

King, Anthony

WAKATIPU FOODCENTRE LTD (NEW WORLD)

WAKATIPU

1 Convention Centre

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

No

Convention Centre Comments

Firstly, we don't believe the council needs to spend money on a town centre convention centre. We don't see the benefits as necessarily being there, although If this convention centre goes ahead, we would support it on a zero cost to ratepayer basis only. We would definitely support the Council working with private enterprise, either in town or in Frankton, to make a convention centre go ahead quickly, but we think that this should be able to be done on a zero cost basis. That aside, should this council invest in this, then we think that the CBD accommodation centre should be expanded to include hotels such as the Hilton, The Rees and any other larger accommodation. The impact on other businesses should be reduced, especially non-CBD businesses.

3 Transport Planning

3A. Is the Council taking the right approach to address congestion issues in central Queenstown by planning to reduce future traffic movements by 20 percent?

Yes

3A. Transport Planning Comments

We need to develop a world class public transport solution and we need to start on this now. Many changes to the CBD, such as moving the high school, will only transfer the problem elsewhere. The only way that we can solve the growth of transport is through public transport options. The balance needs to be shifted where a large part of the community don't even consider getting in their car for the majority of trips to Frankton and to the CBD. Things like free bus services would be great. We also need to rush through developing bike tracks, changing facilities, and charging facilities for E-bikes to encourage people to use other alternatives. the council plans area refreshing to see on this matter.

3B. Should Council increase parking charges and use any additional parking revenue to make public transport more affordable?

Yes

3B. Transport Parking Comments

Increase parking charges and make buses free. This free bus service should be for passengers travelling to Frankton as well as those travelling to the CBD. The water taxi service should be given further funding to make this a proper commuter service as well. We have the jettys and infrastructure and an expanded ferry service would be ideal

4 Frankton Library

Should the Council build a library hub at Frankton in 2020, at an estimated cost of \$5.3m?

Yes

5 Water and Wastewater – a Standardised Rate

Do you agree that Council should further investigate the principle of a standardised rate for water and wastewater?

Yes

King, Alistair

WANAKA CHAMBER OF COMMERCE AND THE CUBE

6 Other Comments

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

See attached submission



THE CELL
COLLABORATIVE SPACE

Wanaka Chamber of Commerce
PO Box 80
Wanaka, 9343

#gigatownwanaka
28 Helwick Street
Wanaka, 9305

28th April 2015

Long Term Plan
Queenstown Lakes District Council

SUBMISSION ON FUNDING LONG TERM PLAN WANAKA ECONOMIC DEVELOPMENT

We are writing for Queenstown Lakes District Council support of the Gigatown Wanaka Plan. The plan is designed to be a catalyst for growing economic development in the Upper Clutha region. The plan is to be renamed the Centre of Unique Business Evolution or CUBE for short. Note the plan can be amended to be initiated in any town across the Queenstown Lakes District.

Background

The Wanaka Chamber of Commerce formed a task force in 2010 to identify industries and business that could be introduced or developed in Wanaka to help diversify the economy and make it more sustainable during tougher economic times as experienced during the Global Financial Crisis experienced from 2008 to 2012. The Task force identified a number of opportunities in the health, education, film, knowledge, IT, tourism and sporting industries that could be developed. However a catalyst was needed to get the majority of these industries under way.

The NZ Government announced in 2012 it was investing an estimated \$1.5 Billion in the roll-out of Ultra-fast Broadband (UFB) across New Zealand with the objective of supplying 75% of the population with access to UFB. The Government calculations excluded Wanaka.

The Chamber seeing that this was the catalyst needed and that Wanaka could not afford to be left behind with UFB undertook discussions with Chorus (the Infrastructure company that installs and owns the telecommunication's network in Wanaka) to see what could be done to get UFB into the Central Business Area (CBA). The outcome was a joint venture between Chorus and the QLDC to install UFB that will reach 200 business premises. The Mayor and Deputy Mayor provided a letter of support addressed to Chorus for the initiative.

The council supported the Joint Venture financially contributing \$250,000 to the fibre build that was completed and went live on the 4th of April 2015. CBD businesses are now going through the process of connecting to 100MB fibre.

Broadband is seen as an increasingly essential service and New Zealanders believe a better internet experience is vital to our future. Wanaka has been trying to diversify its economy away from just tourism, and Ultra-fast broadband is essential to making that happen.

Fibre is the best available technology to improve our broadband experience. It delivers large amounts of data further and faster than the copper cables that currently deliver most telecommunication services.

Then in October 2013 Chorus announced the Gigatown Competition. This announcement occurred during the negotiations for fibre into the CBD. Chorus allowed Wanaka to enter the competition on the basis that a deal had been reached to get fibre into the CBD. The Gigatown competition was over the course of the 12-month competition Chorus will measure social media and online community engagement in support of each town of the competition. There are about 50 towns involved. The town with the loudest social media voice earns the most points and will receive Internet speeds of up to 1 gig per second (one hundred times faster than current broadband) and various items totalling to \$700,000 in funding. Winning this would mean becoming the only town in the southern hemisphere to have these sorts of Internet speeds creating a fantastic opportunity.

The Gigatown Wanaka group was very strong throughout the period of the competition and Wanaka made the finals. Wanaka was united and stood as one throughout the competition and educated the community on the benefits of fibre and how this can benefit economic growth for the district. Over the course of the competition local individuals and business invested at estimated \$300,000.

The finals included a requirement to develop a Plan for Success. Wanaka's plan (see Appendix 1) was written with two objectives. Firstly to win that section of the competition and secondly to be implemented anyway if Wanaka was not successful in the finals.

Again a successful JV was formed between the Wanaka Chamber of Commerce and the council, with the council contributing \$40,000 towards the finals and the majority of the funds were spent on writing the plan.

Subsequently Wanaka was not successful in winning. However as promised the Gigatown Wanaka group proceeded implementing the plan anyway. The first step was to open The Cell.

The Cell is a collaborative working space for start up entrepreneurs, innovators and professionals, nestled in the heart of downtown Wanaka. The Cell is more than just a shared office. The Cell takes care of everything in your workspace so you can focus solely on unleashing your creative energy. The Cell is a space created for creators, a destination for innovation, and a place where diverse talents collide. The Cell offers our members a unique environment that enables business and personal growth.

We needed funds to get a Office Manager position established to manage The Cell along with further Economic Development progression following the Gigatown campaign and leads generated from this and events as per below. The council contributed \$20,000 towards this.

Individuals, businesses and the Wanaka Chamber of Commerce contributed over \$100,000 to get The Cell up and running. This has been seen by the business community as a continuation of the successful JV between council, the chamber and business.

The Cell will be used to allow those that want to work in a positive and energetic environment the opportunity to move from their home desk space and come and work in the heart of town.

The Cell will also be carrying out the following functions:

- Provision of specialist resource – working with local business The Cell aims to provide those renting space with the opportunity to book with certain specialists for introductory time slots (around 15 mins) for any specific needs they may have. Once a month on set days The Cell aims to have a lawyer, an accountant, a marketer etc available to have time booked. These could rotate throughout the specialist services around town giving them exposure to the possibility of new clients and those seeking the assistance a chance to sound out their ideas or seek advice to take a step forward in their business.
- Co-Starters programme – with local district facilitators that would be trained up by those that created the programme from the US these 9 week courses would run for those with an idea or business concept to work through the steps of setting up a business and learn about all of the aspects involved including financial, marketing, customer service, customer needs assessment, elevator pitch and more.
- Beer & Pizza Nights – in conjunction with those mentors or investors that live and holiday in our district we would invite businesses and individuals to these evenings once a quarter to mingle with these mentors and investors giving them the opportunity to present their ideas concepts for support or funding in a more casual environment and get advice around their next steps for their businesses or ideas.
- The opportunity for it to be hired out as a venue to hold these sorts of events
- The opportunity for people to hire out meeting room space to hold meetings, run workshops etc.
- The Cell also plans to raise funding to kit out a full media editing suite which could be hired for those in the film industry wanting a direct connection to the GiG to plug in and use this high speed network.
- The Cell will also become the open door for those moving to town, or thinking about it, to come and see who they can connect to and provide a space to start in the town. It will also be the networker between businesses and individuals for the area with a 'black book' of contacts that can be called upon to support and help those in their endeavours.
- The Cell will connect the business community like never before.

The Governance of The Cell would be the following:

- As outlined in the Gigatown Wanaka plan there would be the Economic development unit which would be a rebranded Gigatown Wanaka – The Cube. This would be the operating body with The Cell being a function of this. The Cube would have a board of which there would be a representative from Council on this.

Oversight of the funding provided by the QLDC and KPI's that will be in place as follows:

- The measurement of success of this would be those businesses that outgrow The Cell to go on and rent space in town and employ staff along with the number of people that are enquiring through the open doors and being connected to businesses in the area.
- Another measure would also be the number of people utilising the space as this would directly affect the energy and vibrancy of the business community in town.
- The number of events being run out of The Cell i.e. If there are 4-5 Co-Starters programmes running per year then this is a very healthy environment for our community of new business possibilities in the town coming from this that would support local specialist services along with over time growth economically and employment.

We are very confident that Wanaka will benefit from The Cell and the services it will offer and the results will be extremely positive for your business and the town economy. We believe The Cell is a productive tool for the council to show your general support for Wanaka's economic diversity and growth aspirations for business.

As at the 28th of April after being open for just on two months The Cell has the following tenants:

Permanent Tenants:

Rob Jewell – CEO at Fox Glacier Guiding

Paul Webster – Web developer at Progression Media and Development,

Mal Law – Owner/operator at Running Wild NZ

Mickey Ross – Photographer/owner at MiclImage

John-Jo – Owner/Filmmaker at Flashworks media

From the 20th May

Sara Thompson - Nutritionist

Alex Guichard – Founder and CEO at Revology premium organic furniture

Ongoing tenants:

Two weeks per month:

Elizabeth Carlson – Travel blogger at Young Adventuress, listed on the top ten travel blogs in the world.

One Week per month:

Mark Magill – CEO of Listboom

Awaiting confirmation:

Jean Michel Le Libeau – Lincspun

On top of these permanent and semi-permanent tenancies, we have on average, 1-2 people coming in just for one week while they are on holiday.

THE CUBE PLAN

The CUBE plan as attached is a Economic Development Plan designed for Wanaka. However the Plan could be used in any town within the QLDC.

Vision

- A community energised by its own culture. A town that is a destination of choice.
- A culture of building, creating, inventing and learning and equally of fun, excitement, experience and security. A culture where everybody makes a difference and helps others in the pursuit of excellence
- A community that has truly mastered the art of work/life balance, lifting productivity and adding value both as an individual, and as the collective
- A town that has harnessed the collective creativity and skill of its people, building a centre of excellence to be used by all New Zealanders
- A town that is so connected that obstacles to growth and success can be overcome through collaboration and shared vision.
- A town where people want to visit and play without compromising their technology needs.
- A town that is the most spectacular and precious environment in the country. Technology enables us to preserve the sustainability of this environment. A model for sustainable economic progress.

Strategy

It all started in Wanaka. This group had a vision of a fairer community, a community where the living wage was delivered, not aspirational, where the economy was stabilised through diversity, where education and opportunity were at people's finger tips and barriers to individual growth were removed. A collaborative group with a common focus...the collective social and economic wellbeing of every member of the community.

They set the following strategic milestones:

- Produce a business ecosystem that brings economic diversification to the area. Existing businesses would be supplemented and enhanced through the introduction of new businesses and the application of gigabit enabled technology. The objective being to lift the average local household income by 5% year on year, driven by sustainable economic progress supported by a new pool of high value jobs.
- Support a healthier, safer community with improved opportunities for advancement by utilising a range of gigabit enabled tools to identify and address social issues, improve care for those most at risk in the community, proactively manage crime through the suites of 'smart' tools enabled by high speed connectivity. And to measure and monitor ongoing performance through agreed social and economic KPIs. These KPIs will focus on service driven activities to ensure service quality is maintained and exceptions are exposed.
- Produce an educated community, not just in high tech industries but also in knowledge, social services, arts & culture, sport and obviously tourism. A community that demonstrates their knowledge through a greater number of

startup businesses, greater success in their chosen fields, the ability for the community as a whole to develop and deliver something different, unique, efficient, world beating.

The result is a vibrant, highly creative community through a mixture of skills and experiences that fostered and attracted likeminded individuals. Through this Wanaka has a greater representation of specialist leadership across industries and communities, at a local, national and global level.

From Strategy to Action

Good strategies fail through poor execution. This was recognised as one of the primary risks to delivering the above milestones.

To ensure delivery the team identified the following critical components:

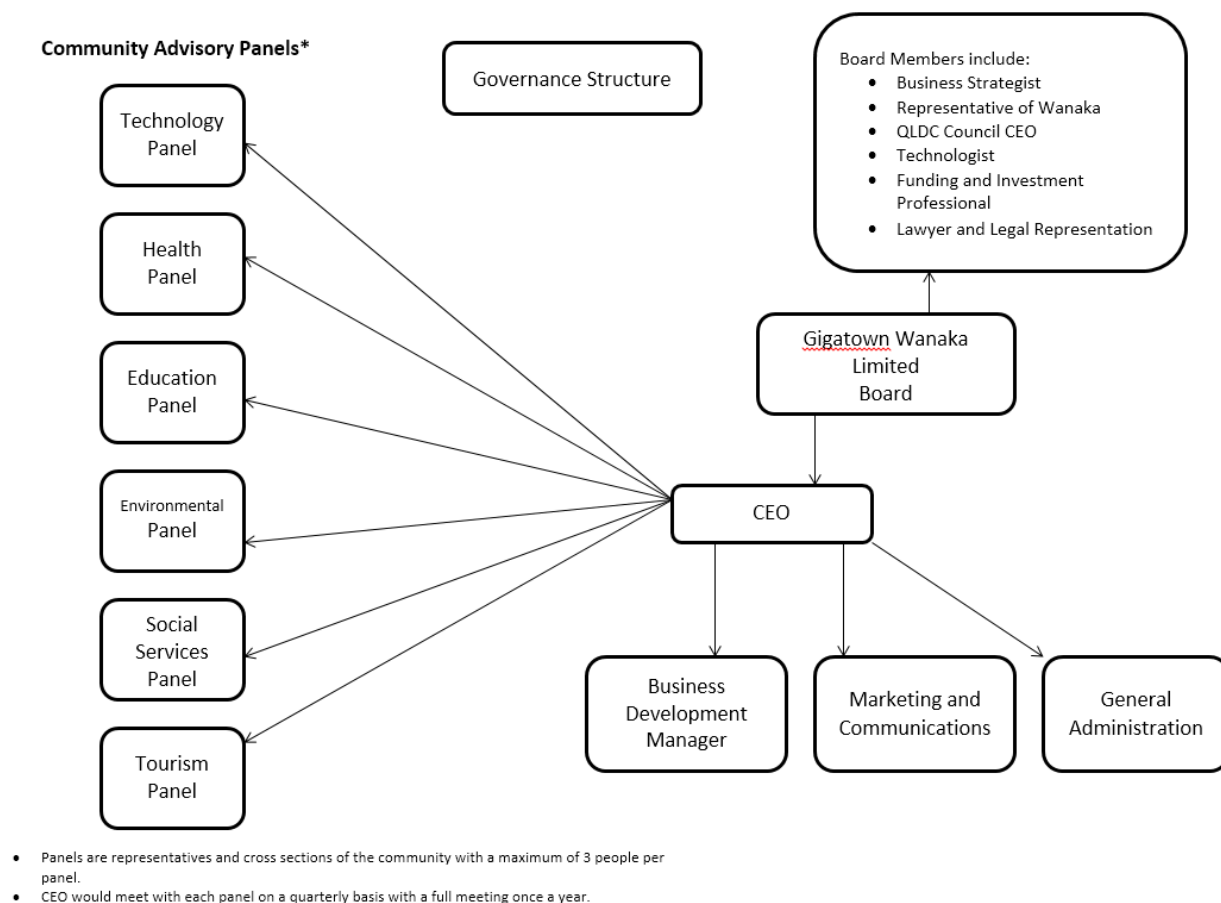
- A robust and diverse governance structure (Refer Appendix 3) with the areas of Strategy, Finance, Local Government, Technology and Tourism represented, accountable to the key stakeholders
- A new business unit responsible for the operational execution of the strategy, fully accountable to the board. This business includes a CEO who also participates in Governance activities in an advisory capacity (no voting rights to ensure independence of the board)
- A stakeholders group with representation from all major stakeholders (refer Appendix 2) to ensure key economic and social issues are highlighted and prioritised
- Common vision and values across all stakeholders
- Strong and enduring public advocacy of the vision and values
- A comprehensive communications strategy to support the flow of information, engagement and activities across the many stakeholders

Overview of key services provided by the CUBE:

- Governance & Leadership
- Education
- Access to Funding - Investment Panel
- Mentoring
- Business Networks
- Collaboration with the Community Advisory Panels. Individually once a quarter and collectively once a year.
- Operational management including Business Development, marketing and communications and PR
- Event and Conference facilitation and management
- Management of The Cell – open collaboration workspace for the community
- Assistance of recruitment for Businesses
- Facilitation of business start-ups and growth – through Start up programmes (Co-Starters) and working with incubator growth programmes
- Facilitation of investment and access to funding opportunities.
- A liaison portal with the community
- Repositioning Wanaka as not just a tourist town

The Governance of the CUBE would be the following:

- As outlined in the plan there would be the Economic development unit which would be a rebranded Gigatown Wanaka – The CUBE. This would be the operating body with The Cell being a function of this. The CUBE would have a board of which there would be a representative from Council.



We are very confident that Wanaka will benefit from The CUBE and the services it will offer and the results will be extremely positive for your business and the town economy.

We believe The CUBE is a productive tool for the council to show your general support for Wanaka's economic diversity and growth aspirations for business, and when successful will be able to be transitioned to the other towns across the Queenstown Lakes District.

The CUBE objectives align with the Key Opportunities as detailed in the QLDC Economic Development Strategy (page 45):

Economic Development Arrangements

- a) Encourage expanding economic development activities for the District to include: industry development (for example, for knowledge-based industries), education and investment promotion alongside screen production promotion and facilitation.

1. b) Support the community in the development of District-wide Economic Development functions with a recommended focus on: Governance Structure (including options outside of council), Purpose and Functions, Funding Model, Stakeholder Feedback, Potential Liaison Group structures including: Investment Panel, Private Sector Group (including health, education, knowledge-based, professional etc.).

CUBE will provide Substantial and Identifiable Benefits as follows:

- Wanaka's economy and jobs will grow much faster than normal.
- We also intend to create incremental value for all of New Zealand through our efforts to (i) promote investment funds to support/incubate start-ups and (ii) attract overseas businesses to add satellite offices and high skilled employee rotations in Wanaka
- We have a motivated, experienced and talented group of professionals in Wanaka to manage the business development effort.

Financial Contribution

Over the last three years individuals have contributed a significant amount of voluntary time to this project with the vision for a strong economy measured using financial, health and social measures. These individuals and others going forward will continue to support this vision however it is time for a professional structure to take the CUBE forward.

Included in original CUBE plan is a budget. We anticipate that more conservative start to the plan is required. For ease we have re-forecast the budget and included it as Appendix 2. The original budget requires annual funding of \$1m. However we believe that the CUBE can be scaled to suit. The immediate need is for the basics of office space, a business development manager and administration support. This will require \$297,000 of funding per annum. We request the council provide funding 67% or \$200,000 per annum over a two year period. As additional funding is obtained from Government (we are in talks with the Callaghan Institute) sponsorship from business and revenue from The Cell the requested contribution from the council will reduce. Therefore we would ask that the funding be provided on a quarterly basis in advance so we can adjust downwards as necessary.

We respectfully ask for a financial contribution of \$400,000 plus GST is made available over a two year period starting 1 July 2015.

Please contact us with any questions.

Sincerely,



Alistair King
Chairman
Wanaka Chamber of Commerce



Kelly Good
Executive
The Cell

APPENDIX 1

#GIGAtown **WANAKA**

OUR VISION

A COMMUNITY ENERGISED BY ITS OWN CULTURE.

A TOWN THAT IS A DESTINATION OF CHOICE.

*a culture of*BUILDING
CREATING
INVENTING
+ LEARNING...*and equally of*FUN
EXCITEMENT
EXPERIENCE
+ SECURITY.A CULTURE WHERE EVERYBODY MAKES A
DIFFERENCE AND HELPS OTHERS IN THE**PURSUIT OF EXCELLENCE**

— A COMMUNITY THAT HAS —
TRULY MASTERED THE ART OF WORK/LIFE BALANCE,
 LIFTING PRODUCTIVITY AND ADDING VALUE BOTH AS AN INDIVIDUAL
 — AND AS THE COLLECTIVE —

A TOWN THAT HAS HARNESSED THE
 COLLECTIVE CREATIVITY AND SKILL OF ITS PEOPLE,
*building a centre of excellence
 to be used by all New Zealanders*

A TOWN THAT IS SO CONNECTED THAT OBSTACLES
 TO GROWTH AND SUCCESS CAN BE OVERCOME THROUGH
 ► **COLLABORATION AND SHARED VISION.** ◀

A TOWN WHERE PEOPLE WANT TO VISIT AND PLAY WITHOUT
 COMPROMISING THEIR TECHNOLOGY NEEDS.

A TOWN THAT IS THE MOST SPECTACULAR AND
 PRECIOUS ENVIRONMENT IN THE COUNTRY.

*Technology enables us to preserve the
 sustainability of this environment.*

A MODEL FOR SUSTAINABLE ECONOMIC PROGRESS.

WE ARE MAKING IT HAPPEN!

Category 1. GIG LEADERSHIP

We need to take a step into the future...what will New Zealand look like in 2024 and what role has Wanaka played to these achievements?

Tourism used to be the major contributor to the local economy however diversification was the solution for Wanaka's Sustainable economic development.

By 2024 we have harnessed the collective power, energy and intellect of our nation, to enhance a knowledge industry that is delivering high value products and services globally and is recognised as a world leader in the knowledge industry space.

So how did this happen? It started with a vision. A vision driven by a group of people who have already created their own success, a group who have not only built wealth for themselves but for those people who have been with them on the journey. A group who created jobs and opportunities across a broad range of industries, playing their part in building social and *financial* equity within their communities. A group of passionate New Zealanders who wanted to make a difference to New Zealand.

It all started in Wanaka. This group had a vision of a fairer community, a community where the living wage was delivered, not aspirational, where the economy was stabilised through diversity, where education and opportunity were at people's finger tips and barriers to individual growth were removed. A collaborative group with a common focus...the collective social and economic wellbeing of every member of the community.

They set the following strategic milestones:

Produce a business ecosystem that brings economic diversification to the area. Existing businesses would be supplemented and enhanced through the introduction of new businesses and the application of gigabit enabled technology. The objective being to lift the average local household income by 5% year on year, driven by sustainable economic progress supported by a new pool of high value jobs.

Support a healthier, safer community with improved opportunities for advancement by utilising a range of gigabit enabled tools to identify and address social issues, improve care for those most at risk in the community, proactively manage crime through the suites of 'smart' tools enabled by high speed connectivity. And to measure and monitor ongoing performance through agreed social and economic KPIs. These KPIs will focus on service driven activities to ensure service quality is maintained and exceptions are exposed.

Produce an educated community, not just in high tech industries but also in knowledge, social services, arts & culture, sport and obviously tourism. A community that demonstrates their knowledge through a greater number of startup businesses, greater success in their chosen fields, the ability for the community as a whole to develop and deliver something different, unique, efficient, world beating.

The result is a vibrant, highly creative community through a mixture of skills and experiences that fostered and attracted likeminded individuals. Through this Wanaka has a greater representation of specialist leadership across industries and communities, at a local, national and global level.

From Strategy to Action

Good strategies fail through poor execution. This was recognised as one of the primary risks to delivering the above milestones.

To ensure delivery the team identified the following critical components

- A robust and diverse governance structure (Refer Appendix 3) with the areas of Strategy, Finance, Local Government, Technology and Tourism represented, accountable to the key stakeholders
- A new business unit responsible for the operational execution of the strategy, fully accountable to the board. This business includes a CEO who also participates in Governance activities in an advisory capacity (no voting rights to ensure independence of the board)
- A stakeholders group with representation from all major stakeholders (refer Appendix 2) to ensure key economic and social issues are highlighted and prioritised
- Common vision and values across all stakeholders
- Strong and enduring public advocacy of the vision and values
- A comprehensive communications strategy to support the flow of information, engagement and activities across the many stakeholders

How has business changed in 2024?

Business has changed from how we knew it...it is economic collaboration, a collaborative cell of entrepreneurs and likeminded creators fostering innovation and new business development. Competition has been complemented by collaboration through the ability to share ideas and resources.

Gigabit speed internet has delivered on several levels. High speed connectivity has attracted big business to the area. Big business has attracted new support services to the area. New businesses have grown to provide new jobs, not only within the businesses themselves but also in support of the uplift in population. It has also driven up consumption in the local economy.

In addition, Gigabit speed internet has given the local community access to fast efficient online education, allowing them to take advantage of new opportunities.

Gigabit speed internet has attracted to the region a number of 'Big Data' businesses such as the film and TV industries, the education industry, the scientific industry because of the ability to combine the unique environment Wanaka offers with high speed connectivity, offering a compelling reason to attract the best skills in the world.

Some of these people, with the support of Gigatown Wanaka Limited, have struck out on their own and developed new businesses on the back of highly innovative products and services.

Due to the air quality, NASA were already working in Wanaka in 2014 and now have a permanent team on the ground.(refer Appendix 5:Excerpt from NASA Press Release) Due to their alliance with NASA, Google has also setup base in the area. Google's tech campus, coupled with Wanaka's natural environment has made it the educational institution of choice for global experts and educators, with gigabit services enabling them to deliver their services seamlessly to any part of the globe.

How has the community changed in 2024?

The lines between the community and business have blurred. As part of the GIGATOWN WANAKA LTD economic development programme setup in 2014, the businesses must incorporate a 'social & environmental responsibility' element into their business plans, demonstrating where they will make or support change on social and environmental issues. This may be through mentorship and local development programs or through funding of social initiatives. This promotion of Public/Private collaboration has evolved into a core component in the DNA of the local business ecosystem, resulting in improved living standards, a measurable reduction in crime YOY since 2014 and reductions in social services spend.

What were the challenges back in 2014?

The first five years were the most critical. The success of the GIG strategy was to build the GIGATOWN community to a level where its own energy and inertia allowed it to drive a new self-funded collaborative culture.

The biggest challenge to this was funding. Year one was the most difficult. Wanaka had a tight budget, just \$1.050M (Refer Funding & Investment - Appendix 4) with expected increases of 10%-15% YOY for the first 3 years. The GIGATOWN WANAKA LTD team were fortunate to have a significant level of support from local government around ongoing funding and operations. In addition to this there has been solid commitment from existing national funding groups as well as a number of confidential local supporters.

In addition, a modest income derived from GIGATOWN WANAKA LTD working with local businesses and the financial support of local entrepreneurs created a buffer for any extraordinary costs. Any surplus funds are reinvested back into the community.

It was identified early on that funding although important, was not the primary means to delivering the plan, rather skills and effort where the key. Focusing on the quality of the team, not the quantity (refer Appendix 2), a small, highly productive, highly agile team was pulled together. This team did not have the overhead of legacy systems to contend with and being largely independent of local and central government, the ability to make change wasn't constrained through bureaucracy and red tape.

How has this changed New Zealand in 2024?

Wanaka developed a blue print for success. We were, and continue to be the foundation model for creating a unified community in New Zealand, a town built on contribution by all of the community, for the benefit of all of the community.

This globally recognised blueprint is the foundation of the Gigatown Sister City mentor program implemented by Wanaka in 2019.

The Gigatown Sister City programme has now been running for 5 years and delivering similar results nationwide, with strategic and point solutions being driven from GIGATOWN Wanaka. As part of the programme an online community was formed to share experiences and learnings, educate and advise fellow townships and provide a knowledge pool to be drawn on by everybody.

SO THAT IS THE FUTURE...Is it ambitious...absolutely! Can it be delivered...absolutely!

We have the vision...we have the plan...we have the people...we have the energy...we have the funding....we are ready to go....**We just need the GIG!**

THE TEAM BEHIND GIGATOWN

**PETER MARSHALL**

Entrepreneur and active community member. Founder of EftPos NZ. Founder of Tallon Systems. Partaking in a number of local projects including development of Corbridge Estates. A passionate advocate for the Wanaka community.

**KELLY GOOD**

Career in Marketing for leading New Zealand export brand Navman, managed the European marketing. Now established herself along with husband Duncan as leading Real Estate agents in the Wanaka market covering both commercial and residential transactions.

**ALISTAIR KING**

Crowe Horwath Principal - Business Advisory. Specialist in governance, business structures and restructuring, financial modelling, feasibility and taxation. Chairman of Wanaka Chamber of Commerce.

**HETTY VAN HALE**

Marketing, corporate communications, sponsorship, event management and governance. Specialises in property development and marketing. Director of Snow Sports NZ, Communications Manager Infinity Investment Group, Chair Festival of Colour.

**ARNA CRAIG**

Founder and Director of Fever Pitch, Wanaka's very first Creative Digital Marketing agency, dedicated to all things digital. She hails from a retail and e-commerce background having working in London for the UK's fastest growing outdoor adventure company 'Mountain Warehouse'.

**WAYNE HUDSON**

Founder of Whiplt, a consultancy business primarily to technology companies focused on the technology business sector, advising on the commercialisation of intellectual property, the sale and purchase of technology businesses, capital raising and structuring start-up businesses.

**RICHARD PROUT**

With experience in key technology areas Richard's background includes; Director of Kinesis: sold to Price Waterhouse Coopers for NZD \$25m; Founder of Smart-Groups, the precursor to today's social networks, sold to Freeserve/Dixons Retail for USD \$100m; Founder of Solution Foundry Ltd, a boutique software company specialising in automated investment and trading software. Now owner of 1791 Diamonds an online international diamond engagement ring website www.1791diamonds.com.

**STEVE TURNER**

Steve was co-founder and co-CEO of Capital IQ. Capital IQ is a software and data analytics service provider for financial institutions. Founded in 1998, Capital IQ raised \$42 million in venture capital and sold for \$230 million to Standard & Poor's in 2004. Steve then became an Executive Managing Director of S&P and grew Capital IQ to 4,000 employees and \$300 million in revenue before moving to New Zealand in 2008. Prior to Capital IQ, Steve was an investment banker with Wells Fargo, GE Capital and Bear Stearns. Steve is Chairman of Broken Shed Vodka.

**TREVOR CRAWFORD**

Has worked in the computer industry since 1980. Working world-wide for banks in software development, design, IT consulting, and project management, joined Microsoft in 1993 initially building Microsoft's reference customers in banking and then returning to New Zealand as head of their consulting and business support services. Settling in Wanaka in 2001. Currently mentors and invests in businesses and software. Trustee of the Mount Aspiring College Foundation.

KEY STAKEHOLDERS

Chorus / Internet Service Providers
Chambers of Commerce
Lake Wanaka Tourism
Central Government
Local Government
Otago Regional Council
Local Business Groups
Local Community Groups
Social & Public Service Groups
Education Services
Art & Culture Representatives
Environmental Representatives
Queenstown Lakes District Council

Category 2. SMART TOWNS

What is a Smart Town?

A town that self manages its resources
A town that delivers contextual information to people when they need it
A town that delivers financial value to its rate payers through efficient systems
A town where the environment is monitored and proactively managed
A town where health and wellbeing are supported in real time by technology assisted support services
A town with enhanced security and policing
A town that manages traffic and parking through intelligent management systems
A town where access to education and information is freely available through public facilities
A town of public and private collaboration to meet the vision
A town that places emphasis on digital equity (availability of technology for all) and community education
A town a safe town, where technology supports public safety and crime prevention

Tourism in 2024

Tourism is a major contributor to Wanaka's economy. Enhancing the visitor experience will increase the brand value of Wanaka, lift the profile of Wanaka as a tourist destination and boost economic activity within the region.

The key to lifting the visitor experience is unlocking the hidden "gems" that make Wanaka special. 'Tools' such as Smart Community Noticeboards with interactive live streaming video feeds showcase what Wanaka has to offer.

Smart signage strategically placed around the town that provides contextual information by tapping your smart phone against it. Quick references to amenities (ATMs, Public Toilets, Banks etc), accommodation, food and beverage, adventure and outdoor tourism events and more. Contextual information at their fingertips.

Streaming live video from Wanaka to target audiences globally. The ability for tourists to share their experiences with friends and family in real time through advanced data services offered through the Hotel/Motel network and through free Wifi access (sponsor funded) to popular social media sites.

Tech Tourism has been a major contributor for the area. Wanaka average 2-3 major technology events a year based on a tradeshow concept. Over multiple days, local and global technology is on display across the region. Subject matter is split up into multiple streams, with subject matter experts interacting with intimate groups while the sessions are simultaneously streamed on the internet. Larger 'auditorium' style presentations are presented with multiple presenters being streamed in from across the globe.

Education Tourism has also benefited from gigabit data services. Combining the unique landscape of Wanaka with the available technology opened up the ability to access to provide world class presenters, academics and influencers via live, high definition streaming video. The barrier to aligning busy schedules, conflicting engagements has been greatly reduced do to the accessibility and immediacy the technology provides, enabling a better quality, more seamless experience for both presenters and the audience.

ACCELERATE, modeled from GIGTANK Chattanooga, is a startup accelerator connected to a high-speed fibre network. Hosted by Gigatown Wanaka Ltd, this annual programme attracts entrepreneurs from across the globe to Wanaka, NZ. With Internet speeds 100x faster than the national average, Wanaka offers entrepreneurs the opportunity to innovate on the broadband platform of the future.

Throughout the ACCELERATE experience, startup teams enjoy support from a robust network of mentors, industry specialists and business development resources as they prepare their next-generation ideas for the marketplace over a 3 month period.

Health Services in 2024

The major winners of gigabit technology are the community members most at risk.

A real advantage is the ability to deliver specialist services in the mental health and specialist service industry. Gigabit services enables both the import and export of high value medical skills. Via high definition video, specialist scan assess medical conditions as if they are present in the room. Disciplines such as psychologists, psychiatrists and other specialists can engage with remote clients through high-speed data services. The quality of the service is such that the practitioners can 'read' the clients as if they were in the room. There is also the economic and environmental benefits to the local community. Bringing expert services into the Wanaka community reduces the need to travel, saving both money and reducing our environmental footprint.

Local medical experts can draw on national and international expertise in an immediate and interactive way, greatly improving the patient experience and outcomes.

The above are just a handful of examples of how gigabit services enhance Health Services and the wellbeing of our community, not only through the offering of health services but also through the reduction of the feeling of isolation for our community to health services.

Health is a data intensive industry. Gigabit services not only removes the barriers to many existing issues, they also create an environment for future thinking.

Place this inside an Innovation hotspot and the potential is limitless.

New Zealand Most Efficient Town

Growth requires planning. Planning requires data. Wanaka is perfectly positioned to lead New Zealand in the development of Smart Town Planning.

In 2014 Wanaka had approximately 7000 permanent residents, a number that swelled to 12,000 – 13,000 during peak tourist seasons. The permanent resident number is now closer to 20,000 in 2024, with visitor numbers expected to be equal to the permanent resident numbers at peak tourist times.

So how do we manage this variability? We capture and model information from several sources to identify and mitigate town flow blockages by incorporating machine to machine opportunities and deployment of kiosk, sensors and connected devices allowing measurement of the town's performance in a more granular way.

For example, we embed sensors in car park's that capture occupancy. We also embed sensors in the roads to capture traffic volume. Where the car park occupancy is at 100% and the local traffic volume is high we can identify a shortage in parking. Not only does this benefit long term strategic planning, it also provides real time information to motorists and residents on where parking is available and/or allows people to avoid congestion.

Street lighting can be managed based on activity. Sensors embedded in lamp posts can identify foot traffic in the area and activate lighting on an as required basis. This will improve security, reduce crime, reduce council expenditure and reduce the town's carbon footprint.

This same principle can be applied to virtually any council managed resources, from water services, waste services, lighting, roading and more.

In terms of strategic planning, this data is invaluable. Gigabit data services will allow the aggregation of huge levels of data which can be used for predictive modelling for council provided services. We can predict the blockages and pressure points before they happen, resulting in better management of council resources and expenditure.

A Smart Town is an Educated Town

A key initiative to driving opportunity in the town is ensuring access to technology is available to all ages. We removed these barriers by providing free public access via the library and other community spaces for the purpose of further education.

Aligned to the Innovation Ecosystem Blueprint program, there are a number of programmes to develop skills that add value to the Innovation Ecosystem Blueprint.

Working with age groups from the very young to the more experienced, the programmes aim is to provide the spring board into further education and cement a culture of Innovation, creativity and technical aptitude within the community.

It has been recognised that exposure to technology benefits not only the youth of the town, but the town itself. There is evidence that engaged youth go on to develop better social and life skills and are less likely to be involved in crime.

Educating both parents and children on the best application of technology removes the fear of the unknown, promotes safe use of technology and installed the value of technology in the home.

Many senior members of the community are looking for further education. This not only promotes better engagement within the community but also breaks down barriers to technology playing a role in monitoring their health and wellbeing.

An educated town will both feed into and benefit from each other, providing a diverse, interesting, creative culture. It is this culture that develops and attracts likeminded people to the town.

A Smart Town is a Safe Town

Wanaka is a safe and friendly town but technology has kept it safe. The police and community have adopted tools such as high definition CCTV, facial recognition software, number plate tracking. These tools all demand Big Data services. The combination of these tools has provided local law enforcement the tools to identify and predict crime.

Search and Rescue has become much more effective with the ability to create and share local GIS data. Drones are now common-place tools on the search for missing skiers and hikers, utilising GEO-DATA to perform grid searches in challenging terrain.

Collaboration is the Key

Under the umbrella of Wanaka Gigatown Limited, the community panel groups (refer Innovation Eco-system | Appendix 2) comprising appropriately qualified people has been formed to develop a technology blueprint for the town. This group is tasked with identifying milestones, identifying commercial and technology partners, attracting and managing funding and providing governance across the process.

Category 3. INNOVATION ECOSYSTEM

Staying in 2024, let's reflect on the journey.

Identified as one of the critical components, Gigatown Wanaka Limited was created combining a governance structure alongside community advisory panels to collaborate and drive the town forward in sustainable economic diversification. (Refer Appendix 3)

Its mission statement was

To develop an integrated commercial ecosystem that promotes the creation and commercialization of knowledge based products

To develop a collaboration framework between business, local and global educators and the broader community to foster talent, entrepreneurship and leadership skills

To build and promote the global GIGATOWN brand as a catalyst for growth, prosperity and opportunity

Overview of key services provided by GIGATOWN WANAKA LTD:

- Governance & Leadership
- Education
- Access to Funding - Investment Panel
- Mentoring
- Business Networks
- Collaboration with the Community Advisory Panels. Individually once a quarter and collectively once a year.
- Operational management including Business Development, marketing and communications and PR
- Event and Conference facilitation and management
- Management of The Cell – open collaboration workspace for the community
- Assistance of recruitment for Businesses
- Facilitation of business start-ups and growth – through Start up programmes (Co-Starters) and working with incubator growth programmes
- Facilitation of investment and access to funding opportunities.
- A liaison portal with the community
- Repositioning Wanaka as not just a tourist town

Strategy to Action

Delivery of the strategy required a change in mind-set. A move from traditional competitive commercial environments towards collaborative engagements where strategic complementary relationships are formed and fostered.

The initial challenge was to build Wanaka's knowledge industry core. In 2014 a number of significant businesses and educational institutions had signaled that they wanted to invest in Wanaka (Refer Appendix 5) once gigabit internet services were available. Due to the unique environment Wanaka provided in terms of locations and advanced connectivity, major local and global players in the tech space had already indicated strong interest in placing resources in the town.

The focus was on attracting global 'Big Data' businesses to leverage off the Gig. An example of this is the Education industry. This industry was changing through a new approach that delivers specialist education via virtual classrooms, enabled through high definition streaming video.

Combining traditional education with virtual classrooms, Wanaka was able to take full advantage of this model and offer high end exclusive international student services locally. Conversely Wanaka based students have access to international education providers providing higher education not available locally.

Further to this, through public/private enterprise, the town took full advantage of the remote education market by delivering high definition outdoor technology specific specialist education to global markets.

The film industry has also taken full advantage of the technology. In 2014 the National Transport and Toy Museum General Manager Jason Rhodes had a vision to bring major film companies to Wanaka such as Disney and Paramount Studios by providing infrastructure and props not available elsewhere. Having realised his vision, this has been the catalyst for the growing post production and animation industry.

NASA and Google have also developed significant footprints in the area. NASA was first to set up in Wanaka. Their interest was in launching balloons in the clear skies coupled with world class data services. On the back of research coming out of the area, Google recognised the unique environment and the depth of intellectual capital now resident in Wanaka, not only through NASA's presence but also the film and education industries, investing in an education and development facility in collaboration with NASA and local educators.

Using this group of high profile customers as a cornerstone, GIGATOWN WANAKA LTD created an Innovation Ecosystem Blueprint (IEB), profiling complementary education and business models, then identifying suitable national and global candidates for active recruitment. A key criterion was the ability for these candidates to set up a presence without any significant impact on the social and environmental assets which make Wanaka unique.

The Innovation Framework

The concept was simple. To enter into the Wanaka commercial ecosystem via GIGATOWN WANAKA LTD, businesses must commit to supporting a number of deliverables including a 'social responsibility' element within their business plans through mentorship, education and funding.

The program pathways were developed as part of the IEB and were run by GIGATOWN WANAKA LTD. These pathways were not necessarily industry specific and included a broad range of initiatives from business, to Social Services, Arts & Culture and more. The objective was to address not only the business and innovation requirements but also to build an engaged community where social, environmental and artistic endeavors held an equal balance with commerce and innovation. This holistic approach would go on to provide an environment that supported not only commercial needs but provided a unique social and cultural experience for the whole the community

The focus of the programmes was to target and build elements of the Innovation Ecosystem that require further strengthening. The growth was organic but within a framework that ultimately delivered a fully integrated, collaborative environment.

This published framework allowed both businesses and educators to model their products and services around the blueprint, delivering complementary products and services into a known market. This provided increased security around their investments and was a catalyst for the influx of investment in to the area.

This framework offered a blueprint for growth for aspiring entrepreneurs, coupled with a quality support framework and skills base

This reached a level of cultural maturity where the barriers to sharing ideas and collaboration were largely removed within 3 years. By 2019 the collaboration culture was firmly embedded in the Innovation ecosystem and was part of the DNA of the Wanaka business and education environment

Now, in 2024, this innovation framework is being rollout out across towns and cities nationwide as part of the National GIGATOWN LEADERSHIP PROGRAMME

The Innovation Ecosystem Blueprint

There were a number of key deliverables for the Innovation Ecosystem Blueprint.

- It must consider the environmental impact to the town
- It must contribute to the local economy
- It must commit to engage, educate and employ locals where possible
- It must be able to honour a minimum commitment to one or more of the IEB program pathways.
- It must advocate the GIGATOWN principles, values and framework

The Innovation Ecosystem Blueprint provided a holistic approach to ensuring an equal balance of commerce, innovation, creativity and social responsibility within an integrated framework

The Wanaka Business Centre

To foster innovation GIGATOWN WANAKA LTD created The Cell, a shared space offering access to general office facilitates, business education material, video conferencing facilities and business mentor/advisory services. The Cell in managed under the GIGATOWN WANAKA LTD framework and are largely funded via the Innovation Ecosystem Blueprint program with funding and services provided by local businesses

To encourage collaboration, Wanaka Unlocked was created. Wanaka Unlocked is a quarterly meeting of existing businesses and aspiring entrepreneurs run by GIGATOWN WANAKA LTD. The format is “What can we create today together”, fostering innovative collaboration, initially with an ‘Outdoor Technology’ focus.

Examples of some of the programmes run by the Cell are:

- “Co-Starters” programme. A 9 week programme conducted by trained facilitators to assist start-up businesses in understanding the business requirements around start-ups and provide opportunity to test their business cases.
- “Unlocked” Nights. A quarterly event where Gigatown Wanaka Limited invites along key mentors, entrepreneurs and possible investors from the community to have a beer and rub shoulders with businesses or entrepreneurs looking for some direction or assistance or just to sound some ideas.
- Discovery Day. Already in planning, Gigatown Wanaka Limited intend to run regular “Discovery Days” where businesses that are already utilising technology to advance their business or those that have had key successes and learnings to share with the local community. These are run by the individual businesses themselves and Gigatown Wanaka Limited is responsible for the setup, marketing and management of the event.

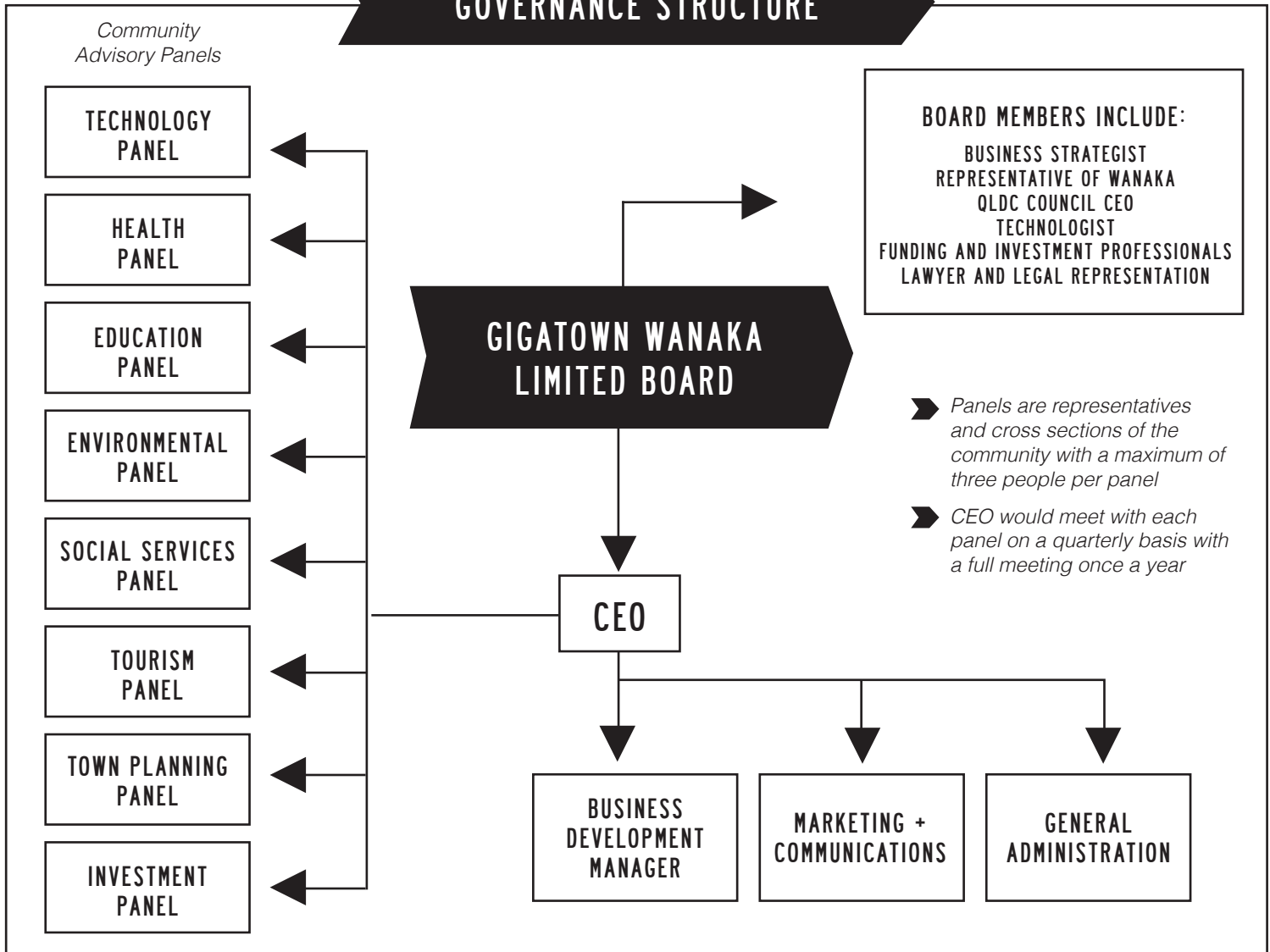
Investment is critical to innovation and growth of concepts and ideas developed through The Cell. Bi-Annually the GIGATOWN WANAKA LTD Investment panel is convened. The panel is made up of 5 local investors and 5 international investors. The international investors have the option to physically attend or participate via a live video link. The investors are by invitation only and are selected based on the concepts and ideas being proposed

Wanaka, due to its high representation of entrepreneurs, financiers and investors, has the global network to attract the right type of investor. With gigabit services in place, barriers to access these investors have been opened up due to the combination of existing relationships and high-speed communication capabilities

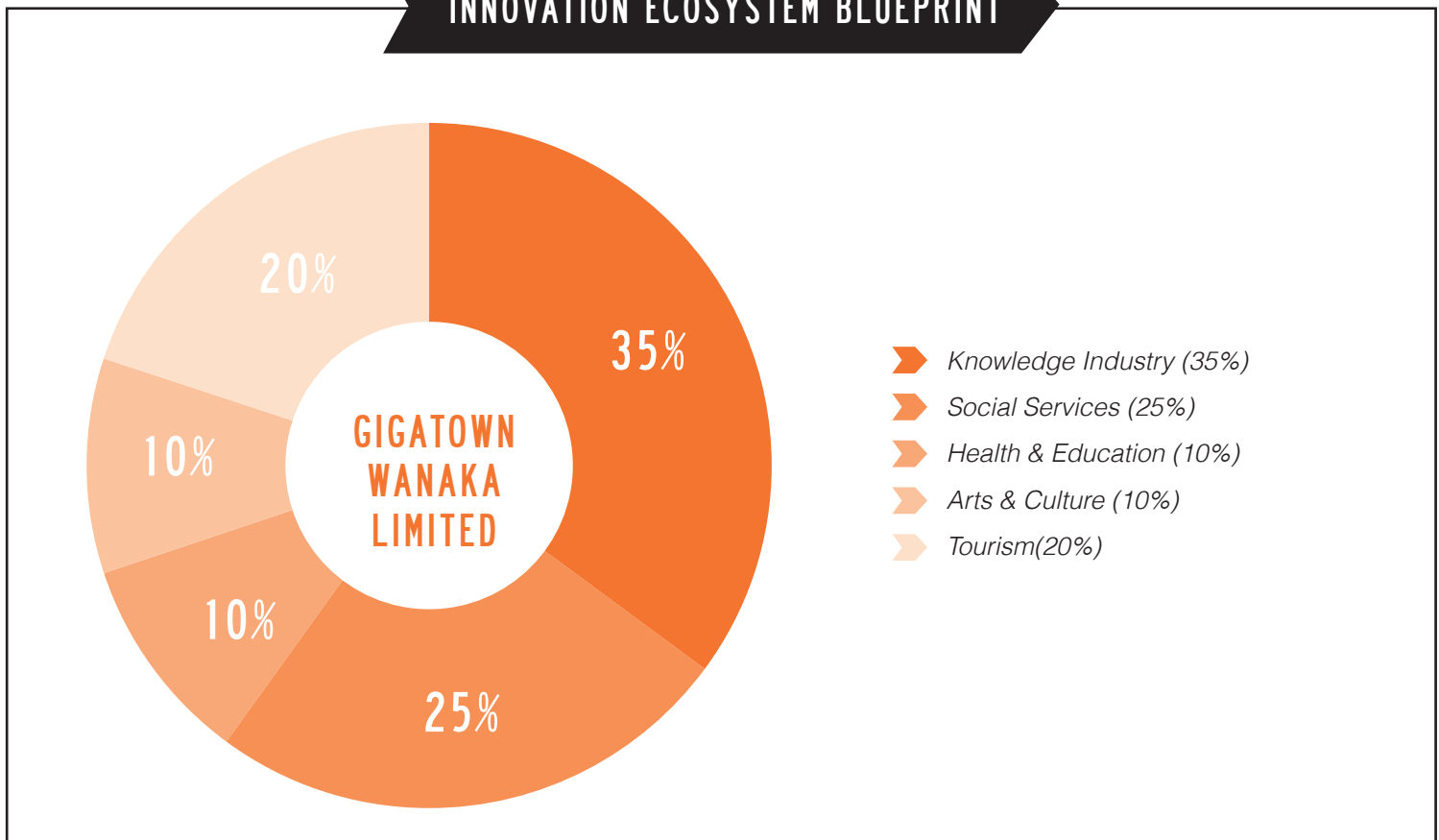
BACK TO TODAY...

We have the vision...we have the plan...we have the people...we have the energy... we have the partnerships...we are ready to go....We just need the GIG!

GOVERNANCE STRUCTURE



INNOVATION ECOSYSTEM BLUEPRINT



Category 4. FUNDING & INVESTMENT

Gigatown Wanaka Limited has been structured to ensure appropriate funding and investment for participants of the IEB programme, now and in the future.

To achieve our goals we have leveraged off our relationships within Wanaka's existing investor community and established a business hub that focuses on the commercialisation of outdoor technology.

GIGATOWN WANAKA LIMITED FUNDING

To successfully implement the plan detailed throughout this document GIGATOWN WANAKA LTD established funding from a number of sources. Experience in other parts of New Zealand has shown that economic development agencies work best under a combination of private, council and government funding sources.

GIGATOWN WANAKA LTD has been successful to date by having a combination of local, national and council funding partnerships in place. We expect these partnerships to continue with additional partnerships established with new stakeholders.

Funding sources for GIGATOWN WANAKA LTD's \$1.050 million annual budget include:

- 43% QLDC Council funding
 - *GIGATOWN WANAKA LTD enjoys a strong, supportive and cohesive relationship with QLDC. Together we have agreed on a resource allocation to underpin our effort. We are excited to have them in our corner as we develop and execute our plan the plan.*
- 33% Income from operations
 - *As the operating sponsor for the Cell (Wanaka's new incubator environment) we will earn income from rent and formal mentoring events and direct consulting for companies. Further, GIGATOWN WANAKA LTD will use the Cell hub as a platform for additional income opportunities such as conferences and other events.*
- 17% Private and public sponsors.
 - *GIGATOWN WANAKA LTD's aggressive reach out to technology companies and influencers to have a physical and employment presence in Wanaka has "turfed-up" a number of attractive funding sources we expect to be able to close on under the umbrella of winning the Gigatown competition. We are highly confident we can exceed our funding requirement for our budget from these potential sponsors.*
- 7% Existing Wanaka business community.
 - *Our highly engaged existing business community has already demonstrated their appreciation for GIGATOWN WANAKA LTD's ability to facilitate economic growth, by funding much of our current budget. As winners of Gigatown we are confident their wallets will remain open to help execute the plan.*

GIGATOWN WANAKA LTD's \$955K of budgeted annual expenditures are outlined in appendix 4. Budget expenses can be summarized as follows: 38% for staff wages, 21% for producing conferences and events, 18% for office expense, 10% for PR & marketing and 12% for general and administrative.

PUBLIC/PRIVATE PARTNERSHIPS

Wanaka has established partnerships with equipment and software providers. Wanaka has positioned itself as a "test bed" for new services and equipment. By establishing partnerships with major companies (e.g. Google, Samsung, Dell, Microsoft), Wanaka has leveraged off the Innovation Ecosystem to deliver cutting edge innovation that major technology businesses will want to align to.

THE NG CONNECT JOINT DEVELOPMENT FUND

Any new venture fund wants to be in an environment of other venture investors and technology talent with entrepreneur spirit. Very few venture funds can operate in remote and isolated environments. Accordingly, we believe the support NG Connect Fund requires is exactly the one we have developed in Wanaka. To be successful NC Connect Fund needs other investors and deal flow of ideas/entrepreneurs to invest in. That is exactly what Wanaka has. Successful new venture funds attribute their success to other investors in the area to work with and the robustness of ideas and talent to evaluate...Wanaka has that for NG Connect.

‘OUTDOOR TECHNOLOGY’ HUB

GIGATOWN WANAKA LTD has set up a business incubator and collaborative workspace environment, so that local residents with new ideas in areas including “outdoor technology” can share their ideas with members of the local investment community (see below) and receive assistance and mentoring in developing those ideas.

The hub focus on “outdoor technology”, reflects the type of people who live in and come to Wanaka. For example we have a Snow Sports High Performance Centre, a High School that is known throughout the country for its high quality education and focus on outdoor pursuits.

Wanaka also hosts thousands of sports people on account of the activities available on the nearby rivers, lakes and mountains, be it multi-sports, fishing, sailing, hiking or mountain-biking. With its bi-annual Warbirds over Wanaka event, Wanaka also attracts thousands of visitors who love aircraft and flying,

All of these visitors and the locals who provide services to these visitors, provide a breeding ground for new ideas. And with a commercialisation hub such as The Cell, Wanaka has stimulated growth and attracted investment in new inventions that come out of the pursuit of outdoor activities.

We have secured space in the old police station in the Wanaka CBD, which would house a business incubator and collaborative workspace environment.

The objective has been to encourage outdoor technology inventors to meet with members of the local investment and advisory community to test the reality of their ideas and to help them commercialise their inventions.

This happened initially through establishing connections with existing incubators in other parts of New Zealand. Over time GIGATOWN WANAKA LTD set up its own incubator and connected with other incubators to set up a presence in Wanaka.

There has been a lot of interest from a number of major incubators around connecting to the Wanaka tech community.

ANGEL INVESTMENT GROUP

A second approach was to establish a local angel investment group, comprising local, domestic and international investors.

A number of Wanaka residents have achieved commercial success both nationally and internationally and are already associated with other investment groups. GIGATOWN WANAKA LTD has built on these connections.

We have:

- built a database of permanent and semi-permanent Wanaka residents who are interested in (i) mentoring and assisting outdoor technology inventors; and (ii) investing in outdoor technology;
- facilitated connections with other angel investment and networking groups, in order to increase access to funding and avenues for commercialising the inventors’ ideas;
- facilitated relationships with national and local government organisations that can advise and assist companies (e.g. NZTE, Callahan Institute), as Kia Landing Pad, Kia Network);
- encouraged investment and networking groups to have a regular presence in Wanaka with frequent engagements with the Wanaka group to share information;
- educate other towns about our Gigatown and investing efforts; and
- Using the gigabit technology encouraged a commitment to regular engagement with GIGATOWN WANAKA LTD to meet prospective companies, the Angel Clubs and other Venture capital firms associated with Wanaka

THE BUZZ

To attract capital to Gigatown Wanaka, we will created the “buzz” investors love and need to commit to a new environment.

Gigatown Wanaka is an exciting and productive outdoor technology environment and accordingly; angel/incubator/venture investors want to have either a virtual or physical presence and a commitment to the area, in order to be relevant in their field.

Gigatown Wanaka is the new and cool place to start and build businesses with a focus on outdoor technology, not just because we will have the infrastructure to support development needs of knowledge workers, but also because we will have the “buzz” of a creative, technology enabled environment. To develop the “Buzz” we:

- Funded through Gigatown Wanaka, we engaged our own PR firm to present a continuous, consistent and exciting message about the technology and investing environment in Wanaka;
- Hosted conferences and seminars to support our technology and investing environment;
- Proactively built on the Gigatown brand to build and promote a culture of innovation, investment and growth.

APPENDIX FOUR

GIGATOWN WANAKA BUDGETED FINANCIAL PERFORMANCE FOR THE YEAR ENDED MARCH 31, 2016

Page 2
DRAFT SUBJECT TO CLIENT REVIEW

	Total	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Sales - Council Support (to cover wages and rent)	456,298	36,541	38,519	37,530	38,519	37,530	38,519	38,519	37,530	38,519	37,530	38,519	38,519
Sales - Sponsorship/Business Contribution (\$250k)	250,000	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833
Sales - Govt Support	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales - Conference Income	200,000	0	0	0	0	0	0	200,000	0	0	0	0	0
Sales - Events and Functions	25,000	4,167	0	4,167	0	4,167	0	4,167	0	4,167	0	4,167	0
Sales - "The Cell" rental income	117,900	9,825	9,825	9,825	9,825	9,825	9,825	9,825	9,825	9,825	9,825	9,825	9,825
Total Sales	1,049,198	71,366	69,178	72,355	69,178	72,355	69,178	273,344	68,189	73,344	68,189	73,344	69,178
Less Cost of Sales Conference and Events													
Purchases - Conference	180,000	0	0	0	0	0	0	180,000	0	0	0	0	0
Purchases - Events and Functions	24,000	4,000	0	4,000	0	4,000	0	4,000	0	4,000	0	4,000	0
Total Cost of Sales Conference and Events	204,000	4,000	0	4,000	0	4,000	0	184,000	0	4,000	0	4,000	0
Gross Profit from Conference and Events (contribution to Overheads)	21,000	167	0	167	0	167	0	20,167	0	167	0	167	0
LESS OVERHEAD EXPENSES													
Accounting and Audit Fees	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Accommodation Meals and Travel	30,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
ACC Levies	2,896	229	245	237	245	237	245	245	237	245	237	245	245
Bank and Credit Card Charges	6,000	500	500	500	500	500	500	500	500	500	500	500	500
Cleaning	6,000	500	500	500	500	500	500	500	500	500	500	500	500
Computer Expenses	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Conference Expenses (external conferences attended)	2,000	0	0	1,000	0	0	0	0	0	1,000	0	0	0
Design and Website	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
General Expenses	6,066	500	501	502	503	504	505	506	507	508	509	510	511
Insurance	5,000	417	417	417	417	417	417	417	417	417	417	417	417
Light, heat & power	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Legal Fees	5,000	5,000	0	0	0	0	0	0	0	0	0	0	0
Marketing, Promotions and PR firm expenses	100,000	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333
Meeting expenses (Board & Panels)	4,800	400	400	400	400	400	400	400	400	400	400	400	400
Printing, Stationery & Consumables	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Rent - Office Equipment (IT, Print, AV, & VC)	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Rent - "The Cell" (80% of rental income)	94,320	7,860	7,860	7,860	7,860	7,860	7,860	7,860	7,860	7,860	7,860	7,860	7,860
Rental Outgoings - "The Cell"	10,000	833	833	833	833	833	833	833	833	833	833	833	833
Repairs and Maintenance	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Subscriptions	2,000	0	500	0	0	500	0	0	500	0	0	500	0
Telephone,Tolls & Connectivity	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Vehicle Expenses (incl lease)	19,000	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583
Wages													
CEO	150,824	11,951	12,775	12,363	12,775	12,363	12,775	12,775	12,363	12,775	12,363	12,775	12,775
Business Development Manager	80,440	6,374	6,813	6,593	6,813	6,593	6,813	6,813	6,593	6,813	6,593	6,813	6,813
Marketing & Communications Manager	80,440	6,374	6,813	6,593	6,813	6,593	6,813	6,813	6,593	6,813	6,593	6,813	6,813
Office & Admin Manager	50,275	3,984	4,258	4,121	4,258	4,121	4,258	4,258	4,121	4,258	4,121	4,258	4,258
Wages - Total	361,978	28,681	30,659	29,670	30,659	29,670	30,659	30,659	29,670	30,659	29,670	30,659	30,659
Total Expenses	751,060	65,337	62,832	62,336	62,334	61,838	62,336	62,337	61,841	63,339	61,343	62,841	62,342
Net Operating Profit	\$94,138	\$2,029	\$6,345	\$6,019	\$6,843	\$6,517	\$6,841	\$27,007	\$6,347	\$6,005	\$6,845	\$6,503	\$6,835
Less Tax	\$21,986	\$0	\$7,329	\$0	\$0	\$0	\$0	\$7,329	\$0	\$0	\$0	\$7,329	\$0
Net Operating Profit after Tax	\$72,153	\$2,029	(\$983)	\$6,019	\$6,843	\$6,517	\$6,841	\$19,679	\$6,347	\$6,005	\$6,845	(\$825)	\$6,835

Category 5. EDUCATION

EDUCATION – WANAKA'S VISION

The following endorsement from Dr John Cossens encapsulates Wanaka's Vision for education:

"New technology and the rise of internet based learning is rapidly changing the face of education. More importantly fast, reliable access to online learning significantly reduces traditional barriers to education of distance, time and money particularly in rural areas and amongst lower socio economic groups who are often isolated from technological advancements. The ability to base an online educational program in Wanaka very much depends on the quality and speed of the internet service provided and I fully endorse the Wanaka Gigatown bid simply because it would transform the provision of education in Wanaka and would mean being able to take our message to a global audience. The impact of bringing such innovation and technology to Wanaka would be profound."

Dr John Cossens
Online Educator and Education Consultant

There is a single and clear focus for education...to enrich people's lives. To provide the ability, access and energy and tools for individuals to expand their minds and opportunities. The impact that gigabit services will have on education will be both immediate and generational. Educating today's community. Building tomorrow's future.

THE EDUCATION REVOLUTION

The way that students are being taught and the way they learn is undergoing a major paradigm shift. Print textbooks are being abandoned for their digital counterparts. More and more schools are flipping the traditional educational model, having students watch lectures at home and then collaborate in the classroom. Other innovative schools and teachers are expanding the four walls of the classroom to connect with students across town, across the country, or across the world. Advances in computing, mobile devices, storage, local networks, applications software and Internet access, make this all possible and have created a tipping point in education.

These changes have significant impact on schools' and districts' requirements for high-speed Internet services. In a growing number of schools, this revolution is improving educational outcomes, improving test scores, and increasing student engagement. Now is the time to think about and plan for how these transformative technologies can become pervasive across the country.

Looking to the future, all teachers will be trained in digital learning. Printed textbooks will be phased out and the classroom model of today will be obsolete. Gigabit services will enable New Zealand to bring our education system take advantage of this education movement but also offer a unique environment in which to learn

There is a real opportunity for the Wanaka education community to be involved and assist in the development of new and exciting education formats, not only in mainstream education but also in specialist, environment specific subjects.

One example of this is LincSpun Group.

LincSpun Group are currently working on the development of a Wanaka based campus and complex incorporating state of the art seamless knitting technologies. Their aim is to pull education, retail and tourism together, with garment R&D. This will be based on the LincSpun Group merino/wool yarn technology and other related technologies.

The target audience is domestic and international students looking for further education around merino and wool technologies. There are already established linkages with New Zealand universities, poly-techs and international textile and fashion educators. Massey University Textile and Fashion school has confirmed the universities interest in a joint training and education partnership.

Gigabit services will enable Wanaka to be part of this exciting future, by building something new, unrestricted by the constraints of existing frameworks. A proving ground for new education services.

Gigatown Wanaka want to build and own this, shape it for New Zealanders and develop the blueprint for gigabit supported education services across New Zealand.

THE PARTNERSHIP BETWEEN EDUCATION AND THE ECONOMY

In today's educational and commercial environments, there is a strong relationship between educators and business. Businesses embrace and support new technology that provides them the competitive edge in their respective markets.

In Lincspun's case it is highly likely that major global garment companies will want to be close to the technology in order to leverage a commercial outcome from it. This may be via funding/sponsorship or simply having commercial R&D services close. It is highly likely that businesses such as Lincspun will attract commercial and R&D entities to Wanaka to leverage off the intellectual property that Lincspun produces.

This is one example of one industry. Apply this to multiple examples for multiple industries and the economic benefits are significant. The 'Business Induction' services provided by Gigatown Wanaka Ltd will streamline the commercial setup processes.

EDUCATION FOR ALL

Due to the opportunity gigabit speed data services provides, education services can be both imported and exported. Access to a globally connected education network will be mutually beneficial and provide a higher quality learning experience. A key deliverable of the Gigatown Wanaka Education Panel (refer Appendix 3) is to identify and proactively manage the expansion of specialist education services.

Wanaka's future technology structure and business induction framework will provide a depth of resources, industry experts and knowledge into the area. This IP would be channeled into the local and global education framework via the specialist education services mentioned above.

Access to education services is a major barrier for all ages. With gigabit access across the community, these barriers will be removed. Education services can be delivered to any building at any time. The Gigatown Education panel will be tasked with identifying strategic locations and partnerships that will provide access to high quality, subject matter specific education services. These may be channeled through existing community groups (church groups, sports groups, community groups), through council lead initiatives or as part of a negotiated offering by local educators.

"Education for All" means exactly that. Learning in the digital age is for all ages. Early learning will include online coding camps, exposing and upskilling our youth in the application and development of technology.

Programmes designed to 'demystify' the use of technology and promote safe use of technology will be available for all age groups, breaking down the physiological barriers to technology adoption.

TEACH THE TEACHERS

It is critical that those in the community who influence and shape our young people are themselves, knowledgeable and comfortable with teaching and living in the digital age. Conversely it is imperative that our technologists understand how technology is introduced in schools and what are the best methods for identifying and developing future technologists.

For this reason Wanaka Gigatown Ltd will develop a collaboration programme between educators and technologists for the express purpose of lifting the understanding of the roll of technology in education.

Funded through sponsorship, the programme will involve domestic and international participants. Membership will be by invitation and target thought leadership within the respective industries.

THE OUTCOMES

Wanaka intends to provide Leadership for other towns and communities on the integration of technology into education. We want to see increased digital equity in our communities and better inter relationships both through the technology and mentoring programmes with other communities.

BENEFITING NEW ZEALAND

Getting the model right is critical. Gigatown Wanaka see their role as taking a leadership position, working with other global connected communities to align and refine the digital education model to New Zealand conditions. We have already started the journey through planned virtual monthly Google hangouts to drive and capture ideas around technology use.

Wanaka will spearhead a sister city scheme to support the expansion of the digital education revolution, transposing the learnings from the Wanaka experience to other centres for the benefit of all New Zealand

EDUCATION IN PARADISE

New Zealand has an international reputation as a provider of quality education and demand for study in New Zealand is growing rapidly. New Zealand's pride of position as one of the best education locations is reflected by the fact that its education export industry is one of the country's top five export industries.

While enjoying the benefits of an internationally recognised and accredited education system, students choosing New Zealand also stumble across one of the world's best-kept secrets – easy, affordable access to superb sporting and recreational facilities and a unique natural environment.

Wanaka, with its unique and unparalleled environment, offers a huge range of things to see and do, meaning students can gain top quality qualifications while also having a lot of fun. Stepping out of the 'classroom' they experience snow covered mountains, rugged outdoors and a relaxed resort style culture - as well as all the sophisticated facilities one expects to find in modern, technologically advanced communities.

A wide range of inexpensive and easily accessible outdoor experiences is available in Wanaka. Skiing, kayaking, golfing, hang-gliding, bush walking and mountaineering are just some of the activities on offer, all to be enjoyed in a breathtakingly beautiful and pristine environment. In addition to adventures on the water and the slopes, it's easy to play team sports such as rugby, soccer and cricket and there is ready access to gymnasiums and health training facilities.

THE NEW AGE OF EDUCATION

Wanaka is ready, willing and able to take on the challenges of the digital education age...we just need the GIG

Category 6. THE GIG-CLUB

THE GIG CLUB BRAND PROMISE

“ To deliver a smarter, connected New Zealand community through leadership in technology lead Innovation”

MARKETING AND PROMOTING GIGATOWN

Access to Markets

Collectively, the team behind Gigatown Wanaka have successfully launched a large number of broad ranging products and services into the global market. Understanding all the moving parts to generate brand awareness, product value propositions and the required relationship are underpinned by a depth of global commercial experience.

Leveraging of existing relationships inside organisations such as the KEA Network and New Zealand Trade & Enterprise allows Wanaka to immediately start the brand build exercise and reach into global markets.

In support of the above channels an actively managed multi-platform social media program will be instigated, targeting both the innovator/entrepreneur and the end user, driving a clear consistent message of innovation and growth underpinned by gigabit connectivity.

Promotions and competitions will be developed to foster innovative thinking. Development challenges to take advantage of the GIGATOWN platform, multimedia presentations on local innovation, social benefits and education opportunities will be included in the ongoing story of Gigatown Wanaka. An online diary, telling the story of positive change to our community.

SHARING THE GIGTOWN EXPERIENCE

The first conference will be focused on the GIGATOWN experience. The audience will be taken on a journey of discovery around what was involved in securing GIGATOWN, the startup learnings, the short-term benefits and the long-term vision.

The target audience will be other towns and cities, both domestic and international. From this first conference we will build a network of contacts, creating a collaborative network of sister city relationships. Through this network we will continue to engage and promote new ideas, concepts and innovations. We will also target and encourage part time residents to set up permanently in Wanaka, installing the virtues of a high tech, high value growth economy.

Some of these relationships already exist, allowing Wanaka to further develop and enhance existing frameworks. We will not be reinventing the wheel but we may improve its design.

Future GIGAClub conferences would have one or more industry specific focuses, for example Agriculture, Education, Smart Town technology etc. Further to this GIGATOWN will have a presence in other conferences where possible and/or practical.

In addition to the Gig conferences we would set up a program to share our learnings of the GIGATOWN experience with other towns. We would pick a town and build a mentor structure in that would work with the town and the community sharing learnings and working with kids through their stages of education Eg: the transition from high school to tertiary and tertiary to business. It is our belief that we are the right size to achieve something like this faster and more effectively due to our depth of resource and talent.

THE GIG CLUB CONFERENCE

The bi-annual Wanaka GIG Club conference will be the premier forum for sharing ideas, innovations, achievements and technology lead solutions for knowledge led communities in New Zealand.

Wanaka GIG Club will encourage participation from researchers, designers, educators, industry, and students from the many disciplines and perspectives focusing on the interaction between community and technology.

These participants will be a combination of local, domestic and international speakers and presenters. Domestic and international speakers will have the option of physically attending or participating via live video feeds, and looking forward holograms. This will widen opportunities for international speakers, adding value to the conference outputs.

We would also include a section on the GIGATOWN journey, sharing the learnings and experiences with the domestic and international markets, providing insight into the critical roles leadership and governance have, and to expose the execution model to interested towns.

Multiple presentations run concurrently over a multiday event. The presentations would be mostly interactive, with intimate groups but with the presentations being live streamed. Large screens with audio will be strategically placed around the Wanaka township to enable conference attendees to view the sessions.

Central to this concept is engaging the whole community. Immersing the attendees into the community so that they can experience first-hand the value of a smart town. This will be achieved by selecting a number of boutique sites across the Wanaka township to hold the presentations, leveraging and demonstrating the value in being a GIGATOWN. It is important that the attendees get the 'real' story and for that reason we would have the people who make, create, design and deliver these products and service, present the sessions.

Wanaka is the only GIGATOWN entrant that can offer this intimate, integrated engagement simply due to its small, agile socially connected community. Couple this with Wanaka's unique surroundings, and the experience would be unforgettable.

There will be flexibility around viewing sessions so you don't need to miss anything. Sessions will be accessible via the internet, either in real time or as a recorded session to be viewed at peoples convenience.

The conference would culminate in larger presentations with international speakers streamed in via the gigabit technology. Each year would have a primary theme, for example education, social reform, security and policing, with the multi-channel presentations demonstrating how they contribute to the primary theme.

The first GIG Club event would be all about the GIGATOWN journey. Where did the vision come from? The community effort behind the journey The achievements in year One. This would need to be the team behind the original bid as they are the best placed to talk to the journey.

Potential Speakers:

Hamish Ackland, Mons Royal	A local exporter breaking down the isolation gap through the use of technology and creative inspiration.
Nick Mills, Rippon Vineyard	Leveraging technology to create a sustainable environmental ecosystem.
Ken Hayes, Sister City in Chattanooga	The impact of gigabit technology and community collaboration on communities – Chattanooga 5 years on
Craig Elliot, Pertino	Discussion on the environment for technology development are changing and the opportunity for Wanaka in attracting talent in the Tech space.
NASA Spokesperson	What value Wanaka offered to NASAs R&D activities
Sister City Experiences	Live streaming of active technology solutions that are adding value in other centres
Dr Mark Bregman	Innovator/ex-CTO to Neustar, Symantec and Veritas. Those that are entrepreneurial and use technology to innovate and develop or deliver products and services that customers need and want will grow the fastest, create the most jobs, and have the highest

BUSINESSES WHO HAVE SHOWN INTEREST AND/OR COMMITMENT TO INVESTING IN WANAKA 2014



LincSpun Group:

LincSpun™ Group CEO vision was to develop a yarn that could be used in performance apparel and further research and development into the yarn ensured this. Independent testing has shown the LincSpun™ Technology produces one of the most durable, versatile and high performance yarns on the market. Wanaka is seen as a natural fit in terms of environment and culture to locate R&D services, given its proximity to the product source.

PERFORMANCELAB



Performace Lab – Designing advanced training and coaching systems:

Kerri McMaster, Founder, views Wanaka as a great tech hub proposition for their company. "Wanaka offers the opportunity to attract core resources and a cost effective option for tech companies which also offers these resources other important lifestyle options and opportunities. Performance Lab would attract a young emerging tech savvy talent pool to Wanaka. We see it as a significant draw card in attracting a perfect demographic match to our company culture."



Pertino - Cloud based computing in Silicone Valley:

Craig Elliott, Co-founder and CEO, sees Wanaka as having a true opportunity to develop a 'Design Center' incorporating talented professionals that focus on the user interaction and graphic talents of professionals. "Pertino is very excited about the opportunity to work with the present designers in Wanaka, but also to invest in Wanaka to attract more talent to one of the most beautiful places on earth. We think that the distinct lifestyle benefits could attract the best and brightest and be a real asset to our company. With high speed networks offered by Gigatown and modern twenty four hour video conferencing technology we envision a "local" Pertino office that just happens to be 7000 miles away.



NASA:

The main driver is the remoteness and air quality for their National Aeronautics and Space Administration's science balloon program, a 12 year program. Wanaka Airport to become a base for Nasa in March 2015. "Nasa will definitely put Wanaka on the map," airport operations manager Ralph Fegan said.

Nasa staff would begin arriving in mid-January and, depending on how the science programme progresses, Wanaka could get visits from scientists for the next 12 years, Fegan said.

Nasa Columbia Scientific Balloon Facility operations manager Dwayne Orr, of Texas, said the data would be used to investigate the origins of the universe and what was happening around the time of the big bang as well as the effects of cosmic rays on the atmosphere and finding planets. "We are really excited about the possibility of working here and, hopefully, a good long-term relationship," he said. Wanaka appealed because of its position in the southern hemisphere, its small population and the fact its weather conditions are considered ideal for launching balloons. "There are just a lot of good aspects in Wanaka," Orr said.

- Excerpt from NASA Press Release 11.07.2014 and Press Release Southland Times 15.11.2014



Queenstown Lakes District Council:

Gigatown Wanaka has energised an entire district. It has been driven with energy and passion by people with vision and ambition and the Queenstown Lakes District Council and its community is right behind them.

The goals are bold but they very much align with Council's own outcomes and objectives. High performing, resilient, diverse, valued and engaged are all catch-words that flow from Council's future focus directly into the Gigatown Wanaka vision.

The potential is real. A future private-public partnership that delivers the ambitions dared by Gigatown Wanaka is entirely plausible. The Queenstown Lakes District Council is proud to offer its support in turning the Gigatown Wanaka vision into a reality.

- Mayor Vanessa van Uden and Chief Executive Adam Feeley

APPENDIX 2

	Total	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
Sales - Council Support	200,000	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667
Sales - Sponsorship/Business in kind Contribution	60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sales - Govt Support	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales - "The Cell" rental income	37,800	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150
Total Sales	297,800	24,817	24,817	24,817	24,817	24,817	24,817	24,817	24,817	24,817	24,817	24,817	24,817
LESS OVERHEAD EXPENSES													
Accounting and Audit Fees (in-kind)	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Accommodation Meals and Travel	6,000	500	500	500	500	500	500	500	500	500	500	500	500
ACC Levies	0	0	0	0	0	0	0	0	0	0	0	0	0
Bank and Credit Card Charges	360	30	30	30	30	30	30	30	30	30	30	30	30
Cleaning	1,920	160	160	160	160	160	160	160	160	160	160	160	160
Computer Expenses	4,800	400	400	400	400	400	400	400	400	400	400	400	400
Conference Expenses (external conferences attended)	2,000	0	0	1,000	0	0	0	0	0	1,000	0	0	0
Design and Website	6,000	500	500	500	500	500	500	500	500	500	500	500	500
Governance (in-kind)	48,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Insurance	2,400	200	200	200	200	200	200	200	200	200	200	200	200
Light, heat & power	3,600	300	300	300	300	300	300	300	300	300	300	300	300
Legal Fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing, Promotions and PR firm expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Meeting expenses (Board & Panels)	4,800	400	400	400	400	400	400	400	400	400	400	400	400
Printing, Stationery & Consumables	1,200	100	100	100	100	100	100	100	100	100	100	100	100
Rent - Office Equipment (IT, Print, AV, & VC)	0	0	0	0	0	0	0	0	0	0	0	0	0
Rent - "The Cell"	46,000	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833
Rental Outgoings - "The Cell"	8,880	740	740	740	740	740	740	740	740	740	740	740	740
Repairs and Maintenance	2,400	200	200	200	200	200	200	200	200	200	200	200	200
Subscriptions	2,000	0	500	0	0	500	0	0	500	0	0	500	0
Telephone, Tolls & Connectivity	3,000	250	250	250	250	250	250	250	250	250	250	250	250
Vehicle Expenses (incl lease)	19,000	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583
Wages													
Business Development Manager	80,440	6,374	6,813	6,593	6,813	6,593	6,813	6,813	6,593	6,813	6,593	6,813	6,813
Office & Admin Manager	37,706	2,988	3,194	3,091	3,194	3,091	3,194	3,194	3,091	3,194	3,091	3,194	3,194
Wages - Total	118,146	9,361	10,007	9,684	10,007	9,684	10,007	10,007	9,684	10,007	9,684	10,007	10,007
Total Expenses	292,506	23,558	24,704	24,881	24,204	24,381	24,204	24,204	24,381	25,204	23,881	24,704	24,204
Net Operating Profit	\$5,294	\$1,259	\$113	(\$64)	\$613	\$436	\$613	\$613	\$436	(\$387)	\$936	\$113	\$613
Less Tax	\$556	\$0	\$185	\$0	\$0	\$0	\$0	\$185	\$0	\$0	\$0	\$185	\$0
Net Operating Profit after Tax	\$4,738	\$1,259	(\$72)	(\$64)	\$613	\$436	\$613	\$428	\$436	(\$387)	\$936	(\$72)	\$613

6

Other Comments

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

See attached submission

Public Health South

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**SUBMISSION ON THE QUEENSTOWN-LAKES DISTRICT COUNCIL'S
DRAFT 2015-25 LONG TERM PLAN**

To: Queenstown Lakes District Council
Private Bag 50072
Queenstown 9348

Details of Submitter: The Southern District Health Board

Address for Service: Public Health South
Southern District Health Board
Private Bag 1921
DUNEDIN 9054

Contact Person: Tom Scott
(03) 476 9746
Tom.Scott@southerndhb.govt.nz

Our Reference: 15Apr08

Date: 22 April 2015

Introduction

Southern District Health Board (Southern DHB) presents this submission through its Public Health Service. This Service is the principal source of expert advice within Southern DHB regarding matters concerning Public Health. Southern DHB has responsibility under the New Zealand Public Health and Disability Act 2000 to improve, promote and protect the health of people and communities. Additionally there is a responsibility to promote the reduction of adverse social and environmental effects on the health of people and communities. With 4,250 staff, we are located in the lower South Island (South of the Waitaki River) and deliver health services to a population of 306,500.

Public health services are offered to populations rather than individuals and are considered a "public good". They fall into two broad categories – health protection and health promotion. They aim to create or advocate for healthy social, physical and cultural environments.

This submission is intended to provide general commentary to the Queenstown Lakes District Council (QLDC) relating to the consultation document for the proposed Long Term Plan.

General Comments

The Public Health Service wishes to highlight the value of working together with local government to consider the impact of various activities and plans on population health. The positive community health outcomes that can accrue when local government is cognizant of its potential to impact upon the health of citizens cannot be overstated.

The Public Health Service supports the Council building a library hub in Frankton, this would enable the large population of older adults there to access library facilities. With implementation scheduled for 2020, we would support a mobile service in the interim where our older people could order their books by phone and with drop-off and delivery through the NZ Post outlet in Frankton.

Recommendation

- That pending the establishment of a public library in Frankton a mobile book issuing service is established to meet the needs of its older residents.

Smoke-free

In New Zealand about 13 people per day die each year because of smoking or second-hand smoke exposure (around 5,000 people per year). Internationally, tobacco smoke is responsible for about 1 in 10 adult deaths – about 5 million deaths each year.

As we head towards 2025 and a Smoke-free Aotearoa, it is disappointing to note that QLDC still does not appear to acknowledge any intention to either maintain or expand its Smoke-free environments. We believe that in order for QLDC to stand by its statement “Safe, Healthy, Strong Communities” it needs to have a clear policy of Smoke-free in all playgrounds and recreation/sports grounds. This needs to be backed up with clear signage.

Recommendation

- That QLDC develops a clear policy on the continuing roll-out of Smoke-free Environments under its jurisdiction.

Increased Opportunities for Physical Activity

In the consultation document referring to Transport, the Public Health Service would support linked cycle/walking tracks to ensure our children and also commuters have access to safe routes to commute to school. This in turn is likely to promote greater patronage and increased physical activity.

In the interests of promoting increased physical activity, we support the option where work on the Wanaka Pool would start in 2016-17 rather than 2023.

The Public Health Service supports increasing parking charges for the Central Business District if they serve to promote greater use of public transport and greater pedestrian activity. In addition we would support the views of the local older persons network to pedestrianise both Beech Street and Rees Street. This approach would ensure greater safety on these streets that in turn would encourage people to walk.

Recommendations

- Work to ensure that walking/cycling tracks in the Queenstown-Lakes District are linked to enable safe access for communities and schools and communities and workplaces.
- To promote increased physical activity we advocate for increased parking costs for the Central Business District.
- That QLDC gives consideration to the pedestrianisation of Beech and Rees Streets.

Management of Alcohol

Whilst we are happy with the objectives relating to the management of alcohol in your Regulatory Services section, we strongly advocate that the QLDC develops and implements a Local Alcohol Policy as enabled through the Sale and Supply of Alcohol Act 2012. Such a policy enables the community to have a say in how alcohol is managed and provides an avenue for it to be made clear to the community and industry how alcohol in Queenstown-Lakes will be managed.

Recommendation

- That Queenstown-Lakes District Council develop a Local Alcohol Plan as enabled through the Sale and Supply of Alcohol Act 2012.

Sanitary Works

In general the Public Health Service supports the general direction of water supply and wastewater upgrades in the Plan and is particularly pleased to see that there is provision for both Glenorchy and Cardrona reticulation. We are disappointed to discover that whilst it appears as a line item in the plan there is no provision for development of a wastewater system for Kingston.

We note that with the recent experience at Cardrona, in the future there is a probability that Council will need to take the responsibility for community infrastructure in other subdivisions that currently rely on their own systems. With this in mind, we would encourage council to proactively monitor these communities to address potential public health risks before they become an issue.

We are supportive of Council's intention to provide toilets and sewage dump points at various public reserves throughout the District.

With a heavy capital works programme, we need to remind Council that the implementation of approved Water Safety Plans (WSPs) for drinking water supplies cannot be deferred as it is the Ministry of Health's view that the "affordability clause" is not a valid reason to defer/delay improvements for the drinking water supplies.

Recommendation

- That QLDC proactively monitor any community without, or with private arrangements for their water, wastewater and solid waste services.
- That the plan is amended to make provision for the need to establish if wastewater treatment required for Kingston.

Environment

We note that the Environment chapter acknowledges the high quality of the Queenstown-Lakes District natural environment. In making that observation there is no acknowledgement of the role of the Otago Regional Council as a partner in maintaining that environment. We believe the Plan needs to be reworded to reflect the partnership arrangement that will need to be made to support air quality and that of natural waters. This is particularly true of air quality issues in Arrowtown, and a need to effectively communicate water quality issues to the public where there is contact recreation.

Recommendation

- That the 10-year plan is reworded to reflect the relationship the QLDC needs to have with the Otago Regional Council to address the public health risk associated with air quality and the quality of natural waters.

Summary

The Public Health Service of the Southern DHB would be a key partner in achieving many of the guiding principles outlined in your Long Term Plan. Thus we look forward to working with QLDC to realise these principles for our community.

We will wish to be heard in support of this submission.

Yours sincerely



Tom Scott

Team Leader- Healthy Environments

Lockhart, Ann

QUEENSTOWN CHAMBER OF COMMERCE

6 Other Comments

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

See attached submission



SUBMISSION ON QUEENSTOWN LAKES DISTRICT COUNCIL 10 YEAR PLAN

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

Name of submitter: **Queenstown Chamber of Commerce**

Address: Level 2, The Forge, 20 Athol Street,
Attention: Ann Lockhart

1. This is a submission on the Queenstown Lakes District Council ("the Council") 10 Year Plan ("the Plan").

The Queenstown Chamber of Commerce welcomes the opportunity to provide a submission on the Queenstown Lakes District Council 10 Year Plan.

The Chamber is motivated by the best long-term outcomes for the business community and is an independent voice with no vested interest. Therefore, the Chamber is pleased to be able to present this submission on behalf of the 502 Queenstown businesses it represents.

We believe enhanced community wealth and a higher quality of life comes as the result of a strong economic base built by a business community which generates employment opportunities. As such, the Chamber's members are large stakeholders in the economic, social and environmental future of the Queenstown Lakes District.

The Chamber has submitted on and has been involved in discussions on a number of issues relating to the Queenstown Lakes District and we thank Council for your open dialogue with us.

The Chamber as a representative of the business community in Queenstown continues to support Council in helping to achieve its goals.

2. The Queenstown Chamber of Commerce ("Chamber") agree in principle that the Queenstown Lakes District Council 10 Year Plan is fiscally restrained and is the Chamber would like to make comment on the following areas:
 - i. Rates/Funding Core Activities
 - ii. Transport
 - iii. Convention Centre
 - iv. Economic Development
 - v. Sister City

i) Rates/Funding Core Activities

The Chamber is overall supportive of the 10 year plan - the budget is fiscally restrained, including the ongoing debt reduction which will provide for potential increased future borrowings if required. The Chamber also welcomes the Council's plan to continue to reduce Council costs over the next 10 years.

The Chamber is complimentary about the section on infrastructure expenditure. We agree that Council has given priority to those projects which have the greatest need to both the general community – i.e. sports facilities, libraries and waste water and in terms of the business and wider community - the Queenstown Convention Centre.

Never-the-less, the Chamber argues that some of the longer term projects, particularly under the transport strategy, will need to be advanced earlier than currently planned e.g. the Inner Links and Mann Street Bypass projects. These projects are critical to future traffic flows within the town centre and expansion of a more pedestrian friendly CBD which will result in an improved visitor and local experience.

Previously, the Chamber has had concerns around the strategy of zero rates increases and agrees that the reasonably modest projected increase of 2.6% over the next 10 years is acceptable and necessary. While reducing debt is important, debt is also a mechanism for spreading costs fairly over future generations rather than having current ratepayers sacrificing a 'quality of life' they might otherwise have expected. The outcome of a zero rates increase could potentially mean the sacrificing or deferment of major infrastructure projects which the Chamber has concerns about and has noted above.

Furthermore, the Chamber believes it is important that visitors contribute towards some of the essential infrastructure which they are the largest users of. In order to help ease the burden on commercial and residential ratepayers, the Chamber requests Council investigate the implementation of a visitor levy that could partially offset rates and also assist with the financing of new projects such as the convention centre and other destination management projects which are otherwise unaffordable because of the district's low rate payer base - approx. 28,000 compared to maximum visitor days of up to 100,000.

The Shaping our Futures Visitor Industry Taskforce report, November 2014 estimates that by 2025, visitor numbers could reach 5 million per annum. Because of the highly disproportionate number of visitors to ratepayers and therefore exceptional circumstances of Queenstown, the Chamber argues that it necessitates council to find additional funding methods, preferably based on user-pays models. The Chamber does not believe the current rating system is the appropriate mechanism to fund all projects.

ii) Transport Strategy

The Chamber welcomes the transport strategy and notes that this is a critical project when Queenstown's projected growth over the next 20 years is to reach 6.5 million visitors per annum (Shaping our Futures Visitor Industry Taskforce report, November 2014).

However, we note the Transport Strategy lacks specific detail in certain areas.

Summary

Agree:

- *The Chamber supports the development of a first class public transport system*
- *The Chamber supports the development of pedestrian pathways to the town centre*
- *The Chamber supports parking management which encourages short stay parking (up to 4 hours) within the town centre and long stay parking (where appropriate) in the peripheral town centre fringe areas*
- *The Chamber supports the development of cycle ways to the periphery of the town centre*

Disagree:

- *The Chamber does not support designated cycle ways within the town centre until such time as the as a master plan for the downtown area including parking, pedestrianisation, streetscaping and current and future retail precincts is completed.*
- *Similarly, the Chamber does not support a reduction of on-street car parks within the town centre until such time as a master plan for the downtown area is completed*
- *The Chamber does not support the further development of Camp St for buses. Camp St has one of the highest pedestrian counts in the CBD and the Chamber believes buses should be moved away from Camp St to the periphery of the CBD.*
- *The Chamber disagrees that on-street parking ranks lower than cyclist and pedestrian flow for Shotover and Stanley Streets and local access streets.*

The Chamber would like to make particular comment on the following areas of the transport strategy:

Inner Links

1. The Aecom Ltd report for Stage One (the Melbourne St - Henry St Link) that *'In the short term this approach will be unaffordable as it is unlikely to attract NZTA funding support'*. The Chamber believes that should a 20% reduction in vehicle trips to and from the town centre not occur then NZTA need to advance the reinstatement of the Inner Links option very quickly.

2. The Aecom Ltd report also states that *'In the longer term a narrow focus on increasing road capacity to meet projected traffic demands is likely to further cement*

the districts preference for the single occupant car and will create congestion issues, albeit on Melbourne-Henry Streets rather than Stanley street over the next 20-30 years'. The Chamber disagrees with this statement as it sees the Melbourne-Man Street link as an appropriate way of moving traffic around the CBD while at the same time creating a more pedestrian friendly CBD with Shotover and Stanley Streets having less traffic congestion.

3. The Chamber also believes that with both population and visitor growth predictions over the short and long term it is highly unlikely that Stage One of the Inner Links project can be deferred for 15-20 years and also highly unlikely that Stage Two of the Inner Links project can be deferred until after 2040.

Traffic Congestion:

The strategy states *'that a vehicle dominated and congested town centre will affect visitor perceptions in Queenstown'*. The Chamber would like it noted that congestion of vehicles mainly occurs on the arterial routes of Shotover and Stanley Streets – both NZTA operated state highways. Congestion of Shotover and Stanley Streets can also result in congestion of the inner CBD streets as traffic from these streets find it difficult to access these arterial routes. The Chamber would also like it noted that apart from Camp St there is very little congestion in the inner CBD streets.

It states: *'A key driver is that 20% of vehicle trips to and from the town centre will switch to other more sustainable modes'*. This statement is misleading in that it doesn't take into account the 75% of traffic going around the town centre. If 20% of the 25% of traffic going to and from the town centre switched to more sustainable modes that would mean a 5% reduction in total vehicle trips. The QT Town Centre Strategy document focuses on commuters and traffic going to and from the town centre but makes little mention of the traffic going around the town centre.

Parking:

The Chamber supports the guidelines that *'Parking management (on and off-street) will favour the availability of parking for visitor (short stay) parking with the promotion of highest parking space turnover being promoted within the town centre and the lowest level of turnover in the town centre fringe areas'*.

The Chamber supports providing visitor (<4hrs) parking in the Church St carpark. To enable this, the Chamber supports the removal of leased parking and all-day parking in the Church St carpark.

However, if Council extend the area of parking restrictions around the downtown area, new parking areas need to be made available for workers that require to use their cars during the day and/or shift workers where public transport is not available.

iii) Queenstown Convention Centre:

Summary

- a) The Chamber remains in support of building an international standard convention centre at the Lakeview site in downtown Queenstown*
- b) Supports council pursuing alternative funding options in order to reduce the burden on ratepayers*
- c) Seeks agreement from Council for provision of rates relief in the future event of further commercial development at the Lakeview site and/or the implementation of a visitor levy*

1. Economic Benefits

With the estimated growth in visitor numbers predicted to reach five million by 2025 (Shaping our Futures Visitor Industry Taskforce Report, November 2014), the Chamber strongly argues that substantive projects of this size are required in order to support sustained growth into the future. We take the view that the convention centre is a 50 year plus investment into both the business and wider communities.

The Chamber agrees that the Lakeview site will provide the greatest economic impact for the downtown business community and wider district. Queenstown's point of difference for attracting conferences and incentives is its spectacular location and numerous activity and hospitality options. With its close proximity to accommodation, hospitality and attractions, as well as providing one of the district's most magnificent views of Lake Wakatipu and the Remarkables mountain range, the Lakeview site celebrates the key attributes of Queenstown.

Further to this, the councils Draft Economic Strategy which it consulted on late in 2014, recommends that increasing the growth of higher expenditure visitors and business visitors by the construction of the convention centre at the Lakeview site will be a "game changer" for the district in securing high value business visitors. The Chamber agrees that the construction of a Convention Centre is important to diversifying the current economic base, providing for additional visitors outside of the seasonal peaks of summer and winter, and supporting the existing businesses in the District.

The Lakeview site and convention centre will also be a major driver for the revitalization of the central business district location and provide an additional anchor to the Queenstown downtown area. The existing Convention Centre at Auckland is being expanded in its current location and works well in a CBD environment, while the proposed replacement Convention Centre for Christchurch will remain in a CBD environment as will the new proposed one in Wellington. These examples illustrate how factors such as the ability for delegates to walk to restaurants and nightlife as well as to tourist activities are important factors in their location. Queenstown is already an international destination, it is important the district builds on this recognition.

The Chamber's support for the convention centre 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). It has been estimated that the conference centre will attract additional out-of-region visitors who will spend on average \$29 million annually. Opportunities to grow the lucrative business tourism market are currently largely untapped because of the lack of a fully scoped, integrated conference centre of sufficient size to handle medium to larger conferences. While attracting a higher yielding visitor segment is appealing, just as important is the ability to remain a world-class destination by having world-class facilities to retain a competitive advantage.

2. Financial Implications:

Because the district stands to benefit from significant economic growth as a result of the convention centre, it is reasonable that the district's ratepayers should contribute. Those that stand to gain the most economic benefits from the convention centre are commercial ratepayers based in central Queenstown. Therefore the Chamber supports the current proposed rating model 'in principal' but because of particular rate implications for businesses, cannot comment on behalf of individual business owners.

The Chamber does not believe that the convention centre should be built at 'any' cost and support for the project is given on the basis that the council's contribution is permanently capped at \$32.5M. In the meantime, the Chamber urges council to find alternative funding methods in order to minimise the burden on commercial ratepayers – options could include private development, private/public partnership, inclusion of accommodation businesses that are currently outside the CBD rating zone and the implementation of a visitor levy/user pays model.

The Chamber supports the proposal that the entire Lakeview site be developed in the future to accommodate the convention centre, hot pools and other developments (mixed commercial/residential precinct). The Chamber believes this could reduce the reliance on commercial and residential ratepayer funding going forward. Feasibility analysis undertaken by the consultants suggests that the development opportunities adjoining the convention centre at Lakeview could deliver between \$30m and \$45m in 'land' based payments to QLDC, in the longer term.

The Chamber understands that there will be at least three Annual Plans and one 10 Year Plan process before any rating model will be implemented in 2018 and therefore the opportunity to make further submissions on the convention centre will be available to the Chamber and individual business owners.

On this basis, the Chamber supports the Queenstown Convention Centre project remaining in the 10 Year Plan.

iv) Economic Development

The Chamber has been aware for some years that there has been no structure or pathways for planned economic development in the district. Nor has there been economic data, other than high level information from organizations such as Beryl,

on which economic modelling could be undertaken. Therefore the Chamber welcomes the comprehensive data supporting the Economic Development Strategy commissioned by Council in 2014.

As stated in the Draft Economic Development Strategy, the District has experienced very strong economic growth over the last decade – over double that of the New Zealand average. However the District is very concentrated and reliant on industries that service visitors and the growing population. The key strengths of the economy are summarised by the study as the outstanding natural landscapes which underpin the tourism experience; the visitor economy which supports a range of industries such as accommodation and food services; the talent base (highly skilled population workforce) and the entrepreneurial culture of the residents. The economic constraints for the economy are listed as the being the relative size and location of District, the concentration of industry and housing affordability and the high cost of living.

Some of the projects which have economic outcomes and that are currently being undertaken in the District and which would be suitable for management under an Economic Agency structure include but are not limited to:

- Queenstown Convention Centre
- Study Queenstown
- Sister Cities
- Film
- Events
- Private hospital
- Private research facilities
- Destination Management

At the time of the submissions to the draft strategy, the Chamber strongly supported the concept of an economic entity being set up and an economic development officer be employed and reporting to an advisory board. Council has since determined it will approach and fund new economic development initiatives on a project by project basis.

Therefore, the Chamber has now resolved to undertake some of this special project work on behalf of the business and wider communities.

The advantages of this will be:

- The Chamber can seek additional funding to supplement Councils contribution
- An independent organization with a Board and executive officer can be more entrepreneurial in their approach to economic development
- An external organization can work with Council without being part of Council. This can decrease inefficiencies and protect Council from controversy. It can also provide objectivity and freedom from political agendas
- Developers and local businesses can work with an external body 'in confidence'
- An external body does not suffer from the conflicts between economic development and regulatory responsibilities as can happen within Council
- Councillors and the Mayor can have much greater input via an independent organization

Queenstown Labour Force Project:

Government Ministers are currently seeking information on what initiatives Queenstown is undertaking to encourage more New Zealanders to live and work in Queenstown. They are also asking what the biggest challenges are that make it difficult for Queenstown employers to recruit and retain more New Zealanders.

The needs were identified during recent meetings with MBIE and local employers and stakeholders. Local stakeholders have now been asked to prepare a case for government about the “special issues” facing Queenstown businesses around labour force and housing issues.

The initial project to be undertaken will be the promotion and recruitment of New Zealand workers to relocate to Queenstown, either as full-time or temporary residents to fill the large number of vacant positions currently filled by itinerant workers on temporary visas.

New Zealand immigration policy states that jobs should go to New Zealanders where possible in preference to immigrants. At the same time it is recognized that, because of the total size of the labour market in Queenstown, there will always be a need for immigrant workers.

Current Project - Labour Force Scope:

- Promote Queenstown as a place to live, work and study
- Establish a Queenstown Labour Exchange as a central point for Queenstown work opportunities
- Facilitate domestic seasonal migration
- Share resources across businesses (within and with other sectors) where seasons are complementary (e.g. skiing and agriculture)
- Promote tourism as a career
- Strengthen secondary school tourism curriculum
- Promote that most employers pay above minimum wage
- Group employment and training schemes
- Central government assistance with financial assistance with relocation – apply to central government
- Unlock accommodation issues
- Implement strategies to reduce seasonality (e.g. convention centre development)
- Bonded training/apprenticeships

Future Projects:

In addition to the projects listed above, the Chamber is aware there are a number of issues currently being experienced where the scale and size of certain issues are neither well understood nor quantified.

Some of the projects which need further market research include but are not limited to:

- Workforce issues - as noted above
- Infrastructure and services issues
- The size and scale of shortages in affordable housing for families
- The size and scale of shortages in temporary worker accommodation

- Destination management issues e.g. accommodation shortages at peak times of year. Large proposed increases in airline capacity at the same peak periods, exacerbating accommodation shortages

It is the Chamber's view that we can be the enabler for a number of these projects (as has been the case with the setting up of Downtown QT) and will provide seed funding but request Council's assistance with projects which will have benefits to the wider community.

The Chamber requests council contribute \$60k from the 2015/2016 Annual plan towards the Queenstown Labour Force project.

The Chamber requests Council set aside \$150k in the 2 subsequent annual plans to fund agreed projects on a project by project basis.

v) Sister Cities:

A working group was formed in 2013 to encourage new business, tourism & investment opportunities for a Queenstown-Hangzhou sister city relationship. The formal sister city relationship agreement was subsequently signed in Hangzhou late in 2014 and at which time local businesses had the opportunity to meet with potential investors and partners.

The Chamber also now administrates the Aspen Sister City relationship. This relationship is being reinvigorated and new opportunities for the commercial sector identified. The long standing high school exchange programme continues to have active support from the high school community.

2014/2015:

- Hosting of two official delegations from Hangzhou to Queenstown
- Delegation from Queenstown to mayoral forum and sister city signing in Hangzhou
- China Investment seminar
- Assisting high school to find international students
- Investigating commercial opportunities and investment

2015/2016:

- Investigate new commercial opportunities in Aspen – wine & food, education, tourism
- Investigate new commercial opportunities in Hangzhou – wine & food, education, tourism, film
- Host business delegation to Hangzhou
- Host function with local businesses and potential Chinese investors in Hangzhou and Queenstown
- Facilitate intern exchanges
- Host other various visiting delegations – China, EU

The Chamber requests Council continues to support the sister city initiatives and contribute \$10k from the 2015/2016 annual plan

Actions Sought

Address the issues raised in this submission including:

- 1) Rates/Funding Core Activities: *investigate alternative funding mechanisms including a visitor levy to assist with funding large scale infrastructure projects.*
- 2) Transport Strategy: *consider changes as outlined above. The Chamber will also re-submit to the Transport Strategy as a separate item.*
- 3) Convention Centre: *Retain Queenstown Convention Centre project in the Long Term Plan while seeking alternative funding methods. Seek agreement for provision of rates in the future event of further commercial development at the Lakeview site.*
- 4) Labour Force Project: *Contribute \$60k towards Labour Force Project*
- 5) Sister City: *Contribute \$10k towards the administration of two Sister City relationships.*

The Chamber wishes to speak in support of its submission.

The Queenstown Chamber of Commerce

Ann Lockhart

Chief Executive Officer

Date: 29/04/2015

TOMTOM PRODUCTIONS

WAKATIPU

1

Convention Centre

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

Yes

Convention Centre Comments

I/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. I/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.

Macleod, Ray

KM MACLEOD KW FERGUS TRUSTEES
WANAKA/UPPER CLUTHA

1 Convention Centre

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

No

Convention Centre Comments

Leave it to private enterprise please

2 Wanaka Pool

The majority of the Wanaka community (that responded) accepted paying a projected cost of \$184 per residential property per year in the Wanaka Ward. Do you prefer that this project begins now with the rate charged from 2017 or the pool and rate be deferred until 2023?

2023

Wanaka Pool Comments

User pays

3 Transport Planning

3A. Transport Planning Comments

No opinion but sounds punitive

3B. Should Council increase parking charges and use any additional parking revenue to make public transport more affordable?

No

3B. Transport Parking Comments

Public transport can't compete on so many fronts

4 Frankton Library

Should the Council build a library hub at Frankton in 2020, at an estimated cost of \$5.3m?

Yes

Frankton Library Comments

No real opinion

Do you agree that Council should further investigate the principle of a standardised rate for water and wastewater?

No

Water and Wastewater Comments

Should be related to locational cost. That is the fairest as otherwise cross subsidy will occur & send the wrong signals to the market.

Martin, Robin

CHAMBER OF COMMERCE

WAKATIPU

1

Convention Centre

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

I choose not to answer

Convention Centre Comments

I 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 proposal rating model is given on the basis that the councils 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 understand that there will be 3 x Annual plans and 1 x 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. I support the Queenstown Chamber of Commerce in lobbying and assisting council with pursuing alternative funding options in order to reduce the burden on ratepayers

Matchett, Neil

BALLANTYNE INVESTMENTS LTD

WANAKA/UPPER CLUTHA

2

Wanaka Pool

The majority of the Wanaka community (that responded) accepted paying a projected cost of \$184 per residential property per year in the Wanaka Ward. Do you prefer that this project begins now with the rate charged from 2017 or the pool and rate be deferred until 2023?

2023

Wanaka Pool Comments

The new Wanaka Sporting Complex has been decided to be located at North Three parks and Three Parks site. It makes sense and good planning to keep all these activities together including the swimming pool at one central location.

CONNECTABUS

6 Other Comments

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

Submission from Connectabus As council considers its long term plan, and soon its Town Centre Transport Strategy (we will also submit separately on this), we would like to make the following points highlighting where funding would be needed and also how Connectabus can work with council to deliver the strategy outcomes. - Council should encourage hotels and other employers to provide transport for their people. They could purchase bus passes for their staff. We are prepared to work with employers to make sure we are moving people at the right times. Council and businesses shouldn't provide free carparking to employees – they could instead offer free bus passes. - For our public service to support the outcomes expressed in the transport strategy, the council needs to offer some support through its own system. Free and cheap carparking in town has always been the biggest barrier to public transport in QT. Carparking costing should reflect the value of the public land it happens on. Businesses pay Auckland rents in town, people parking cars should pay Auckland prices too. This needs to be supported by much greater enforcement throughout Queenstown, Wanaka and Frankton. - Good to see in the transport strategy consideration of bike facilities. These should be established as soon as possible. We need good bike parking in town. - Bus shelters not being cleaned – we believe this is a council responsibility. Most are in need of a steam clean now. They're very dirty. Could council please sort out this cleaning? - Could we please get funding (around \$30k apiece) for new bus shelters? There is central govt funding for one new shelter every two years. Given the transport strategy, we will need many more bus shelters. We right now need shelters at Nerin Square and Arrowtown – getting to point we can't do hail and ride in those areas anymore. The Ministry has its own funding for bus shelters so they should do the one outside St Josephs. - We also need to include provision for shelters as council approves subdivisions. Can this be written into District Plan review? People who are buying in new subdivisions need to know if a bus shelter is planned for outside their house. - We understand NZTA had discussed with council the need for a give way sign in Camp Street that allows a free right turn for bus services from Ballarat Street into Camp Street. - We'd like our own enforcement capability. QLDC doesn't enforce keeping our stops free of cars at all hours. We could do the enforcement if QLDC would allow. We want to be able to tow cars when they're in bus stops. We've had situations where rental cars have been locked on our stops and we can't get them moved despite calls to council and police. - Bus stop at O'Connells should be just Connectabus but to do this you'll need to take out the bollards in Athol Street. Poor design here means coach companies are unwilling to put their \$700,000 coaches through for risk of hitting bollards. - Convention centre planning. Can we please be consulted at the appropriate time to make sure the design suits coaches? - Need to budget to give buses clearway so people see the bus coming past them when they're sitting in congestion. Sends a strong message and helps us keep to our timetables. Clearway from airport to hub and a way around that Frankton corner would really help – we are talking to NZTA about this. We also hope to move the pedestrian crossing on Stanley street to outside the Speights ale house and put lights on it. - Our prime market is visitors and will always be visitors. The population here is too small for a service just for locals. Our business and the public service we provide is built on visitors. If we are to subsidise bus services we could do this through the GOcard system so visitors still pay full price. Yours sincerely, Ewen McCammon CEO - Connectabus

McGuinness, Wendy

MCGUINNESS INSTITUTE

6

Other Comments

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

Please see attachment.

17 April 2015

Queenstown-Lakes District Council
Private Bag 50072
Queenstown 9348

To whom it may concern,

Submission: The Council Long-term Plan 2015–25 (LTP)

Please accept the following letter and attachments as the Institute's submission on your council's long-term plan. The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

We welcome this opportunity to put forward a few ideas and observations that we hope will prove useful as you and your community work together to develop a long-term plan. This submission takes the form of an overview of our recent work. It is not a prescriptive document, and we have not made specific recommendations. We consider the projects described below may provide a useful context on certain issues when finalising your long-term plan.

Our flagship project, *Project 2058*, began in 2008 and focuses on where we want New Zealand to be in 50 years. Therefore, our research is conducted primarily with long-term issues in mind. Our 2015 work programme is based on our observations from 2014 and can be found on the McGuinness Institute website. We believe that if we want New Zealand to be in a better position in the long term, we need to think local – hence this submission. If you have any questions or queries, please do not hesitate to contact me.

Three years ago we provided councils a standard submission, much like we have done today. Firstly, I would like to thank those councils that provided feedback and engaged with the Institute over the last three years. The value of the submission process rests in part in receiving input from many different voices within the community. It should be noted that some of our projects and publications were developed in collaboration with others and reflect the ideas of a wide range of people as a result. All documents mentioned are either attached or can be found on our websites listed at the end of this letter.

This submission builds on the following workshops and projects:

1. *The LocalNZ and LivingStandardsNZ workshops* – the 10 recommendations put forward by youth participants who attended *LocalNZ* – a four-day workshop held in Wanganui and Wellington in 2014 and the 'Living Standards Metaphor' articulated by the participants of the *LivingStandardsNZ* workshop held in December 2013.
2. *Project StrategyNZ* – The findings of *The Government Department Strategies Index 2015*.
3. *Project One Ocean* – The recommendations of a recent report, *Report 10: One Ocean: Principles for the stewardship of a healthy and productive ocean*.
4. *Project TalentNZ* – The need to create a talent-based economy.
5. *Project Pandemic Management* – The need to prepare and protect our communities.

1. LocalNZ workshop: The 10 recommendations by participants

Our November 2014 workshop, *LocalNZ: Connecting youth committed to local government*, brought together 35 young people from throughout the country. This workshop was run in collaboration with the New Zealand Treasury, Wellington City Council and the organisers of the *A Place to Live* conference (the MacDiarmid Institute and Victoria University of Wellington, in association with the Royal Society of New Zealand, Wanganui District Council and the Whanganui River Maori Trust Board). Participants were tasked with answering the question: *How do regional goals align with national goals, and how might these goals need to change in order to aid regional growth?*

The 35 young people that attended were extraordinary; they were enthusiastic, inquiring and committed New Zealanders ready to engage and support their local communities. The end result, the *A Youth Statement on Regional Goals* booklet, is testimony to their hard work. We have provided a copy of the booklet for this submission as well as enough copies for your mayor, chief executive and councillor's. Below are the 10 recommendations outlined in the booklet (see pages 5–7 for further explanation):

1. Introduce creative information flows between local and central government.
2. Fresh thinking about how local government generates its revenue and matches its expenditure is needed.
3. Develop a deeper understanding of nature in order to have a healthy economy.
4. Harness what regions offer to quality of life.
5. Embrace the differences between regions and the unique qualities each region has to offer.
6. Central government should work harder to enable local government to sustainably make the most of its resources.
7. Tailor the education system for each region.
8. Visionary leadership is needed to benefit the regions, both in central and local government.
9. Build stronger relationships between representatives (MPs and councillors) and government (central and local) through integrity, trust and mutual respect.
10. Introduce the mokopuna clause.

You may also be interested in our December 2013 workshop, *LivingStandardsNZ: Aligning public policy with the way we want to live*, which emphasised the urgent need to better connect young people with their dreams and ambitions. One of the outputs from this workshop was the *2013 Youth Living Standards Framework for New Zealand*; I encourage you to read the 'Living Standards Metaphor' on page 5 of the booklet. Learn more about the workshop at www.livingstandardsnz.org.

2. Project StrategyNZ: Learning from The Government Department Strategies Index 2015

The Institute believes the strategies of central government should be easier to access, evaluate and build upon, particularly as these strategy documents shape and dictate the actions of local councils and community organisations. *The Government Department Strategies (GDS) Index 2015* website contains:

- The *Methodology*, which includes an explanation of our analysis using a scorecard. This scorecard could be used to evaluate the long-term plan itself.
- The *Profiles*, including (a) a link to each GDS document in operation as at 30 June 2014 – affectively creating a single source to access strategies published by any central government department and (b) an assessment of each GDS's content, describing what the strategy document does well and what it does not (published on each GDS profile).
- The *Strategy Wheels*, which illustrate how a core strategy drives more specific strategies and operational plans.
- The *Tables*, which rank each of the GDSs against each other.
- The *Observations*, including a list of seven key messages and examples of good practice.

We believe *The GDS Index 2015* is the first of its kind worldwide and that it provides a valuable set of tools for councils to use to ensure their long-term plan aligns and builds on central government thinking and initiatives. You also might like to consider reporting to constituents on how the long-term plan links to other strategies and plans through an illustration of a strategy wheel.

We also consider the scorecard might be a useful way to stress test the content of the draft long-term plan. The six high-level elements that we believe should be included in all strategy documents in the public arena are discussions on (i) opportunities and threats, (ii) capabilities and resources, (iii) vision and benefits, (iv) approach and focus, (v) implementation and accountability and (vi) alignment and authority. Learn more about these elements by reading the attached *Think Piece 21: Strategy Stewardship Matters: Utilising the government department strategies index*.

3. Project One Ocean: The recommendations of our recent report

The *One Ocean: Principles for the stewardship of a healthy and productive ocean* report discusses the role of the oceans in New Zealand's culture, economy and natural environment. It explores possible solutions to the challenges currently facing the management of human activities in New Zealand's marine space and recommends the establishment of ocean governance principles to guide decision making. Figure 1 below (Figure 9 in the report) illustrates the report's recommendations and puts forward three principles to help guide progress towards a shared 'vision' – a collective commitment which relies on the support of local government and communities. The full report is available to download on the Institute's website.

Figure 1: Relationship between the guiding for New Zealand's oceans, principles for governance and specific recommended management practices



In particular, the King Salmon decision indicates that community interests play a crucial role in long-term planning – not just in terms of land use but also in terms of coastal and marine estate use. The Institute was involved in the King Salmon decision, and our observations are written up in *Working Paper 2013/01: Notes on the New Zealand King Salmon Decision*.

4. Project TalentNZ: Creating a talent-based economy in New Zealand

The Institute believes that creating a talent-based economy in our local communities, and for New Zealand as a whole, is crucial. Creating a talent-based economy is not going to be easy, but councils should be considering

how to *grow, attract, retain* and *connect* talent over the long term. Communities that are able to create a dynamic talent-based ecosystem are more likely to become healthy, wealthy and interesting places to live. The war for talent has begun, and as talent attracts talent, those that create sustainable and durable talent ecosystems (see the *Menu of Initiatives* attached) today are likely to win the war for talent tomorrow. This work aims to progress Sir Paul Callaghan's thinking.

The Institute's *Menu of Initiatives* is designed for councils to review and consider. We recognise that each region, city and town has its own character, personality and skill set; therefore, the *Menu* has been designed with a range of initiatives to suit different contexts. The *Menu* website shows examples of these initiatives in action, so that councils can build tacit knowledge about how to personalise these for their own communities. You may be interested to know we are running two *TalentNZ: Menu of Initiatives* sessions at the New Zealand Community Boards Conference next month (14–16 May). We are also speaking on this topic at the World Futures Conference (24–26 July 2015) in San Francisco.

Later this year we will publish a grow edition of our *TalentNZ* journal, which will include 30 innovative examples of how New Zealanders are 'growing talent' in their communities. If you know of anyone that should be included, please let me know as soon as possible.

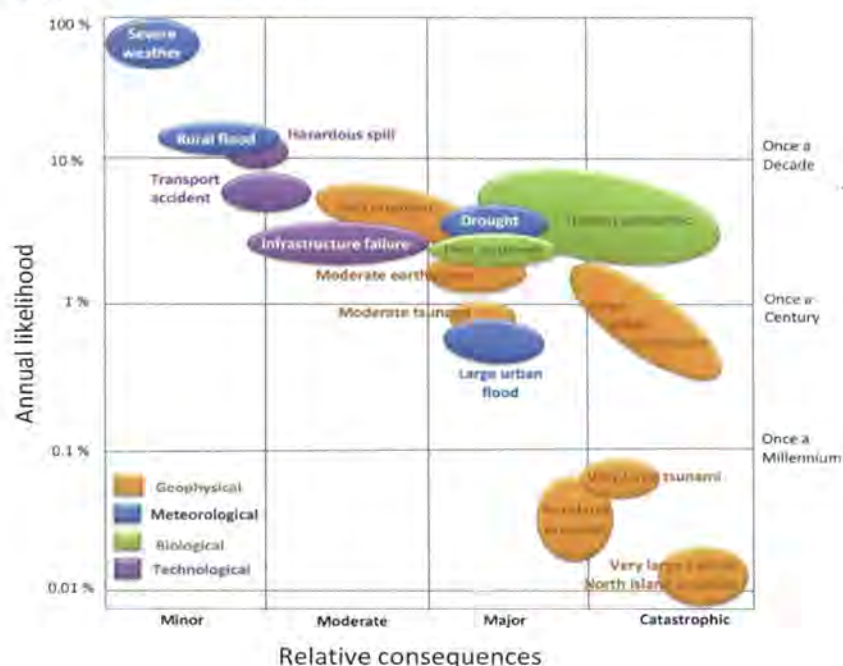
5. Project Pandemic Management: Revisiting our preparedness

In 2006 the Institute completed a project that reviewed past epidemic and pandemic events in order to make New Zealand more resilient in the future. As a result of recent events in West Africa, this project has been revisited, the results of which will be available shortly. At this stage, we wanted to bring to your attention three documents worth reflecting upon when preparing your long-term plan.

(a) Briefing to the Incoming Minister of Civil Defence (8 October 2014)

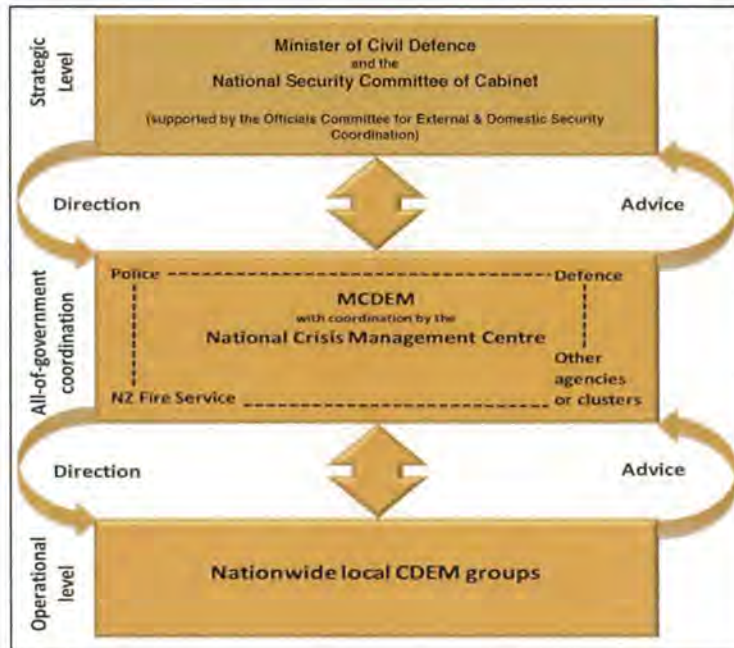
Figure 2 below (Figure 1 in the Briefing) illustrates the likelihood of national hazards occurring over the course of one year and the scale of their consequences. The figure indicates that based on the likelihood and relative consequences, the risk of a human pandemic occurring is the most significant risk facing New Zealand. This explains why the risk of a pandemic should be taken into consideration.

Figure 2: National hazard risks



This document also explains the recent changes, namely the Cabinet Committee on Domestic and External Security (DES) has now been replaced by the National Security Committee (NSC); see Figure 3 below (Figure 2 in the Briefing), which illustrates New Zealand's national crisis management model.

Figure 3: New Zealand's national crisis management model



(b) World Health Organisation: One year into the Ebola epidemic (January 2015)

This report is a must read for those trying to equip their communities for epidemics and pandemics. I consider the Ebola outbreak as a slow-motion video of a crash scene; Ebola does not spread quickly (its basic reproduction value was, at its height, about 1.7), but there is a lot to learn about how communities might respond (positively or negatively) to highly contagious viruses, such as influenza, in the future. Another article of interest is James Gallagher's BBC article *Ebola: How does it compare?* (December 2014), which compares Ebola with other epidemics.

(c) Civil Defence Emergency Management group plans

As a result of this work we learned about the Civil Defence Emergency Management (CDEM) group plans (required by the CDEM Act 2002). These plans represent the cooperation and coordination of local authorities with emergency services and other agencies to implement the *CDEM Strategy* vision at the local level. There are 16 CDEM groups formed across New Zealand; each group is made up of elected councillors from each council within geographical boundaries (see Figure 4 overleaf). As required under legislation, each group must develop, approve, implement and monitor a civil defence emergency management group plan and review that plan at least every five years. We think it is crucial that CDEM groups ensure these plans are accurate, relevant, up-to-date and take into account the risk of an epidemic or pandemic. Councils within each CDEM group should be collaborating closely amongst themselves and within the Ministry of Health to optimise the management of their preparedness and emergency response; this will make New Zealand more resilient when disruptive events occur.

Figure 4: Illustration of CDEM groups and their associated councils



Thank you for reading our submission. If you would like to discuss any of these topics in more detail, please do not hesitate to contact me.

All the best for 2015.

Yours sincerely,

Wendy McGuinness
Chief Executive

Attachments:

1. *A Youth Statement on Regional Goals: An output from the LocalNZ workshop* x 13
For more information on the *LocalNZ* workshop see www.localnz.org
2. *Think Piece 21: Strategy Stewardship Matters: Utilising the government department strategies index* x 13
For more information on *The GDS Index 2015*, see www.gdsindexnz.org
3. *TalentNZ: Menu of Initiatives* x 5
For more information on the *Menu of Initiatives*, see www.talentnzmenu.org



MCGUINNESS INSTITUTE

Strategy Stewardship Matters: Utilising the Government Department Strategies Index

Think Piece 21: April 2015
Wendy McGuinness & Madeleine Foreman

A coordinated and long-term approach to strategic thinking is essential for managing New Zealand's health and prosperity over the long term.

The Government Department Strategies Index 2015 is the latest initiative in the StrategyNZ work programme, which seeks to examine the current approach to strategy development in central government and looks at ways to improve momentum and build consensus about the way forward. Government department strategies (GDSs), once published, remain relatively forgotten in the public policy landscape. Are we missing an opportunity to sharpen what have become relatively blunt instruments? This think piece explains the purpose of the Index and how it can be used to bring strategies to the forefront of public policy.

In 2014, under the Official Information Act 1982, the Institute collected a list of 136 GDSs in operation (see definitions overleaf). From reading these strategies it was apparent that many did not provide all the information one would expect in a good strategy document. Currently there are no national guidelines to help policy analysts prepare a good strategy document, which possibly explains the disparity.

The GDS scorecard was developed late last year after a number of discussions. The key question driving the content of the scorecard was what makes a 'good' strategy document good (see Figure 1).

Importantly, the scorecard was designed to examine the content of the strategy document. Therefore, no judgement is made in regard to the quality of the problem definition (i.e. whether the strategy is appropriate given the current policy landscape), the strategic approach or the method of implementation.

Once the assessment was completed, it was then possible to not only rank each strategy by the 22 sub-elements from highest performing to lowest but also to rank each department and sector. These scores were presented visually for each strategy in a radar chart (see Figures 2 and 3 overleaf) and each department in a line graph (see Figure 4).

The results of this process are published on *The Government Department Strategies Index 2015* website – www.gdsindexnz.org. We believe it is a world first in assessing the content of all GDSs for a nation state – a testament to the opportunities that a small country provides.

Seven Key Observations

Analysing all 136 GDSs against the scorecard identified a number of patterns, similarities and variations across GDSs, sectors and departments. The scoring of each GDS enabled us to uncover the more complex relationships underlying the strategy creation and documentation process. These observations are summarised below. For those interested in more detail and examples of good practice, please see the *Index* website (under *Observations*).

1. GDSs tended to describe external environments more critically than their own internal realities.
2. GDSs often failed to document lessons learned from past strategies or from the wider public service.
3. Assumptions were not well articulated.
4. Good structure sometimes masked bad strategy content.
5. GDSs that were considered useful to the public sector were also considered useful for the general public.
6. A number of GDSs read as though they reflected a decision and then back-filled.
7. GDSs often failed to articulate who wins (and who might lose) from implementing the strategy.

There is an opportunity to improve strategy stewardship by focusing on improving the content of strategy documents and ensuring these documents are both accessible to the public and able to be evaluated by independent parties. This research indicates that departments need to work harder to make strategy documents more integrated and better understood across the public service.

The Government Department Strategies Index 2015 scorecard					
1 Opportunities and Threats	2 Capabilities and Resources	3 Vision and Benefits	4 Approach and Focus	5 Implementation and Accountability	6 Alignment and Authority
1.1 Does it identify opportunities going forward?	2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	5.1 Does it identify who is responsible for implementing the GDS?	6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?
1.2 Does it identify threats going forward?	2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.2 Does it identify who the beneficiaries are and how they will benefit?	4.2 Does it identify a range of strategic approaches to solve the problem?	5.2 Does it identify who will report on its progress?	6.2 Does it align with its department's SOI?
*1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2.3 Does it identify current and future resources (e.g. financial)?	*3.3 Does it describe how success will be measured and over what time frame?	4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	6.3 Does it align with its department's 4YP?
	2.4 Does it identify what resources it does not have and needs to acquire or work around?		4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	6.4 Does it align with its department's annual report?

Figure 1: The six elements and twenty-two sub-elements of the scorecard used to assess each GDS. Each sub-element held a possible score out of four, except for elements 1.3 and 3.3, which were given scores out of eight to represent their importance. To learn more about how the scorecard works, please see page 6 of the *Methodology*, which can be downloaded from *The GDS Index* website: www.gdsindexnz.org.

How to use the *Index*

Strategy concerns choice. What we choose to focus on, as individuals, communities and a nation, indicates the direction we are likely to travel. Depending on the intensity of our focus and the quality of our strategic instruments, we might drift slowly on a fixed trajectory, only changing direction in response to a disruptive event, or we may move rapidly and purposively, working hard to be proactive, agile and open to emerging opportunities and challenges.

The *Index* can contribute better stewardship in terms of publishing better strategy documents, improving transparency, delivering better public engagement and critical assessment, and developing a deeper understanding of trade-offs and the way forward.

To summarise:

- Using the scorecard and reading the examples of good practice are two ways institutions can improve the content of strategy documents. See *Methodology* and *Observations* on the *Index* website.
- Local government can use the *Index* to crosscheck their long-term plans against GDSs and build on national initiatives.
- Central government can use strategy wheels to better illustrate the relationships between instruments and institutions, especially when developing further long-term strategic thinking. See *Strategy wheels* on the *Index* website.
- The *Index* can increase the transparency of strategy ownership and improve accountability for strategy implementation.

The public needs strong strategy stewardship. The *Index* is a tool designed to empower institutions and individuals alike, building a narrative based on hindsight, insight and foresight – the three different perspectives that underlie effective strategy design and efficient strategy implementation.

For the purposes of the *StrategyNZ* project, the following definitions apply.

A strategy: A strategy is about maintaining a balance between ends, ways and means. Professor Freedman, in his book *Strategy: A history* suggested it is 'about identifying objectives; and about the resources and methods available for meeting such objectives. This balance requires not only finding out how to achieve desired ends but also adjusting ends so that realistic ways can be found to meet them by available means'.

A government department strategy (GDS): A 'government department strategy' must:

- be a publicly available statement or report;
- be generated by government departments with a national rather than a local focus;
- contain long-term thinking in such a way that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
- guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

A plan: A plan is operational in nature; it focuses on who will do what and when. It does not explore the tensions/trade-offs in the external environment or the strategic ways/options in any detail.



Figure 2: CERA's Recovery Strategy for Greater Christchurch Mahere Haumanutanga o Waitaha radar chart



Figure 3: MOH's Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017 radar chart

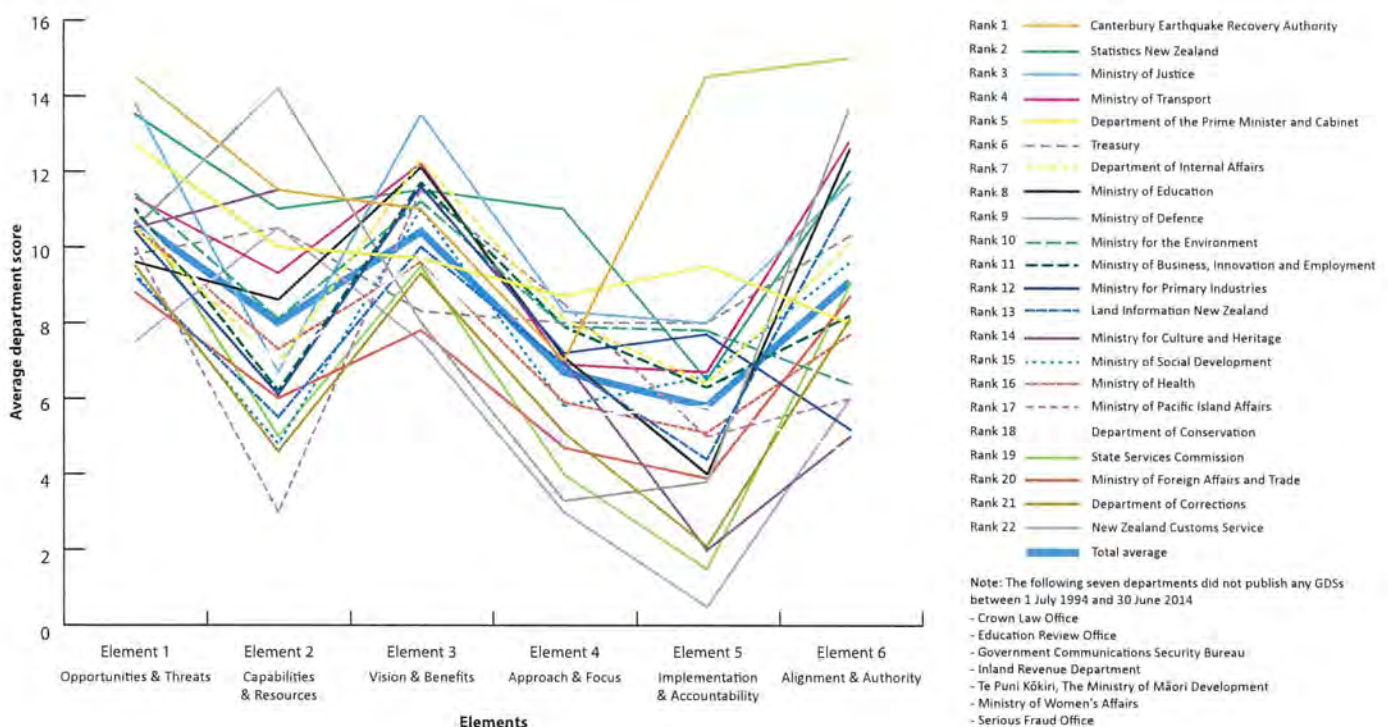


Figure 4: Comparison of average department performance against the six elements of the GDS scorecard

We would like to extend a big thank you to everyone who attended our 1 October discussion, 'How can we make government department strategies count?'. We also wish to acknowledge contributions to this project by Stephen Cummings, Professor of Strategic Management, Victoria University; Patrick Nolan, Productivity Commission; James Palmer, Deputy Secretary Strategy, Ministry for the Environment; Rodney Scott, State Services Commission and Treasury; and Simon Wakeman, Productivity Commission. You can view *The GDS Index 2015* at www.gdsindexnz.org. The Institute will be publishing *Report 15* later in the year, which will build on the *Index* and the *StrategyNZ* working papers; see the *Project StrategyNZ* page on the McGuinness Institute website at www.mcguinnessinstitute.org.

McIlwrick, Alastair

DINAMICS DESTINATION MANAGEMENT LIMITED

WAKATIPU

1

Convention Centre

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

Yes

Convention Centre Comments

Queenstown Convention Centre Queenstown is first and foremost a tourist town. As such we need to continue to improve what we offer our visitors. In our discussions with our many and varied client base we have noted the increasing requests for a large scale Convention Centre. This is not only from Queenstown Research Week as detailed below but from others who want to come to Queenstown for standard conventions, product launches and events. Without the proposed Convention Centre there is a real risk that we will lose the regular conventions and events that currently have and our position as a premier and innovative tourist destination. The building of a Convention Centre in Queenstown has been an ongoing discussion for many years with both the QLDC and private developers putting forward proposals. The current QLDC proposal has two key advantages over previous proposals: - It is to be located on an ideal site. The Lake View site is close to the CBD and a wide range of accommodation options It has fantastic views which will be one of its greatest selling points - Central government funding At no other time has the central government offered funding for a Queenstown Convention Centre. If QLDC does not proceed this time then it is highly unlikely the funding will be offered again. The financial aspects in regards to the facility have rightly been a concern for QLDC and the community. There is criticism that the facility will not break even within 5 years. Why the focus on 5 years. This facility is being built for the long term, 25, 50 and maybe 100 years. In the decision making we need to take the long term view and see the benefits that this facility will offer the community over that period. There is also the view that it should be left to a private developer to build the Convention Centre not the community. There have been 3 convention centres proposed by private developers over recent years - Mann Street This has not proceeded - The Kawarau Village Did not proceed due to financial difficulties with the 1st stage of the project - Remarkable Parks This has more to do with the availability of land to the developer rather than the best location for a convention centre. QLDC councillors and staff attended meeting with Queenstown Research Week meeting with convenors and sponsors in August 2014. The convenors and sponsors were unanimous in their support for the Lake View site and their view that the Remarkables Park site would not meet the markets or the community's needs. Supporting Information Our Company Dynamics Destination Management has been in Queenstown for over 12 years. Prior to that we were based in Wellington. Since being based in Queenstown we have developed a diverse client base and delivered some fantastic events. We worked directly with QLDC to deliver the New Years Eve celebrations in Queenstown and Wanaka from 2003 – 2007 and developed the Summerdaze programme. We have recently planned and delivered conferences in a wide range of locations - Queenstown - Fiji, - Port Douglas, - Wellington, - Auckland, - Sydney/Hobart - Alice Springs This has given us the opportunity to use a wide range of conference facilities and have seen what works and what does not. Queenstown Research Week (QRW) Dynamics manages the delivery of QRW which is Queenstown's largest annual conference. Meeting streams within QRW have been holding annual conferences in Queenstown of over 30 years. For 2014 there were 850 delegates with 1050 + meeting attendances, 10 meetings and 35 trade sponsors. A post conference survey in 2011 with 744 delegates highlighted the incredible amount of expenditure that the QRW delegates make in Queenstown. QRW is growing in terms of the affiliated meetings and number of delegates. The current facilities in Queenstown are not ideal with meetings currently spread over 3 locations and sponsors being turned away due to lack of space. The proposed Convention Centre will provide the facilities for the planned growth of QRW. Conventions, the Community and the flow on Convention delegates' expenditure and activities are not just associated with the conference. It is also an opportunity for delegates to interact with community. Recent examples are the QRW Women in Science breakfast, Alzheimer's presentation and feedback on delegates attending Sunday Church services. Convention delegates do come back and the flow on effect to the hospitality industry and the wider community is ongoing.

McLeod, Bruce

QUEENSTOWN MOUNTAIN BIKE CLUB (QMTBC)

WAKATIPU

6

Other Comments

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

Submission on the 10 year plan The QMTBC have been working together with Council for many years, enhancing and developing mountainbike trails in the Wakatipu basin for the benefit of the community. We are a volunteer group (two time recipient of the Community Volunteer award) and feel we achieve a lot and have contributed significantly. Over recent years the popularity of mountainbiking has increased exponentially, which brings with it associated pressure to improve our trail network and ensure our existing trails are well maintained. If we are to continue to be a leading locality for biking and compete with other regional centres that are developing rapidly, then we need to continue our trail enhancement and maintenance activity. In the past we have been grateful for Council support, but if we are critical we might be inclined to say it lacks consistency. Last year we received no funding from QLDC. Some of the club's local biking areas are world renowned, with some of the biggest names in the sport having made the long journey to our little community, simply to experience our trails. Examples of this are the Gorge Road Jump Park, Wynyard Freestyle Park, the Rude Rock trail and the Fernhill Loop trail (upgrade under construction). These trails get a significant amount of filming and publicity that in turn generates interest, visitors, and economic benefits. While these areas are iconic, they are costly to maintain to the standards necessary (the jumps and trials need to be looked after so the rider has confidence in the construction). That said, "costly" for the club means \$10,000 per area, but we know that sort of value is pretty small in comparison to other maintenance budgets for trails in our community. It is difficult to put a value on the benefits to our community that our work brings, and we would like to gain a better understanding of that. We are confident that such an economic review will justify our request for a minimal level of support from the community. So in summary, for all our hard work, we seek little from the Council (but it would be significant for us as a club):

- An economic impact study to review the benefits that mountain biking brings to our community, estimated cost \$12K
- An annual maintenance budget of \$20,000 to go towards our world renowned mountainbike facilities (specifically Gorge Road Jump Park, Wynyard Free Style Park, Rude Rock, Fernhill Loop and 7 Mile Trail network).

Thank you for considering our submission.

Mcnaughton, Blair

THE HILLMAN GROUP 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. 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, such as looking into the options of a "tax" of some type whether it be a so called bed tax or a arrival or departure tax at the airport, or other alternative measures to ensure this important project goes ahead and fund ongoing issues that Queenstown may experience in the future.

3 Transport Planning

3A. Is the Council taking the right approach to address congestion issues in central Queenstown by planning to reduce future traffic movements by 20 percent?

Yes

3A. Transport Planning Comments

We believe this is an important project for the Queenstown area but we need to look at how we fund these projects, so we don't keep putting the burden to the ratepayers, again we believe we need to look at some sort of "tax" to recover some of the cost of funding these projects from our many visitors each year, and look at simple solutions such as underpasses for foot traffic etc.

3B. Should Council increase parking charges and use any additional parking revenue to make public transport more affordable?

No

4 Frankton Library

Should the Council build a library hub at Frankton in 2020, at an estimated cost of \$5.3m?

Yes

Frankton Library Comments

We believe this is an important project for the Queenstown area but we need to look at how we fund these projects, so we don't keep putting the burden to the ratepayers, again we believe we need to look at some sort of "tax" to recover some of the cost of funding these projects from our many visitors each year.

5 Water and Wastewater – a Standardised Rate

Do you agree that Council should further investigate the principle of a standardised rate for water and wastewater?

No

6 Other Comments

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

We believe these issues are all important for the Queenstown area but we need to look at how we fund these projects, so we don't keep putting the burden onto the ratepayers, again we believe we need to look at some sort of "tax" to recover some of the cost of funding these projects from our many visitors each year, either a bed tax, a resort charge or a departure tax would recover some of the cost for these projects.

Mitchell, Paul

HELI TOURS LTD

WAKATIPU

1 Convention Centre

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

Yes

Convention Centre Comments

We support a Convention centre in downtown Queenstown, it will benefit the community, commerce and the wider region. We do support the current financing model but Council funding to be capped at \$32m. Further taxing of the small ratepayer base of businesses and residents we do not agree with, there must be other sources pursued and researched further. We support the Council in looking for other opportunities to find the other sources of capital to make this sustainable.

3 Transport Planning

3A. Is the Council taking the right approach to address congestion issues in central Queenstown by planning to reduce future traffic movements by 20 percent?

No

3A. Transport Planning Comments

Given the scope of communities, suburbs etc and the low number of actual residents to support it, the varied number of businesses and also work hours and seasonal challenges it is very hard to utilise public transport. We just don't have the sheer volume of people to pay for it and support it compared to Dunedin or Invercargill. There should be more interaction with Land Transport Authority or Transit and look at making traffic flows more efficient. Eg Making some 2 lanes into 4, build the bridge for SH 6 and ease congestion of Kawarau falls with the bypass of Airport/ Remarkables park traffic asap. Maybe some of the parking areas to build a 4-5 storey car park? As long as it fits District plan with zoning, heights etc, could get Private sector to pay for it (Eg. Wilson Parking) Dunedin has many parking centres, why doesn't Queenstown? Man St parking works perfect, should be more of them. Campervans should be banned from downtown CBD.

3B. Should Council increase parking charges and use any additional parking revenue to make public transport more affordable?

No

3B. Transport Parking Comments

See above

4 Frankton Library

Should the Council build a library hub at Frankton in 2020, at an estimated cost of \$5.3m?

No

Frankton Library Comments

Librarys are out dated. Society is moving towards electronic or digital.

5 Water and Wastewater – a Standardised Rate

Do you agree that Council should further investigate the principle of a standardised rate for water and wastewater?

No

Water and Wastewater Comments

We do not agree with charging for water. We have a huge asset of the large Lake beside us. Wastewater - maybe. Need to see further correspondence

6 Other Comments

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

Re: Informal Airports We fully support the new policy of Informal Airports. Previously it was very hard and costly to manage. We think the council has got it right and support implementing it for future use for our business. Re: Wilding Pines We fully support the council in implementing their policys and strategies Re: Destination Queenstown (RTO) We fully support DQ as a separate entity and continue to do the great work all staff conduct for Queenstown and the region Keep up the good work!

Moore, Jim

NOVOTEL QUEENSTOWN

WAKATIPU

1 Convention Centre

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

Yes

Convention Centre Comments

As a central accommodation provider we support the Lakeview Site. Costs need to be controlled and risk limited. Preference for rates to be lower due to finding other income sources. Change the CBD accommodation to take in Frankton Rd / Hilton min.

2 Wanaka Pool

Wanaka Pool Comments

N/A

3 Transport Planning

3A. Transport Planning Comments

Not sure addresses all issues - get people to park off street but build a couple of car parks close by and improve / reduce price of public - will all help - do not pedestrianise the town.

4 Frankton Library

Frankton Library Comments

Only if current library does not meet the needs

5 Water and Wastewater – a Standardised Rate

Do you agree that Council should further investigate the principle of a standardised rate for water and wastewater?

Yes

Water and Wastewater Comments

Inevitable to reduce wastage incentivise businesses that reduce usage and have proven initiatives in place.

Murray, Kate

COMMUNITY NETWORKS WANAKA

WANAKA/UPPER CLUTHA

6

Other Comments

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

The Alpine Community Development Trust trading as Community Networks Wanaka appreciates the financial support offered by the QLDC in the form of the rental payment for our offices at 73 Brownston Street. In 2014 we received \$34,229.00 (excluding GST) for our rental costs. We have renewed our lease for an additional two years and were able to negotiate a decrease in our rental which is now \$32,000 pa (exc GST). We seek funding from the council for \$34,229 for this rent and as a contribution towards insurance and power costs. As an organisation we continue to diversify to meet the growing social service and health needs of our community. Please feel free to get back to us with any queries. We thank the council very much for the support of our service.

Nelson, Rick

THE WINERY NEW ZEALAND LTD
WAKATIPU

1 Convention Centre

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

Yes

Convention Centre Comments

This project is critical to the future development of Queenstown as an international visitor destination with a community owned venue located in central Queenstown, not controlled by a private property developer in a location remote from existing accommodation and hospitality and retail. The QLDC need to drive this project forward and provide leadership.

3 Transport Planning

3A. Is the Council taking the right approach to address congestion issues in central Queenstown by planning to reduce future traffic movements by 20 percent?

No

3A. Transport Planning Comments

Pedestrianisation of central Queenstown should be a priority (Upper Beach St) and parking increased at the perimeter (Stanley Street). Service access should be maintained for Goods in/out delivery and waste collection to the hours of 11pm - 11am with automated pop-up bollards to create pedestrian only spaces that are enhanced for indoor/outdoor dining and social spaces.

3B. Should Council increase parking charges and use any additional parking revenue to make public transport more affordable?

No

4 Frankton Library

Should the Council build a library hub at Frankton in 2020, at an estimated cost of \$5.3m?

Yes

Palmer, Jono

THE REMARKABLE SWEET SHOP LTD WAKATIPU

1 Convention Centre

Convention Centre Comments

We fully support the establishment of a large capacity convention centre at the Lake View site in 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.

3 Transport Planning

3A. Is the Council taking the right approach to address congestion issues in central Queenstown by planning to reduce future traffic movements by 20 percent?

No

3A. Transport Planning Comments

We support a long term vision to resolving Queenstown's traffic issues. The Mann St Shotover St bypass needs to progress urgently. Further planning is also required for the Frankton to Queenstown road and how this will cope in the long term.

3B. Should Council increase parking charges and use any additional parking revenue to make public transport more affordable?

Yes

5 Water and Wastewater – a Standardised Rate

Do you agree that Council should further investigate the principle of a standardised rate for water and wastewater?

Yes

QUEENSTOWN AIRPORT CORPORATION

6 Other Comments

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

Overview We welcome the opportunity to provide this written submission to QLDC's 10 Year Plan and would like to be heard on these submissions and to answer any questions Councillors may have. Following the format of the Council's submission form, we make specific submissions on: •Queenstown Convention Centre- Revised Rating Model •Transport Planning •Frankton Library We make general comments on: •Council's projected growth numbers and their impact on its Infrastructure Plan. •Impact on QAC of Council not progressing with the Lakeview Convention Centre. •Maintaining momentum with the Lakeview Convention Centre. We advance no position on: •Wanaka Pool •Rate standardisation for Water and Wastewater Airport Gateway and Regional Employer As New Zealand's fourth busiest airport for passenger numbers and the gateway to the lower South Island, Queenstown Airport is a key economic driver of the region's tourism industry and economy. Queenstown Airport receives approximately 700,000 arriving passengers each year from three domestic airports (Auckland, Wellington and Christchurch) and four Australian airports (Brisbane, Coolangatta, Sydney and Melbourne). The vast majority of these arriving passengers are visitors to the region for tourism and/or conferences. The balance is made up of travel by residents, people providing business support to local businesses and those visiting friends and family. According to New Zealand Airports Association research (2013), the economic benefits associated with Queenstown Airport are almost \$275 million per year. This is a direct result of the visitors coming through the airport and growing these visitor numbers will increase the overall contribution to the region's economy. Growing visitor numbers in off-peak periods adds even greater value to the airport and the region. QAC's direct financial contribution to the Lakes District community, made possible by these visitors, includes (for the year ended 30 June 2014): Rates of \$326,000pa; and Dividend payments to QLDC of \$2J30,000. In addition, Queenstown Airport is a major hub for employment in the Wakatipu Basin with an estimated 350 people working within the airport community. The proposed introduction of evening flights in winter 2016 is expected to increase the airport workforce significantly. The Lakeview Queenstown Convention Centre Support for the Queenstown Convention Centre at the Lakeview site QAC supports the building of a Queenstown Convention Centre as an essential addition to the District's visitor offering and our 10-year forecasts for passengers numbers and profits are based on the assumption that a convention centre will be contributing to these figures. QAC agrees that the Queenstown Convention Centre should be located downtown at the Lakeview site and we support the Queenstown Chamber of Commerce and Destination Queenstown's submissions on this matter. Feedback on the proposed rating model as it impacts non residential ratepayers We support the proposal for a differential rate and accept that CBD businesses are the most likely to receive direct benefit from the Lakeview Convention Centre. Whether the benefit for Commercial ratepayers is two to three times greater than the benefit for the wider Wakatipu Commercial ratepayers may be under-valuing the indirect benefits a Lakeview Convention Centre can provide. QAC and the many businesses operating at Queenstown Airport will benefit directly from visitors coming for events at the Queenstown Convention Centre; while non-CBD Commercial ratepayers can count on benefiting indirectly from the extra activity and employment generated by these visitors; particularly the retail sector based around the Frankton Flats. QAC is open to paying a higher targeted rate toward the Lakeview Convention Centre. Transport Planning QAC will submit separately on the draft transport strategy in May. In response to the two questions posed in the Consultation Document, we make the following submissions: QAC agrees that Council is right to address congestion in central Queenstown and setting a goal of reducing future traffic by 20% is reasonable. Further, Councillor's support of the Lakeview Convention Centre shows leadership and commitment toward this goal. As only a CBD-based Convention Centre will allow conference goers to walk to and from their conference sessions. QAC considers downtown parking charges to be low and increasing parking charges is a way to change behaviours. Using the extra parking revenues to subsidise public transport is an appropriate use of these extra revenues. Frankton Library Council is in the best position to make the decision on the need and timing for a Frankton Library but we see merit in the proposal. In its capacity as a land owner in Frankton, QAC would be happy to be part of Council's discussions regarding potential site options .. Other matters Future Visitor Numbers- Council's Infrastructure Plan is based on providing infrastructure needs to support increases in both the resident population and visitor numbers over the next 30 years. In the next 10 year period, the district's peak population is projected to increase 20%. Over the same period QAC is forecasting passenger numbers to grow three to four times faster than this number with the possibility that passenger numbers could double within this 10-year period. This suggests the Council's own estimates may be low and the growth projected for the 30-year infrastructure plan may hit our district earlier than currently expected. This will put pressure on both the public infrastructure and the district's rating base to respond. It also highlights the bluntness of funding public infrastructure for our district from rates and adds support for Council's push for a targeted visitor levy that would reward the district for handling greater visitor numbers rather than penalise

it. Impact on QAC of Council not progressing with the Lakeview Convention Centre- QAC's 10-year dividend forecasts used in QLDC's Prospective Statement of Financial Performance are based on the Lakeview Convention Centre progressing. A decision not to proceed with its development will reduce visitor numbers and the airport's profitability and dividend forecasts. Maintaining momentum with the Lakeview Convention Centre- QAC recommends the Lakeview Convention Centre project be handed to a Council-owned Development entity with a separate board and management. The entity would be responsible for finalising Government and third party funding and would be charged with delivering the Lakeview Convention Centre within the funding budget set by Council. The entity would seek to better the development proposition before Council today and aim to reduce the capital contribution from Council.

ARROWTOWN PROMOTION AND BUSINESS ASSN INC WAKATIPU

6 Other Comments

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

Arrowtown Parking i) The APBA needs provision in the 10 year plan to identify and provide new parking areas on a progressive basis. Money needs to be allocated in the 10 year plan specifically to address Arrowtown CBD parking concerns as parking is barrier to economic growth in the CBD. It is a priority of the APBA to improve the visitor experience in Arrowtown and the ability to find a mud and dust free parking space is detracting from that strategic goal. Without immediate action to improve the use of existing parking off Ramshaw Lane and next to Butler Green, the formation of angle parking close to the CBD and a medium and long term goal of creating further parking as previously investigated by QLDC, Arrowtown will continue to struggle with current parking congestion and will not be in a position to grow business in the village. ii) Arrowtown UFB Broadband Arrowtown is about to submit a combined bid with Wanaka to the Ministry of Business, Innovation and Employment for Ultra Fast Broadband in the Rural Broadband Initiative 2. This bid has received the endorsement of QLDC both from a management and governance level, the Queenstown Chamber of Commerce and Todd Barclay. Arrowtown is in current discussions with Wanaka to build the case and details will be forthcoming. Chorus has advised this is the best way forward for both Wanaka and Arrowtown. Council advises that Arrowtown has historically one of the historic broadband uptakes per capita in the country. We seek QLDC support to fund the UFB2 rollout to urgently resolve significant broadband problems for our 180 businesses and our residents. Our bid is likely to be in 2 stages: i) the Arrowtown CBD ii) the residential area. The bid will be supported by the Arrowtown Village Association. iii) The Heritage Lighting Project initiated by QLDC three years ago has reached Stage 1 of the Arrowtown Lighting Masterplan under the Arrowtown Charitable Trust. The Trust wishes to work on the heritage and landscape lighting. But we believe the main street lighting which is in disrepair is the responsibility of council. We are requesting \$80,000 to for this element of the lighting plan. The Arrowtown Charitable Trust (set up recently by the APBA to undertake this project) has submitted separately with more detail. This is in line with the Arrowtown guidelines in QLDC's Southern Lights – A lighting Strategy 2006. iv) Retain Commercial Activities Boundary - Commitment to APBA resource consent protocols to retain appropriate commercial activities in the Arrowtown CBD respecting the historical nature of the area. v) Public Transport. Improve Public Transport services and communication between Queenstown and Arrowtown. vi) Environmental - Progress the concept of Arrowtown as an area of environmental excellence with a focus on tidy and timely rubbish collecting, cleaning and sweeping and cleaner air. vii) Historical - strong emphasis on Arrowtown's built and social history. Working closely with the museum, Chinese settlement, and activities. Explore the potential as a UNESCO World Heritage Site. viii) Ward Representation - Arrowtown supports the retention of the Arrowtown Ward and our independent council representation. ix) Tree Maintenance and Reserves - Ensure heritage trees remain healthy and underplanting continues x) CBD/River Interface - Attractive and practical use of the area between the CBD and the Arrow River. Retail the natural beauty and historic nature of this area. xi) Events/Festivals - Continue working with council and community groups towards the Arrowtown Autumn Festival, NZ Open Welcome Party, Motatapu Off Road Event, Spring Arts Festival. xii) Arrowtown Signage - Improved and updated street wayfinding signage and trails signage Supporting this submission are: Arrowtown Promotion and Business Association (APBA) Annual Report 2015-16 APBA Projected 2015 and 2016 Budget APBA Profit and Loss to 30 June 2014 Parking Proposals from QLDC Arrowtown Lighting Masterplan

Arrowtown Promotion & Business Association
Income and Expenditure
For the Year to 30 June

	2016 Budget	2015 Budget
INCOME		
QLDC Business Grant	\$ 119,625.60	\$ 117,280.00
BNZ Interest	\$ 530.00	\$ 530.00
Web Site Listings	\$ 600.00	\$ 521.75
Website transfer (2015 only)	\$ -	\$ 10,000.00
Other Revenue	\$ 4,000.00	\$ 4,000.00
Guide Donations	\$ 2,200.00	\$ 2,200.00
Arrowtown Calendar	\$ 7,500.00	\$ 7,500.00
Total Income	\$ 134,455.60	\$ 142,031.75
EXPENSES		
Media Advertising		
Drone Footage	\$ 800.00	\$0.00
	\$ 800.00	\$0.00
Print Advertising		
AA Regional Visitor Guide	\$ 2,400.00	\$ 2,243.70
QT Magazine	\$ 6,226.50	\$ 6,226.50
Whyte Waters	\$ 4,300.00	\$ 4,200.00
Advertising Production Costs	\$ 627.90	\$ 1,000.00
Casual Advertising Opportunities	\$ 2,000.00	\$ 2,000.00
	\$ 15,554.40	\$ 15,670.20
Print Material		
Arrowtown Official Guide (new 2014)	\$ 10,000.00	\$ 5,702.00
Arrowtown Calendar	\$ 4,500.00	\$ 4,500.00
	\$ 14,500.00	\$ 10,202.00
Distribution		
Central Otago District Council	\$ 300.00	\$ 300.00
Greymouth i-SITE	\$ 150.00	\$ 150.00
Wanaka i-SITE	\$ 160.00	\$ 160.00
Hokitika iSite	\$ 100.00	\$ 100.00
Jasons-Qtn, Flnd, Qtn Aprt, Wka	\$ 3,780.00	\$ 3,780.00
Jasons - Warehouse Distribution	\$ 2,800.00	\$ 2,800.00
	\$ 7,290.00	\$ 7,290.00
Website		
Maintenance/Hosting/Domain Name	\$ 1,000.00	\$ 1,000.00
Website Upgrade	\$ 11,000.00	\$ 33,000.00
	\$ 12,000.00	\$ 34,000.00
Campaigns/Promotions/Events		
Winter Marketing	\$ 5,000.00	\$ 1,000.00
Motatapu Miners Trail	\$ 10,000.00	\$ 8,700.00
Arrowtown Autumn Festival	\$ 7,500.00	\$ 5,000.00
Queenstown Jazzfest	\$ -	\$ 1,500.00

Arrowtown Profile Advertising	\$ 1,000.00	\$ 1,000.00
Cardrona Signage	\$ 1,700.00	\$ 1,700.00
TRENZ	\$ 6,000.00	\$ 6,000.00
NZ Open - Welcome Event	\$ 3,000.00	\$ 3,000.00
	<u>\$ 29,200.00</u>	<u>\$ 26,900.00</u>
Signage		
Banners/Flags/POS Displays	\$ 500.00	\$ 546.00
	<u>\$ 500.00</u>	<u>\$ 546.00</u>
Image Library		
Media Packs/Images	\$ 2,000.00	\$ 1,500.00
	<u>\$ 2,000.00</u>	<u>\$ 1,500.00</u>
Product Development		
Brand Development Initiative	\$ -	\$ 2,000.00
Professional Development	\$ 2,500.00	\$ 500.00
Media Famils	\$ 2,500.00	\$ 500.00
	<u>\$ 5,000.00</u>	<u>\$ 3,000.00</u>
Preservation Fund		
Preservation Fund	\$ -	\$ -
Lighting Plan	\$ 1,200.00	\$ 1,000.00
	<u>\$ 1,200.00</u>	<u>\$ 1,000.00</u>
Administration		
Postage	\$ 200.00	\$ 200.00
General Office Expenses	\$ 200.00	\$ 200.00
Bank Fees	\$ 200.00	\$ 200.00
AGM/Meeting Expenses	\$ 600.00	\$ 600.00
Secretarial Fees	\$ 36,000.00	\$ 34,000.00
Legal Costs -	\$ 500.00	\$ 600.00
Travel Expenses	\$ 1,600.00	\$ 1,600.00
Telephone & Mobile	\$ 800.00	\$ 800.00
Printing & Stationery	\$ 1,400.00	\$ 1,200.00
Subscriptions	\$ 900.00	\$ 900.00
	<u>\$ 42,400.00</u>	<u>\$ 40,300.00</u>
Total Expenses	<u>\$ 130,444.40</u>	<u>\$ 140,408.20</u>
NET SURPLUS/DEFICIT	<u>\$ 4,011.20</u>	<u>\$ 1,623.55</u>

Notes:

The new app-friendly website is an expense incurred mainly in 2014-15 with some final development costs incurred in 2015-16

Arrowtown Promotion and Business Association



Arrowtown Promotion and Business Association Report to Council Year end 2014/15

Content:

1. Mission Statement
2. Guiding Principles
3. Introduction
4. Chairperson's Report
5. Project Co-ordinator Report
6. Strategic Plan 2015-16

1. Mission Statement

The Arrowtown Promotion and Business Association's role is to promote and advocate the historical and natural character of Arrowtown while achieving responsible and sustainable growth.

2 Guiding Principles

- Protecting what is intrinsic about the town - natural environment, historic heritage and walking environment
- Managed growth/sustainability
- Independent/separate voice
- Charm and friendliness. Welcoming town

3 Introduction

The Arrowtown Promotion and Business Association is a non-profit community organisation made up of commercial ratepayers and other business operators. The Board is comprised of representatives from these groups and the Arrowtown Ward representative from the Queenstown Lakes District



Council. The association employs a Project Co-ordinator. Under the APBA rules three additional members presently stand on the board. The Arrowtown Promotion and Business Association's activities cover the commercial area of Arrowtown and the Arrowtown School catchment area.

3 Introduction (Cont)

The APBA engages with Destination Queenstown (DQ), the Arrowtown Village Association, village residents, event planners, and the Lakes District Museum to promote Arrowtown. Our role is similar to DQ, with a much smaller budget and additional requirements of protecting the historic Arrowtown precinct. Funding is sourced from the Arrowtown Commercial ratepayers as a rating levy. The APBA acknowledges the Queenstown Lakes District Council for its continued support.

The 2014-15 APBA Board consists of: Scott Julian (President); Kim Carpenter* (Deputy Chair); Bruce Gibbs (Treasurer); Brendan Cook; David Clarke; Adin May; Pamela Hopkins; Sam Laycock; Anne Murchison; Mike Gibbens; John Lapsley*; Brian Spicer*; Rob Andrews; Scott Stevens; Jim Griffiths; Sue Patterson (Project Co-ordinator/Administrator); and the Council Representative). These members represent a cross-section of Arrowtown businesses and the wider business community including accommodation, food and beverage, outdoor tours and activities, and retail.

** denotes additional members*

4 Chairman's Report

At the time of writing Arrowtown is coming alive with its annual autumn colours and the immensely busy summer season continues to crank along. It has been a summer to remember for businesses as visitor numbers are at an all-time high of up to 600,000 people.

We are extremely proud of the unique offering that is Arrowtown. With its quaint main street, iconic river and surrounded by mountains, walking & cycling trails. It is a place where 'History Meets Nature'. Naturally we are blessed by being close to Queenstown which is the

APBA Annual Plan



hub for the tourism masses but far enough away that tourists feel more relaxed in the more laid back surroundings.

4 Chairman's Report (cont)

The association continues to work closely with and lobby council in ensuring the growing visitor numbers are catered for with the appropriate infrastructure. The main problem areas that still need attention are parking. This includes the upgrading of existing parking areas and better signage to improve traffic flow to and from parking areas.



We are also working closely with other groups including the Arrowtown Village Association, Chorus, council and Wanaka representatives in upgrading the broadband services. This has fast become a high priority as we seek to improve this essential service for our businesses and residents alike.

It is the responsibility of the committee to carefully monitor its spend on marketing. Both old and new initiatives are continually being explored and reviewed and can be categorised under the following:

Arrowtown guide

The third annual Arrowtown Visitors Guide will be published in October 2015. 60,000 copies of the 40 page booklet are distributed via Jason's network and within Arrowtown. The Guide is produced at zero cost to APBA as it has licensed a local publishing provider to produce it and derive advertising revenue from it.



4 Chairman's Report (cont)

Branded Merchandise

APBA has licensed a local promotional goods supplier to create Arrowtown branded products using the new brand and logo developed for Arrowtown. One of the objectives of developing the branding was to create Arrowtown product our retailer members could sell, and also to develop a small additional revenue stream from royalties for APBA.

Website

The arrowtown.com website is currently being re-designed and will launch later this Autumn. It will be a more vivid representation of the natural beauty and history of Arrowtown, will showcase our businesses better, provide a more interactive experience for visitors and be more consistent with the Arrowtown brand which was developed last year.

Special Events

APBA continues to support local events such as the Motatapu, Long Lunch, Arrowtown Autumn Festival, the recent Iron Run (Harley Davidson rally) and the Gibbston Valley Winery Concert. The economic benefits and marketing of the town that these events bring cannot be underestimated.

The recent NZ Open Golf Welcoming Party where the 'Keys to Arrowtown' were presented to Sir Michael Hill of The Hills and Mr Eichi Ishii of Millbrook was very well received by the public and media.

I would especially like to thank the recently retired local councillor Lex Perkins for his support of the APBA over the years. To all other board members who have served over the last 12 months I would also like to publicly thank them for their contribution big or small.

Scott Julian, Chairman





Leverage Opportunities Realised or Assisted Arrowtown Initiatives

- 2015 Trenz Attendance in partnership with Arrowtown Bike Hire, Lakes District Museum, Queenstown Golf Travel, Arrowtown Holiday Park, and Queenstown Trails Trust.
- The establishment of the Arrowtown Charitable Trust to undertake the council-backed heritage lighting project
- Active Facebook promotional page
- Annual fundraising calendar, and streamlined the spend on print media and expanded the online, web presence.

5 Project Co-ordinator Report 2014-15 to 30 April

Key Partnerships and Communication Channels

• APBA members, Arrowtown Village Association, DQ, Tourism NZ, Frontline Wakatipu Tourism operators, Chamber of Commerce membership, QLDC, HQWiFi, Millbrook, The Hills, BMW NZ Open, Arrowtown Autumn Festival Committee, Sports Trust, Queenstown Trails Trust, AVA, Lakes District Museum, Arrow Miners Band and Buckingham Belles, Connectabus, Queenstown Trails Trust, Motatapu Off Road Event (Lagardere), Queenstown Marathon, Arrow Events, QT Events, Arrowtown Holiday Park, Arrowtown Primary School and local preschools, and Media.



5 Project Co-ordinator Report 2014-15 to 30 April (cont.)

Arrowtown Supported Events

- Arrowtown Autumn Festival - \$5,000 sponsorship to Festival, (increase on past year's \$2500) and sponsoring/organising. Photo Competition with prizes
- BMW NZ Open Arrowtown Welcome Party
- Arrowtown Long Lunch - supporting in behind-the-scenes planning
- Motatapu - \$7,500 membership sponsorship in prize vouchers
- Jazzfest - \$1,500 sponsorship to Jazzfest for Arrowtown Day

Advertising

- AA; QT Magazine - quarterly; Scuttlebutt – providing Arrowtown event information; Whytewaters advertising, frontline training video – filming, and providing training questionnaire; DQ product Directory

Ongoing Projects:

- Established the Arrowtown Charitable Trust to undertake the Heritage Lighting project –applications and choosing project sites.
- Arrowtown Market Research - DQ's Visitor Insights Programme

Website

- Developing new app-friendly website
- Event Calendar for community and members
- Member and partner listings eg Millbrook, Amisfield
- Increased social media programme and Facebook
- Providing website news blogs
- Updating media photos

Sourcing funds

- Branded Merchandise and fundraising calendar
- Sourcing \$3,500 member sponsorship for Motatapu
- Sourcing prizes for events from member businesses eg Autumn Festival...
- Website charges for non-members

6 Strategic Plan 2015-16 and Beyond

a) Key QLDC Focus Areas - APBA aims:

i) **Parking**

The APBA needs provision in the 10 year plan identify and provide new parking areas on a progressive basis. The organisation seeks that money is allocated in the 10 year plan specifically to address Arrowtown CBD parking concerns.

Parking within close proximity to the CBD is a barrier to economic growth in Arrowtown. It is a priority of the APBA to improve the visitor experience and the ability to find a mud and dust free parking space is detracting from that strategic goal. Without immediate action to improve the use of existing parking off Ramshaw Lane and next to Butler Green, the formation of angle parking close to the CBD and a medium and long term goal of creating further parking as previously investigated by QLDC, Arrowtown will continue to struggle with current parking congestion and will not be in a position to grow business in the village.

ii) **Broadband**

Arrowtown (both our business association and the Village Association) is about to submit a combined bid with Wanaka to the Ministry of Business, Innovation and Employment for Ultra Fast Broadband in the Rural Broadband Initiative 2. This bid has received the endorsement of QLDC both at a management and governance level, the Queenstown Chamber of Commerce and our local MP, Todd Barclay. The need for UFB for Arrowtown business and residences is urgent. Arrowtown is in current discussions with Wanaka to build the case based on advice by Chorus. Council advises that Arrowtown has historically one of the largest broadband uptakes in the country. We seek QLDC's support to fund the UFB2 rollout with more details on our case available shortly. At the time of writing this report the costings and details are pending. Our bid is likely to be in two stages: i) the Arrowtown CBD ii) the residential area.



6 Strategic Plan 2015-16 and Beyond (cont)

iii) Lighting - The APBA has set up the Arrowtown Charitable Trust to progress the The Heritage Lighting Project initiated by QLDC in 2011. The trust wishes to work on the heritage and landscape lighting but believes the main street lighting which is in disrepair is the responsibility of council. We are seeking \$80,000 through the Arrowtown Charitable Trust \$80,000 for this. The Trust is making its own submission with more detail. The Lighting Masterplan's goal is to highlight and protect the integrity of historic points, safety lighting in the business and historic area of Arrowtown. This aligns with the Arrowtown guidelines in the QLDC's *Southern Lights - A Lighting Strategy 2006*.

iv) Retain Commercial Activities Boundary - Commitment to follow our resource consent protocols to retain appropriate commercial activities in the Arrowtown CBD respecting the historical nature of the area.

v) Public Transport - Seeks to improve Public Transport services and communication to Arrowtown from Queenstown, the airport and other points in the Wakatipu. Better bus stop signs and a bus shelter at Arrowtown are of immediate importance.

vi) Environmental - Aims to improve environmental aspects of the Arrowtown business area with a focus on tidy and timely rubbish collecting, cleaning/sweeping of the CBD, cleaner air, and a focus as an area of environmental excellence.

vii) Historical - Strong focus on promotion of our point of difference in our built and social history. This includes working closely with the Lakes District Museum, Chinese settlement, activities like 4-wheel drive trips and such projects as Dudley's Cottage. We are exploring the potential to be listed as a UNESCO World Heritage Site.

viii) Ward Representation - Arrowtown supports the retention of the Arrowtown Ward and our independent council representation.

ix) Tree Maintenance and Reserves - Committed to ensure heritage trees remain healthy and underplanting continues.

x) CBD/River Interface - Commitment to an attractive and practical use of the area between the CBD and the Arrow River while retaining the natural beauty and historic nature of this area.

xi) Events / Festivals

Develop winter marketing campaign and continue working with Council and community groups towards the Arrowtown Autumn Festival, NZ Open Welcome Party, Motatapu Adventure Race, Winter Festival, Spring Arts Festival. Arrowtown acknowledges the assistance of Jan Maxwell in these areas.

xii) Arrowtown Signage - Improved and updated street way finding and trails signage.

6 Strategic Plan 2015-16 and Beyond (cont.)

b) Key Partners: Arrowtown Membership; Media; Millbrook; Destination Queenstown; Lakes District Museum; Other community organisations including Arrowtown Village Association, Autumn Festival Committee, Arrowtown Trust, Arrowtown Heritage Trust, Arrow Miners Band, Buckingham Belles, Sports Trust, Queenstown Trails Trust, Tourism NZ, Tourism Industry Assn, Queenstown Frontline Information Centres, QLDC, HQWiFi, Millbrook, Media, and NZ Open Golf (The Hills).

i) Arrowtown PBA Membership

Membership communication includes quarterly newsletters, regular email updates and membership activity on our website business listing pages. In addition quarterly meetings have been held.

ii) Media (including Social Media)

Proactively provide information, improving public relations, leverage on a budget and planning media promotions ahead.

iii) Millbrook

Millbrook acknowledges Arrowtown as the food, shopping and history hub for its visitors. Regular contact and sharing of ideas is well established with Millbrook input in to strategy meetings. Also we share web information, promotional information, and encourage staff to visit. A Millbrook representative stands as an additional member on the APBA Board.





6 Strategic Plan 2015-16 and Beyond (cont.)

iv) Destination Queenstown,

Arrowtown attended Trenz for the third time with support from DQ.

Arrowtown is part of, makes a difference to the DQ product, and provides integrity to the Queenstown experience.

We will continue to strengthen links with Destination Queenstown via additional trade and media famils, regular meetings with managers, and active promotions based on DQ support and information.

v) Lakes District Museum

The success of the Lakes District Museum is crucial to Arrowtown. Our focus is to continue to support its viability and our annual plan submission will strengthen our commitment to the museum and enhance its ongoing viability.

vi) Other Community Groups

The Queenstown Trail Trust has worked closely with Arrowtown at Trenz and in the future role as Motatapu owner.

Arrowtown is a major sponsor of several community events and is closely involved “in kind” with others.

vii) Frontline and Hotels, Event Management

We continue to build knowledge of Arrowtown with Hotels and Frontline, and event management companies.

viii) Research -Arrowtown is building on its market research, accessing Destination Queenstown and Statistics NZ visitor information and initiating further questions and surveys to determine seasonal patterns and enhance the APBA marketing strategy.

- c) Advertising, Web, Print, Audio-visual Media, Free Public WiFi Hotspots** -Astute use of a limited Advertising, Print, Audio-visual and Web promotion budget has ensured appropriate audiences are targeted. Further research will assist in identifying best use of this outlay. Print advertising has been reduced significantly with a consistency of branding and image. The Arrowtown.com website showcases our businesses and attracting interaction with our business members and visitors alike.

Additional information supporting the Arrowtown Annual Plan:

- APBA Projected 2015 and 2016 budget
- APBA Profit and Loss to 30 June 2014
- Parking Proposals from QLDC
- Lighting Masterplan



Arrowtown Lighting Design & Masterplan

Stage One - Concept Design



Toulouse Group
Lighting & Technology Designers
www.toulouse.co.nz



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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 olde 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





Toulouse
Architectural Lighting

Tel: (04) 977 1078
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 P.O. Box 24012
 Manners St. Wellington

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.

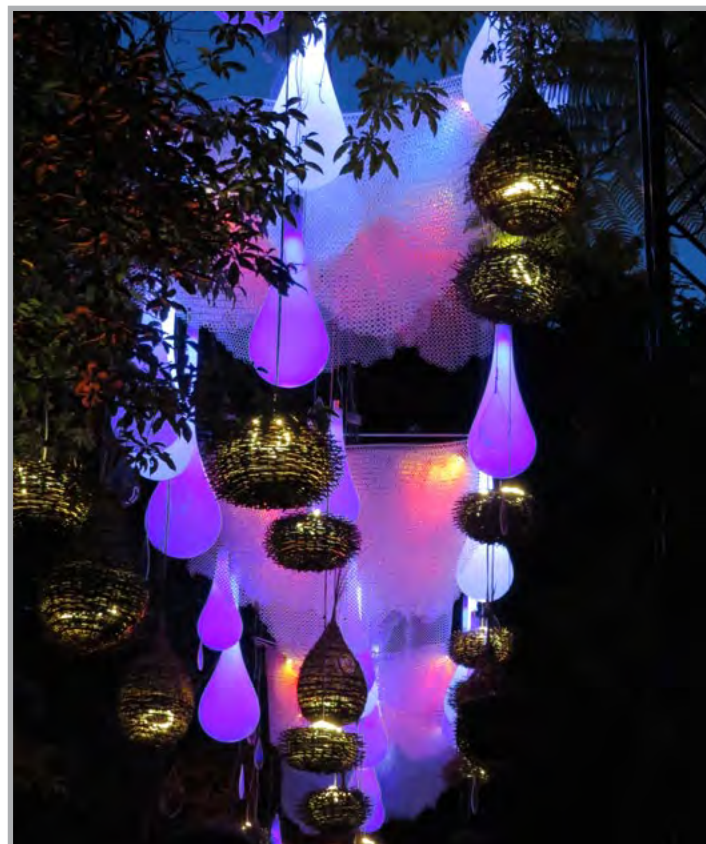
With a new lighting design we hope there will be increased evening visitors which may open the door to more night time events taking place like music events, outdoor dinners, a night market or even a lantern festival. It is therefore important that we future proof the electrical infrastructure now so 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 batten lights 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:

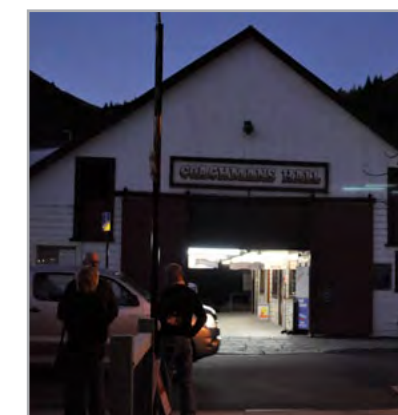
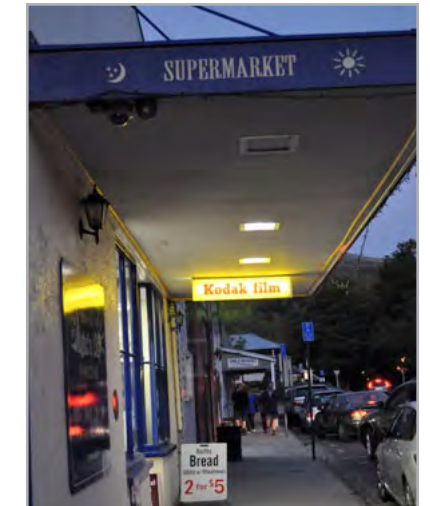
- Direct light downwards where possible and control upward light with glare shields and baffles
- Over lighting must be avoided - use the correct amount of light for the task and accepted standards
- Unnecessary night-time lighting such as decorative floodlighting, merchandising lighting & signage should 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 regsiter

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 Itg	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 Itg	Part of concept design
Ray White	no Itg	Discuss with owner
Gold Nugget	no Itg	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 Itg	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 Itg	Part of concept design
Heritage trees	no Itg	Part of concept design
Water wheel	no Itg	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'

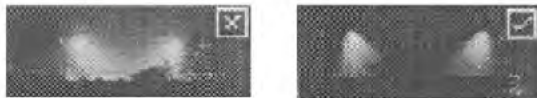
Appendix 2: Good Practice Lighting Guide

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.

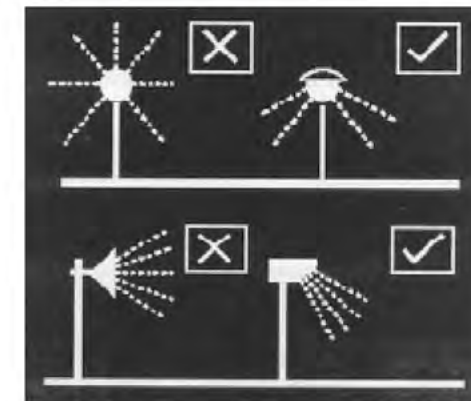
Listed below are some key ways to reduce the problems of unnecessary, obtrusive light:

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.

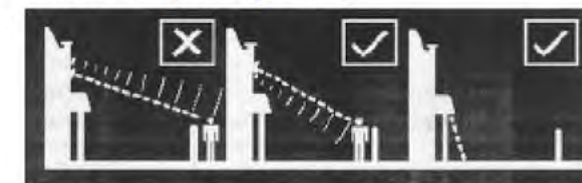


Use specifically designed lighting equipment that once installed minimizes the spread of light near to, or above the horizontal plane.



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 (600 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

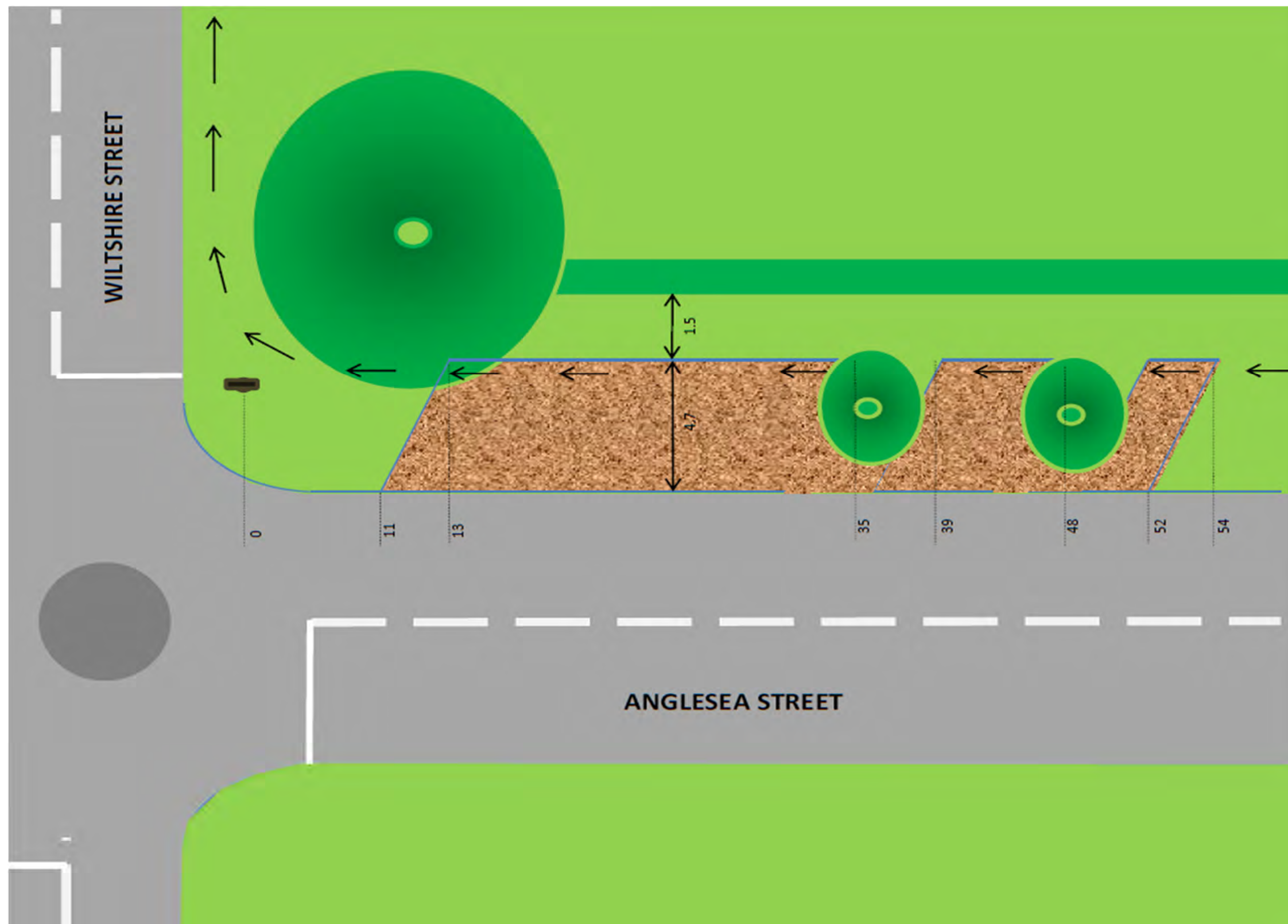
Location	Light fitting	PC Sum allowed
Street Lighting - exact quantity of street lights required to confirm with lighting calculations and approval from QLDC		
Scenario I - refurbish original lanterns	Approximate cost to purchase parts, build and test prototype \$3500	
Scenario ii - new traditional style 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 luminiare costs are estimated in NZ dollars, and are excluding freight and GST.




H Downer

Anglesea St Angle Parking Concept Drawing

Drawn By Scott Shaw

Date 26/06/2014

Quote No:	CL7205.01		Estimator:	SCOTT SHAW	
Title:	ANGLESEA ST ANGLE PARKING		Contact:	DENIS MANDER	
Location:	ANGLESEA ST, ARROWTOWN		Phone:	03 450 0449	
Client:	QUEENSTOWN LAKES DISTRICT COUNCIL				
Code	Description	Qty	Unit	Rate	Cost
1.0	PHYSICAL WORKS				
1	EXCAVATE TO WASTE SHAPE DRAINAGE	193.00	M2	\$10.08	\$1,945.44
2	SUPPLY, LAY & COMPACT METAL IN EXCAVATED AREA	193.00	M2	\$14.07	\$2,715.51
3	TIMBER EDGING AROUND TREES & GRASS SEED WHERE NECESSARY	2.00	EA	\$176.32	\$352.64
4	ANGLE PARKING SIGN	1.00	EA	\$122.94	\$122.94
	Target Cost				\$5,136.53
	Management Spread				\$873.21
	Off Site Fee				\$898.89
	Total Cost				\$6,908.63

Arrowtown Carparks 2014 Schedule of Prices & Engineers Estimate

Item	Description	Units	Quantity	Rate	Total
1.00	<u>New Eastern Carpark (Adjacent to Bedford St) Option 1</u>				
1.01	Preliminary and General	LS			\$5,000.00
1.02	Strip existing surface to waste – 200mm depth	M3	200	\$17.15	\$3,430.00
1.03	Compact AP40 surface – 200mm depth	M3	200	\$83.75	\$16,750.00
1.04	Provisional AP65 to fill soft spots	M3	100	\$94.50	\$9,450.00
1.05	Timber fencing	m	90	\$110.00	\$9,900.00
1.06	Drainage Flume	LS			\$500.00
1.07	Wheel Stops	ea	70	\$70.00	\$4,900.00
1.08	Landscaping	LS			\$2,000.00
1.09	Signage	LS			\$1,000.00
				Subtotal	\$52,930.00
1.10	Contingency (15%)				\$7,939.50
1.11	PS Fees				\$5,000.00
				Total	\$65,900.00
1.20	<u>New Eastern Carpark (Adjacent to Bedford St) Option 2</u>				
1.21	Preliminary and General	LS			\$2,500.00
1.22	Strip existing surface to waste – 200mm depth	M3	50	\$17.15	\$857.50
1.23	Compact AP40 surface – 200mm depth	M3	50	\$83.75	\$4,187.50
1.24	Provisional AP65 to fill soft spots	M3	0	\$94.50	\$0.00
1.25	Timber fencing	m	90	\$110.00	\$9,900.00
1.26	Drainage Flume	LS			\$500.00
1.27	Wheel Stops	ea	70	\$70.00	\$4,900.00
1.28	Landscaping	LS			\$2,000.00
1.29	Signage	LS			\$1,000.00
				Subtotal	\$25,845.00
1.30	Contingency (10%)				\$2,584.50
1.31	PS Fees				\$5,000.00
				Total	\$33,500.00

Item	Description	Units	Quantity	Rate	Total
2.00	<u>New Lower Level Carpark</u>				
2.01	Preliminary and General (Incl tree removal)	LS			\$20,000.00
2.02	Strip existing surface to waste – 200mm depth	M3	300	\$17.15	\$5,145.00
2.03	Compact AP40 surface – 200mm depth	M3	300	\$83.75	\$25,125.00
2.04	Provisional AP65 to fill soft spots/tree stump holes	M3	300	\$94.50	\$28,350.00
2.05	Construct Ramp(including guardrail)	LS			\$85,000.00
2.06	Timber fencing	m	400	\$110.00	\$44,000.00
2.07	Wheel Stops	ea	100	\$70.00	\$7,000.00
2.08	Landscaping	LS			\$5,000.00
2.09	Steps to access upper levels	ea	2	\$5,000.00	\$10,000.00
2.10	Drainage Outlet Upgrades	LS			\$5,000.00
2.11	Signage/Lighting	LS			\$10,000.00
				<u>Subtotal</u>	\$244,620.00
2.12	Contingency (30%)				\$73,386.00
2.13	PS Fees				\$10,000.00
				<u>Total</u>	\$328,100.00
3.00	<u>Existing Western Carpark Upgrade</u>				
3.01	Preliminary and General	LS			\$1,000.00
3.02	Top up existing surface (ice/grit material)	LS			\$2,500.00
3.03	Timber fencing	m	60	\$110.00	\$6,600.00
3.04	Wheel Stops	ea	70	\$70.00	\$4,900.00
3.05	Landscaping	LS			\$2,000.00
3.06	Signage	LS			\$2,000.00
				<u>Subtotal</u>	\$19,000.00
3.07	Contingency (30%)				\$5,700.00
3.08	PS Fees				\$5,000.00
				<u>Total</u>	\$29,700.00
Total Project Cost					\$423,700.00

Arrowtown Parking – Notes of meeting held at Arrowtown Museum on 19 June 2014

Present: Denis Mander, Anthony Hall, Lex Perkins (QLDC); David Clarke, Sue Patterson (Arrowtown Business Promotion Association)

The meeting had been called by Sue to take up on matters previously raised by the Association through submissions to Council annual/Long-Term plans (See attached)

The Association is responding to members' observations that pressure on available parking has been growing, with the past summer being at its highest/worst level. This is leading to people parking spilling over into residential areas, on grass, or visitors not finding a park and leaving Arrowtown without staying.

The Assn is asking that steps be taken to

- Improve the legibility of Arrowtown for visitors through improved signage
- Provide and campervan parking and publicise its availability (through signage, brochures, etc.)
- Increase the amount of parking available through
 - Introduction of angle parking on Anglesea Street. (location 1 in aerial below).
 - Conversion of grassed area adjacent to the Hansen carpark (accessed from Hansen Carpark and/or Merioneth Street) (location 2). This area was apparently bought by the borough council in the 1970s specifically for parking.
 - Reviewing the layout of the lower carpark accessed from Ramshaw Lane (the Lower Ramshaw Carpark) to increase its capacity (location 3)
 - Reviewing the layout of the area to the west of the Lower Ramshaw Carpark to provide additional carparking (location 4)
 - Construction of a new carpark to the east of the skate-park, to be accessed from Hansen Carpark (Wiltshire Street end or Merioneth Street end) (location 5).

I have undertaken to look into obtaining broad costs for each of the "actions". I would be looking to come back to the association within 2-3 weeks. It is understood that unless the costs are relatively minor, and can be fitted into existing programmes then bids will need to be made through next year's Long Term Plan process.



Denis Mander

Transport Policy and Stakeholder Manager



29 July 2014

Queenstown Lakes District Council
Private Bag 50072
QUEENSTOWN 9348

Attention: Denis Mander

Dear Denis

Arrowtown Car parking

Below is the report for this site. At the new eastern car park we have shown two options as there is a significant cost difference albeit at a higher level of risk. The estimates are attached for your reference.

New Eastern Car park – Option One

Both options include timber fencing, wheel stops, minor landscaping and a flume to discharge water down the face of the existing bank.

This option is a general car park construction consisting of 200mm of stripping and replacement of topsoil with compacted aggregate and a 50mm running coarse to reduce maintenance activities. There are still risks associated with this option that we may strike soft spots throughout the site and an allowance has been made in the estimate for this.

Timber fencing to match the existing has been allowed for along the top of the existing bank. This also provides some protection for pedestrian users of the car park although it must be stressed this doesn't comply with the building code. The car park will be shaped to direct water to a new drainage flume down the face of the existing bank.

Concrete wheel stops have been allowed for at present, however these may be changed for a timber product (1/2 round) to tie in with the rural aspect of the area if required.

ROC is approximately \$65,900 ex GST.

New Eastern Car park – Option Two

The second option is a higher risk option where the car park stripping and surfacing is minimal and topped up over a number of years through regular maintenance. Downers have indicated they could use the ice/grit material in this location for free; however there would be a minimal cost for placing, shaping and compaction.

There are obviously higher maintenance costs with this option, with settling, potholing etc. that will occur, however due to the substantial cost saving it may be worth investigating further. With regular maintenance these failures can be minimised but it will always be an ongoing maintenance issue. The maintenance should start to reduce after a few years if the existing ground conditions are favourable to take traffic loads.

ROC is approximately \$ 33,500 ex GST.

New Lower Level Car Park

The easiest point of access to this car park would be from the eastern end, where the embankment is at its lowest and thus reduce construction costs of the associated ramp. The 1:10 grade ramp for vehicle access has lograil side protection and is approximately 6m wide. Three sets of steps similar to the existing steps at the western car park have been allowed for to link the lower level to the upper levels.

The existing drainage outlets in the bank are in need of an upgrade once this area is developed and an allowance has been made for this. The drainage in this area will also need to be looked at in greater detail as the area has no natural drainage paths and these will need to be constructed as part of the works.

Fencing, landscaping and wheel stops have been included, similar to the above.

The existing trees can be removed as part of the contract either as firewood or chipped and the stumps removed. We envisage the tree removal could be done completely by excavator if just being chipped to reduce costs and a firewood merchant may remove the wood for minimal cost. Where the stumps are removed significant holes will need to be backfilled with a suitable material. Flag lighting and signage has been allowed for although further investigation will be necessary regarding the layout and supply.

You could consider two pavement options for this area similar to the new eastern car park; however in this lower car park we believe the risks to be greater due to the chance of striking soft silt materials that are common in the area. We have allowed an item in the estimate for the replacement of the soft silts; however ground investigations will be required in the next phase to quantify this amount more accurately.

ROC is approximately \$328,100 ex GST

Existing Western Car Park Upgrade

We have looked at the layout of the car park using a simple mapping programme and we believe we can make some improvements to the current haphazard layout and parking that occurs. We estimate 70 formal parks could be laid out using wheel stops and improved signage. This layout needs to take account for a campervan parking in any spot as these vehicles take up significantly more space than a normal car and as the car park is unsealed, creating a separate area for them becomes a lot harder to undertake and police. We have estimated that taking these dimensions into account you will still be able to accommodate approximately 70 parks in this area.

We have allowed for the main trees in the central 'island' to be retained and a fence to surround them to stop four wheel drive vehicles parking under them, which is occurring now. This central area can be improved slightly with some under-planting around the base of the trees. This fencing would also negate the need to move the existing light pole in this area.

Signage can be installed in key locations to provide direction and guidance to drivers on where to park and also where not to park e.g. in front of access to other parking area. We also suggest the existing car park potholes etc. are tidied up as part of these works and an allowance has been made in the estimate for this.

ROC is approximately \$29,700 ex GST.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'AQ', with a stylized flourish at the end.

Andrew Quigley
Group Manager Transportation
MWH New Zealand Limited

Encl.: Arrowtown Car parking Estimates

other regular users of the lake however they do sometimes occupy prime picnicking spaces or when unused become unsightly. Introducing a simple annual permitting system on a first come, first served basis would restrict the total numbers to current levels and also ensure that boats and trailers do not get abandoned on the reserve. Such a system will only be introduced if boat storage becomes an issue needing further management.

Implementation

Designate an area for camping at the north end of Lake Hayes (Lot3 DP 15096) and in the area between the rowing club access road and the intersection of the State Highway and Arrowtown-Lake Hayes Road (Section 49 & 50 Block IX). Monitor and enforce compliance.

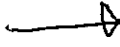
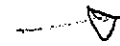
Manage vegetation as resources permit.

Investigate the extension of the existing Lake Hayes Track to avoid the on-road section at the northern end of Lake Hayes.

Consider requests for development of the reserves and for community or commercial use of the reserves in accordance with the above policies.

Ensure park maintenance operations minimise contamination of Lake Hayes.

Policy 18 Butler's Green and Arrow River Reserve

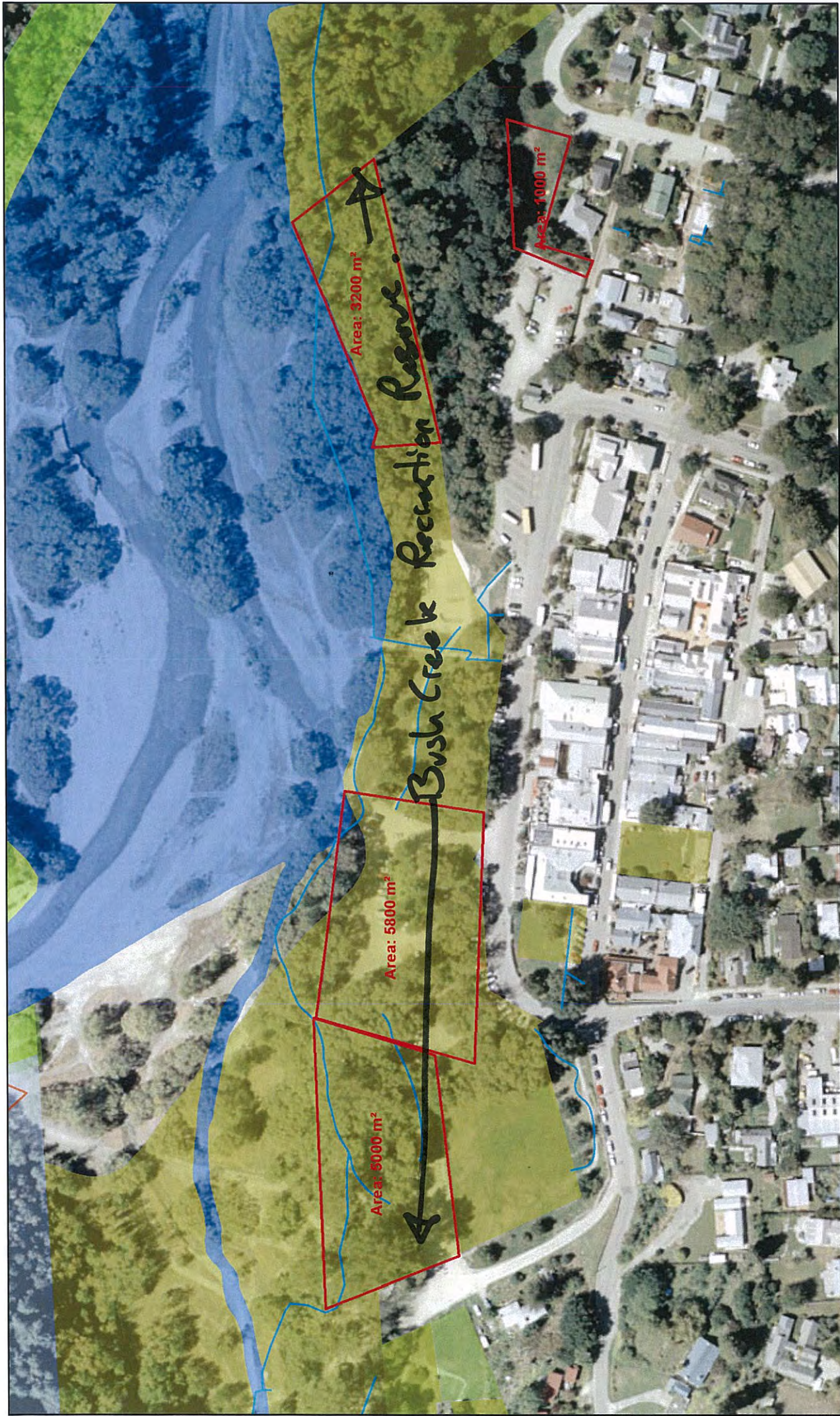
- 18.1 Prohibit the use of motorbikes and vehicles within the reserve, other than on the formed track that provides access across the reserve from Buckingham Street to Macetown and in accordance with policy 18.3.
-  18.2 Restrict parking to the existing formed areas, unless provided for in policy 18.3.
-  18.3 Permit parking on the grass flat between Bush Creek and the skate park when required for special events and at peak times of the year.
- 18.4 Permit the temporary use of the Old Police Building at Butler's Green for suitable community and or/event uses.
- 18.5 Permit the construction of a natural outdoor ice rink up to 1000m² in the vicinity of Bush Creek subject to any site buildings being present only during the operation of the rink.

Explanation

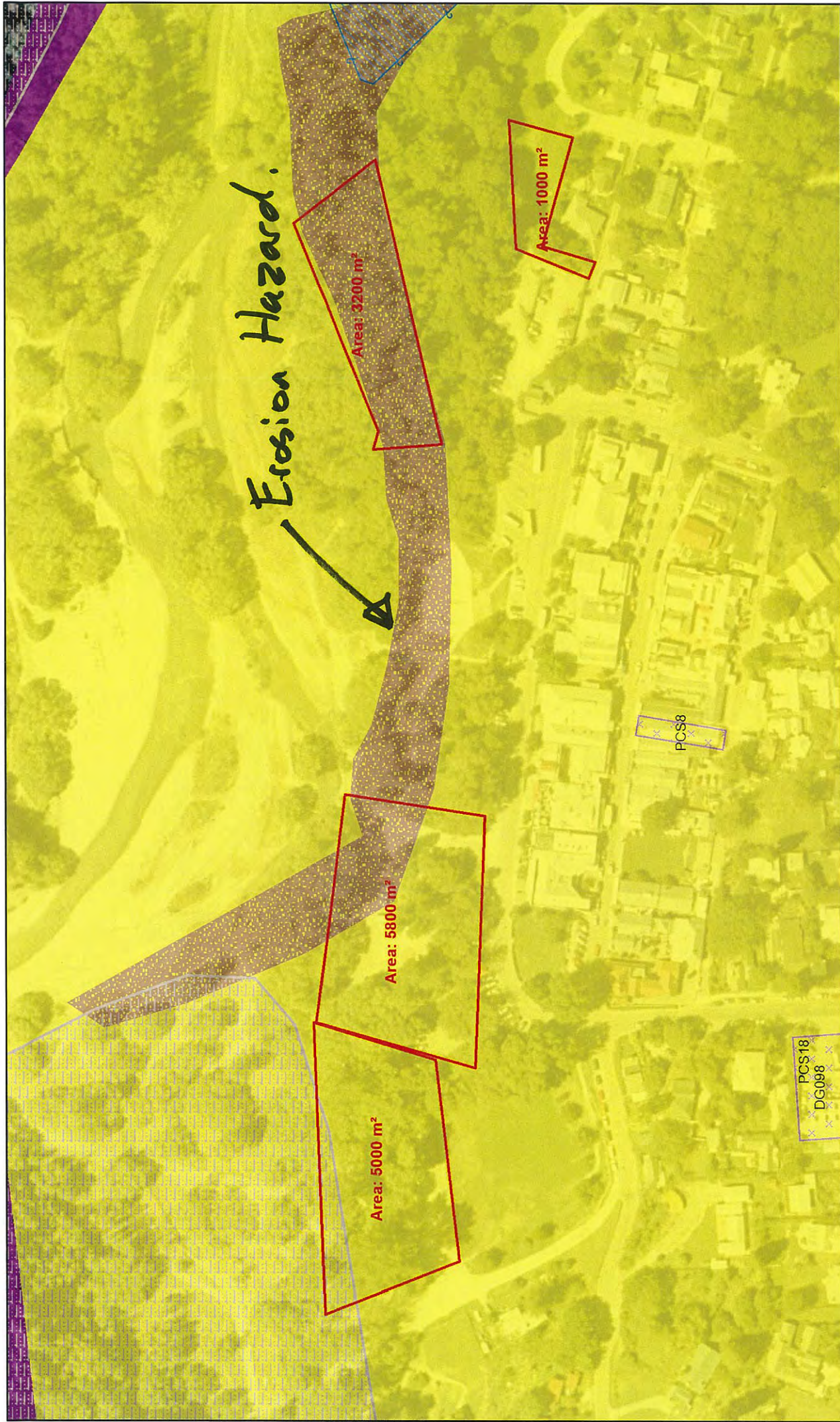
The riding of trail bikes and 4WD has been a popular pastime in Bush Creek and the Arrow River. The high level of public use of the reserves, the noise from trail bikes and the damage caused by 4WD vehicles means that these uses are no longer compatible with the nature of the reserve.



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Arrowtown Promotion & Business Assn. Inc

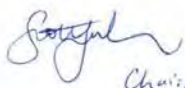
Income and Expenditure Statement For the year to 30 June 2014

	2014	2013
Income		
QLDC Business Grant	\$114,980.00	\$113,281
BNZ Interest	\$565.00	\$515
Web Site Listings	(\$197.00)	\$1,043
LDM- Brochure Contribution	(\$303.00)	\$2,166
Calender Sales	\$6,489.00	\$8,981
Visitor Guide Donations	\$929.00	\$0
Total Income	\$122,408.00	\$125,987
Expenses		
Radio/TV Advertising		
Tourism Radio	\$0.00	\$5,000
Mountain Bike Video Grant	\$0.00	\$1,000
Livetouch Screens	\$610.00	\$0
Arrowtown Promo Video	\$2,065.00	\$0
Print Advertising		
AA Accomadation Guide	\$0.00	\$4,815
AA Regional Visitor Guide	\$1,822.00	\$1,928
Jasons Whats On Guide	\$6,700.00	\$6,700
QT Magazine	\$5,600.00	\$5,800
Whyte Waters	\$4,200.00	\$4,400
Advertising Production Costs	\$2,796.00	\$1,239
Occassional Advertising	\$139.00	\$0
Go Travel Magazine	\$875.00	\$0
Legal Fees	\$548.00	\$0
Print Material		
Arrowtown Brochure	\$8,681.00	\$3,259
Walking Trails Map	\$0.00	\$2,890
Arrowtown Calender	\$2,384.00	\$3,884
Distribution		
Central Otago District Council	\$0.00	\$334
Greymouth i-SITE	\$150.00	\$150
Hokitika i-SITE	(\$26.00)	\$188
Wanaka i-SITE	\$170.00	\$170
Jasons-Print Distribution	\$3,701.00	\$1,995
Queenstown Visitor Centre	\$0.00	\$288
Print Distribution	\$1,438.00	\$0
Print Warehousing	\$937.00	\$0
Web Site		
Maintenance/Hosting/Domain Reg	\$0.00	\$585
Web Site Design	\$1,740.00	\$5,720
Website Operation Expense	\$652.00	\$0
Campaigns/Promotions/Events		
Winter Marketing	\$467.00	\$2,688
Motutapu Miners Trail	\$8,102.00	\$7,805
Arrowtown Autumn Festival	\$2,501.00	\$2,500
Queenstown JazzFest	\$1,500.00	\$1,500
AT Profile Advertising	\$0.00	\$958

Arrowtown Promotion & Business Assn Inc		
Balance Sheet		
As at 30 June 2014		
	2014	2013
Assets		
BNZ Cheque Account	\$48,872	\$53,537
BNZ Savings Account	\$30,121	\$29,670
Accounts Receivable	\$3,772	\$3,250
Office Equipment	\$1,089	\$1,089
Computer & Software	\$2,150	\$2,382
Withholding Tax Paid	\$1,781	\$1,781
GST Account	\$3,986	\$5,102
Total Assets	\$91,772	\$96,811
Liabilities		
Accounts Payable	\$31,557	\$36,021
Millenium Grant	\$562	\$562
CBD Lighting Grant	\$10,000	\$10,000
Total Liabilities	\$42,119	\$46,583
Net Assets	\$49,653	\$50,229
Equity		
Retained Earnings	\$50,229	\$39,320
Current Earnings	\$576	\$10,909
Total Equity	\$49,653	\$50,229

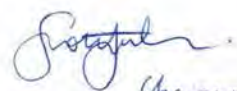
I certify that this financial statement has been submitted to and approved by the members at a general meeting on 14 August, 2014.


Treasurer
20/8/14


Chairman
20/8/14

Cardrons Signage	\$1,588.00	\$1,361
Le Clef D'Or Evant	\$0.00	\$0.00
TRENZ	\$7,465.00	\$2,423
NZ Golf Open	\$4,099.00	\$0
Arrowtown Spring Festival	\$87.00	\$0
Chinese New Year	\$233.00	\$0
Image Library		
Images	\$246.00	\$0
Media Packs	\$0.00	\$568
Product Development		
Brand Development	\$8,060.00	\$9,374
Media Famils	\$208.00	\$136
Frontliner Famils	\$1,803.00	\$36
Brand Launch	\$2,000.00	\$0
Administration		
Charities Commission	\$44.00	\$0
Postage	\$9.00	\$26
General Office Expenses	\$1,778.00	\$1,475
Bank Fees	\$128.00	\$133
AGM/Meeting Expenses	\$436.00	\$118
Secretarial Fees	\$29,123.00	\$29,652
Travel Expenses	\$2,083.00	\$1,548
Telephone & Mobile	\$628.00	\$532
Printing & Stationery	\$2,252.00	\$1,804
Subscriptions	\$665.00	\$805
Newsletter	\$0.00	\$96
Asset Write Down	\$2,382.00	\$0
Total Expenses	\$122,984.00	\$115,078
Net Profit/(Loss)	(\$575.00)	\$10,909

20/8/14 
Treasurer


Chairman
20/8/14