

February 2016

QUEENSTOWN LAKES DISTRICT COUNCIL

Accommodation Project



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Executive Summary

Queenstown Lakes District Council Office Accommodation Review

We present the following report being the outcomes of the Consultation Process as outlined in the Scope of Process as agreed 10 September 2015;



QUEENSTOWN BASED OFFICES AND LIBRARY

Chief Executive:	Adam Feeley
Office Locations:	8-10 Gorge Road 74 Shotover Street 11-17 Church Street
Storage Location:	8-10 Gorge Road
Library:	8-10 Gorge Road

1.0

Current State

Queenstown based Offices and Library

QLDC currently occupies three buildings in central Queenstown as per the adjacent table. The Council building on Gorge Road accommodates the Council's main reception, council chambers, executive offices and administrative offices. The Queenstown Library is located on the ground floor of this building. This is a circa 1976 three level commercial building which was originally built as a 'chartered working men's club', subsequently rebuilt and enlarged 1995/96 and purchased by the Queenstown Lakes District Council who subsequently renovated and enlarged the complex to Council offices, administration, and library circa 1999. A recent Seismic assessment of this building has indicated the building has structural integrity equivalent to approximately 35% of the Design Base Earthquake (DBE). Gorge Road was assessed to be a Importance Level 2 building which is for buildings posing normal risk to human life or the environment, or normal economic cost should the building fail, and is typical of a commercial building. A building suitable for accommodating the civil defence head quarters and critical records storage requires a higher seismic rating.

QLDC currently occupy offices on the first floor within an office building at 74 Shotover Street. This is a central CBD location. QLDC have been in occupation of this space since circa 2000. The office building is a circa 1990 building providing average quality commercial space with a partially obstructed outlook to Queenstown Bay and the surrounding mountains. QLDC vacated the second floor of this building, and has recently entered into a renewed lease for the first floor on a five year lease that can be broken at the tenants discretion on or after October 2018.

The QLDC has recently leased space on the first floor of 11- 17 Church Street on a five year lease that can be broken at the tenants discretion on or after October 2018. The space has now been occupied with a small area still to be made available within the next few months. This is a good quality modern office building in a central CBD location.

In addition to these main office buildings QLDC accommodates approximately 50 staff at the Queenstown Events Centre, the majority of these staff are operationally focused and need to be located in close proximity to the events centre and recreational grounds.

			Tenure
8-10 Gorge Road			
Offices	1 st floor	556 sqm	Freehold – Owner occupied
Council Chamber	2 nd floor	132 sqm	
Storage	Ground floor	140 sqm	
74 Shotover Street			
Offices	1 st floor	654 sqm	Leased
11-17 Church Street			
Offices	1 st Floor	587 sqm	Leased
Total Administration Space		2069 sqm	
8-10 Gorge Road - Library			
Library	Ground floor	467 sqm	Freehold – Owner occupied

1.1

Current Space Utilisation

Over recent years QLDC has significantly rationalised their office accommodation to three CBD locations. This has significantly reduced accommodation costs, and has improved management of the teams working within the organisation. The Gorge Road and Shotover Street offices are now at full capacity and meeting rooms are now being used to accommodate work stations in some circumstances. QLDC has recently entered into a lease for 587 sqm at Church Street to meet current space needs.

	Leased Area	Workstations (incl. Offices)	Workstations/psm
Gorge Road (Excluding Library)	556 sqm	57	9.75
Council Chamber	132 sqm		
74 Shotover Street – Level 1	654 sqm	61	10.85
7-11 Church Street	587 sqm	55	10.67

	Office	Workstations	Total People
CEO	1	0	1
Corporate Services	6	37	46
Finance	1	16	17
Planning & Development	1	55	56
Infrastructure	1	32	33
Regulatory	1	12	13
Mayor	1	0	1
Councillors	1	0	4
Total	13	152	171

Key Observations

- QLDC Office Accommodation at Gorge Road and Shotover Street is currently at capacity.
- QLDC has recently vacated Level 2 of 74 Shotover Street ..
- QLDC has recently leased space on the 1st level of 7-11 Church Street to address current capacity issues, taking 302 sqm from 1 October 2015 and taking a further 285 sqm prior to 30 June 2016 to replace space on the 2nd floor of 74 Shotover Street.

Gorge Road

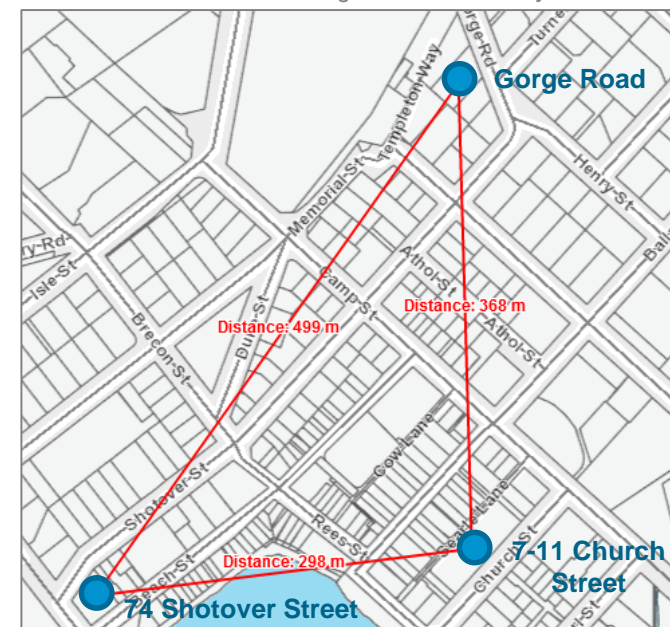
- Owner occupied property.
- Assessed to have Seismic rating in excess of 34% of the new building standard.
- An 'earthquake-risk building' is any building that is assessed at being between 34% and 67% of National Building Standard. (NBS).
- We are advised there is concern amongst staff members with regard to the safety of the building in the event of a significant earthquake.
- Dated office accommodation in the context of the Queenstown market.
- QLDC's civic headquarters, accommodating council chambers, executive and administration offices and the building accommodates the towns library at the base level.
- Office accommodation comprises a mix of perimeter office rooms, the majority of the space is open plan workstations.
- The accommodation is currently at capacity with meeting rooms temporarily being used to accommodate work stations.
- Dated ablution facilities.
- Statutory obligations requiring significant onsite storage.
- Excellent accessible car parking.
- Recent information suggests the building will not be affected by the planned inner links bypass.

74 Shotover Street

- 1st floor leased for a term of 5 years from 12 October 2015, with the right to terminate after 3 years given 3 months notice.
- We are advised the building has had an Initial Evaluation procedure resulting in a seismic rating that is not of concern. We have not sighted any seismic assessment.
- Dated office accommodation in the context of the Queenstown market, fit out is worn, corner building with extensive perimeter windows, convenient central CBD location.
- Layout of perimeter office rooms, internal meeting and storage, the majority of the space is open plan workstations.
- Reception area appears under-utilised.
- Large storage room of files and IT support equipment.
- Office layout appears inefficient and could be improved, but would require reasonably significant reconfiguration.
- Dated ablution facilities.
- Adequate time restricted street car parking , close proximity to Man Street public car park.
- Ground level of building is within the 100 year floor zone.
- Car parks leased in addition (Man Street Car Park)

7-11 Church Street

- 1st floor leased for a term of 5 years from 12 October 2015, with the right to terminate after 3 years given 3 months notice.
- Modern building completed 2009, good ablution amenities etc.
- Modern quality office accommodation.
- Currently being space planned to QLDC requirements.
- Central CBD location.
- Adequate time restricted street car parking, located above Church Street public car park.
- Ground level of building is within the 100 year flood



The above image illustrates the location of the current offices and distances between them.

1.2

Premises – Current Accommodation Solution

Offices

Premise	Floor Area (sqm)	Lease Start	Initial Lease Expiry	Lease Expiry	ROR	Net Rental / Estimated	Net rental \$/psm	Outgoings / Estimated	Outgoings \$/psm	Gross \$/sqm Estimated
8 - 10 Gorge Road - Excluding the Library										
Level 1										
Office	56					\$14,000	\$250	\$4,200	\$75	\$18,200
Storage	140					\$35,000	\$250	\$10,500	\$75	\$45,500
Level 2										
Office	646				Owner Occupied	\$161,500	\$250	\$48,450	\$75	\$209,950
Level 3										
Council chambers	114					\$28,500	\$250	\$8,550	\$75	\$37,050
Car parks	11					\$11,000	\$1,000			\$11,000
										\$321,700
74 Shotover Street										
Level 1										
Office & Storage	654	1/10/2015	30/09/2018	30/09/2020	Nil	\$173,360	\$265	\$49,064	\$75	\$222,425
Man Street Carpark	17					\$28,680	\$1,687			\$28,680
										\$322,165
11-17 Church Street										
Level 1										
Office	302	1/10/2015	30/09/2018	30/09/2020	Nil	\$75,500	\$250	\$24,160	\$80	\$99,660
Office	285	29/06/2016	30/09/2018	30/09/2020	Nil	\$71,250	\$250	\$22,800	\$80	\$94,050
										\$193,710
Total Accommodation Cost QLDC Civic and Offices										
	2197 ⁽¹⁾					\$598,790				\$766,515

(1) Includes 28 car parks

Library

Premise	No	Floor Area (sqm)	Lease Start	Initial Lease Expiry	Lease Expiry	ROR	Net rental/ Estimated	Net rental \$/psm	Outgoings/ Estimated	Outgoings \$/psm	Gross \$/psm Estimated
8 - 10 Gorge Road											
Level 1				Owner Occupied							
Library		411					\$92,475	\$225	\$30,825	\$75	\$123,300

1.3

Office Accommodation Specification for Queenstown Lakes District Council

Queenstown Offices

Including Council Chamber, excluding Library

- ✓ Fringe CBD or Frankton location.
- ✓ All QLDC departments & Council Chamber located within one building over a maximum of three floor levels.
- ✓ 2,500 sqm of net lettable floor area.
- ✓ Minimum floor plate of 800 sqm of net lettable area of regular rectangular shape and minimal internal obstructions.
- ✓ Fire rating of a sufficient level to safely accommodate projected staff and visitor numbers.
- ✓ Earthquake Rating 100% of National Building Standard.
- ✓ A ground floor entry and reception for customer interface.
- ✓ An efficient reception and place of arrival providing adequate provision of meeting rooms to be utilised for internal and external meetings, and direct access to the council chambers
- ✓ Council chambers should be flexible space and easily partitioned to create smaller meeting rooms
- ✓ Artificial or Natural Lighting to an acceptable OSH standard.
- ✓ Efficient Heating and Air conditioning system.
- ✓ Effective and flexible data and electrical cabling.
- ✓ Ground floor loading capacity for storage space.
- ✓ Observe environmentally sustainable building principles.
- ✓ The choice of site and design of any new building should incorporate flexibility for extension, or for viable alternative use if vacated.

	No	sqm	sqm	sqm / per workstation
Public Reception and Arrival Area	1	100	100	
Meeting rooms (large) -12 people	3	20	60	
Meeting rooms (small) - 4 people	6	10	60	
CEO office	1	20	20	
Mayors office	1	20	20	
GM offices and HR Office	7	12	84	
Workstations (including allowance for expansion)	180	7.5	1350	
Quiet rooms	12	3.5	42	
Lunch room	1	30	30	
Tea & Coffee prep	3	8	24	
Ablutions Male and Female incl Shower	2	60	120	
Changing room	1	10	10	
Disabled Access Toilet	2	4	8	
File rooms within office	4	8	32	
Printer rooms	1	20	20	
Computer room/storage	1	15	15	
Rubbish room	1	2	2	
Circulation & breakout Space			250	
			2247	11.9
Onsite Storage - Statutory files	1	140	140	
Council chambers (flexible meeting space)	1	110	110	
Councillors Office Retreat (4 workstations)	1	20	20	
			270	
Total Net Lettable Area			2517	
Carparks	28			

1.4

Location Summary

Queenstown CBD

- Central location convenient to professional consultants, lawyers, Destination Queenstown, Chamber of Commerce, and other public entities etc.
- Established commercial centre of Queenstown with the highest commercial activity in Queenstown Lakes.
- Recognised as the commercial centre of the Queenstown Lakes District.
- Centre of Civic pride.
- Established amenities providing busy metropolitan centre, shops, restaurants, cafes.
- Most significant professional office location in the Queenstown Lakes.
- Ample time restricted and pay and display parking.
- Office rentals competitive with all parts of Queenstown.
- Fringe CBD location has more affordable land values, and lower ground level retail rentals.
- Transport routes becoming more congested.
- Maximise the value of QLDC owned land.
- Weak public transport system.



Frankton

- Central location convenient to ratepayers, customers, contractors and staff.
- Underlying land values less than the CBD.
- Greater availability of large sites.
- Recent development of shopping centres, supermarkets and cafes.
- Close proximity to the Queenstown Events Centre.
- Proposed Library community centre likely to be based in Frankton.
- Close proximity to Airport.
- Future hub of Queenstown local business.
- Airport Noise.
- Flat land makes construction simpler, potential cost advantages.
- Fragmented in terms of commercial centres i.e. Remarkables Park, Five Mile.
- Current options are limited to office space within retail shopping centres, as opposed to dedicated office parks.
- Less travel for Arrowtown and Wanaka Councillors



2.0

Determine Options

On a practical basis either the CBD or Frankton could provide a suitable future office solution to QLDC. We have endeavoured to identify suitable future office accommodation solutions which meet the brief of being a practical accommodation solution of 'A' grade office space to support an efficient work place, with guaranteed availability within 2 – 3 years.

QLDC relocates all Queenstown offices into one existing building

There is a limited number of existing commercial office buildings in Queenstown which if vacant and available could accommodate a single tenant requirement of 2,500 sqm. However all of these buildings are currently tenanted and it is challenging to identify an existing building which could be guaranteed to provide QLDC with an accommodation solution within the next three years. QLDC sought expressions of interest from building owners circa 2012, at which time an existing building owner presented a workable solution, necessitating the landlord to extinguish existing leases within his building in favour of a long term lease to QLDC, however time has moved on and this opportunity is now firmly off the table. It is possible such an opportunity may present itself in the future, due to impending vacancy and/or a landlord wishing to fully refurbish their building. The availability of an existing building is unpredictable and there is no option that presents itself as being available within the required time line. 'A' Grade office space in central Queenstown is currently rented at rates in the range of \$250 to \$300 per sqm with outgoings in addition at approximately \$80 to \$90 per sqm.

If an existing option was available the financial cost would be as follows assuming a rental of \$550 per sqm for ground level retail and \$275 per sqm for upper level office.

	sqm/carpark	\$/sqm \$/ Carpark		
Ground Floor Reception	300	\$550	\$165,000	
Office - Fitted out	2200	\$275	\$605,000	
Estimated Outgoings		\$80	\$176,000	
Car Parks	26	\$1,500	\$39,000	
Total Rent including Outgoings				\$985,000
Plus: Tenant Consumables	2500	\$50	\$125,000	
Total				\$1,110,000
\$ / work station				\$5,873

There is approximately 1,400 sqm of existing office space within one building imminently available at Frankton with adjoining ground floor retail, and further land available to develop new buildings. We are aware of a another development soon to commence that will deliver a new 4 level office building to provide 800sqm of ground level retail and 2,000sqm of upper level office space.

QLDC relocates all Queenstown CBD offices into one premise within a new building

If a new building is the preferred or the only practical solution for a future civic building under one roof, it is necessary to identify potential suitable development sites. These sites need to be evaluated in terms of location, contour, land value, and legal ownership. In the case of QLDC owned sites it is necessary to understand the land tenure status with regard to freehold or reserve, designation limitations, future flexibility and saleability, and must ensure that adjoining QLDC land is not compromised for future development.

2.1

Potential Site Locations

Potential Locations Overview

We have identified the following potential development sites;

	Available land	Owner
Corner Beetham Street and Stanley Street	4,622 sqm	QLDC administered local purpose reserve
Gorge Road Carpark	4,886 sqm	QLDC – Freehold with designation as carpark
Man Street Roof Deck	3,961 sqm	Man Street Properties Limited
51 Camp Street	1,400 sqm	QLDC administered recreation reserve
Athol Street	1,802 sqm	QLDC – Freehold with designation for car parking.
Frankton Events Centre	2000 sqm	QLDC – Freehold with designation for multi purpose indoor and outdoor recreation, cultural and conference complex.
Frankton – Five Mile	2000 sqm	Queenstown Gateway
Frankton – Remarkables Park	2000 sqm	Porter Group

We have analysed these sites and provide the following attribute and risk table overleaf and have short listed what we consider to be the four most appropriate sites for further consideration;

Site Location Analysis – Queenstown Options

	Estimated required site area	Attributes	Risks	Action
Corner of Beetham Street and Stanley Street	2,200 sqm	<ul style="list-style-type: none"> ✓ QLDC owned land ✓ Fringe CBD ✓ Town Centre Zoning ✓ Local Purpose Reserve for community services fits use. ✓ High prominence ✓ Flat development land ✓ Adjoins QLDC car parking ✓ Makes good use of high value land ✓ Available land for future complimentary development. 	<ul style="list-style-type: none"> ❖ Will lose approximately 50 existing car parks. ❖ Land is not held in QLDC freehold ownership. ❖ Limited Joint Venture options. 	<ul style="list-style-type: none"> ➤ Shortlist for financial evaluation
Gorge Road Carpark	2,200 sqm	<ul style="list-style-type: none"> ✓ QLDC owned land ✓ Close to existing Civic building ✓ Fringe CBD ✓ Freehold land with car park designation ✓ Lower prominence 	<ul style="list-style-type: none"> ❖ Moderately sloping site and proximity of Horne Creek ❖ Potentially high site development costs as identified in 2008 report. ❖ High Density Residential Zoning ❖ Would either need to build basement carparks or lose approximately 50 existing car parks. 	<ul style="list-style-type: none"> ➤ Shortlist for financial evaluation
Man Street Roof Deck	2,000 sqm	<ul style="list-style-type: none"> ✓ Privately owned site ✓ Developer would deliver Turn Key Office solution ✓ Fringe CBD location ✓ Town Centre Zoning (transitional) ✓ Significant supply of paid car parking available 	<ul style="list-style-type: none"> ❖ Site removed from market for alternative development such as a large scale hotel. 	<ul style="list-style-type: none"> ➤ Shortlist for financial evaluation
51 Camp Street Recreation Reserve Carpark	1,400 sqm	<ul style="list-style-type: none"> ✓ QLDC owned land ✓ Fringe CBD ✓ Freehold land with car park designation 	<ul style="list-style-type: none"> ❖ Difficult tight site for building over two levels ❖ High Density Residential Zoning ❖ Will lose approximately 50 existing car parks. ❖ Recreation Reserve requiring subdivision and consent from the Department of Conservation. 	<ul style="list-style-type: none"> ➤ Remove from further consideration
Athol Street	1,802 sqm	<ul style="list-style-type: none"> ✓ QLDC owned land, including wall is effectively central Athol St ✓ Central CBD location ✓ Designated link to CBD ✓ Town Centre Zoning ✓ High prominence ✓ Freehold land with car park designation ✓ Makes good use of high value land 	<ul style="list-style-type: none"> ❖ Would need to build a base level podium to accommodate bus interchange and retain car parking. ❖ Likely to be very contentious due to transport disruption and existing infrastructure. ❖ Expensive construction due to base podium. 	<ul style="list-style-type: none"> ➤ Remove from further consideration

Site Location Analysis – Frankton Options

	Estimated required site area	Attributes	Risks	Action
Frankton Purpose Built	2,000 sqm	<ul style="list-style-type: none"> ✓ Privately owned land or QLDC owned land. ✓ Frankton File Mile or Remarkables Park ✓ Frankton Flats, Rural General or Remarkables Park Zone ✓ Flat development land. ✓ Single level or multi-level development ✓ Purpose built car parking will be required for large staff contingent. ✓ Lower land values ✓ Potentially lower rental and outgoings ✓ Could be co-located close to the Queenstown Events Centre. 	<ul style="list-style-type: none"> ❖ Located outside of CBD ❖ Playing field land under demand pressure due to growing population. ❖ Limited Joint Venture options. ❖ Airport noise and build height restrictions. 	<ul style="list-style-type: none"> ➤ Shortlist for financial evaluation
Frankton Potentially Available		<ul style="list-style-type: none"> ✓ Remarkables Park delivering a new four level retail and office building to the market. ✓ Completed 'A' grade space available for lease. ✓ Five Mile have approx. 1800 sqm of completed space of which 1400 sqm is currently available for lease. A dedicated office building could be erected adjacent to existing building to accommodate remaining QLDC departments across two floors. ✓ Purpose built car parking will be required for large staff contingent. 	<ul style="list-style-type: none"> ❖ Located outside the CBD ❖ QLDC workplace compromised due to multi floor or occupancy of two buildings. 	<ul style="list-style-type: none"> ➤ Shortlist for financial evaluation

We provide a summary of these options in Appendix 2 to this report.

3.0

Accommodation Cost Analysis

QLDC has three CBD office locations. Operationally it would be preferable and significantly more efficient to occupy a single building. The requirement is for a building providing a net lettable floor area of approximately 2,500 sqm. The configuration of a building providing this space requirement could be over a single floor plate or multiple floor plates. We have adopted a two level building solution with two large 1,250 sqm proposed floor plates as we believe this would be efficient and suitable for QLDC. Our assumption is a good quality commercial building providing a practical 'A' Grade office accommodation that is impressive but not grandiose.

We provide the following cost analysis which endeavours to provide a total occupancy cost in terms of rental, outgoings and tenant consumables such as electricity and cleaning. As future options to meet the brief can only be new builds, we have estimated land values and the cost of construction to deliver a fully fitted out office accommodation solution to an 'A' Grade standard. We are of the opinion the investment value needs to be aligned to the development cost, and therefore realistic rental rates need to be adopted that support the investment value.

There are differing tenure structures for occupation of a new building. For comparison purposes we have assumed QLDC will be the tenant of a future building and will pay rental for the accommodation. Some of the sites short listed are land owned by QLDC. In general these all have reserve designations, but also financially some are 'lazy assets' where current utilisation is an under capitalisation of land value.

We have analysed QLDC sites on a Joint Venture basis, where QLDC invests a sites land value and a Joint Venture partner invests the development skills and costs, and is the asset manager of the Joint Venture. QLDC would be the principal tenant and pay 100% of the occupancy costs, but would have a percentage ownership share of the Joint Venture vehicle which owns the complete asset and therefore the investment return would offset against occupancy costs payable. Such a JV would require a freehold site status which may prove legally challenging on the Stanley Street site.

Potentially the QLDC could develop and own its own purpose built premise, retaining community ownership of the Civic building in the long term. Current mortgage interest rates makes this an attractive option, and such an approach would enable development possible upon sites with reserve status restriction such as Stanley Street. We have provided a cost comparison on this basis.



'A' Grade two level commercial building recently constructed by Calder Stewart and offering a modern efficient design.

We have provided a base case being the current accommodation solution to enable a cost comparison. We note however the current accommodation solution is not ideal in terms of work place efficiency. It should be acknowledged that there are considerable intrinsic benefits that a modern purpose built workplace will bring to QLDC over a long period of time such as overall efficiencies, and improved workplace culture and reduced turnover of employees.

3.1

Current Accommodation

Commercial Considerations Withheld

3.2

Queenstown CBD

Commercial Considerations Withheld

3.3

Frankton

Commercial Considerations Withheld

3.4

Own and Occupy

Commercial Considerations Withheld

4.0

Summary

Commercial Considerations Withheld

4.1

Efficient Workplace Design

We are of the opinion the current office solution for QLDC is not enabling the organisation's work place environment. The space is functional in its current form, and cost effective from a real estate perspective, however our observation is QLDC's work place is fragmented between three buildings, rigid in terms layout, not strongly supporting a team environment and generally presents as an uninviting workplace. We believe QLDC organisation would greatly benefit from a modern workplace environment. A new office environment would give QLDC the opportunity to create a positive workplace culture throughout the organisation. New office accommodation does not achieve this on its own, and an Alternative Workplace Strategy (AWS) must be followed to ensure workplace habits are modified to enable people to work together within one office premise in a largely open plan environment that fundamentally alters an employee's sense of workplace interaction, responsibility and task.

Through implementing AWS, organisations are achieving objectives such as:

- *Buy-in* of the organisations culture;
- Increased employee productivity and profitability;
- Increasing employee satisfaction and retention;
- Improved client service;
- A shared organisational learning environment;
- Embracing new technology and communications systems;
- Creating team environments;
- Interaction between individuals and teams through co-locating individual and shared work areas;
- Ease of supervision and monitoring;
- Increased space efficiency thereby reducing the cost of staff and workstation turnover and occupancy;
- Access to natural light.

Flexible Office

The flexible office is an open workplace that is configured so it meets individual needs for working, whilst providing the flexibility for interaction with colleagues and project teams. Instead of being confined to an office or workstation employees work within a dynamic and communal workspace with easy access to all the elements they require to do their work efficiently and in an ergonomically safe and comfortable workspace. Work areas have a generous footprint with a strong emphasis on achieving individual space. In terms of personal needs each floor has sufficient meeting rooms and quiet rooms. In addition, break-out and informal meeting areas are strategically placed in order for staff to socialise and collaborate away from the workstations

The overall objective of the flexible office is to provide individuals with space in order to enjoy work in a comfortable environment, while giving them a perception of individual control. While QLDC in general has an open plan environment, the space utilisation is re-active rather than planned, and the modern work place requires a better balance in terms of work stations, quiet rooms and breakout areas that create an inviting workplace where people work synergistically.

Benefits of Efficient Workplace Design

Benefits	How Benefit is Achieved
People: Improved liaison between activities Clear understanding of job roles and responsibilities Flexibility Catalyst for change	<ul style="list-style-type: none"> ▪ Empowerment programs to foster team working ▪ Consolidate functions, co-locate teams ▪ Innovative work place practices ▪ Involvement of end users in work space planning
Process: New business processes operating effectively Alignment of business processes and space use	<ul style="list-style-type: none"> ▪ Process mapping and reflection of process in space use ▪ Integrated planning of process and space design
Technology: Improved responsiveness Reduction in paper flows Simplified processes	<ul style="list-style-type: none"> ▪ Co-ordinated IT and accommodation strategy ▪ Office suitability for IT infrastructure ▪ Innovative workplace practices
Cost: Reduce the cost of staff turnover. Reduce property operating costs	<ul style="list-style-type: none"> ▪ Flexible configuration ▪ Potential to reduce space required ▪ Rationalise and enhance utilisation of property portfolio ▪ Innovative workplace practices
Risk Category	Potential Risk
Project Risk	<ul style="list-style-type: none"> • Poor change management process • Inadequate communication to employees • Morale of employees may be affected during transition
Business Risk	<ul style="list-style-type: none"> • Accommodation strategy not meeting client requirements • Dramatic change in business direction post implementation • Loss of senior management
Financial Risk	<ul style="list-style-type: none"> • Occupancy cost savings not achievable • Project cost over-run, i.e. increase cost of churn
Premises Risk	<ul style="list-style-type: none"> • Poor location or changes in external clients • Poor space planning • Dramatic change in space variables, i.e. staff numbers, output
Implementation Risk	<ul style="list-style-type: none"> • Poorly managed transition into new or refurbished accommodation causing loss in productivity

4.2

Recommendation

Recommendation

In our opinion QLDC must be supported by an efficient well planned work place. A modern well designed office accommodation layout will provide a significantly different work place than currently provided. An Alternative Workplace Strategy must be implemented when taking up new office accommodation to ensure departments are appropriately located, and QLDC staff/employees are trained to work in a courteous and productive manner. A modern well thought out workplace will significantly benefit the operational performance of QLDC resulting in better outcomes in terms of staff recruitment and retention, reducing workstation turnover costs, and ultimately better more efficient service delivery to ratepayers and customers.

We are therefore of the opinion QLDC must plan the development of a new office accommodation solution contained within one building to be available for occupation by October 2018 coinciding with the opportunity to exit existing lease agreements at no penalty cost.

In terms of location QLDC could be located at Frankton and there are strong practical factors and financial fundamentals which support a relocation to Frankton. However Frankton is fragmented either side of the Airport, and the location does not have the same comprehensive amenity as is available within the CBD. At the time of writing this report it is unclear which part of Frankton will become dominant and from that perspective a decision to shift to Frankton will be alot clearer within 5 -10 years. If QLDC was to relocate to Frankton there is opportunity to develop offices at or close to the Queenstown Events Centre and this would pull the organisation closer together, however such development could put further strain on land available for playing fields and courts.

The Queenstown CBD is the effective capital of the Queenstown Lakes. An office building under one roof including the Council chambers will create a Civic heart and an identifiable one stop destination for customers. There is the opportunity to develop a building that is not grand, but delivers a quality 'A' grade building reflecting Civic Pride and promoting QLDC as a professionally run organisation. The financial cost analysis indicates while it is more expensive to be located in the CBD, the additional cost is not excessive. The Queenstown town centre is full of vibrancy, it is the focal point of the lakes area as a whole.

There is a mix of tourists and of local business people within the town centre. The business community within Queenstown is strong and these local participants keep the CBD of Queenstown real and relevant. The relocation of QLDC out of the CBD to Frankton would have a significant impact on the CBD in terms of the number of locals working in town. The CBD provides a wide array of amenities, has the establishment of a city centre, with extensive on street, and public car parking available, and time tabled public transport. It is noted QLDC staff regularly utilise Memorial Hall for larger functions.

The requirement for new office accommodation provides QLDC with the opportunity to develop a new building upon its own land. This is especially relevant in the case of Stanley Street which has a reserve designation supporting such a development, and is land which is currently underutilised in terms of development.

Accommodation Brief Recommendation

We recommend the following accommodation brief for QLDC Civic Offices

- ✓ A Queenstown CBD location
- ✓ Plan a new modern workplace within a new flexible 'A' Grade building.
- ✓ 2,500 sqm of net lettable area –Two level development
- ✓ Maximise use of QLDC land, selecting a site that best fits the organisational needs.
- ✓ Ensure the development is architecturally designed and sympathetic to Queenstown traditional design values. Observe environmentally sustainable building principles where practical.
- ✓ Select an experienced and substantial Development Partner
- ✓ Explore the practicalities of a Joint Venture where QLDC contributes the land value component to the completed development. Potentially QLDC could contribute a higher equity stake. The Joint Venture development partner agrees to deliver a turnkey solution for a fixed price, takes a majority ownership of the completed property and manages the future developed property.
- ✓ QLDC enters a long term lease of 12 to 15 years plus rights of renewal
- ✓ The lease has agreed fixed rental increases at two yearly reviews
- ✓ Explore owner occupation of a community owned civic building where the QLDC finances the development of a building for long term occupation.
- ✓ A modern workplace with a reception having a sense of arrival and providing a public counter space, integrated council chambers and meeting rooms which are efficiently designed
- ✓ Adoption of an open plan flexible workplace complemented with break out areas and quiet rooms.
- ✓ Offices for Executive and General Managers, and Human Resources manager
- ✓ A building design supporting excellent natural light to all work place occupiers
- ✓ Building design should be flexible to accommodate sub tenants if required
- ✓ Building design that is not specific and provides a base line office space layout, or could be converted to visitor accommodation or another use at the end of the lease, thus retaining long term property value and exit strategy.
- ✓ 28 long term carparks

Managing The Transition

Managing the Transition;

- ✓ Plan a strategy around accommodating Gorge Road staff through to October 2018
- ✓ Determine a timeline to negotiate, plan and develop a new council office premise under one roof with a target project delivery and occupation date of October 2018 and no later than October 2020.
- ✓ Ensure the proposed building site is suitable and viable in terms of geotechnical, legal and local authority designation.
- ✓ Any site selected for a Joint Venture must be made freehold, with no reserve designation.
- ✓ Appoint an Architect with strong alternative work place credentials to design a future building and to plan an efficient productive modern office environment.
- ✓ Communicate the future office accommodation plan and strategy to QLDC organisation as a whole and get them on board with the planned journey.
- ✓ Select an experienced and substantial Development Partner
- ✓ Time line the development through to completion
- ✓ Relocate to the new office space
- ✓ Terminate existing office lease agreements which have been structured to have minimal exit costs
- ✓ Sell the Gorge Road premises 'As Is'. Current market conditions are favourable particularly for a purchaser who may consider a conversion of this property to visitor accommodation.

Furniture

Our analysis has included the cost of office fit out, but has not included the cost of furniture. We understand the QLDC has implemented a program of upgrading workstations over the past few years, which are modern and of good quality and can be utilised within a new premise. This staged upgrade should be continued to ensure a new work place is flexible, uniform and provides an efficient and well presented workplace.

Tenure

QLDC currently meets its accommodation requirement via a mix of freehold ownership of Gorge Road and lease occupation of Shotover Street and Church Street. QLDC could potentially develop its own premise on its own land and retain freehold ownership. This option would require QLDC to contribute capital investment and obtain debt funding, and would involve project risk delivering the new building. Potentially QLDC could contribute land and proceeds from the sale of Gorge Road and obtain very favourable interest rates on borrowings and this may serve to be the most cost effective solution in terms of tenure. The development risk could be mitigated via a fixed price construction contract.

The alternative option is for QLDC to occupy the future office accommodation as a tenant. This option ensuring capital can be employed elsewhere. QLDC would have no development risk. In the case of a QLDC owned land this would necessitate the land component to be sold to a developer.

A third option would be for QLDC to enter into a Joint Venture with an experienced and reputable developer/investor partner. In this scenario QLDC would contribute the land required for the future development and the Joint Venture partner would contribute their development expertise, a turnkey completed building, and ongoing management of the asset. QLDC would be the tenant and pay 100% of the rental cost. The Joint Venture vehicle would be owned by QLDC and the partner, with QLDC's share being equivalent to its land value contribution.

QLDC is not a property developer, and should avoid exposure to development risk. We are of the opinion the development should be kept as simple as possible i.e. a single two level building with adjoining car parking. While there will be a temptation to tie in other initiatives such as building public carparks, or developing a library building, such projects should be looked at in isolation from the development of a Civic Commercial Office building development.

An experienced development partner should be engaged to deliver the project to ensure the project is managed professionally and efficiently.

Joint Venture

If a Joint Venture was to be contemplated the partner needs to be an experienced reputable organisation, both in terms of development, but also in terms of future management and ownership. An asset having QLDC as the tenant on a long term lease would be a very attractive investment accordingly it would not be difficult to attract suitors. A formal process should be followed to shortlist and then select a favoured Joint Venture partner.

Library

We are aware the future shape of how library services are delivered to the Queenstown community is under review. The future provision of a library is likely to be part of a larger community centre facility, designed to modern day best practice standards. We understand the target date for delivering such a facility is planned for 2020. The current facility occupies approximately 400 sqm. If the library facility was relocated to Frankton it is intended a CBD presence will be retained at minimum in the form of a pickup and returns counter incorporated within a future civic building, or in the event there is no Civic building in the CBD within a small ground floor retail premise.

Colliers understand a move from Gorge Road will require a solution for the current library, on the basis of an interim solution that facilitates the ongoing operation of the library. A future community centre that includes the library function will be considered independently of the office accommodation review.

An aerial photograph of a town situated on a peninsula or near a large lake. The town is densely packed with buildings and roads. In the foreground, a small boat is moving across the water, leaving a wake. The background features rolling hills and mountains under a cloudy sky. A blue rectangular box with white text is overlaid on the right side of the image.

Appendices

Appendix 1

Questionnaire Response Summary

1. How do the staff in your division work?

Are they office bound all day, do they work away from the office but need a base, do they need open plan space to collaborate and work as a team, do they need an office full time or a workstation with access to a quiet space to concentrate on certain tasks, do they need privacy, is their work confidential, do your staff interact with the public and suppliers on a regular basis. Is there a demand for 'hot desks'.

The general response to this question is the Mayor, Executive Management and General Managers all require an office due to privacy and confidentiality issues. These offices will often be used for smaller meetings. The Human Resources manager requires an office for privacy and personal files. Payroll is now processed in open plan environment with a modified computer screen. Corporate Services believe there is a benefit in offices containing two managers, as this is efficient in terms of communication, and being able to close a door for sensitive discussion. There is a need for small office retreat room for councillors containing four work stations with flexibility to enable councillors to have one on one meetings. There are people in QLDC who need quiet work space for thinking and the writing of complicated documents. Open plan is generally considered appropriate to most of the organisation, however more quiet rooms would improve the overall workplace. QLDC offices being located in more than one location requires staff to move between offices, and it would be more efficient to be in one building. Regulatory have 4 parking officers who can hot desk and require one work station they can share. Finance staff are generally office bound, however two of the staff roam between offices and currently have a hot desk policy, if the organisation was under one roof there would be less need for hot desks. Planning and Development have staff in Wanaka who work out of Queenstown from time to time and hot desks are required for these staff, in general they will use desks of people on leave for example it is not always easy to find a desk. Parks and Property approximately 20% of staff are out of office but need a full time workstation to return to. Breakout areas are very important and there are a lot of meetings with contractors and consultants.

2. Given the above what are the needs of your division in terms of number of offices, workstations and quiet rooms.

	Office	Workstations	Total People	Quiet rooms
CEO	1	0	1	0
Corporate Services	6	37	46	2
Finance	1	16	17	1
Planning & Development	1	55	56	3
Infrastructure	1	32	33	5
Regulatory	1	12	13	1
Mayor	1	0	1	0
Councillors	1	0	4	0
	13	152	171	12

3. In what parts of your division is privacy or noise an important consideration?

Senior management including Human Resources need an offices for privacy and to be removed from noise. Second tier managers don't necessarily need their own office, however there is obvious benefit in sharing an office between two managers in terms of delicate conversations, and requiring a quiet environment with no distraction to complete reports and policy documents. Councillors require work station space when using the chambers, and it is considered it would be sensible to have a councillors office space with work stations which could be used for private meetings, and made available when not being used as a flexible work space. There are parts of the team that have noisy roles i.e. dealing with public complaints and ideally these people need to be located in an area of least disruption to other groups with good sound buffering. In general there was a thought that people needed to be respectful in terms of noise, and the culture was pretty good in this respect. Payroll was an obvious area where privacy and storage of files needed special consideration. A good provision of shared quiet rooms would improve the workplace vastly.

4. Are current communication levels within your division acceptable? How could they be improved?

The general consensus was within departments communication was OK, however QLDC having three office locations was considered to be inefficient in terms of communication, and this would be much improved if all under one roof. The organisation was lacking the 'around the water cooler chat' which can be very useful when 'letting the left hand know what the right hand is doing', and this could translated into a much more efficient QLDC service. The finance department has two employees who roam between buildings and need hot desks while away from Gorge Road. Planning and development open plan and good communication levels.

5. Do you consider the current accommodation to be conducive to good staff morale? What improvements would make a difference?

Overall the current workplace is at capacity in terms of work stations. Gorge Road has a good work place culture and management have consciously worked to achieve this. There is a level of uncomfortableness with regard to Earthquake concern and building safety. Anxiety in this regard was raised during the recent seismic event, but has now settled down. The ablution facilities are considered to be sub-standard and under provided for. Meeting rooms at Gorge Road are limited, and off site meetings are common place. Meeting rooms are currently being used to accommodate workstations, and when auditors come in they take over meeting rooms which puts pressure on meeting room availability for customer interface.

The workplace culture in 74 Shotover Street is considered to be weaker than Gorge Road. The workplace is perceived to be tired with worn carpets and needs redecoration and the space is cramped. Shotover Street has been laid out so that open plan work spaces receive good natural light, the Shotover Street building has good views, and is in handy proximity to cafes etc. Planning and Development are very cramped in and very busy, the current space is not ideal in terms of staff morale.

6. In terms of efficiency, which divisions / offices/ areas, does your division need to be physically situated near.

	Infrastructure & Parks	Planning & Development	Regulatory	Corporate Services	Finance
Infrastructure & Parks		1	2	4	3
Planning & Development	2		1	3	4
Regulatory	4	3		1	2
Corporate Services	4	3	2		1
Finance	2	3	1	4	

This question also asked the importance of being located in close proximity to the Mayor, the CEO and the council chambers. From interview discussion close proximity to the Mayoral Chamber was an important factor when Council was in session, when council staff were required to be available to present papers and answer questions. While these meetings are scheduled, they often over run and council staff can often be on standby waiting to be summoned, and therefore need to be in the Council Chambers building. Therefore staff located in other buildings are often sitting waiting at Gorge Road, where if they were in the same building they could stay working at their desk until required. Close proximity to the CEO was seen as preferred and important, while close a proximity to the Mayor was important for corporate services but less important to other departments.

7. How does the location of current QLDC office accommodation impact your division? Would a single QLDC building improve any short comings?

A single building with all departments under one roof would be beneficial, would improve communication and efficiency in general. The current accommodation arrangement provides a challenge in terms of isolation within departments, walking time between buildings for both staff and customers, Silo issues would be broken down by a single building, and different buildings make engagements more difficult. Face to Face interaction would be improved, casual meetings would improve communication.

8. What are the frequency and nature of meetings within your division? Internally with staff, and externally with the public, dedicated meeting room, or shared, or off site in cafes?

There is ongoing requirement for meeting rooms for internal meetings, there is a need for a large meeting space when whole of department meetings are held at a frequency of once per month, and the council chambers or Memorial Hall is used for these. There is a need for medium sized meeting rooms for approx. 8 -15 people for team meetings. There are often meetings held off site at hired venues due to a lack of meeting rooms. Internally there is a frequency of smaller meetings that are often held within manager's offices when no other option is available. Meeting rooms at Gorge Road are occupied for a few weeks every year by auditors and this is not ideal. There is a high frequency of external meetings, customers, contractors, consultants and ratepayers visiting the council. In some instances a lack of meeting rooms necessitates meetings to be held back office with external people entering the work place where confidential information is being processed and this is not ideal. Overall the current meeting room allocation is considered to be insufficient to meet needs. There is also the recognition cafes can provide a good venue for less formal meetings, and offer a more relaxed environment, although not suitable for larger meetings.

9. Would a combined reception, public space, meeting rooms & mayoral chamber be area be beneficial to your division?

The general response to this question was yes, but there wasn't any strong opinion other than to acknowledge there would be good efficiencies.

10. What foreseeable division changes are apparent, and what impact is this likely to have on your division's future accommodation requirement, Increase or decreasing staff numbers, outsourcing, Technological or Process improvements, Alternative workplace strategies.

It was acknowledged the current workloads was putting staff under pressure and there was a view that there was probably a requirement for staff to grow, but not dramatically so. Some functions were being outsourced to manage work turn around. Generally a large increase in Council employees over time was not projected. However as Queenstown continues to grow an increase in staff is inevitable.

11. What are your Divisions storage requirements? Onsite, Offsite.

There is a need for onsite in office storage of files, some of these need to be secure, and also manuals etc. There are storage rooms for files at 74 Shotover Street, for live property files that need to be easily retrieved. There has been a push toward scanning and a lot of files are now held electronically, and potentially further progress can be made in this area. There is a need for a server room and an area to store IT equipment or this could be cloud based. Gorge Road has 140 sqm of onsite storage on level one, this space is required to store files in current transaction status generally these files had to be retained onsite for 2 years before they could be moved offsite. There is a significant number of files stored offsite within the former camping ground, the organisation of this is considered poor, and potentially these files need to be tidied up electronically. Regulatory needs access to a changing room with lockers for parking officers. On inspection we noted two printer rooms. There is a requirement to accommodate a larger printer and this is a relatively noisy machine that needs to be contained within a room where door can be shut.

12. Do your staff use QLDC vehicles, what onsite car parking is required?

Staff vehicles are utilised on a car pool basis. There are 9 parks utilised at Gorge Road, and a further 17 parks leased within the Man Street carpark.

13. How do your staff transport to and from work? Walk, Bike, Car, or Public Transport.

In general cars were considered to be the main form of transport for Council employees, and therefore ample free or low cost car parking was seen as an attractive proposition. There are people that bike to work but not a lot, a secure bike shed was seen as a sensible solution to stop bikes being brought into the work place, a changing room and more than one shower would be a good facility for staff to be able to utilise.

14. How do you rate the current workplace environment and quality of building in terms of how QLDC goes about its business

Gorge Road	1 = Highly Effective 5 = Highly Ineffective
Air Conditioning/ Heating	5 - Poor
Natural Ventilation	4 -5 – Not considered to be effective
Natural Light	Response was 2 – 4, considered adequate
Ablution Facilities	5 – Poor in terms open stalls and privacy, females were more concerned with regard to this aspect.
Lift Systems	2 - Good
Security	3 - 5 The office has a reception to prevent strangers entering offices however a swipe card access system would be considered to be superior. The majority felt it needed to be improved.
Noise	4 – In general noise was an issue and the work place is considered to be very noisy and in need of a greater provision of quiet rooms.
Furniture/ Fit out	3 – Adequate
Public Reception	3 - Adequate
Meeting rooms	2 - 4 this response was balanced in that meeting rooms for managers could be used for meeting rooms, departments with less offices felt meeting rooms were inadequate.
Layout - Inter department Collaboration	2 - 4 response was varied, majority felt the layout was ineffective, and not enough breakout areas.
Storage onsite	2 - 5 response was varied, good in terms of a large number of files needing to be retained onsite, but it was felt day to day storage was weak.
Car parking	1 - Good
Flexibility to change workstation layout.	3 - Adequate
Photocopy/ Printers/ Copiers	2 - Good

Shotover Street	1 = Highly Effective 5 = Highly Ineffective
Air Conditioning/ Heating	5 – Poor either too hot or too cold, system doesn't work properly.
Natural Ventilation	1 - Very good, a lot of openable windows.
Natural Light	1 - Good, meeting rooms and storage rooms have been placed in areas with no natural light.
Ablution Facilities	5 – Poor
Lift Systems	4 – Dated lift requires upgrading.
Security	3 - Adequate
Noise	4 - Work space at capacity, a noisy workplace due to lack of quite areas, and phone conversations with customers.
Furniture/ Fit out	5 – Poor considered worn out and not conducive to a modern work place.
Public Reception	2 - Good
Meeting rooms	5 – Small, not enough and dark lacking natural light, and customers having to walk through workplace to use meeting room inappropriate.
Layout - Inter department Collaboration	5 – Poor general feeling staff are jammed in, no breakout areas, very rigid.
Storage onsite	5 – There is a feeling the storage space is poorly utilised and needs rationalising.
Car parking	5 – Difficult for staff to find car parks, but Man Street car park is good and provides convenient parking for work vehicles
Flexibility to change workstation layout.	5 – Desks are crammed in , no scope to change layout.
Photocopy/ Printers/ Copiers	2 - Very Good

15. What would the best location for your office accommodation be in terms your division of delivering services;

To Ratepayers / Customers

	1 = Highly Effective 3 = Highly Ineffective
Queenstown CBD	1 2 3
Queenstown CBD fringe – Gorge Road	1 2 3
Frankton Shopping Centre Location	1 2 3
The response varied. In general it was thought there were benefits for and against any of these options. Infrastructure had a strong opinion the CBD was the best location and provided the most convenience. Finance felt overall Frankton would be more convenient for customers provided good car parking.	

For Staff – Work Related Activity

	1 = Highly Effective 3 = Highly Ineffective
Queenstown CBD	1 2 3
Queenstown CBD fringe – Gorge Road	1 2 3
Frankton Shopping Centre Location	1 2 3
Frankton was considered to be a convenient location for contractors to visit. It was noted Frankton shopping centres lack the amenities of the CBD and opportunity to network / meet with other non local government professionals. It was felt QLDC needs to be near DQ, Chamber of Commerce, local consultants and lawyers who the majority are based in the CBD.	

To Suppliers / Consultants

	1 = Highly Effective 3 = Highly Ineffective
Queenstown CBD	1 2 3
Queenstown CBD fringe – Gorge Road	1 2 3
Frankton Shopping Centre Location	1 2 3
There are suppliers and consultants located outside of the CBD, in general response was Frankton is good if it provided good car parking, a lot of tradesman would find Frankton more convenient. There was concern there would be a disconnect with professional firms who are currently located in the CBD.	

For Staff Convenience – get to work, parking, and access to amenities

	1 = Highly Effective 3 = Highly Ineffective
Queenstown CBD	1 2 3
Queenstown CBD fringe – Gorge Road	1 2 3
Frankton Shopping Centre Location	1 2 3
Frankton offers a good location in terms of staff home to work access ability. It would appear that over 50% of staff live in a location where Frankton would be a more convenient office location. However it was felt the CBD was a superior location in terms of offering amenities such as cafes.	

Staff Working Location and Residential Summary

Working location: Wakatipu	TOTAL	Residential location						
		Frankton - East	Wanaka	Cromwell Alexandra Queensberry	CBD Frankton Road Goldfield Heights	Arthurs Point	Fernhill - West	PO Box; or no address details*
QEC	98	51	0	1	16	4	18	8
QTN Parks Depot	12	6	0	0	3	0	2	1
Arrowtown/Kingston /Glenorchy Libraries	5	3	0	0	0	0	2	0
Gorge Road (inc library)	78	33	0	3	13	3	15	11
Shotover St	80	23	7	9	9	11	9	12
TOTAL QTN CBD (Gorge Rd & Shotover Street)	158	56	7	12	22	14	24	23
		35.44%	4.43%	7.59%	13.92%	8.86%	15.19%	14.56%
Queenstown-based staff total	273	116	7	13	41	18	46	32
		42.49%	2.56%	4.76%	15.02%	6.59%	16.85%	11.72%

16. Where should the council chambers be located?

In the same building as future Council offices and this was more convenient for staff. Also the council chambers if located with offices offer useful meeting space, so the facility can be used when council not in session.

17. Should the council chambers be larger or smaller than current facility?

Larger, needs to provide a larger public gallery, the facility should provide for multi functionality.

18. How important is it that QLDC retains a Civic Centre building in the Queenstown CBD?

From an operational point of view it is not critically important. There was comment the CBD is the at the heart of Queenstown, the centre of commerce, and QLDC needs to have a strong presence within it. Queenstown's business leaders are located in the CBD and Council should be close to these. There were some strong views the council chambers should be in the CBD. There are council owned sites which have reserve designation which could only be developed with council related activity therefore this land could be put to good economic use. QLDC offices are a strong part of the fabric of the local business community situated in Queenstown. It is expected Frankton will increasingly become the hub of local Queenstown, that car parking and transport are issues that should be recognised. Frankton however is still in an establishment phase , and is fragmented between shopping centres. Ideally a QLDC under one roof including a council chambers is preferred. If a Civic building can be delivered at a viable cost on the fringe of the CBD and utilise QLDC land effectively then this would appear to be a good solution to meet QLDC's long term requirement.



Appendix 2

Commercial Considerations Withheld

Appendix 3

Scope of Process

Consultation Process	Office Accommodation Specification	Determine Options	Accommodation Cost Analysis	Timeline Projections
<ul style="list-style-type: none"> Obtain QLDC organisational chart current staff numbers and projected. Obtain pertinent employee information from Human Resources Interview General Managers Consult with Councillors Prepare short questionnaire to determine key high level accommodation requirements. Survey Suppliers to QLDC in terms of location. Investigate modern library / public space options, interview librarian. 	<ul style="list-style-type: none"> Location Building configuration Artificial and natural lighting, Heating and A/C, Power & Data Cabling Floor load capacity / fire regulation Public Counters and reception council chambers Mayoral and executive office requirements Open plan/Office management areas. Open plan workstation areas Flexible Meeting Quiet rooms, Breakout areas Ablution facilities Storage, & Computer room Car parking Public Library 	<ul style="list-style-type: none"> New location within existing building New location within a new building Privately owned land QLDC owned land Engage space planning consultant to mock up proposed layouts 	<ul style="list-style-type: none"> Determine Current State accommodation costs as a base case. Determine comparable base cost analysis Investigate occupation structures Lease Existing building Lease New building Develop and own New building Develop New building in JV. High level fit out & furniture costs 	<ul style="list-style-type: none"> Delivery Considerations Potential partners/landlords Identify barriers, existing tenancies, status of QLDC owned land etc.
Outcome				
<ul style="list-style-type: none"> Understand QLDC organisation needs, now and projected future. Understand staff numbers, how staff work, space required to support their workplace, inter relationships between departments. Understand locational requirements Understand optimal building form Understand split locational possibilities 	<ul style="list-style-type: none"> Determine optimal location and recommend Determine accommodation area requirement, in square metres. Determine co-locational possibilities 	<ul style="list-style-type: none"> Provide current market commentary for Queenstown office accommodation Summarise Accommodation options Shortlist best four options 	<ul style="list-style-type: none"> Provide a Cost benefit analysis Gross effective Cost per employee analysis Provide Recommendation 	<ul style="list-style-type: none"> Provide a realistic project timeline
Resources				
<ul style="list-style-type: none"> QLDC to provide organisational chart. Colliers to interview General managers Colliers to prepare questionnaire QLDC IT to prepare and distribute survey. Colliers/QLDC to view examples of new age libraries in other centres. Colliers to collate Key observations 	<ul style="list-style-type: none"> Colliers to analyse data and determine high level accommodation requirement and estimated area required. 	<ul style="list-style-type: none"> Colliers/ QLDC to shortlist four best options. Colliers to provide report. Engage Space planning consultant to provide office layout plans 	<ul style="list-style-type: none"> Colliers to provide financial analysis. QLDC to provide costing information with regard to furniture. Colliers to provide report and recommendation. 	<ul style="list-style-type: none"> Colliers to deliver project time line.