

Item 2: Queenstown Events Centre Indoor Courts Project

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

The purpose of the workshop is to update Councillors on progress with the Queenstown Events Centre (QEC) Indoor Courts Project since the May 2026 workshop and seek direction to inform the next stage of the project and Detailed Business Case.

The session will:

- Reconfirm the project background, identified need and direction received from Council in May 2026.
- Present the four-court base project and six-court option, including key benefits, constraints and implications.
- Update Council on opportunities to accelerate project delivery, including procurement pathway considerations.
- Provide an update on the proposed social investment and third-party funding approach, using the QEC Indoor Courts project as a pilot.
- Present the current CAPEX, OPEX, staffing and revenue position.
- Discuss the developed four-court concept design and proposed facility operation.

Direction is sought from Councillors on:

- the preferred scope for four or six indoor courts; and
- the delivery pathway to be progressed through the Detailed Business Case and subsequent Full Council report.

No formal project commitment or construction decision is sought at this workshop.

DATE/START TIME:

Tuesday, 29 September 2026 at 11.00am

TIME BREAKDOWN:

Presentation: 25 minutes

Questions: 35 minutes

PRESENTERS:

Ken Bailey – Community Services General Manager

Alex Martin – Sports and Recreation Manager

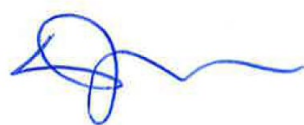
Greg Rozen – QLDC Programme Director

Prepared by:



Name: Greg Rozen
Title: Programme Director
18 September 2026

Reviewed and Authorised by:



Name: Dave Winterburn
Title: Parks Manager (Acting GM)
18 September 2026

ATTACHMENTS:

A	Presentation Slides – QEC Indoor Courts Project
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Council Briefing / Workshop

QEC Indoor Courts Facility

Date: 29 September 2026

Presented by:

Kenneth Bailey, Alex Martin and Greg Rozen

Re-familiarise Council with the project, respond to the May directions, and test the path to the November gateway.

TODAY'S WORKSHOP

The session will walk Councillors through:

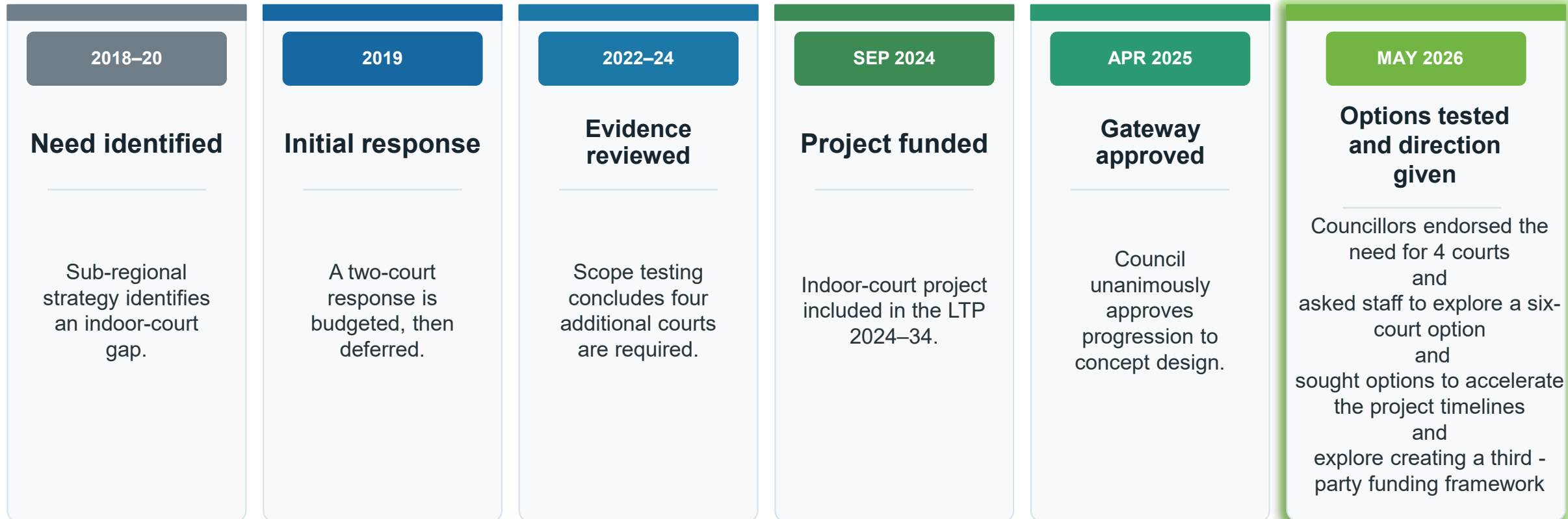
- Recall the May direction - what staff were asked to investigate and report back on.
- Scope choice - four-court base project versus six-court option.
- Funding and delivery - social investment, acceleration, CAPEX and OPEX.
- Concept design - what the current four-court scheme delivers and what is still in train.

No construction decision today. The workshop informs the Detailed Business Case and Full Council report in November.



The need has been recognised since 2018 — and has strengthened, not reduced

The four-court proposal is the result of successive evidence and scope reviews, not a new request.



The planned response grew from two courts to four because the original response no longer matched the evidence.

Since May, officers have worked through each Council direction

The workshop now moves from the established need to scope, funding, delivery, cost and concept design.

MAY DIRECTION

What Council asked staff to do

- Keep progressing the four-court option without impeding delivery.
- Assess whether a six-court option is viable and what it would affect.
- Investigate partnership and third-party funding opportunities.
- Explore whether the four-court programme can be accelerated.
- Return with CAPEX, OPEX, revenue and concept design updates.

TODAY'S UPDATE

What this workshop now works through

- Four-court base versus six-court option: benefits, constraints and risks.
- Social investment approach and realistic external-funding pathway.
- Delivery acceleration options and procurement trade-offs.
- Financial and operating impacts to be confirmed in the October report.
- Concept design walk-through and remaining design close-out items.

Today is a steer-only workshop: the Detailed Business Case and formal Council report follow in November.

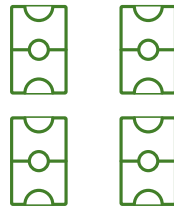
The scope choice is now four new courts or six new courts

Both respond to the established need; the choice is how much capacity to build now and what impacts Council is prepared to accept.

BASE PROJECT

Four new courts

6 courts total at QEC



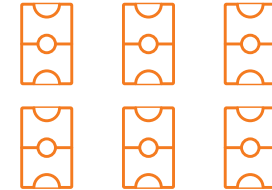
- Aligns to the current Business Case
- Meets the capacity gap and provides for the current and intermediate demand
- Concept design is developed – ready to move into the next phase and procurement gate
- Aligned to the current LTP project base
- Potential to accelerate the delivery program
- Aligned to allocated budget funding

Supported base | current estimate and OPEX still closing out

FUTURE-PROOFING THE DEMAND OPTION

Six new courts

8 courts total at QEC



- Addresses future demand beyond the next decade
- High-level feasibility completed only – greater design effort needed
- Wider land, access, consent and services work required
- Indicative **~\$19m** additional funding requirement
- Pushes the delivery program out beyond **2030**
- Triggers potential consultation and requires additional stakeholder engagements and agreements

Potential option | not yet a complete consentable or funded project

This is a scope and affordability choice — not a need / no-need choice.

QEC can pilot a wider social-investment model — external funding is not yet bankable

Build the framework once, test it through QEC, then apply the lessons across QLDC's wider project pipeline.

1

WIDER QLDC OPPORTUNITY

Build a repeatable partnership framework

- Match suitable projects with grants, philanthropy, sponsorship, commercial and infrastructure partners.
- Design the Community Investment and Funding Pathway and front door process.
- Carry the method and lessons into QLDC's wider capital programme.

NOW – DEC 2026
ESTABLISH

Framework, governance, QEC prospectus and target partners

2

QEC AS THE PILOT

– *Endorsed and directed by the C & E Committee*

Turn one project into an investable proposition

- A small cross-Council team defines the what, how and when.
- Package capital, fit-out, tenancy/operator, naming and infrastructure opportunities.
- Market-sound, test conditions and convert credible interest into written commitments.

2027
TEST

Market sounding, due diligence and partner negotiation

3

REALISTIC QEC OUTCOME

Contributions can enhance the project — not replace the base plan

- Most credible: grants, fit-out or scope enhancements, tenancy/operator, sponsorship and land/infrastructure support.
- No secured or probable contribution is evidenced today.
- Only written commitments reduce Council exposure; scope conditions require approval.

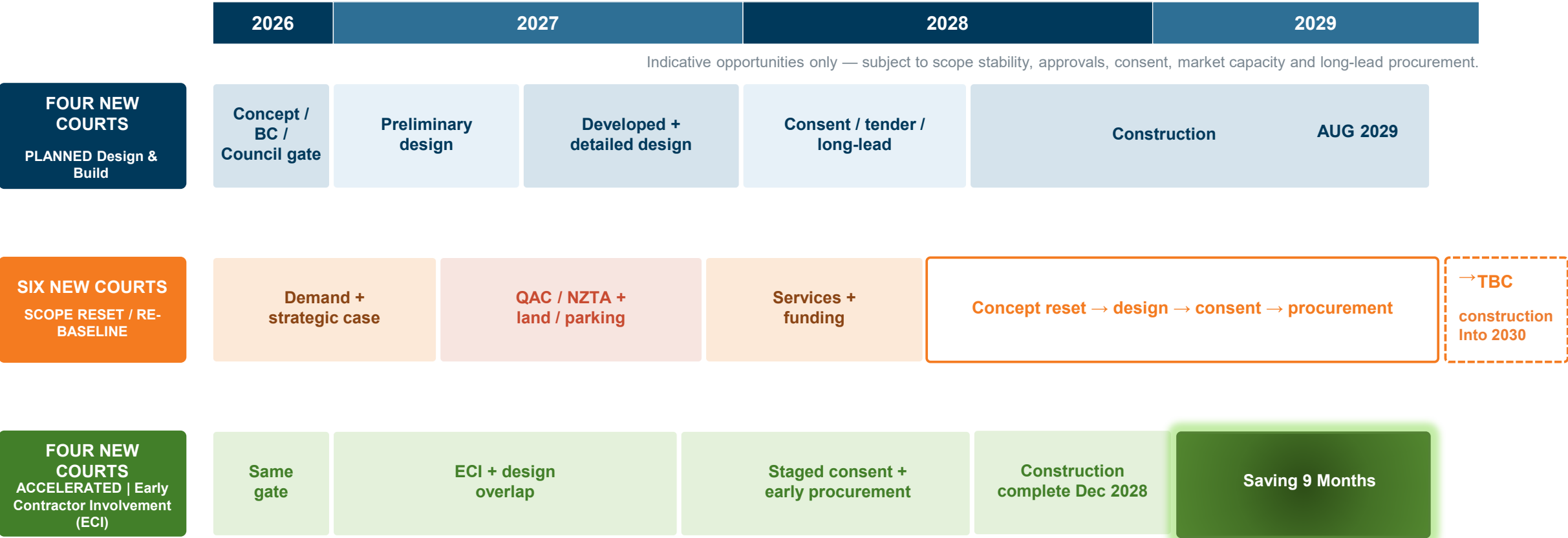
2028+
SECURE & SCALE

Integrate written commitments; apply the model across QLDC

We'll run this workstream in parallel with the base project — and document commitments in the funding plan.

Three delivery paths: planned four, six re-baselined, accelerated four

Current evidence supports two four-court completion opportunities; no validated six-court completion date is available.



Changing to six courts now creates a scope reset before any procurement acceleration can be relied on.

The largest time saving comes from overlapping design, consent and procurement with early contractor involvement.

TRADITIONAL DESIGN-BID-BUILD

AUG 2029

BASELINE

OPPORTUNITIES

- Highest design control
- Clear competitive tender gate

RISKS / CONDITIONS

- Sequential programme
- Later market and buildability input

COMPETITIVE DESIGN & BUILD

JUN 2029

2 MONTHS EARLIER

OPPORTUNITIES

- Design and construction can overlap
- Single point of responsibility

RISKS / CONDITIONS

- Requirements fixed earlier
- Validation and tender time limits saving

ECI + NEGOTIATED DESIGN & BUILD

DEC 2028

9 MONTHS EARLIER

OPPORTUNITIES

- Early buildability and cost input
- Staged consent; early steel and plant

RISKS / CONDITIONS

- Negotiated price tension
- Strong governance and fallback required

Strongest current opportunity: ECI + negotiated D&B — subject to final business case, market testing, delegations and scope stability.

The Financial impacts: key OPEX, staffing and revenue drivers

SUBJECT TO WORKSHOP DIRECTION

Final values, whole-of-life effects and rating impacts will be confirmed through the Detailed Business Case and November Council report.

ADDITIONAL FTE

+8.77

51.63 current → 60.40 proposed

GROSS OPEX CHANGE

+\$1.384M

from \$2.199M to \$3.583M p.a.

REVENUE UPLIFT

+\$1.028M

from \$2.778M to \$3.806M p.a.

NET POSITION CHANGE

-\$0.356M

net operating position before DBC close-out

1 OPEX & PEOPLE — current facility vs proposed precinct

Measure	Current	Proposed	Change
FTE — total facility	51.63	60.40	+8.77
Total revenue p.a.	\$2.778M	\$3.806M	+\$1.028M
Gross operating expenses p.a.	\$2.199M	\$3.583M	+\$1.384M
Net operating position p.a.	\$0.579M	\$0.223M	-\$0.356M

2 REVENUE OPPORTUNITIES

Revenue stream	Current	Proposed	Driver
Health + wellness	\$1.997M	\$2.429M	Memberships, classes, programmes and physio / consult.
Courts / programmes	\$0.202M	\$0.572M	Community hire, leagues, clubs and regional tournaments.
Sports events / franchise	\$0.281M	\$0.427M	Venue hire and event services using the show-court overlay.
Multifunction + foyer	\$0.300M	\$0.345M	Meetings, functions, kiosk / cafe, consult rooms, tenancy, expos and combined hire.

SPORTS-FIRST OPERATING PRINCIPLE

Court time is prioritised for community sport, programmes and sporting events. Non-sporting events are scheduled only in identified spare capacity to maximise returns without displacing core sport use.

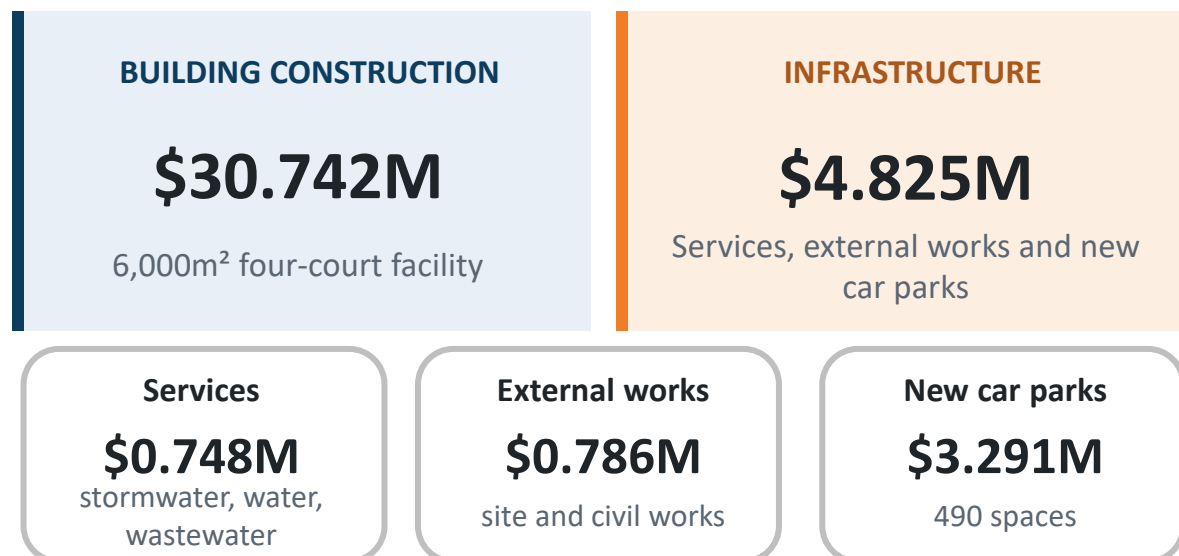
SUBJECT TO WORKSHOP DIRECTION | November Full Council report: final CAPEX, OPEX, FTE, revenue, whole-of-life, rates and external-funding implications.

The Project Cost Breakdown

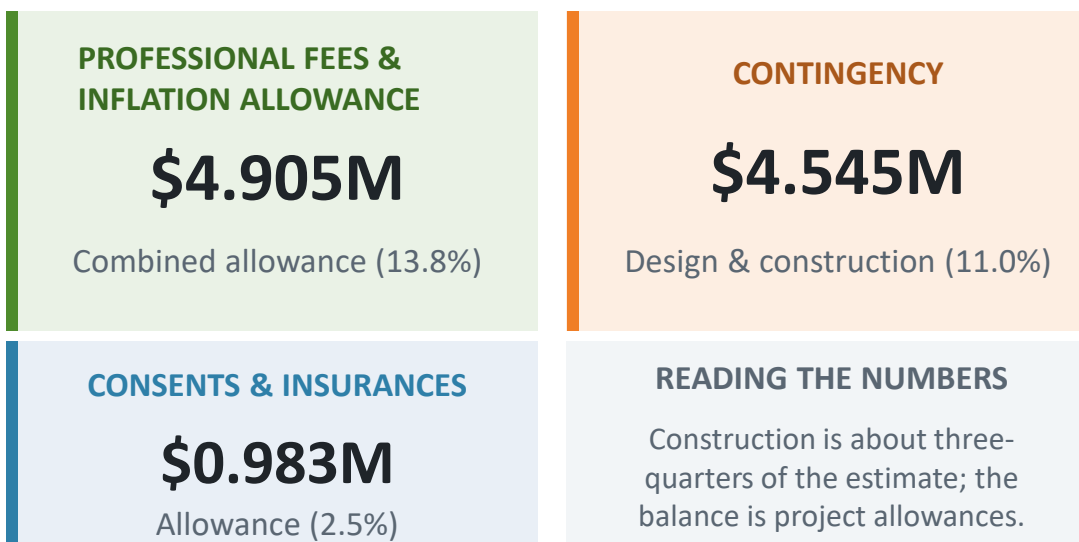
Estimated project cost: \$46.0M excl. GST — broken into the main cost groups.



1 Construction cost = \$35.567M



2 Project allowances and soft costs



CONCEPT DESIGN

*Walk through the four-court concept

- Show how the building works on the QEC site.
- Internal renditions of key areas
- Floor Plan
- Activities Functions
- Show Court



**printed A3 renderings provided separately*

Location rendering



Building Proposal

Multi-mode Operation







Indoor Courts & Ancillary Spaces

- ① Wind Lobby
- ② Reception + Entry Lobby
- ③ Administration Office
- ④ Public Toilets
- ⑤ Change Rooms
- ⑥ Family Rooms
- ⑦ First Aid
- ⑧ Courts
- ⑨ Storage

Multifunction

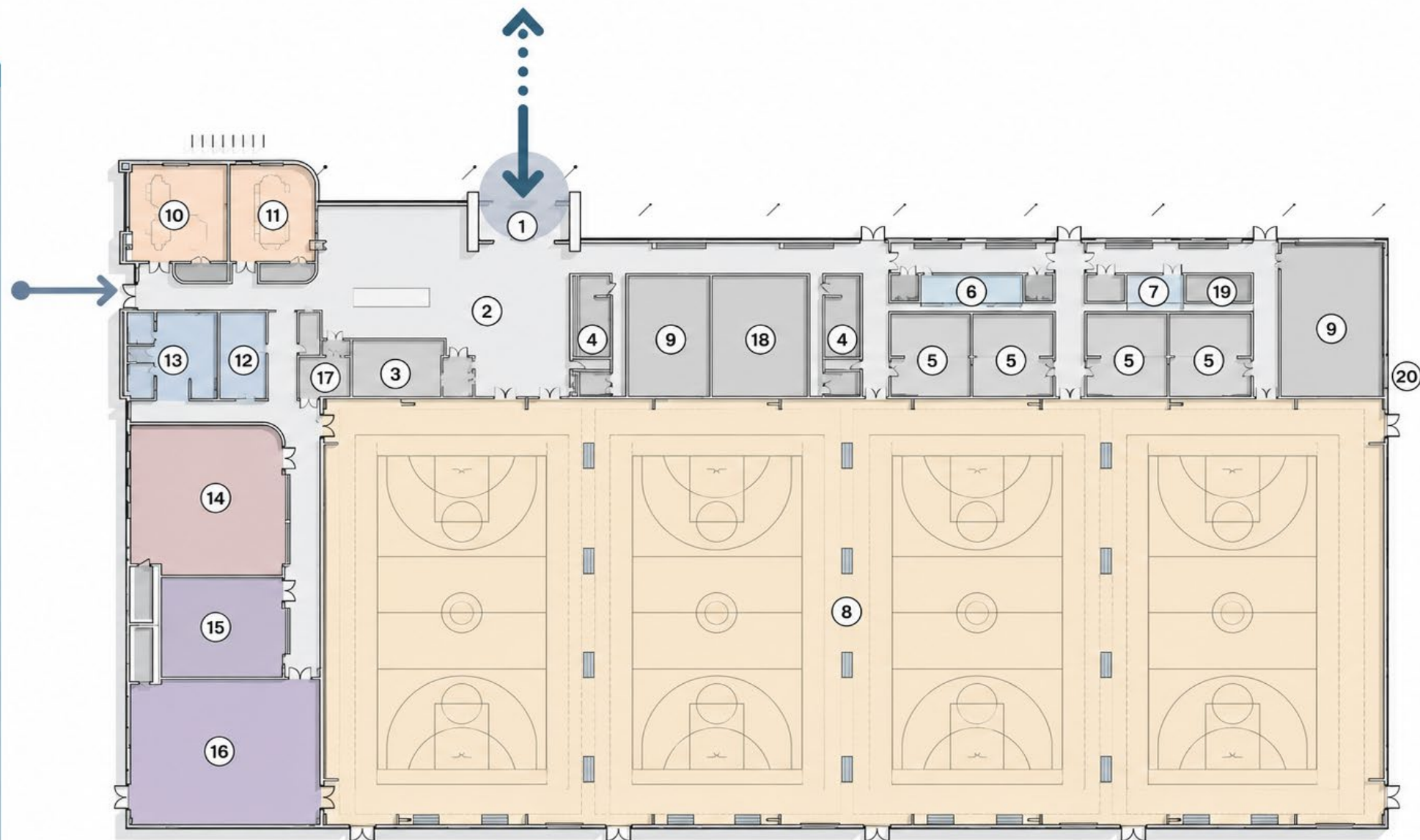
- ⑩ Multifunction Room 1
- ⑪ Multifunction Room 2

Health + Wellness

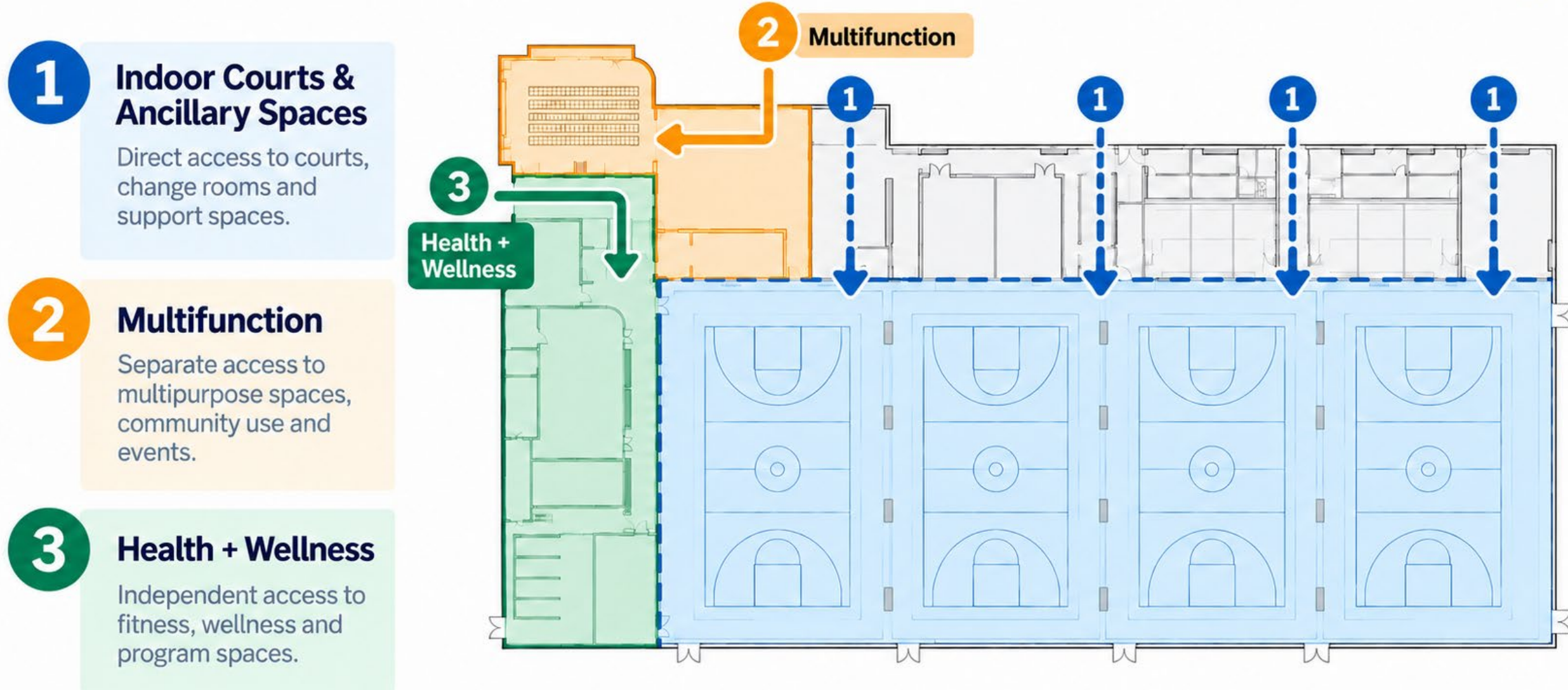
- ⑫ Physio / Consult Spaces
- ⑬ Change Rooms
- ⑭ Low Intensity Studio
- ⑮ Cycle Studio
- ⑯ High Intensity Studio

Plant and Loading

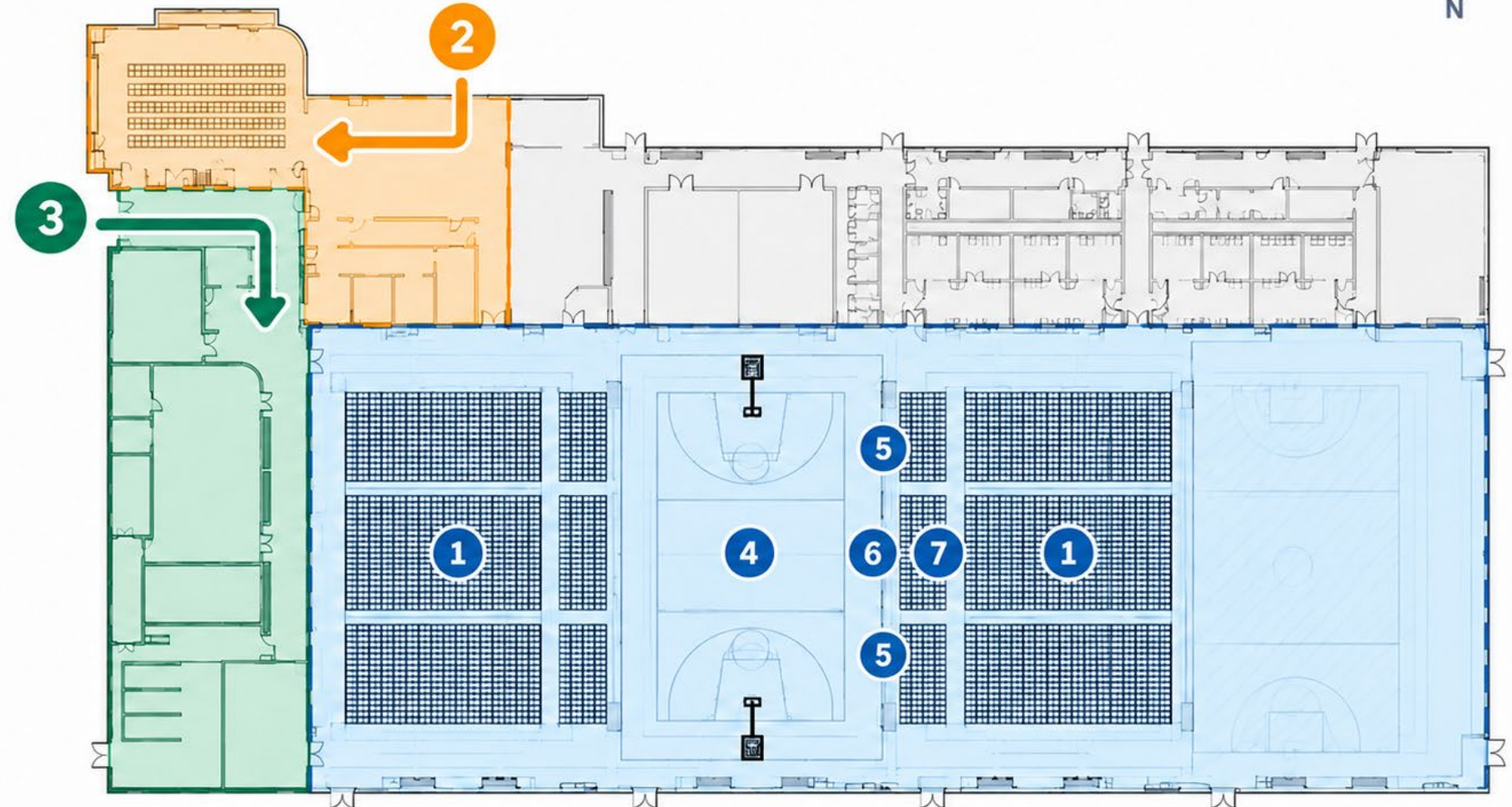
- ⑰ Comms
- ⑱ Mechanical/Hydraulic
- ⑲ Electrical
- ⑳ Service Access



Multi-mode – Separate Access To Key Facility Areas



- 1 Retractable Seating**
Up to 2,000 seats (fixed and moveable retractable seating).
- 2 Multifunction**
Event entry, public facilities and flexible spaces.
- 3 Health + Wellness**
Independent access to fitness, wellness and program spaces.



Fixed Retractables	750
Moveable Retractables	750
Floor Seating (Total)	500

Total Seats: +/- 2,000

- 4 Show Court**
Competition court for regional and national games.
- 5 Team Benches Area**
Home and away benches.
- 6 Scorers Table**
Official scorers table.
- 7 Floor Seating**
Additional seating around the court.

Direction sought from Council

Today's workshop is to provide a clear steer on scope, delivery before the formal November gateway.

1 SCOPE

Which option should officers take forward?

- **FOUR NEW COURTS**

Continue the developed four-court base project into the next stage, with future expansion protected.

- **SIX NEW COURTS**

Continue the six-court pathway and complete the additional feasibility, land, access, consent and funding work required.

2 DELIVERY

How should the selected scope be progressed?

- **PLANNED PROGRAMME**

Continue the current staged design, procurement and construction pathway.

- **ACCELERATED PATHWAY**

Further develop the accelerated procurement pathway and return with the risks, controls and cost implications.

3 SOCIAL INVESTMENT

We'll use QEC as the pilot

- **C&E COMMITTEE ENDORSED**

Using QEC as the first application of Council's wider social-investment / third-party funding framework.

WHAT HAPPENS NEXT

Officers will take this Council's workshop direction into a **Detailed Business Case and full Council report in November**, setting out the final scope, CAPEX/OPEX, funding, procurement, programme, risks and financial implications.

Any formal commitment remains a Council decision, targeted for November 2026.