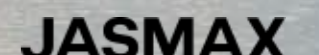
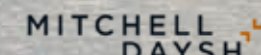
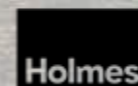
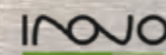


Project Manawa : Queenstown Community Heart

Site Development Report - Summary Document



Mihi

E topa rā taku manu i ruka i Kā Tiritiri o te Moana.

Tērā a Aoraki whakamarumarū e tāwharautia ana ōna uri whakaheke.

Ka titiro whakaiho ki Kā Puna Karikari o Rākaihautū, ki kā awa matatiki e rere ana mai i kā mauka ki kā takutai moana o Te Waipounamu.

Ka rere tou rā ki Whakatipu-wai-Māori e kanapanapa mai ana, te puna waiora o Hākitekura tae noa mai ki ōna uri, ki kā hapū e karapotia ana i te whenua taurikura nei.

Ka tau mai ki Tahuna, te pā o Tūwiriroa, tū mai rā, tū mai rā.

Kai te taki mōteatea tou rā ki a koutou kua wheturakitia, koutou kua whatukarokaro atu rā, kua karakahia ki te whare o Pōhutukawa. Nau mai, haere ki te rua o Matariki.








Haere, haere, haere atu rā. Āpiti hono, tātai hono, te huka mate ki te huka mate.

Āpiti hono, tātai hono, ka huri anō ki a tātou kā urupā o rātou mā, tēnā tātou katoa.

Kai te mihi atu ki a koutou, rau raketira mā, kā mauka whakahī o te motu, ka tini awa i te nuku o te whenua, tēnā koutou katoa.

Revision History

Consultant Team

						
Project Management	Architecture/Urban Design	Services and Fire	Town Planning	Quantity Surveyor	Civil and Structures	Programming

Document Issue Record

Revision	Date	Issue Status
1.0	May 2020	Draft for Internal Review
2.0	June 2020	Draft for QLDC/NTP Review
3.0	July 2020	QLDC/NTP Comments incorporated
4.0	August 2020	Revised Site Development Programme included
5.0	September 2020	Foundation Document Issue
6.0	May 2023	Summary Document Issue

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1. Overview

The site development plan has been developed in response to the Partnering Agreement between QLDC and NTP. This will in turn inform the Joint Venture agreements and development agreements for the development of the site.

1.1 Introduction

In June 2019 Queenstown Lakes District Council (QLDC) executed a partnering agreement (PA) with Ngāi Tahu Property Limited (NTP) and Queenstown Lakes District (QLDC) for development of the Stanley Street Site (the Site). The parties are committed (under the PA) to work together to develop foundation documents which will define development on the site.

These consist of:

- A programme which meets the needs of QLDC and NTP
- A site development plan which provides sufficient detail to articulate the approach to each development on the site and the project as a whole.
- A feasibility model which develops sufficient detail to understand the costs, expenses and returns to each party in undertaking the development of all or part of the Site.

The briefing documents informing the Site Development phase are as follows:

- Queenstown Civic Heart Design Brief, 13th December 2018 Revision 01
- QLDC Project Manawa Design Brief, November 2019 Revision 1

A preferred Site Development option was selected through a working group and multi-criteria assessment consisting of representatives from QLDC, NTP and the design team.

This report is a summary update from the September 2020 document issue and does not contain the full appendix or detail contained within the Foundation Document issued in September 2020.

1.2 Site Development Plan

The Site Development phase has undertaken an integrated development approach considering wider town centre projects and objectives.

The Site Development Plan is a high level reference masterplan that has considered the site opportunities and constraints, consultant desktop investigations and tested the initial briefed programme of activities and aspirations provided by the QLDC-NTP Brief.

The site development plan has identified the preferred arrangement and location on site of the key assets through development of options and key criteria for assessment of those options.

Outputs through this phase included:

- The outline brief and schedule of accommodation requirements.
- The project vision.
- Planning constraints and consenting pathways.
- Site constraints and opportunities.
- Site Development Plan outlining arrangement of assets.
- Project phasing.
- Project Programme.
- Discipline Technical reports.
- The project estimated costs.

This report documents and records the process undertaken and outlines the preferred site development plan, its key components and principles. It is not a comprehensive record of all work and ideas that have been undertaken but a summary of the key decisions, agreed principles and outcomes through this design phase.

1.3 Stakeholders

A number of stakeholders and internal advisory groups have been consulted and/or provided input to the site development phase to understand project interrelationships, co-ordination and establish initial high level principles, briefing and direction for this early phase.

Notwithstanding this it is acknowledged that broader stakeholder engagement, Mana Whenua engagement and public consultation will follow on completion of the Foundation Documents and establishment of the JV Partnership and the next phases of briefing and design are developed for the project.

Inputs and engagement through this phase.

- Transport Strategy, Town Master Plan Business Case
- NZTA - Wakatipu Way to Go
- QLDC Office Migration Group - Project Connect Brief
- QLDC ELT Presentation updates
- QLDC PCG
- QLDC/NTP PCG and Steering group meetings

This Report, the establishment of Design Principles, outline brief and the Site Development Plan will enable further engagement and consultation to progress into the next phases of delivery.

1.4 Assumptions

The information within this Site Development Plan is viewed by QLDC as indicative only and is for the purposes of developing a plan of the overall site. Further development of QLDC Requirements will need to include as a minimum sustainable design principles, whole of life costs, typologies, and building services and these will need to be addressed post conclusion of the Foundation Documents. All building plans, sections elevations and imagery for the assets described within the site are indicative and subject to change.

2. Executive Summary

2.1 The Site Development Plan

The Site Development Options have been evaluated (under the Partnering Agreement between NTP and QLDC) through a long list and short list evaluation process and a preferred option recommended for approval. This development plan includes the QLDC Civic Administration Building (CAB), a Performing Arts Centre, Gallery, Community spaces, Library, Parking, Civic Plaza and a range of development opportunities.

The development plan has been informed by the Project Principles as well as responding to the key moves defined in the 2018 Town Centre Masterplan. Fundamental to this is the formation of a new Civic Plaza at the northern end of the Town Centre Lake axis along Ballarat. This proposed new Civic and Community Plaza offers the opportunity for a range of formal and informal activities and events, across a range of terraces while providing key access and movement into the primary Civic, Council and Community assets.

The future Library is seen as a primary anchor to the precinct, holding an elevated and visible position within the Civic Plaza, the opportunity to be visible from both north and south aspects of the precinct and with elevated views out to the Lake.

The CAB and Community Gallery and PAC buildings are situated either side of the entrance to the Civic Plaza and address Stanley Street directly.

The Commercial development opportunities align with the proposed Town Centre Mixed use plan and offer a range of opportunities for mixed use activities supportive of the overall precinct and complimentary to existing Town Centre business, hospitality and retail uses.

The public realm network is prioritised as a quality pedestrian focussed network of streets, lanes, atria and public spaces that connect the precinct to the Town Centre as well as people within the precinct itself. A range of opportunities has been explored to embed universal access principles within a challenging topography that may be realised over the development timeline.

The Site Development Phase has established a foundation for the viability, identity and opportunity that Manawa will bring to the Cultural, Civic and Community Heart of Queenstown.

2.2 The Site Assets

The Project Manawa Site Development Plan has undertaken a high level bulk and location design response for each of the buildings identified by the brief to test suitability of its location within the site boundaries as well as provide bench marking design for structural, services, cost and programming to be considered.

It is noted that these are not concept designs but have been undertaken to assess any particular barriers present in the desired areas provided in the brief with respect to preferred adjacencies, servicing, access, entrance locations for example. They further enabled an understanding of opportunities and constraints present in their relationship to public realm, site orientation, neighbourhood context when considering particular functions and activities.

2.3 Planning

An early planning review of the proposed site development plan has been undertaken advising on matters relevant within the Town Centre District Plan, consenting risks and consenting pathways.

The proposed site development has been developed on the basis of benchmarking against the 14m height and complying with the 7m restriction. The required programme, area, bulk and functionality of buildings such as the PAC require the additional height provided by the 14m to achieve flexibility in future performance space typologies (possible fly-towers). The 14m contributes to better Commercial optimisation and flexibility of these assets as it allows for three floors with sufficient adaptability, good retail floor heights at Ground Floor and sufficient roof zone curtilage.

Matters for discretion for the additional height generally relate to the intended use, quality of design, offset provision for public space. A resource consent is required for the development plan assets.

There are existing designations across the development site which allow for certain permitted activities and more streamlined consenting pathways however the current designations do not necessarily fully align with the proposed assets and use.

2.4 Adjoining Transport Projects

The proposed new Melbourne Street to Henry Street Arterial bypass and the future Public Transport Hub on Stanley Street are two key strategic projects interfacing with Project Manawa. A series of co-ordination and interface workshops was undertaken to understand constraints and opportunities and key interfaces to both projects during the Detailed business case phase of the transport work in 2019.

Of particular interest for Manawa was an understanding of the following:

- Flexibility and availability of access into Project Manawa from adjoining streets for servicing, deliveries, parking access, accessible parking, building maintenance to support the proposed assets.
- Any limitations on vehicle type, frequency and access.
- Extent of arterial alignment and impact on Northern Boundary landtake.
- Extent of Bus Interchange stop locations, crossings, street interfaces, street furniture and street amenity.
- Key movement priority with the new arterial, any impact on Manawa access. Walking and cycling interfaces.

A number of key co-ordination and interface items have come through this phase of consultation to note:

- Staying aligned with developing detail and understanding of the arterial construction, alignment and interface on the northern boundary will ensure a better outcome for both projects and is crucial in optimising the footprint for Manawa to this boundary without onerous setback requirements.
- The general arrangement of intended access points, volume of movements and vehicles into and out of Manawa requires some compromise to ensure an optimised arterial and Public Transport movement corridor, but these can be managed to support a viable precinct.
- To ensure an appropriate footway width is provided to accommodate sufficient amenity for PT customers, shopfronts, furniture and through movement 2.5m of the Manawa Boundary across the full length of Stanley Street is utilised to support the Transport corridor. It is intended that Manawa retain air rights above this set back for the purposes of Commercial or Mixed Use activities allowed for under the PUDP.
- The pedestrian crossing north of the site from existing Ballarat Street across the arterial connecting to the northern Queenstown Hill neighbourhoods requires further co-ordination and resolution to ensure safety, accessibility, connectivity and movement between the two projects and access for northern residential neighbourhoods to the Town Centre.

2.5 Phasing

Both Long List and Short Listed options were evaluated against phasing criteria, using the briefed high level programme of delivery to undertake an assessment of the viability of phasing, the interdependencies with adjoining projects in particular the key transport projects being the PT Hub and the Arterial bypass, possible enabling works requirements and impacts on adjoining Town Centre and neighbourhood existing uses.

The high level briefed phasing of assets for testing of options was as indicated below noting that an over riding desire also from a site development viewpoint was to develop East of Ballarat Street as a first priority. The sites being largely cleared (gravel car parking) whilst allowing existing Community Assets to maintain use of the Western portion in existing buildings prior to decanting. It also enables time for resolution of site designations and any consenting and legal processes with respect to land holdings, Road Reserve to be worked through.

The order of asset delivery tested through this phase then was :

- CAB
- Civic Plaza and adjoining public realm
- Library
- Development opportunity 1
- Parking
- Development opportunity 2 and 3
- PAC/Gallery

It is noted that the last two Community assets could largely be further phased or implemented in either order of priority depending on funding and market demand. The preferred option and the Site Development Plan included in this report demonstrated the greatest flexibility, constructability and contained less impacts on adjoining sites when compared to the other options tested through this phase.

The programme of Community and Civic assets is ongoing as funding and market demand is reviewed and understood, the latest Revision to the Programme is included in the Appendix and is Revision 4 dated 19 August 2020.

2.6 Context of design development

The Site Development Phase has been an important step in understanding the viability and feasibility of the Site to meet the outline brief and aspirations of NTP and QLDC. It has considered the constraints and opportunities of the site itself, context and planning overlay as well as the opportunity present to realise a number of key strategic principles within the Town Centre Masterplan. It is a roadmap for the future development of Manawa but is not the final design. Further detail development is required at subsequent stages to verify, develop the detail and ensure robust outcomes for each of the assets and maintain an overriding integrated and holistic approach to the Precinct.

It is recommended that design development of the Site Development Plan, and in particular key site public realm and infrastructure is undertaken prior or in parallel with the CAB project to ensure an integrated approach to the first development is undertaken. Understanding key enabling interfaces, site development levels, enabling infrastructure, overland flow paths, building benching and extent of cut and fill are all important considerations to minimising future abortive or extensive enabling works.

It is further recommended that a Preliminary design of the Central Urban Plaza, and eastern site landscaping is developed to ensure the CAB, Library, Commercial and Parking interfaces as well as site wide infrastructure is sufficiently defined to enable the CAB to proceed with confidence.

2.7 Next Steps

There are a number of important next steps to ensure the projects success into further design development stages.

- Although an outline aspirational and functional brief has informed this early phase it is recognised that these require engagement with a range of external stakeholders and relationship partners along with the Community to ensure buy in and recognition of all voices to this important Civic and Community asset.
- The principles identified here through the NTP and QLDC briefing process and from the Town Centre Masterplan have enabled evaluation and assessment of options through this early feasibility phase. These require engagement with key stakeholders.
- Establishing an early partnering approach with Papatipu Rūnanga ensuring an integrated and holistic approach to the Site Development opportunities present across the projects Cultural and site specific responses.
- Engagement with the Queenstown Arts, Cultural and Community Groups including the Three Lakes Trust to develop the understanding, feasibility and aspiration of the PAC/Gallery/Community site to ensure alignment and viability with the assumptions and outline parameters laid out in the site development plan to date.
- Further constructability, phasing and interdependency review of updated programme considerations for key site assets.

Artists impression only subject to change



Figure 1. View of Urban Plaza across to Community buildings including Visual and Performing Arts.

Artists impression only subject to change



Figure 2. View across Urban Plaza to Performing Arts and Library

3. Project Purpose and Objectives

Project Manawa is a unique opportunity for the site to provide an “enhanced sense of identity through the provision of a central community meeting place for civic gatherings, market place, visual and performing arts and shared public workspaces, whilst providing...a central facility for the community to interact with the Council, while enhancing the Council identity and culture”

3.1 The Town Centre Masterplan

Following the 2017 Queenstown Town Centre Masterplan work undertaken by QLDC it was identified that strengthening the identity and connection to place was fundamental to the future development of Queenstown. A key move in this approach is the desire to create a new Community Heart Precinct that at the northern end of the Town’s main Civic axis from the Lake up through Ballarat Street to Stanley Street and the proposed Manawa site.

Key components of the Community Heart Precinct identified in the Town Centre Masterplan are:

- To create an iconic civic centre within Queenstown town centre.
- A centrally located urban plaza connecting to the Ballarat Civic access as a point of arrival/departure and a venue for gathering/events.
- Flexible Gallery, performance and community spaces that provide a range of visitor attractions and community functions.
- New Library.
- A new Council building accommodating customer service centre and office accommodation.
- Commercial activities to support the character and life of the precinct and contribute to the vibrancy of the Town Centre mixed use overlay.

Project Manawa is an opportunity to provide for an expanded range of community and cultural facilities that anchor the town centre as the regional focal point for culture and the arts. This can be manifest in a memorable and iconic architectural and public realm response that reinforces Queenstown’s unique alpine identity.

3.2 Project opportunity

The development of the proposed Civic and Cultural Heart precinct is an opportunity to provide Queenstown Lakes District with an enhanced sense of identity through the provision of central community meeting place for the civic gatherings, market place, visual and performing arts and shared public workspaces.

This Civic and Cultural Heart also provides an opportunity to bring the Queenstown Lakes District Council offices into a centralised facility that will enhance community identity and provide a focal point for the community to interact with the Council while enhancing the Council identity and culture.

There is also an opportunity to activate and support the Civic and Cultural Heart through the development of additional mixed use commercial activity.

In the development of a site development plan the aspirational design brief should consider the following;

- Provide an iconic building(s) to anchor the Civic and Cultural Heart precinct.
- Enhancing public and community engagement with the Civic and Cultural Heart.
- Provide a pedestrian centric development that enables and encourages social interaction and dwell time within the precinct.
- Identifying and strengthening the connections with the cultural, environmental and local historic of the Queenstown, Mana whenua and the wider Queenstown Lakes District.
- Activated spaces through the street scape, retail and hospitality and commercial interaction.
- Provide strong connections to the Queenstown business and hospitality areas and through to the Lake.
- Adaptive and responsive design that anticipates and provides for future generations and changing workplace and social behaviours and drivers.

3.3 Design Principles

A number of holistic design principles have been established to inform the future Site Development. These have been progressed through initial briefing and internal consultation by both NTP and QLDC working groups and brought together into alignment for the Site Development Phase.

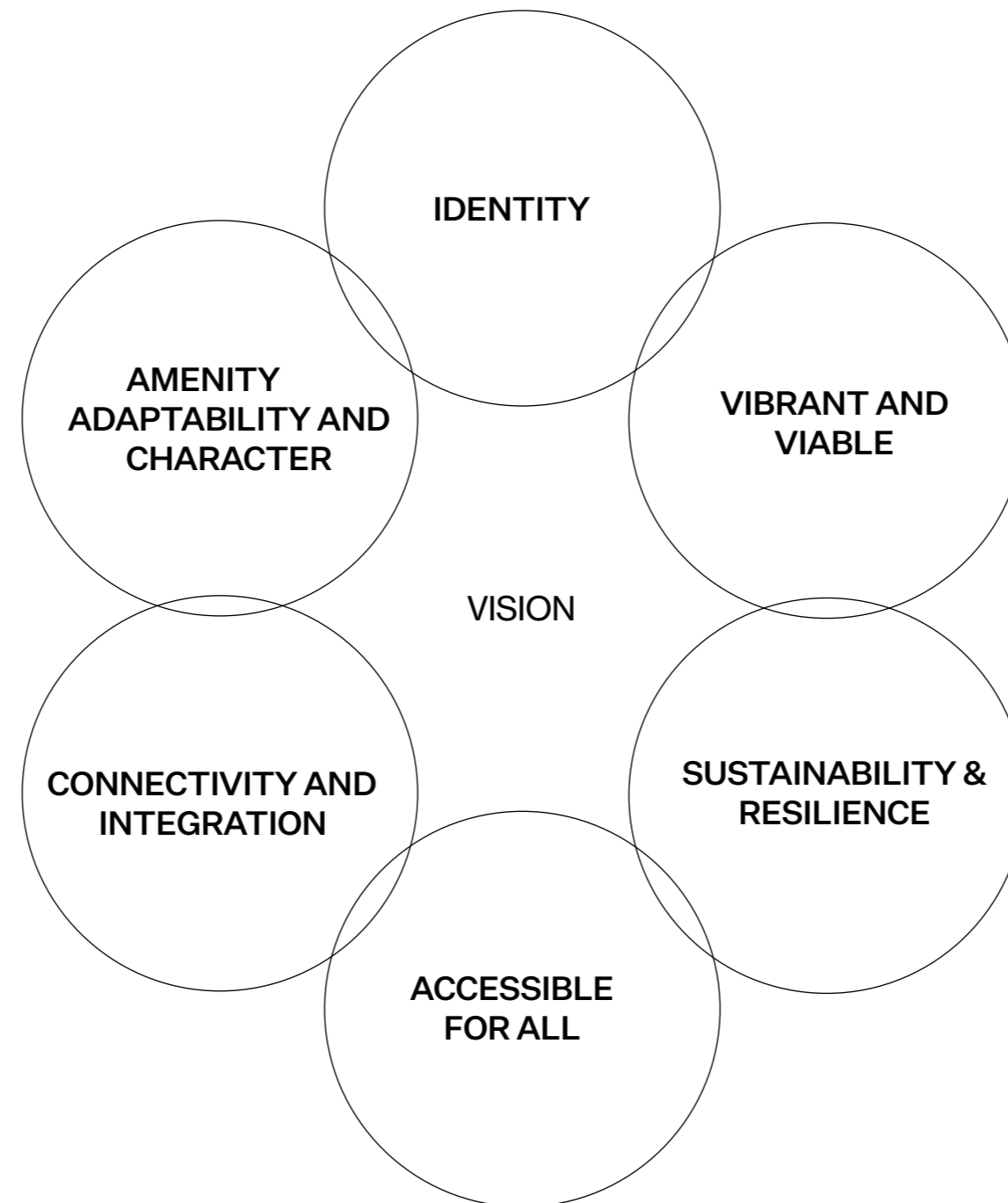
These have guided initial site development testing and options development and also informed the assessment criteria. The following diagram (refer page 13 opposite) is a summation of those principles and requires further ratification and alignment with broader stakeholders into the next phases of development.

The full description and outline of the project principles and requirements are provided in the NTP and QLDC Briefs included in the Appendix to this report.

The seven key themes derived from these Principles and contributing to the Vision and overall measure of success for the Project can be summarised as:

- Identity
- Amenity, Adaptability and Character
- Vibrant and Viable
- Connectivity and Integration
- Sustainability and Resilience
- Accessible for All

These themes are expanded on in the following section and have been used to inform the site development planning and in particular assessment and evaluation of the preferred option for the Foundation Documents. They establish a foundation for Mana Whenua, Community and Stakeholder consultation in the next phases of design.



'Hoaketanga : To act together, Ko te Mahi Tahi, and establish a thriving community heart precinct Whakatu te hapori oranga, on the Stanley Street Site in central Queenstown, Tahuna'

4. Vision and Project Principles

'Manawa Community and Civic Heart : A thriving Community meeting place in central Queenstown, Tāhuna. A precinct that connects people to Arts, Culture, Heritage, Place and to each other...'

4.1 Identity

Identify and strengthen the connections with the cultural, environmental and local History of Queenstown, Mana Whenua and the wider Queenstown Lakes District. For Project Manawa the opportunity exists to provide a unique identity distinct to Queenstown through:

- Provision of Iconic buildings and public realm to anchor the Civic and Cultural Heart.
- Enhanced Civic and Community Identity through the provision of centralised meeting place for Civic gatherings, market place, visual/performing arts and shared public work spaces.
- A new urban plaza, reinforcing and anchoring the central Civic axis through from the Lake. Visual connections to Lake.
- A rediscovery of Heritage and Cultural Identity.
- Carefully considered and curated art and cultural expression throughout the precinct through commissioned artworks, integrated building and landscape opportunities.
- Cultural identity and connection to Mana Whenua through agreed narrative, art work and landscape opportunities.

4.2 Sustainability and Resilience

The Site Development plan should establish a foundation for the following principles to be realised through the macro scale of sustainable development and the individual building assets and landscape contained within it.

In particular the focus is on the following:

- Minimise buildings and site wide energy and water requirements for the life of its operation.
- Materials selection, non-polluting, recycled, recyclable, renewable, limited embodied energy and no harm to human health.
- Whole of site performance approach.
- Minimise adverse impact on the surrounding and connected natural habitats.
- Enhance the wellbeing of people who will visit, inhabit and work within the precinct.
- Reintroduce native trees and plant species to regenerate the natural ecology where appropriate.

4.3 Connectivity and Integration

Manawa provides a unique opportunity to provide for an expanded range of Community, Civic and Cultural facilities that anchor the Town Centre. On a key anchor site book ending the Ballarat Lake axis and adjacent existing key hospitality, Commercial, Retail, Residential and Transport activities the Site Development is uniquely positioned to strengthen connections and respond positively to adjoining activities with a particular focus on:

- Providing strong connections to the Queenstown business and hospitality areas and through to the Lake.
- Activated spaces through the street scape, retail, hospitality, Civic, community and commercial interaction.
- Easy to move around, to integrate transport modes and improved pedestrian circulation that provides appropriate connection to the surrounding area and through the site.
- Considerate and sensitive neighbour to adjoining uses through all phases of the site development.
- The building precinct provides a safe, extensive, functional and attractive interface between space for pedestrians, including safe and secure access to various transport options adjoining the development.

4.4 Amenity, Adaptability and Character

The site development will provide significant additional amenity and character to the quality of life for visitors and inhabitants of Queenstown. The site development plan will provide a range of assets focussed on Community, Civic and Culture supported by a range of supporting commercial activities. The site development will support the individual identity and function of assets but recognise the sum is more than the parts with a cohesive, well considered and accessible precinct adaptable over time whilst retaining it's overall identity and place within the Town Centre. Furthermore the site development will look to:

- Contribute to a liveable, thriving and authentically NZ Town centre.
- Minimise adverse urban impacts.
- Provide a landscape that contributes to enhancing amenity and responds to landscape, heritage, conservation and environment values.
- Respond to and integrates with, the surrounding urban context, including visuals sight lines, building proportions, height and bulk.

4.5 Accessible for All

As a key strategic asset containing a range of public uses the site should be a pedestrian centric development that enables and encourages social interaction and dwell time and provides mobility and equal access across the precinct. The site is uniquely positioned to leverage its proximity to the future Public Transport Hub and should look to ensure it is well integrated with clear accessible movement and pathways between them. In addition the site development should look to the following principles:

- Be distinctly local but welcoming. A place where visitors and locals freely mix and participate in a range of activities.
- Universal access for all. Providing a range of active and passive solutions to the challenge of topography and constraints of site.
- Pedestrian centric development that enables and encourages social interaction and dwell time within the precinct.
- Encourage exploration through the site and it's amenities, prioritise as much public ground floor access and activity particularly in the Civic and Community assets and minimise privatised or privileged zones.
- Provide car parking where required and enable specific vehicle servicing movements to enable the success of the varying functions and day to day use of the assets on site.
- Safe and clear movement network employing CPTED principles through the evolving design development.

4.6 Vibrant and Viable

The site development has a unique opportunity to contribute to the vibrancy and character of the Town Centre through a diverse range of Civic, Community, Cultural and Commercial assets. The site development plan should look to encourage an holistic and cohesive approach to the arrangement of assets that recognises the opportunity for mutually supportive activities and use within the precinct.

Furthermore it should be focussed on the balance of vibrancy and viability through:

- Achieving optimum balance between cost, operations, maintenance and whole of life value.
- Full utilisation of a prime site to provide diversity in revenue streams.
- The site development plan is arranged to optimise main site wide service infrastructure provision and it's ongoing maintainability and serviceability.
- The site development plan locates buildings in a cohesive and legible manner, optimising the opportunity for each building and its intended use to best meet its required brief.
- Align with the aspirations and requirements of the Town Centre District Plan.

5. The Site Development Plan

5.1 Outline

The plan illustrates the conceptual outline and arrangement of the key programme elements of the brief for this initial feasibility stage. It responds to the spatial requirements of the schedule of accommodation and tests the assumptions of the proposed adjacencies when overlaid to the constraints of the site.

The development plan has been informed by the Project Principles as well as responding to the key moves defined in the 2018 Town Centre Masterplan. Fundamental to this is the formation of a new Civic Plaza at the northern end of the Town Centre Lake axis along Ballarat. This proposed new Civic and Community Plaza offers the opportunity for a range of formal and informal activities and events, across a range of terraces while providing key access and movement into the primary Civic, Council and Community assets.

The future Library is seen as a primary anchor to the precinct, holding an elevated and visible position within the Civic Plaza, the opportunity to be visible from both north and south aspects of the precinct and with elevated views out to the Lake.

The CAB and Community Gallery and PAC buildings are located adjacent the entrance to the Civic Plaza and address Stanley Street directly.

The Commercial assets align with the proposed Town Centre Mixed use plan and offer a range of opportunities for mixed use activities supportive of the overall precinct and complimentary to existing Town Centre business, hospitality and retail uses.

The public realm network is prioritised as a quality pedestrian focussed network of streets, lanes, atria and public spaces that connect the precinct to the Town Centre as well as people within the precinct itself. A range of opportunities has been explored to embed universal access principles within a challenging topography that may be realised over the development timeline.

The Site Development Phase has established a foundation for the viability and unique identity and opportunity that Manawa will bring to the Cultural, Civic and Community Heart of Queenstown.

5.2 Assumptions

At the outset a number of key assumptions were acknowledged informing the site development optimisation.

- Site optimisation will be achieved with efficient integration of activities, however inefficiencies may be driven by potential constraints on commercial development within the “community core”.
- CAB is located on separate title, it is assumed that this can be a new or amalgamated title.
- Phasing to start with funded activities, located on the east of Ballarat first and then moving west later.
- The Henry /Melbourne arterial interfaces requires consideration of both short (from Stanley) and long term (from Henry) site access options dependant on timing and phasing of each project and interface boundaries.
- Bus hub will be on Stanley Street.
- Additional access option through No. 8 Henry Street has been explored as an option.
- For completeness the full site is being investigated within the opportunities presented by the PDP (Including MOE Site). Visual massing and planning is for understanding the interdependencies, constraints and opportunities for the whole precinct.
- All assets make use of the PDP 12-14m height limit to achieve optimisation of function, programme and commercial feasibility.
- The building assets fronting Stanley Street are set back 2.5m to provide optimisation of the footpath for the future PT interchange and width for movement, furniture and bus embarking and disembarking. It is assumed this set back occurs at ground floor only and air rights for future development on the Manawa site are maintained with Manawa.

5.3 Key

The following key and corresponding plan outlines the general arrangement of proposed buildings, landscape and public realm opportunities and possible access, entries and service areas related to those building functions.

1	Lower Civic Terrace	16	Shared space entrance
2	Terraces	17	Possible CAB secure entrance
3	Mid Terrace Urban Plaza	18	Service yard
4	Library Terraces	19	Active frontage access
5	Henry Street access	20	Vehicle entrance
6	CAB Civic entrance	21	Entrance Visual Arts Centre
7	PAC/Community entrance	22	Shared PAC /VAC entry atrium
8	Possible upper PAC entrance	23	Shared space VAC Service
9	Library northern entrance	24	PAC service
10	Library mid terrace entry	25	Active frontage
11	Mid terrace laneway	26	Courtyard
12	Mid terrace CAB entrance	27	Service yard
13	Carpark	28	Shared space entrance
14	Library service	29	Potential entry/exit
15	Accessible parking	30	Potential crossing Bus Hub

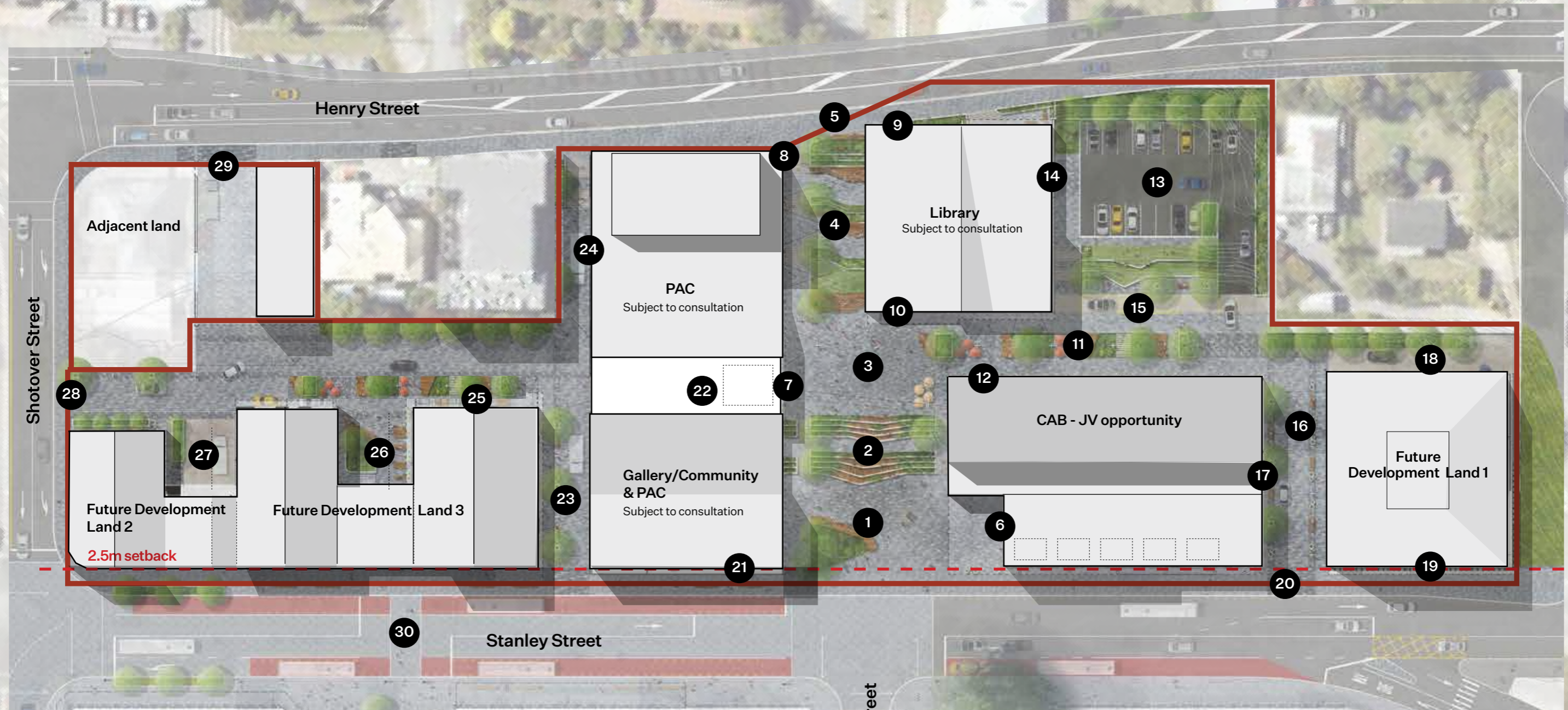


Figure 3. Proposed Site Development Plan



Project Sequencing

5.4 Project sequencing

A high level programme of phasing was undertaken during the Site Development Phase to understand key interfaces, constructability, interdependancies and constraints for the site and key assets. This was used as a measure in assessment of the Options review. Notwithstanding this there is a desire to maintain a measure of flexibility in the delivery of assets depending on funding and demand. Futher design development should seek buildability and constructability inputs to any iterations of phasing as they are refined.

The existing eastern sites being largely cleared (gravel car parking) provide good opportunities for early development and lay down areas. The arrangement of key public realm and plaza space within the existing road reserve could enable a phased approach to the Plaza assisting in consenting, constructability and access over the development lifetime.

Establishment of the CAB largely within the boundary adjacent Ballarat Street may enable retention of Ballarat Street for a longer period if desired to allow time for the legal process of the road reserve designation to be undertaken. Careful consideration of the extent of public realm interfaces, enabling works and future phases is important to reduce abortive work in future phasing.

It was recommended that the public realm design is progressed in parallel with the CAB design to a level of design detail that will consider, explore and resolve those issues. In turn this will ensure that each phase establishes an identity and sense of completeness for each phase on the journey and as much as possible limits the sense of temporary works perceived on site.

Early establishment of the CAB provides an opportunity to anchor the entrance to the precinct and importantly due to its function could deliver activation through a critical mass of daytime workers.

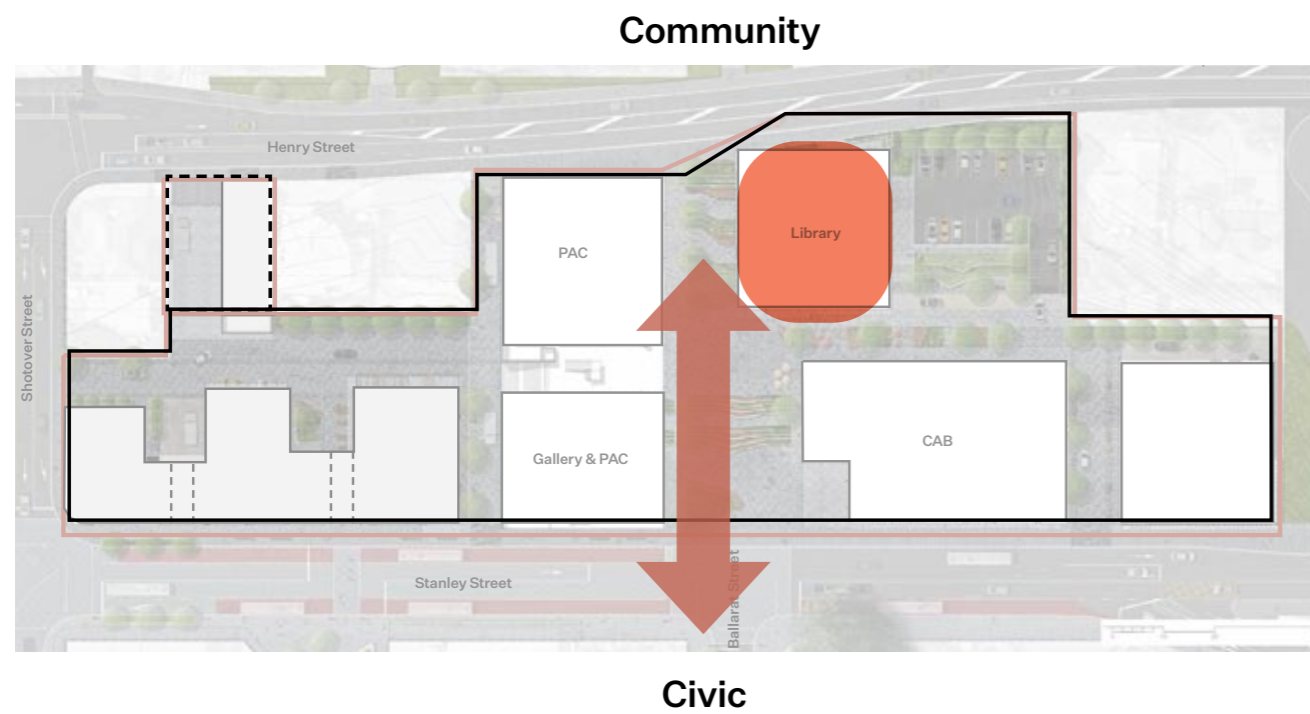


5.5 Project Sequencing Plan

- ① CAB
- ② PAC & Plaza
- ③ Future Development Land 1
- ④ Gallery (Subject to funding)
- ⑤ Library (Subject to funding)
- ⑤ TBC Future development Land 2 & 3

Key moves

5.6 Reinforcing the Town Centre to Lake Axis

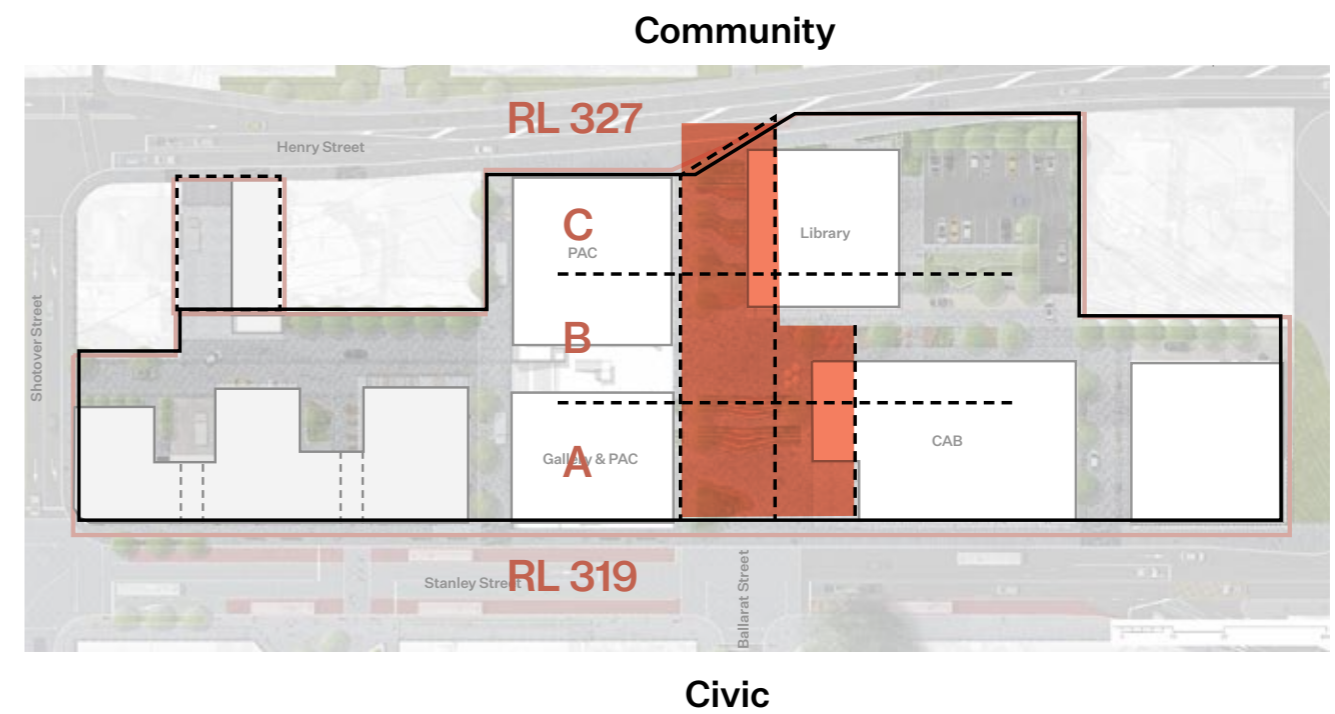


1. The Civic Axis - Reinforcing the Town Centre Lake axis with a new Urban Plaza

A fundamental move of the Queenstown 2018 Masterplan was the reinforcement of the north south Civic axis that extends from the Lake through Ballarat Street. The provision of key community, cultural and civic assets at the northern end of this axis on the edge of the Town Centre provides a new anchor and establishes foundation for the Cultural/Community Heart precinct.

Central to this is the provision of a new intimate Urban Plaza with strong visual connection back to the Lake. A destination that as part of an evolving network of spaces from the Lakefront through to the Town Centre provides a range of opportunities for informal and formal programme of activities and interactions to be enabled.

5.7 A new Urban Plaza

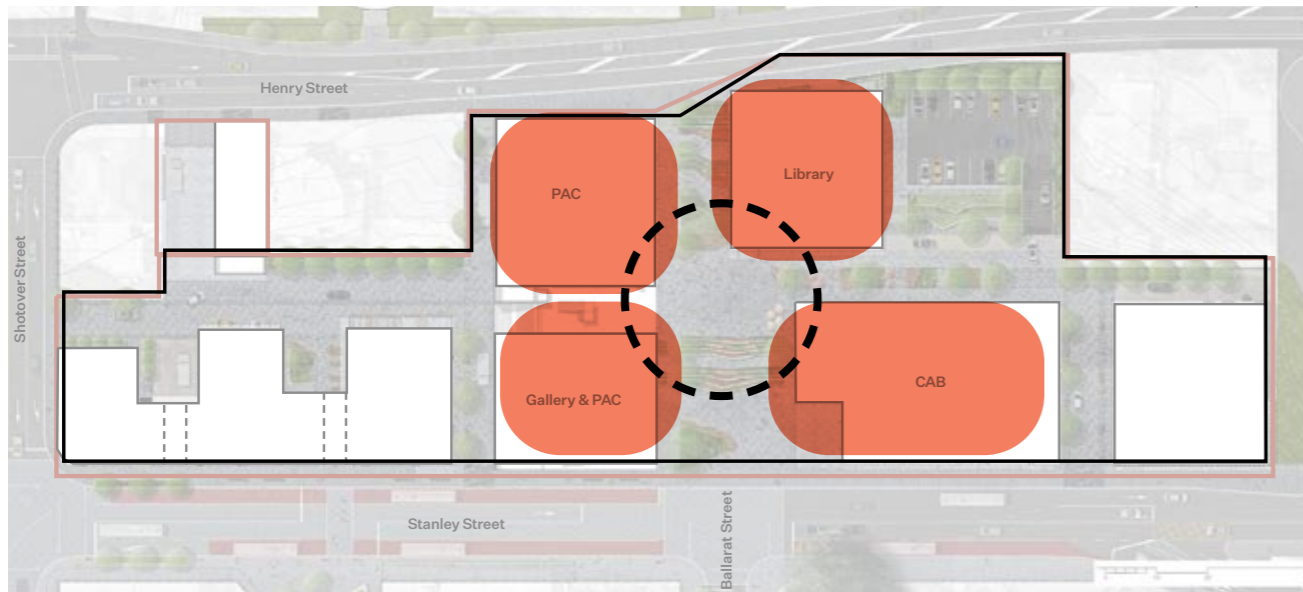


2. A new intimate Urban Plaza - Responding to scale and to topography

The new proposed Urban Plaza can provide additional open space within the network of spaces within the Town Centre centred around the Cultural, Civic and Community assets proposed on the site. The Plaza should offer flexibility and adaptability in accommodating a range of formal and informal activities and enhance community engagement.

The topography provides both a challenge and an opportunity, to manage the access and movement into, across and along the precinct as well as offering the chance for a range of distinct terraces and zones within overall public realm. There are 3 distinct terrace opportunities that can be sized and scaled appropriately as the detailed briefing of the public realm is understood and the functions are defined. Terraces each exploring relationship to their Civic and Community fronts, the building functions and the relationship to sun and views both to Lake and to the surrounding landscape.

5.8 Civic, Community and Cultural cluster



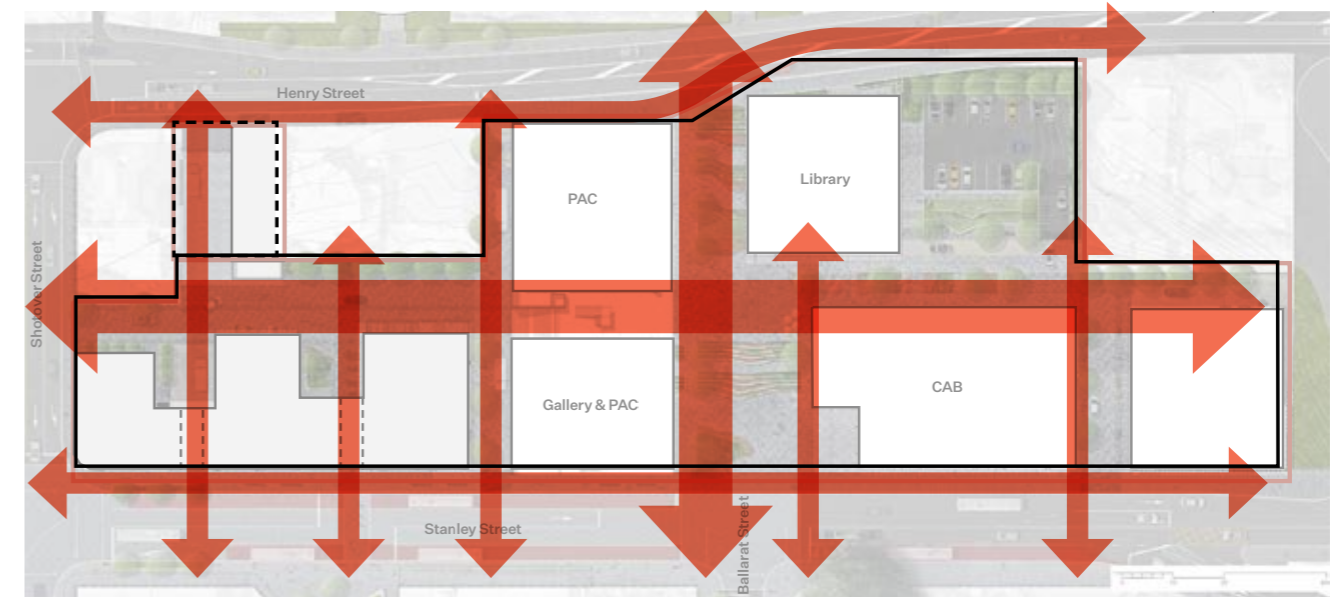
3. The key building assets anchor and activate the Urban Plaza

The key building assets across the Cultural, Civic and Community functions are key to activating the Plaza, ensuring an enlivened series of outdoor terraces across all times of the day. The plaza becomes a fundamental anchor and central wayfinding pivot collecting and co-locating key entrances to the buildings. In turn the consideration of building activity at ground floor should look to positively reinforce the plaza edges and be publicly accessible.

The building ground floors should be considered further as enabling accessible movement across the topography by utilising public accessible ground floors and opportunities for stairs, escalators and lifts to assist with movement from terrace to terrace.

The Plaza should be considered holistically with the building functions and opportunity to compliment the range of activities possible (external performance space, public art, Civic formal functions, markets, outdoor seating spaces)

5.9 Permeable and pedestrian focussed movement network



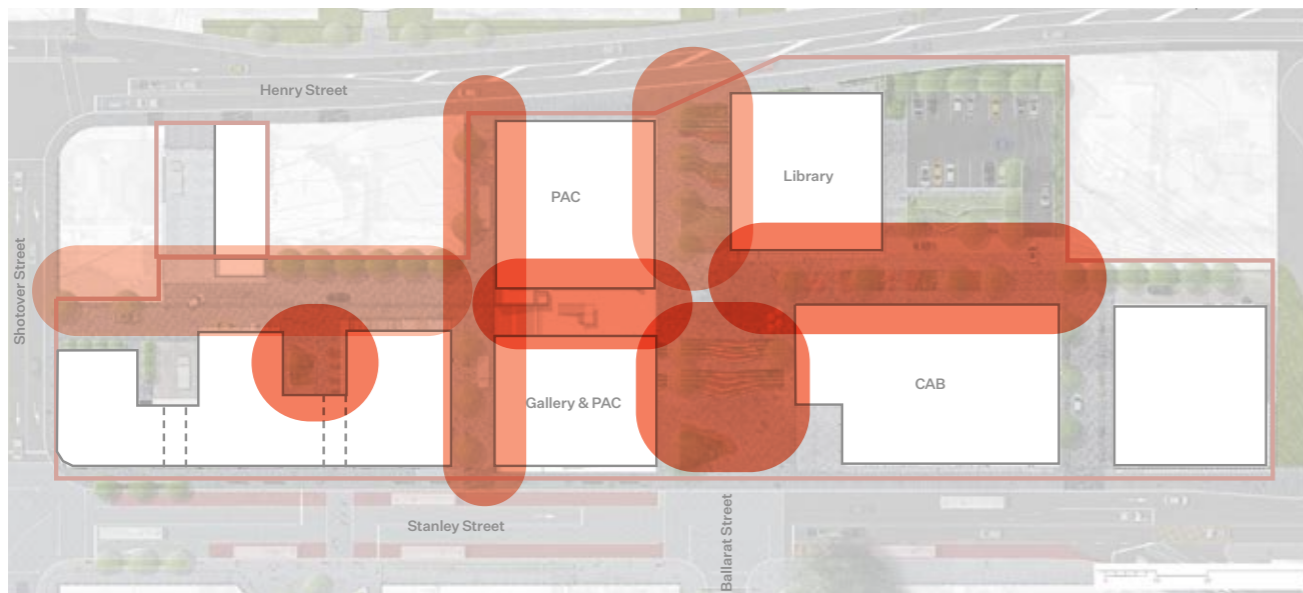
4. Pedestrian focussed precinct - contributing to the fine grain Town Centre and Historical Core

Building on the central Urban Plaza the precinct is considered primarily as a walkable and permeable series of pedestrian focussed lanes, atria and footpaths. As a central organising space there are two primary movement paths north south and east west which organise and gather the secondary movement networks ensuring clarity and legibility in access and movement throughout the precinct. The size and scale of the PAC/Gallery/Community building as it currently stands challenges the continuity of the east west movement network and key to unlocking this is consideration of a public atrium that enables movement through it over the course of the day and evening. The opportunity exists for this atria to manage the vertical and horizontal circulation within this building and access to each of the key Community and Cultural functions.

The site development plan further considers the Town Centre Masterplan aspirations for Manawa to consider key connections to adjoining pedestrian movement networks both existing and proposed by aligning with future desire lines such as the Athol Street connection and PT interchange crossing point. This ensures connectivity into, across and through the precinct.

Key moves

5.10 A network of public realm experiences



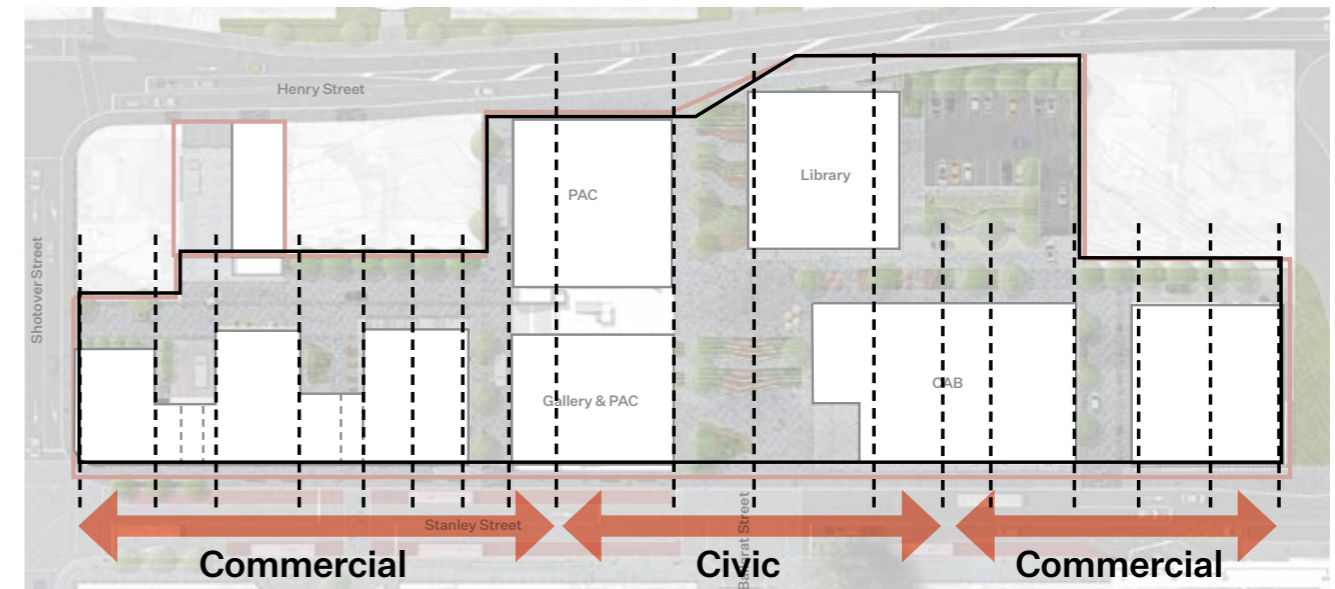
5. Movement network incorporates opportunity for occupation, interaction and landscape

Building on the permeable pedestrian network the public realm experience should enable a range of different opportunities for social interaction and support adjoining building functions and activities. In addition the public realm should look for opportunities for hard and soft landscaping to support the character and identity of the precinct and provide opportunities for increased sustainability and water management within the site.

As well as ensuring the Town Centre and street frontages are acknowledged the internal movement network and spaces provide opportunities for the building programme to be activated on internal elevations and not just externally. North facing elevations in particular to the western Stanley Street commercial buildings offer opportunities for ground floor retail and hospitality to occur and not treat these areas as 'backs'. This in turn supports the possibility of ensuring good passive surveillance and laneways that are safe and build on the character of the existing Town Centre.

This can occur across a range of lane typologies, including shared space where servicing is required and the possibility of small courtyards places for pause and occupation through the precinct.

5.11 Complimentary and supporting activities and use



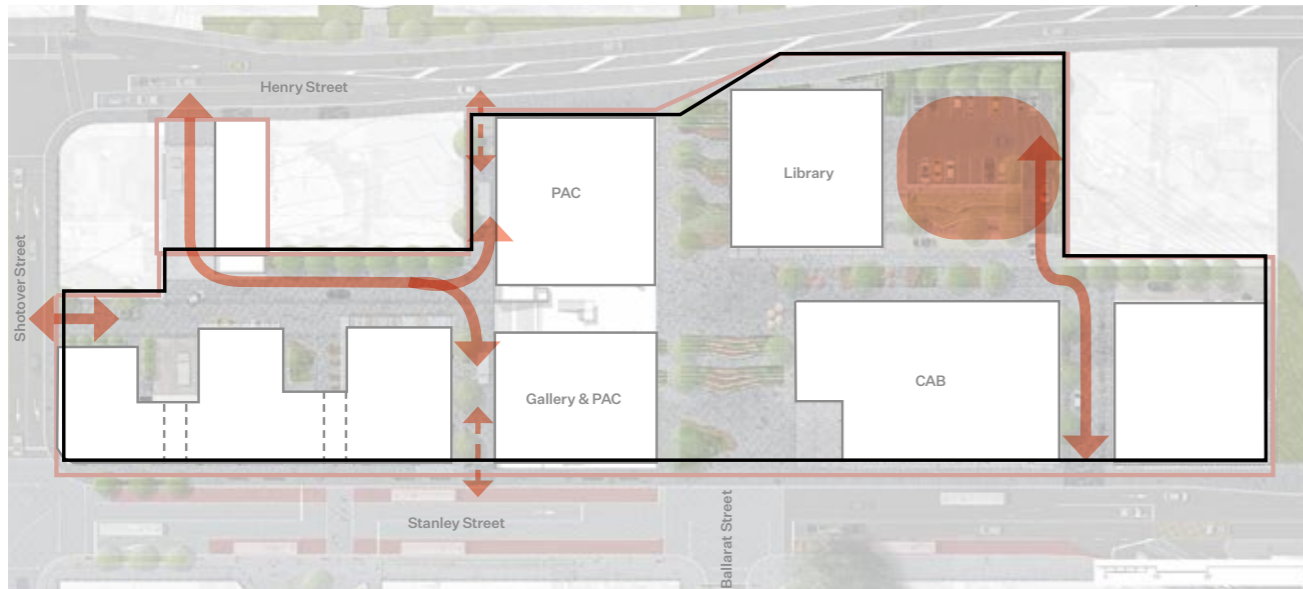
6. Complimentary Commercial Town Centre activities

The Civic, Cultural and Community Heart precinct incorporates supporting commercial opportunities that may have a range of activities identified under the Town Centre zoning.

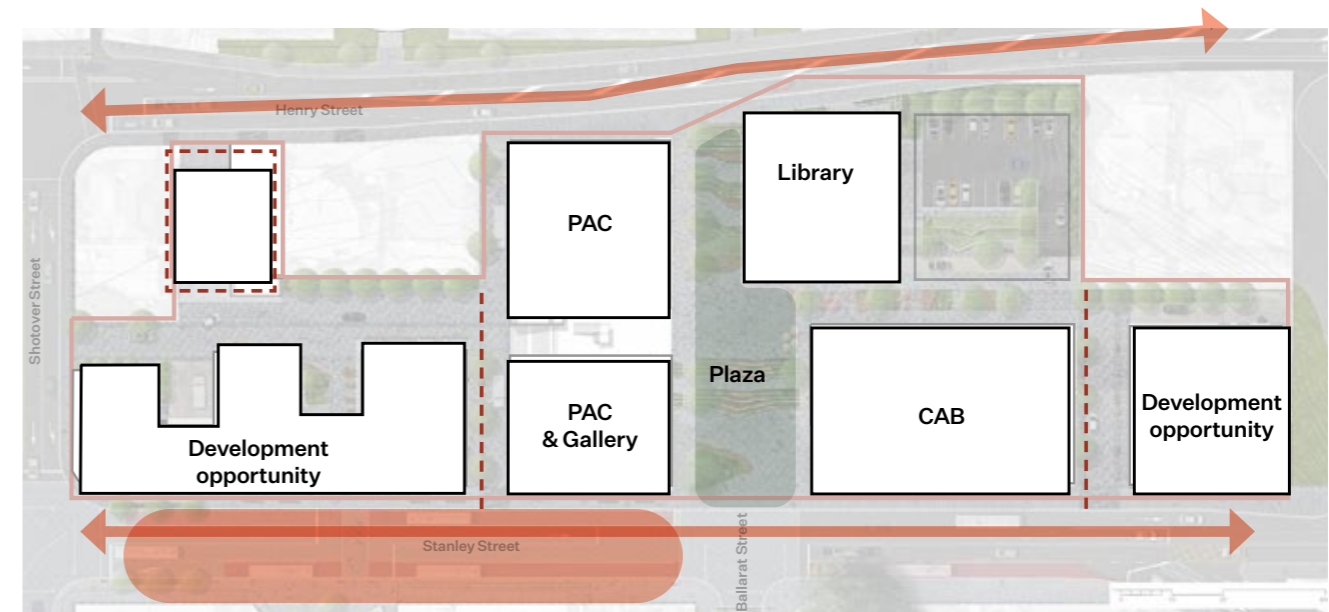
The range of activities allow opportunities for mutually supporting and complimentary activities such as commercial, retail, hospitality amongst others that provide support to the Civic and Community assets as well as existing adjoining Town Centre uses.

Following this the massing, scale and form should look to recognise the functions and presence of the Civic and Cultural assets as central anchors at the Ballarat Street axis and the finer grain and varied rhythm and scale that the commercial assets bring to the outer edges of the site. In particular how they front the streets and are part of an existing fabric and urban grain within the adjoining built context.

5.12 Discrete, practical and efficient vehicle access and service



5.13 Transport interfaces



7. Appropriate vehicle access and servicing within a pedestrian prioritised environment

Through the site development phase a series of collaborative consultation meetings has been undertaken with the Queenstown Town Centre Detailed Business Case reviewing the Henry Street and Melbourne Street arterial bypass and the proposed PT Hub in Stanley Street. Key to unlocking Manawa was ensuring adequate flexibility in vehicle access to the Site’s west and eastern development areas to ensure the viability, servicing and maintenance of the proposed assets.

In addition ensuring that the precinct’s public realm and permeability remains as a pedestrian prioritised network with vehicles secondary, a safe and slow moving vehicle environment that still ensures a practical and pragmatic approach to servicing and activating the various commercial and civic opportunities. Appropriately scaled parking including accessible parks has been considered to support the development.

8. Interdependencies and interfaces with Transport strategy

The Queenstown Town Centre Arterial Road is a key enabling project for the Queenstown Town Centre. Stage 1 will link Melbourne and Henry Streets, removing general traffic from Stanley Street and unlocking a range of other investments that will vastly improve the town centre experience for locals and visitors.

Project Manawa provides an important interface through proximity to improved connections to public transport and high quality streetscapes for pedestrians. The alignment will allow visitors and community access to the civic and cultural heart through increased choice and public transport options.

Artists impression only subject to change



Figure 4. View across Urban Plaza looking North to Library

Artists impression only subject to change



Figure 5. View across Urban Plaza looking East to the proposed CAB Building

6. Sustainability

6.1 Overview

NTP and QLDC are committed to a sustainable and whole of site approach to Project Manawa, ensuring an asset that considers the social, cultural and environmental sustainability holistically.

The Site Development phase considered the high level opportunities present in a whole of site approach in particular with respect to the possibilities around energy, water and site optimisation of building form and orientation. This will in turn enact and enable passive design principles to be incorporated and explored on each individual asset.

It acknowledges that the Joint Venture partnership will look to align the visions and aspirations for the site between the two parties and a roadmap for how the site is designed, managed and operated to ensure alignment of these aspirations.

The site development phase looked to consider opportunities in the site planning and arrangement of assets to enable passive environmental strategies to be developed in subsequent design phases, the opportunity for energy minimisation, water management and reintroduction of native landscape and ecology.

Importantly within this early stage the intent was to not limit the range of opportunities and responses to the developing design and individual building assets as these are developed.

A number of early opportunities have been identified and reported on within the discipline reports in particular:

- Opportunity for a shared centralised energy plant for the key Civic assets.
- Ground water heat exchange opportunities.
- Water management, harvesting and re-use.
- Increased thermal and energy efficient envelope design

Importantly it is identified that design quality, wellbeing and social outcomes are important considerations in sustainable design and that ensuring good public realm outcomes as well as building outcomes contributes to the overall success for Manawa.

6.2 Opportunities

Maximising water sensitive urban design opportunities

- The development minimises impact on stormwater quality and generation of stormwater. It offers opportunities to leverage water management devices, water sensitive design in its outcomes in landscaping, buildings and public realm design.
- The arrangement of buildings and open space supports the overland flow path strategy without undue impediment and obstruction to the natural flows.
- Provides opportunities for rain water harvesting.

Optimised orientation of built form typology

- The site development plan optimises the orientation, size and shape of buildings appropriate to their typology to enable best possible passive sustainable outcomes in the building design (thermal mass, daylight, solar gain reduction, glare control, natural ventilation and night purge opportunities)
- Buildings are orientated to not unduly overshadow, dominate adjoining buildings or open space.

Optimised wellbeing and amenity

- The site development plan, its location of open space and building typologies are mutually supportive of providing a quality experience both inside and outside the development.
- The plan encourages the opportunity for 'Active' Design exploration, for sustainable strategies to be realised (walkable communities, high quality streets, co-location of community assets, confluence of walking and cycling routes, network of multifunction spaces)
- Where appropriate outlook and views from workplace especially are maximised within the development.

Adaptive, long life, loose fit

- The development plan allows for future flexibility in delivery of building assets with changing use, market driven commercial opportunities (in the Town Centre mixed use precinct)
- The development plan enables a long life loose fit approach to the building assets.

Ecological restoration opportunities

- The site development plan should optimise available landscaping and ecology for wellbeing and on site water treatment, ecological restorative measures with an aim to as a minimum improve and restore the site's ecological condition better than when started.
- Introduction of native flora and fauna opportunities.

Energy

- The site development plan provides opportunity for site wide energy reduction measures through passive and active means. (good orientation for passive ESD strategies, combined plant opportunities, renewable energy and self generation contributions, low energy systems).

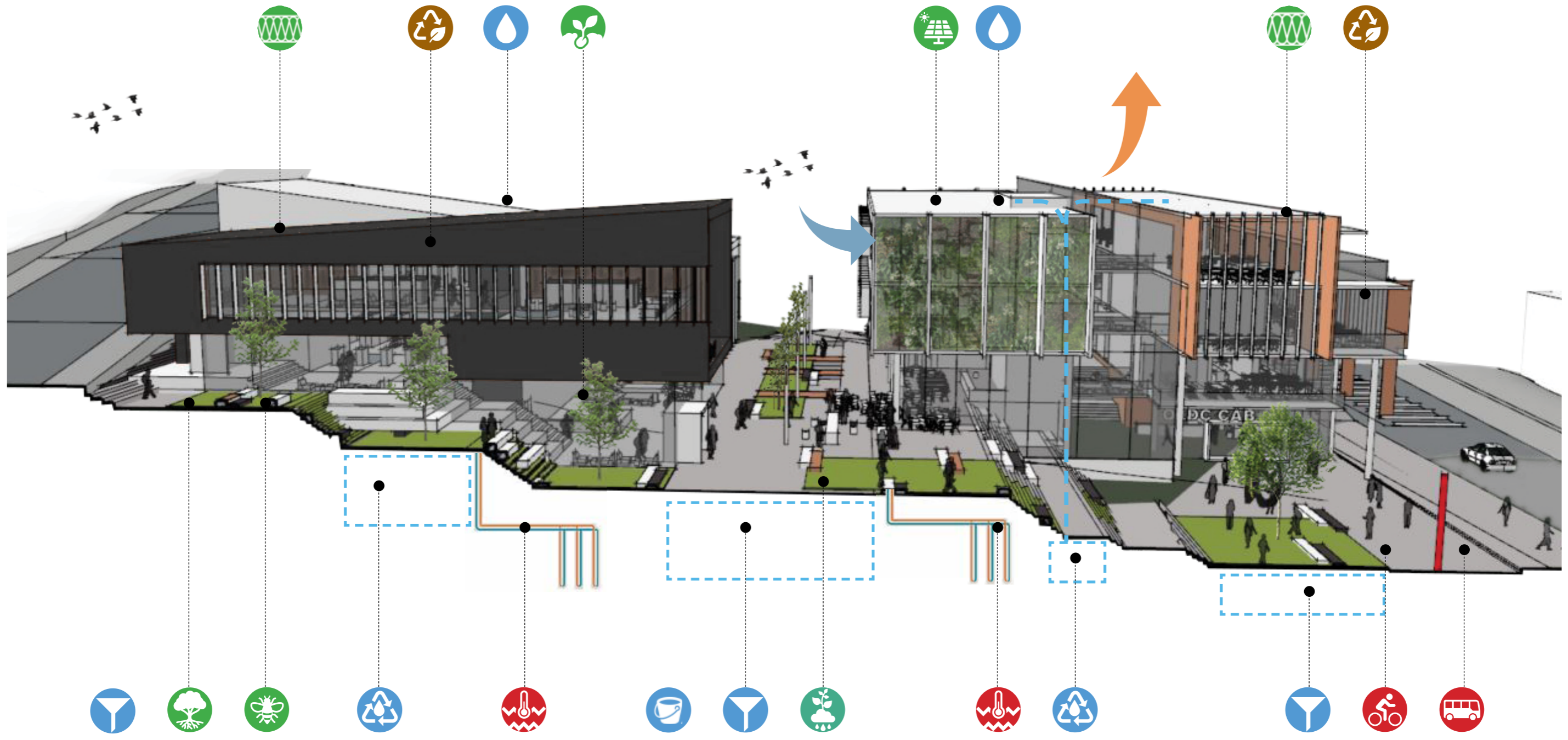


Figure 6. Diagram outlining site wide sustainable opportunities

7. Trees and landscape

7.1 Heritage Trees

The site contains two protected trees:

Tree 146 – *Acer palmatum*, in road reserve and close to Section 1 Blk XVIII (which is 47 Stanley Street).

Tree 199 – *Ulmus glabra* ‘horizontalis’, within Section 2 BLK XVI (this legal description is for 81 Ballarat Street, which is outside of the site area, however according to the District Plan planning map, the tree appears to be located on 63 Ballarat Street, inside the subject site).

An arborist or similar will need to confirm the exact location and existence of these protected trees. Any works within the root protection zone of a protected tree is a discretionary activity, as is significant trimming or removal. The proposed development plan looks to integrate these existing trees within the future plaza and landscaping areas with buildings sufficiently set back to accommodate them.

7.2 Trees and landscape

The site development plan proposes a network of new public open spaces, plazas, laneways and pedestrian prioritised shared lanes. In line with the Masterplan and Town Centre Design Guidelines Civic and Community Heart the design and function is primarily urban in its design with opportunities for open spaces to cater for events, markets and activities.

Notwithstanding this the development plan proposes to maximise tree and soft landscape opportunities throughout the development footprint - seeking opportunities for stormwater treatment and collection and reintroduction of native species, flora and fauna. Further iterations should consider the possible retention and integration of significant trees in addition to the identified Heritage Trees with a desired into to maximise tree planting within an optimised site plan development.

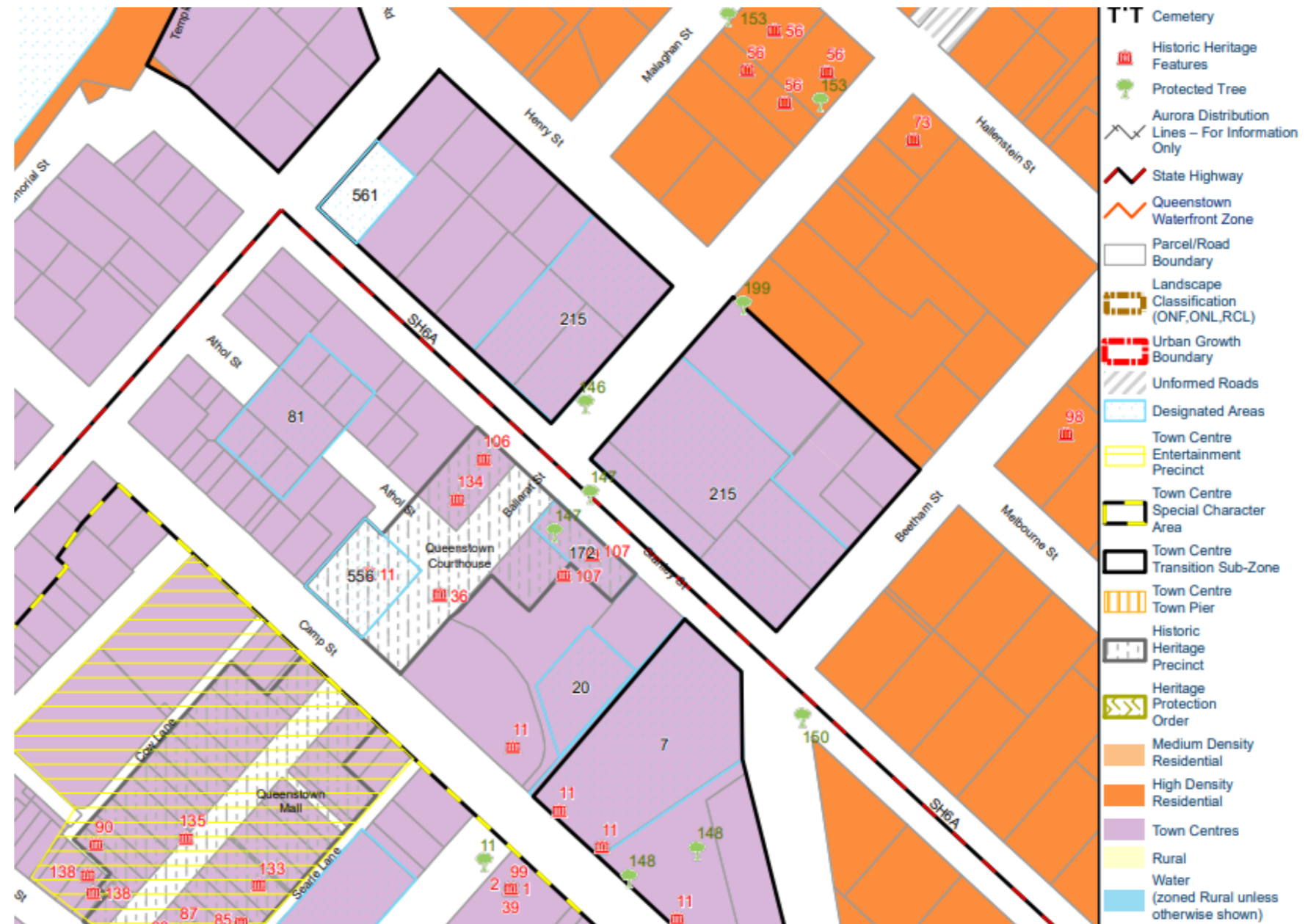


Figure 7. Proposed District Zoning Map 36 (in part)

8. Accessibility

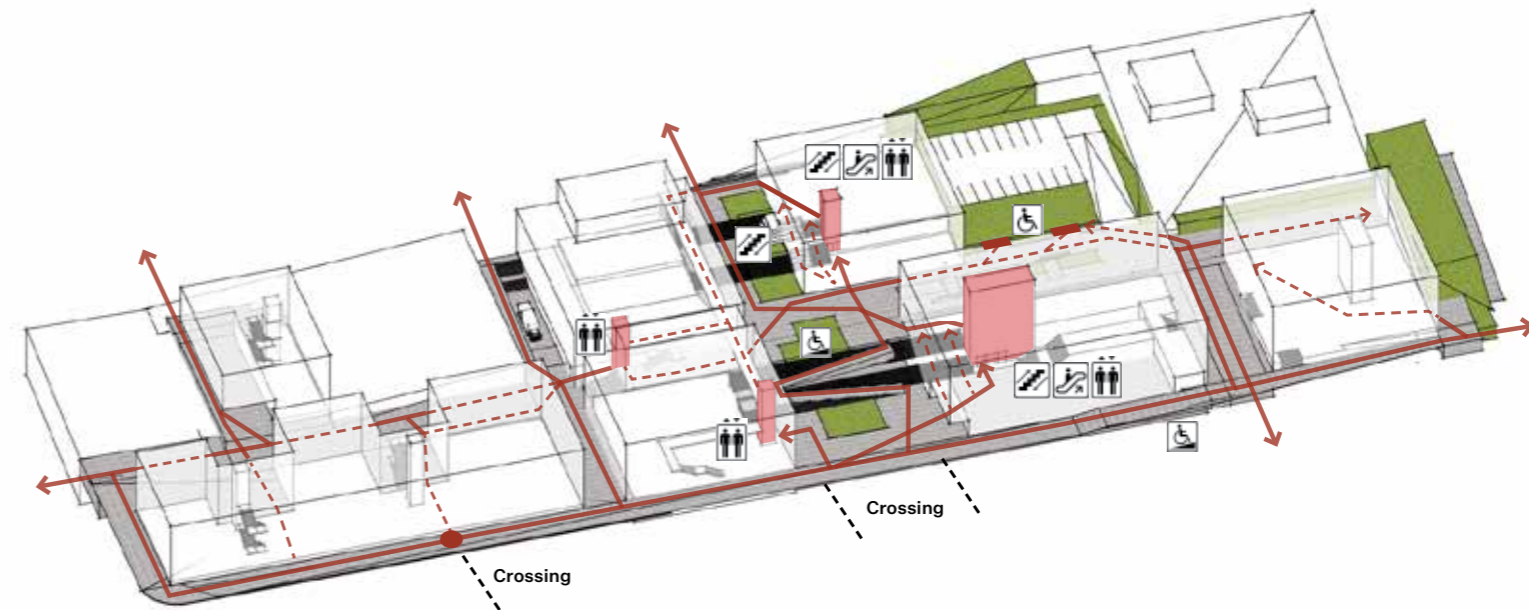
8.1 Overview

As a key strategic asset containing a range of public uses the site should be a pedestrian centric development that enables and encourages social interaction and dwell time and provides mobility and equal access across the precinct.

The site is uniquely positioned to leverage its proximity to the future Public Transport Hub and should look to ensure it is well integrated with clear accessible movement and pathways between them.

In addition the site development should look to the following principles:

- Be distinctly local but welcoming. A place where visitors and locals freely mix and participate in a range of activities.
- Universal access for all. Providing a range of active and passive solutions to the challenge of topography and constraints of site.
- Pedestrian centric development that enables and encourages social interaction and dwell time within the precinct.
- Encourage curiosity and exploration through the site and it's amenities, prioritise as much public ground floor access and activity particularly in the Civic and Community assets and minimise privatised or privileged zones.
- Provide car parking where required and enable specific vehicle servicing movements to enable the success of the varying functions and day to day use of the assets on site.
- Safe and clear movement network employing CPTED principles through the evolving design development.



Artists impression only subject to change



Figure 8. View from Stanley Street looking North down possible laneway between Commercial 2 and PAC/Gallery Building

Artists impression only subject to change

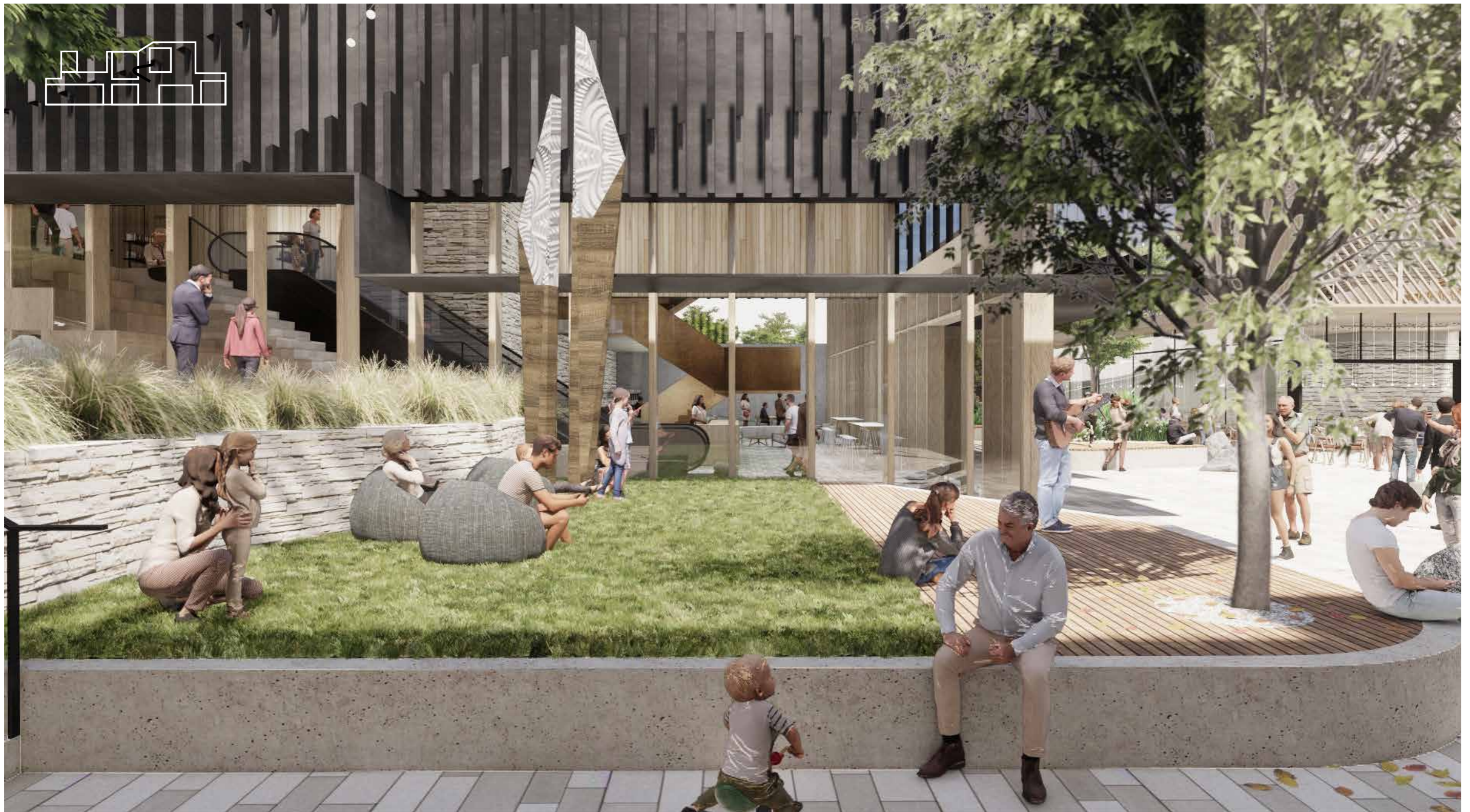


Figure 9. View towards library looking east from the central spine

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Figure 10. View South West from upper terraces towards Stanley Street and Lake in distance

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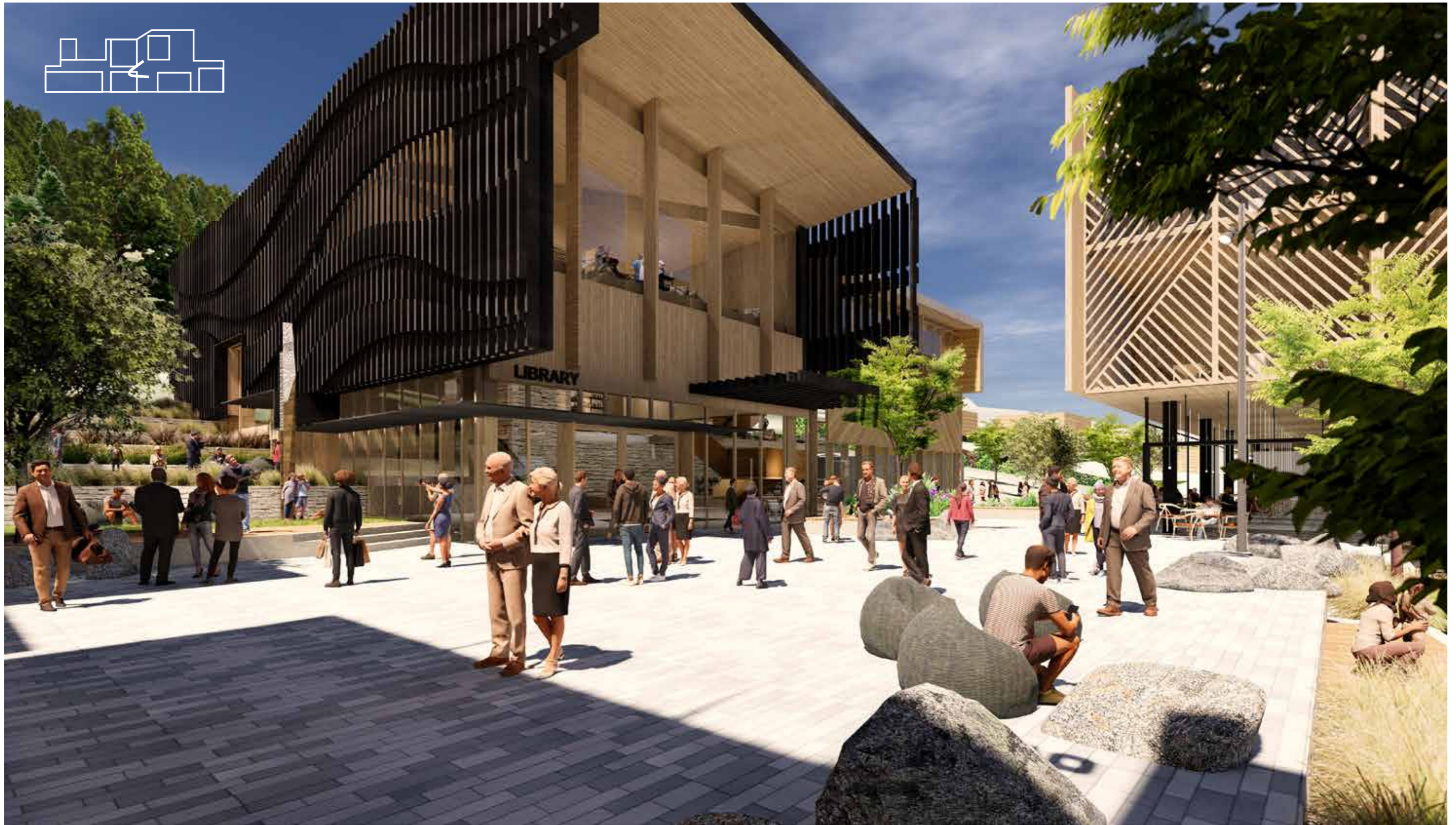


Figure 11. View to mid Plaza with Library

Artists impression only subject to change



Figure 12. View South from Henry Street entrance with possible public atria accessible movement options

Artists impression only subject to change



Figure 13. View South to Lake from potential upper floor Library position

Artists impression only subject to change



Figure 14. View West to Gallery and Community building across Plaza and Terraces

Artists impression only subject to change



Figure 15. View West to QPAC and Community shared atrium on Mid-Plaza

Artists impression only subject to change



Figure 16. View south west down northern laneway with Mixed Use opportunity facing north and PAC/Gallery entrance beyond

Artists impression only subject to change



Figure 17. View from future PT Hub Stanley Street to Mixed Use opportunity under the PDP for Manawa

