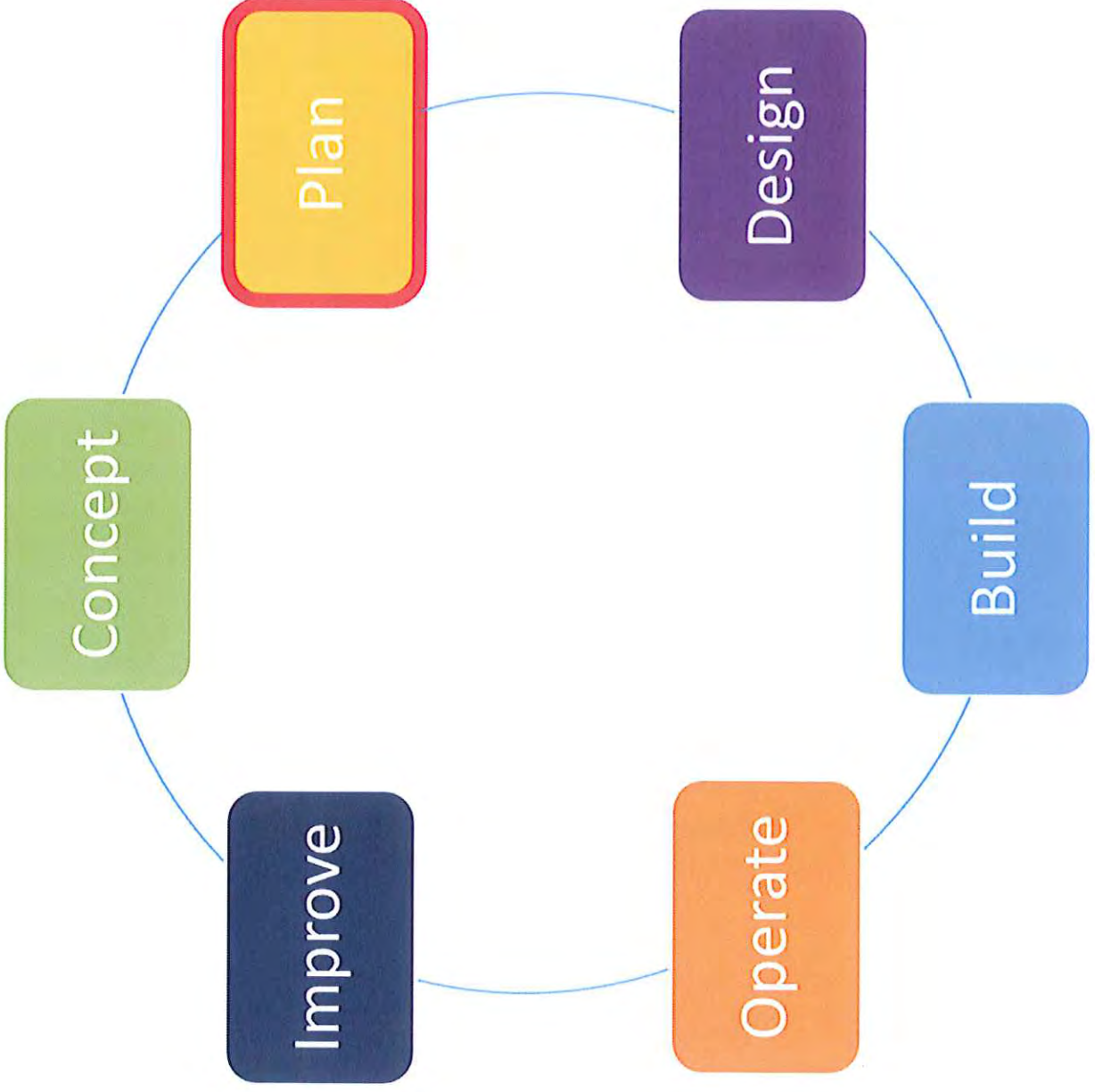
John Brimble
Sport Otago



Brendon McDermott
Sport Southland



Bill Godsall
Sport Central



CONCEPT

NEED

FEASIBILITY

**BUSINESS
CASE**

1. Identify the need for the facility and develop a strategic business case
2. Review the need in the wider context of the desired facility network
3. Assess market dynamics including demographics and changing sport dynamics
4. Critique and review key thinking

DESIGN

BUILD

OPERATE

IMPROVE

5. Establish a fit-for-purpose and sustainable model – ‘whole of life’ costing considerations
6. Assess the functional and spatial requirements
7. Govern, manage and operational concepts considered for optimal and quality service provision
8. Evaluate the success of the facility against planned outcomes and assess future plans