

Item 4: Future Home of Council Services - Community Engagement Findings & Potential Pathways

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

The purpose of this workshop is to present the findings of the community engagement on the future home of Council services and discuss potential pathways for future consideration. This workshop will explore community views on both location and delivery approaches for a Civic Administration Building (CAB), consider how these findings align with previous Council decisions and assessment work, and seek elected member feedback to inform the development of future options for Council consideration. No decisions are sought at this workshop.

DATE/START TIME:

Tuesday, 25 August 2026 at 1.30pm

TIME BREAKDOWN:

Presentation: 30 minutes
Questions or Debate/Discussion: 30 minutes

PRESENTERS:

Paul Speedy - Programme Director (Strategic Projects)
Ian Dunbar - Organisation Performance Manager

Prepared by:



Name: Paul Speedy
Title: Programme Director (Strategic Projects)
14 August 2026

Reviewed and Authorised by:



Name: Meaghan Millar
Title: General Manager Corporate Services
14 August 2026

ATTACHMENTS:

A	Community Engagement Findings & Potential Pathways Presentation
B	Future Home of Council Services - Engagement Analysis (page 17)

Future Home of Council Services – Community Engagement

Council workshop
25 August 2026

Purpose and agenda

Purpose of this workshop

To review recent community feedback on the future home of Council services and seek Council feedback on potential pathways to inform future decision-making.

Agenda:

- 1. Background and context**
- 2. Previous Council decisions**
- 3. Community engagement findings**
- 4. Key observations**
- 5. Potential pathways**
- 6. Council discussion and next steps.**

Background and context

Why are we looking at this?

Council staff and services are currently accommodated across multiple locations.

For many years Council has explored options for a longer-term accommodation solution that:

- Supports delivery of Council services
- Meets future accessible services for residents and visitors
- Responds to population growth
- Represents good long-term value for the community.

This work forms part of an ongoing programme to identify a long-term accommodation solution for Council services.

Background and context

How did we get here?

Over the last decade Council has:

- Investigated accommodation options for staff and services
- Considered opportunities within Queenstown town centre
- Progressed Project Manawa and associated planning
- Reviewed workplace and accommodation requirements
- Commissioned an independent location assessment
- Undertaken public consultation
- Revisited previous assumptions and options.

Today's workshop is the latest step in a long-running process rather than the start of a new discussion.

Previous Council direction

Building blocks:

6

2025-26: New Location Assessment & Engagement

Current discussion is about testing location and delivery options before making a final decision.

5

2023-25: Consultation & Reassessment

Community feedback prompted a broader review of location and delivery choices.

4

2020-22: Planning & Site Preparation

Preparing the site and testing delivery models.

3

2019: Partnership Framework Established

Whole-of-site (Precinct) approach for Stanley Street / Project Manawa.

2

2017-18: Business Cases & Town Centre Vision

Civic Administration Building (CAB) linked to the wider town centre transformation programme.

1

2015-16: Establishing the Direction

Civic presence in the Queenstown town centre and consolidation of dispersed offices.

Previous Council direction

April 2024

Council directed the Chief Executive to review location and ownership options, including:

- Updated financial and non-financial information
- Travel planning considerations
- Governance and funding arrangements
- Community consultation.

July 2025

Council considered the independent location assessment and agreed to consult on:

- Frankton Village / Five Mile Corridor
- Queenstown Town Centre / Historic Core.

Community engagement findings

Community engagement

Earlier this year Council sought feedback on the future home of Council services.

The engagement explored:

- Location preferences
- Accessibility and convenience
- Future accommodation needs
- Delivery approaches
- Broader service considerations.

Participation

- **378 submissions** received from across the district.
- The highest participation came from Lake Hayes/Shotover Country, Frankton, Wānaka and Jacks Point/Hanley's Farm.
- Participation was concentrated in the district's larger urban and growth areas, with comparatively fewer responses received from smaller communities and rural settlements.

Community engagement findings

What we heard about location

Strong Preference For Frankton/Five Mile.

369 respondents answered the location question.

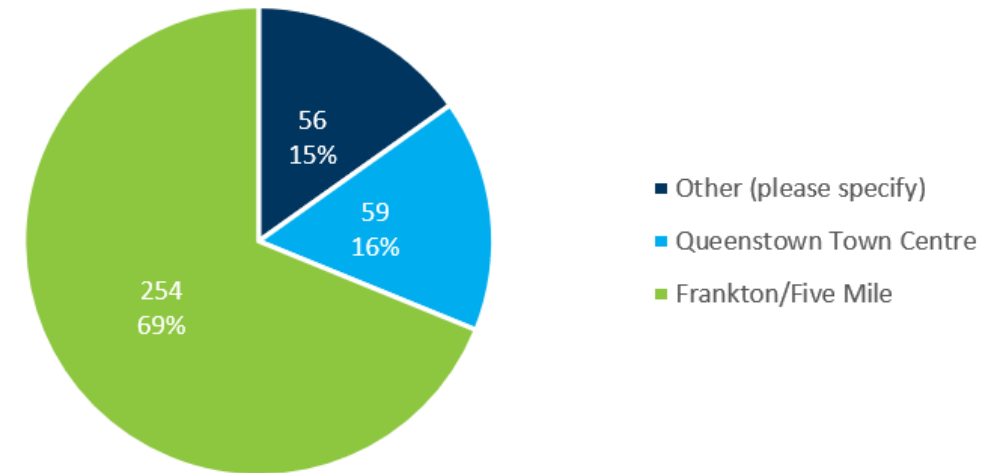
69% preferred Frankton/Five Mile.

- 254 respondents preferred Frankton/Five Mile.
- 59 preferred Queenstown Town Centre.
- 56 selected another option.

Reasons frequently given

- Better accessibility.
- Easier parking.
- Better transport connections.
- Proximity to future growth areas.
- Convenience for residents.
- Better alignment with where people live and work.

What is your preferred location for a Civic Administration Building?



Observation

Residents from almost every area of the district were more likely to support Frankton/Five Mile than Queenstown Town Centre.

Feedback suggests this may be driven, at least in part, by perceptions of accessibility, parking availability and transport convenience.

Community engagement findings

What we heard about delivery

Most Preferred Delivery Option.

348 respondents answered the delivery question.

43% preferred a new building on Council-owned land.

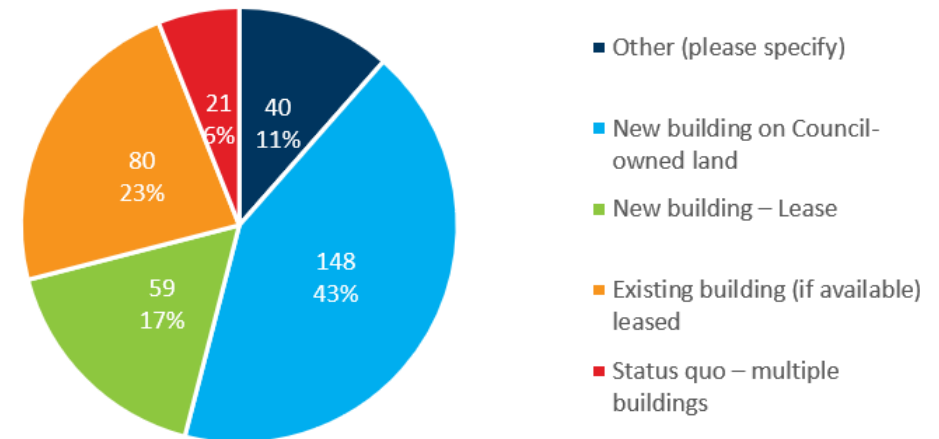
Other responses included:

- 23% preferred an existing leased building
- 17% preferred a newly built leased building
- 11% selected another option
- 6% preferred the status quo.

Submitters commonly referred to:

- Long-term value and community ownership
- Providing a public asset
- Bringing staff together in one location
- Creating a fit-for-purpose facility.

What's your preference for how a new Civic Administration Building is delivered?



Observation

Support for a new building on Council-owned land suggests many respondents see ownership as creating a long-term community asset.

Both ownership and leasing involve ongoing accommodation costs, but ownership retains value within the community, while leasing directs those payments to a third-party owner.

Community engagement findings

Other views were also heard

Some submitters supported retaining Council services within Queenstown Town Centre.

Reasons included:

- Maintaining a civic presence
- Supporting local businesses
- Retaining Queenstown's civic identity
- Building on previous Council decisions and investment.

Many submitters also emphasized:

- Affordability
- Financial responsibility
- Practicality
- Value for money.

Regardless of location or delivery preference, **cost and affordability** were recurring themes.

Key observations

Bringing the information together

Community engagement is one input.

Council also has:

- Previous Council decisions
- Independent location assessment work
- Project Manawa investigations
- Strategic planning information
- Growth projections and demographic information
- Workplace planning.

Emerging picture

The engagement results **broadly** reinforce earlier assessment work and previous engagement.

Key observations

Emerging direction

Location

A future Council services hub within the Frankton/Five Mile corridor received the strongest level of community support.

69% preferred Frankton/Five Mile.

Delivery

A new building on Council-owned land was the single most preferred delivery option.

43% selected this option.

Key observation

The feedback appears more aligned on **where** a future solution should be located than on **how** it should ultimately be delivered.

Potential pathways

A

Frankton Hub

- Accept the emerging direction from consultation and previous assessment work.
- Request staff to develop recommendations for a future Council services solution within the Frankton/Five Mile corridor.

B

Queenstown Town Centre

- Continue investigating accommodation options within the Queenstown Town Centre / Historic Core.

C

Further Analysis

- Undertake further work before identifying a preferred location.
- This could include additional commercial, market, property or accommodation analysis.

D

Status Quo

- Retain existing accommodation arrangements and reconsider future accommodation needs at a later time.

Council discussion and next steps

Questions for Councillors

1. Direction on a preferred pathway ?
2. Direction on the options that Council want to be included?

Timeline:

August – September (and ongoing): Long Term Plan (LTP) Steering Group consideration.

6 October: Council consideration of future direction.

Council discussion and next steps

Potential next step

Subject to workshop feedback, staff could prepare a report addressing:

- Preferred location approach
- Site selection considerations
- Delivery options
- Financial implications
- Long-term accommodation requirements
- LTP implications
- Status quo option.

No decisions are sought today

The purpose of this workshop is to inform future Council consideration.

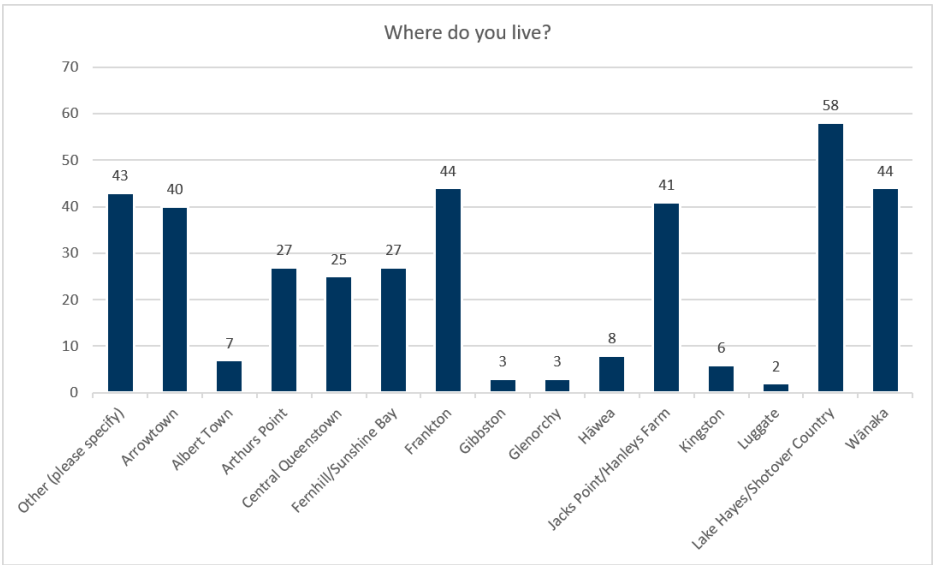
Attachment B: Future Home of Council Services - Engagement Analysis

Future home for Council services – engagement analysis

The future home for Council services engagement received 378 responses. 362 of these were received via Let’s Talk, with 16 received via email.

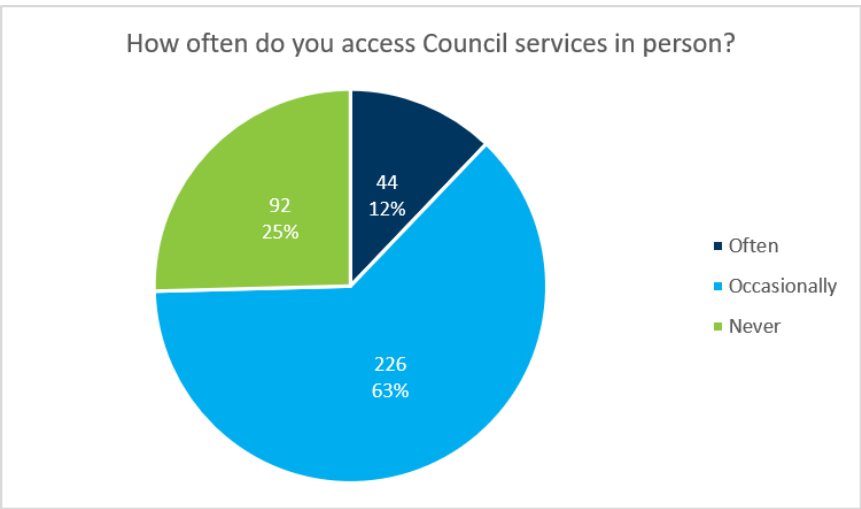
Demographics

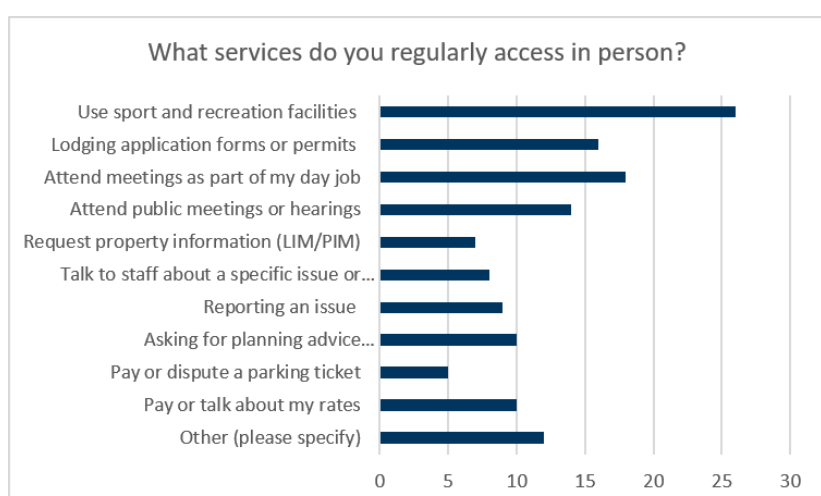
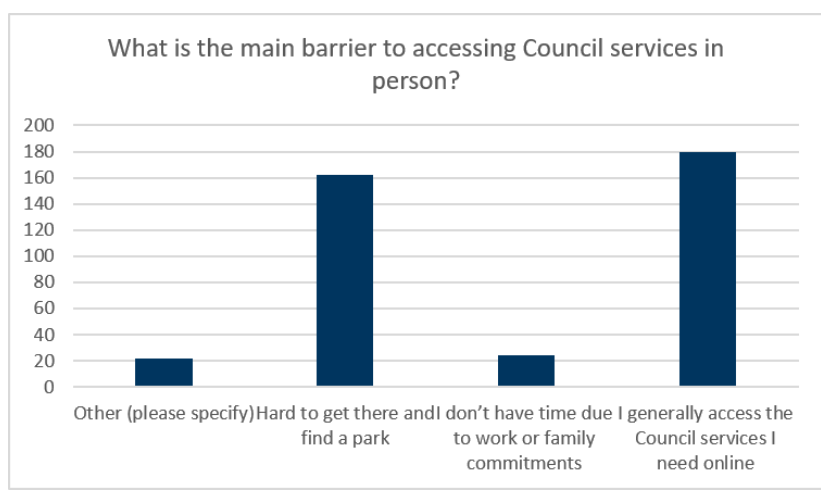
The largest number of responses came from residents from Lake Hayes/Shotover Country (58), Frankton (44), and Wānaka and Jacks Point/Hanleys Farm (41 each).



Access

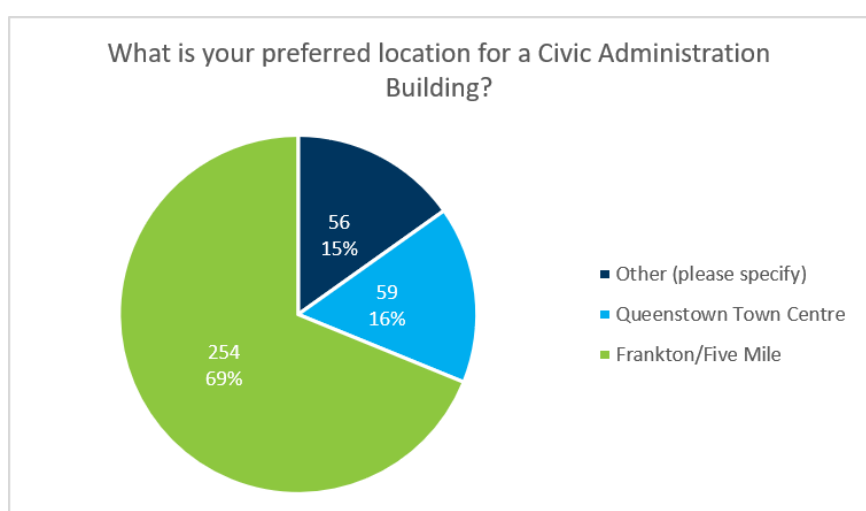
Of those who responded to the question regarding how often they accessed Council services in person, 63% stated they did so occasionally, followed by 25% never, and 12% often. Of those accessing services never or only occasionally, 180 said this was because they generally accessed services online, while 162 stated it was hard to get there and find a park. Those regularly accessing services in person did so for varying reasons, with the largest being to use sport and rec facilities (26), followed by attending meetings as part of their job (18), and lodging application forms and permits (16).

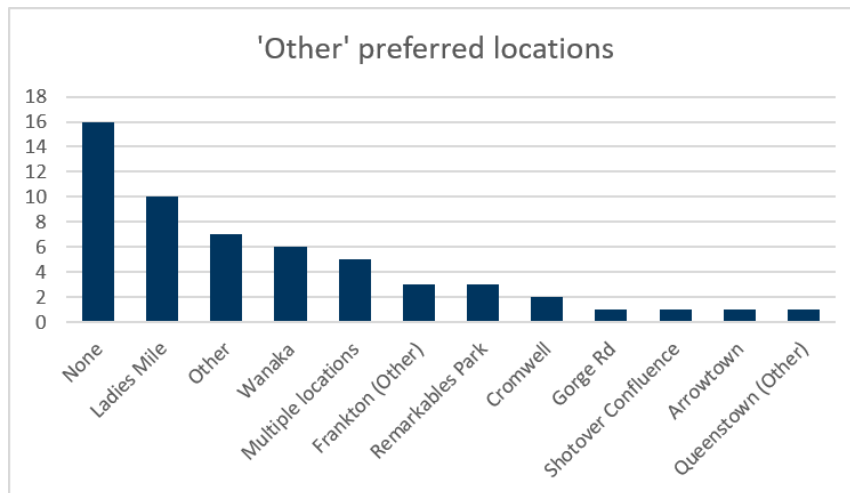




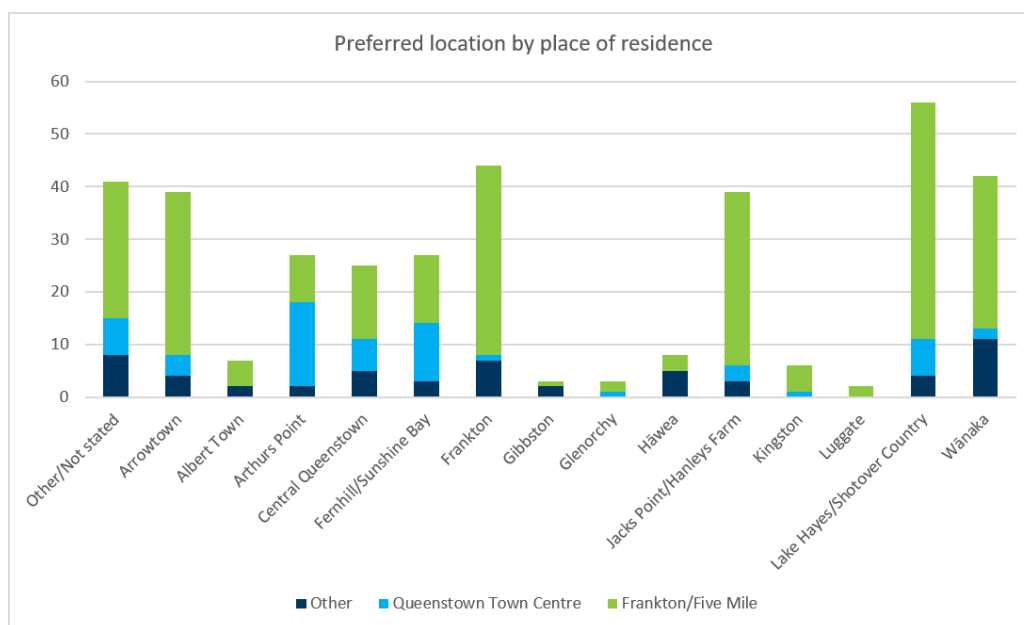
Preferred location of Civic Administration Building

369 responded to the question regarding their preferred location for a Civic Administration Building (CAB). 254 (69%) stated Frankton/Five Mile was their preferred location, 59 (16%) stated Queenstown Town Centre, while 56 (15%) stated Other. Other responses included a preference that no CAB be built or at least be deferred (16), Ladies Mile (10), Wānaka (7), or offices spread across multiple locations (5).

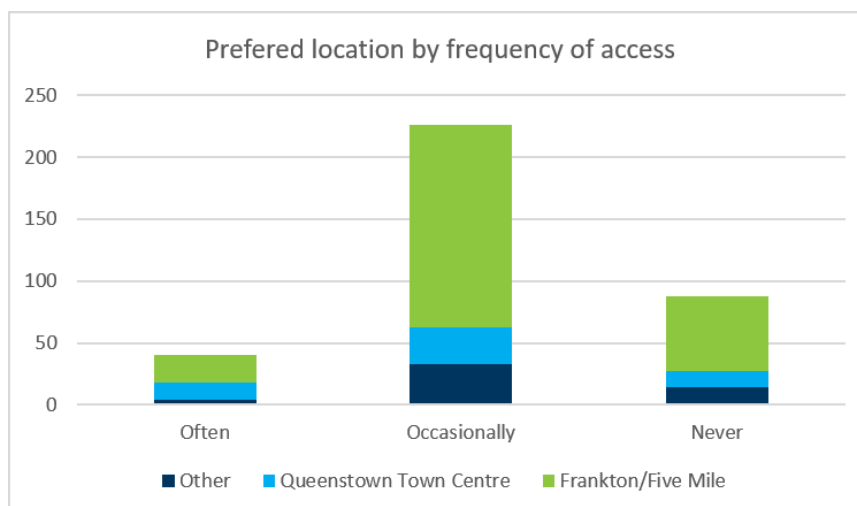




Those residing in Arthurs Point were more likely to prefer a Queenstown Town Centre location, however residents from all other locations were more likely to prefer Frankton/Five Mile.



The preferred location did not change depending on how frequently residents accessed Council services, with Frankton/Five Mile the largest preference across all access categories. However, those that accessed services often were more likely to choose Queenstown Town Centre than those who only occasionally or never accessed services in person (35% vs 13% and 15% respectively).



The reasons given for preferring one location or the other were fairly consistent.

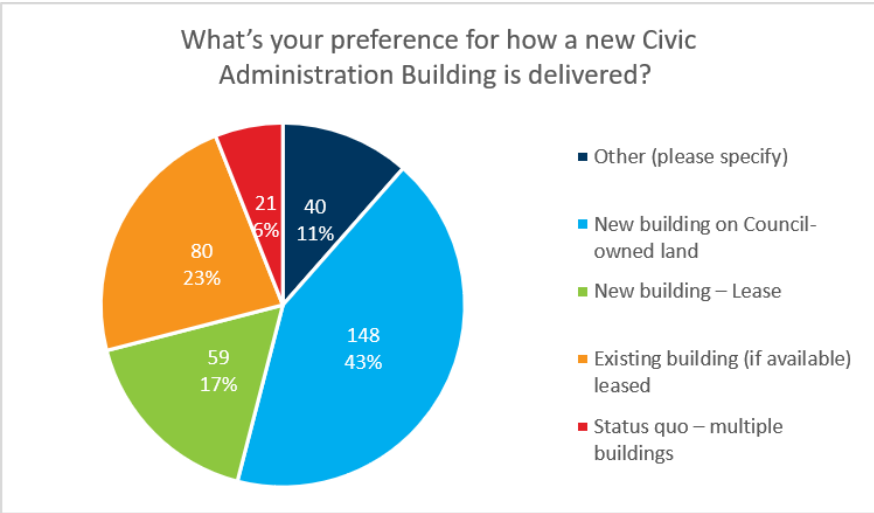
Those who preferred Frankton/Five Mile stated that it was more accessible, being closer to a larger proportion of residents and had better parking and transport connections, as well as being more convenient given many had little reason to travel to town as the majority of services and shops they used are located in the area. It is also seen as closer to the growth areas of the district, further emphasising the areas accessibility for the future population base. Some commenters suggested that moving Council offices to the Frankton area would be more convenient to most staff and reduce congestion heading into town on Frankton Rd.

Those who preferred Queenstown Town Centre stated that if Council were to remove staff from the area it would lead to more businesses leaving the town centre and it becoming a tourist only area with no local presence. Council workers provided year-round support for local businesses, and without this many of these would struggle, particularly in shoulder seasons. They stated that a civic building should remain in the historical centre of the district, and removing the council would erode its authenticity.

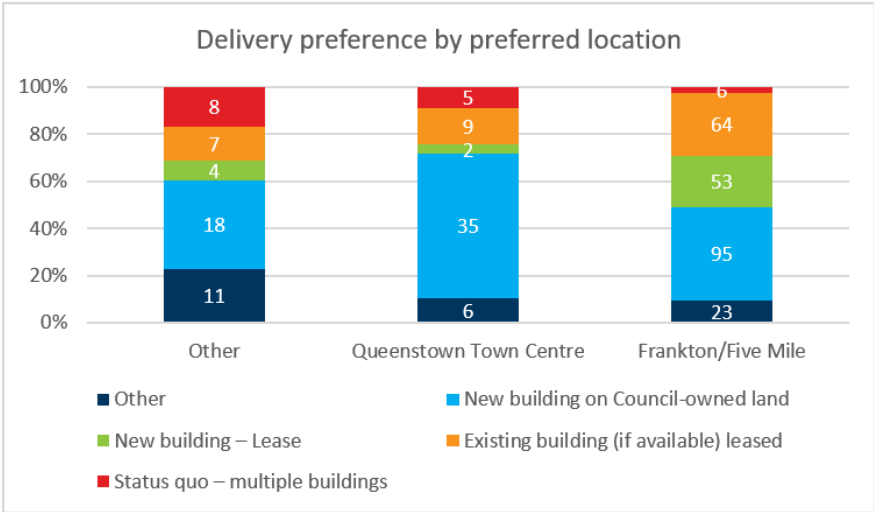
Those choosing other areas stated logistical reasons such as land already being owned or more convenient locations, a desire to wait until local government reforms had been decided, or a preference for no CAB due to financial concerns.

Preferred delivery for a new Civic Administration Building

348 responded to the question regarding their preference for how a new CAB is delivered. 43% preferred a new building on Council owned land, 23% an existing building leased, and 17% a new building leased. 11% preferred a 'Other' delivery option, with the majority of these stating that their preference was for the most cost effective option regardless of what that was.



While all location preferences preferred a new building on Council owned land, this was more significant for those that preferred a Queenstown Town Centre location.



Other feedback

Other feedback received from respondents agreed there was benefit in consolidating all Council staff into one building, including both from a staff efficiency and public access perspective. However, many stated a desire for the building to be functional and practical rather than grand or fancy. Coupled with this were financial and cost concerns, stating any decision must be financially responsible.

Further comments reemphasised previous statements regarding location and delivery, with arguments both for and against owning or leasing any new building. Those for ownership stated that it gives greater community control and provides a long term asset for ratepayers, while those for leasing saw it as a more flexible option and preferable given Council's current financial situation.

Additional comments stated that any consultation was premature given the local government reforms, and that this was a low priority project given other issues in the district.

Feedback on location of the Wānaka Office

66 responses were received regarding the Wānaka office. 21 stated that they were happy with the Wānaka office as is, with the central location convenient and the current office fulfilling their needs. 18 suggested relocating to Three Parks, whether now or in the future, given the location in relation to other services and greater availability of parking and potential for growth. A further 13 responses thought the existing offices were outdated and getting toward the end of their life with upgrades needed, some suggesting this could be in conjunction with other services. Other comments included the accessibility and parking challenges of the current location.

