

Item 1: Lakeview Development Programme

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

To provide a discussion-led assurance session on the Lakeview Development Programme, using the three agreed project objectives to test the principal risks to achievement, including matters within Council influence and external risks arising from market conditions and developer performance.

The workshop will consider the controls, mitigations and assurance arrangements in place, provide visibility of future milestones, conditions, Council dependencies and escalation points, including the Stage 2 settlement conditions, and incorporate this year's six-monthly direct engagement between Full Council and the developer, as previously resolved by Council.

Context

At its previous meeting, Risk & Assurance Committee (RAC) members sought further information on assurance arrangements for major projects and supported a workshop on the Lakeview programme and broader project oversight. Clarification was also sought on future milestones, including satisfaction of the Stage 2 conditions.

The RAC Chair has asked for reporting against each project objective, specifically the risk of not achieving the objective and the steps being taken, or that may need to be taken, to mitigate that risk.

The session is therefore structured around objectives, risks, controls and assurance, with presentation content kept deliberately brief to maximise discussion with Council, advisers and delivery partners.

DATE/START TIME:

Thursday, 1 October 2026 at 1:30 pm

TIME BREAKDOWN:

Presentation: 25 min

Questions or Debate/Discussion: 65 min

PRESENTERS:

Meaghan Miller and Paul Speedy (QLDC)

Dean Rzechta and developer team (Ninety Four Feet)

John Holmes (CBRE)

Andrew Monteith (Monteith Advisory)

Julie Scott (online) (Queenstown Lakes Community Housing Trust)

Brett Ellison (online – TBC) (Te Rūnanga o Ngāi Tahu)

Prepared by:



Name: Paul Speedy
Title: Programme Director (Strategic Projects)
22 September 2026

Reviewed and Authorised by:
[add GM or CE signature here]



Name: Meaghan Miller
Title: General Manager, Corporate Services
22 September 2026

ATTACHMENTS:

A	Lakeview Objectives Risk and Assurance Workshop 1 October 2026
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LAKEVIEW DEVELOPMENT PROGRAMME

Objectives, risk and assurance workshop

Risk & Assurance Committee and Council | 1 October 2026

Workshop purpose

A discussion-led session focused on assurance, risks and the key gateways ahead.

Shared understanding

Why the programme was structured around staged delivery and defined outcomes.

Objective-based assurance

What could prevent achievement of each project objective and how those risks are being managed.

Forward visibility

The milestones, conditions and Council dependencies that matter next.

20 minutes briefing • 65 minutes discussion • 5 minutes close

Run of session

Presentation content is deliberately tight to maximise access to invited experts.



The three objective discussions are the workshop.

The agreed project objectives

These are the formal lens for the workshop discussion.

1 Financial return

Maximise financial return in a manner that minimises risk to ratepayers.

2 Thriving precinct

Establish a thriving residential focused, mixed-use precinct, which is stitched into the Queenstown town centre context.

- A. exhibits best practice urban design principles, is walkable, activated, liveable and authentic;
- B. exhibits a consistent design language and high-quality built form outcomes that complement the natural environment, fit into the Queenstown context and are of human scale;
- C. provides a diverse retail mix which complements and provides for the natural expansion of the existing town centre core and will appeal to locals and visitors;
- D. provides for the intensification sought via Plan Change 50 and delivers for a variety of housing outcomes and/or a diverse residential community;
- E. considers opportunities for visitor accommodation and / or visitor facilities where these are economically viable.

3 Timely delivery

Ensure the Precinct's development potential is unlocked in a timely and efficient manner.

Current position and key gateways

Two connected workstreams: staged settlement and Council delivery.

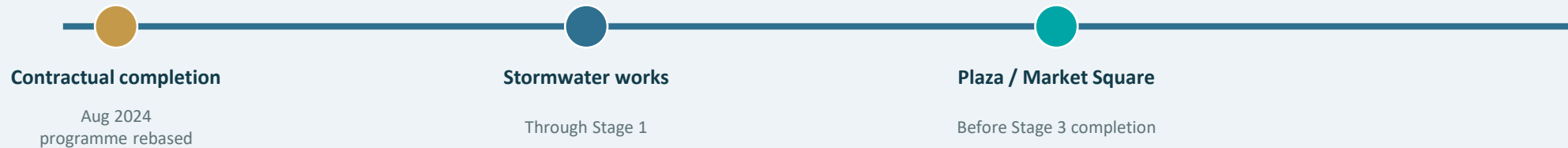
DEVELOPMENT SETTLEMENT

Base payments by stage under the Development Agreement



COUNCIL WORKS AND OBLIGATIONS

Required Council delivery interfaces across the programme



Assurance focus: alignment of settlement gateways, Council obligations and delivery milestones.

Lakeview precinct plan

Development Agreement land and its relationship to the wider precinct.



Development Agreement land

Staged development and settlement framework.

Council land / decisions

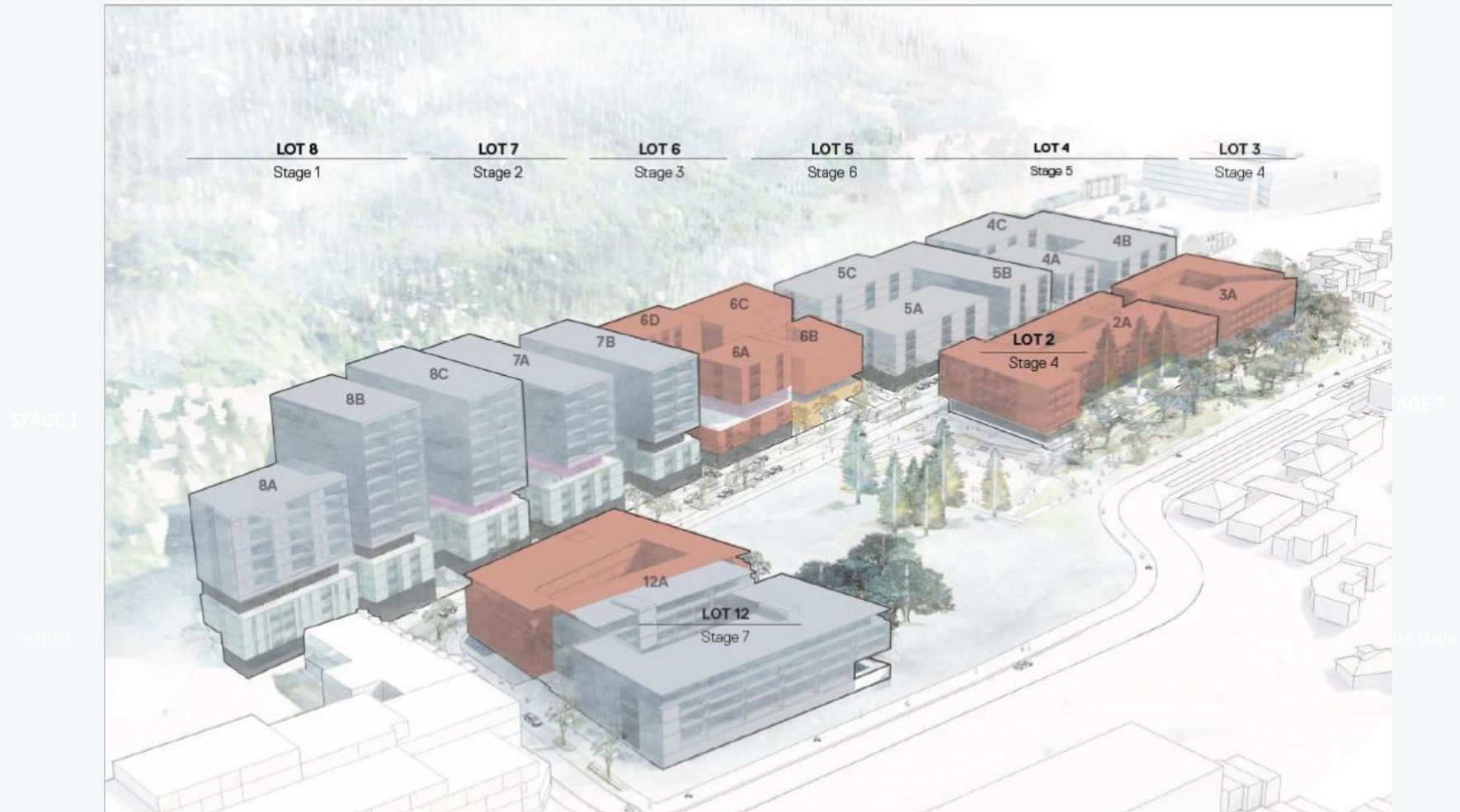
Affordable housing, Lynch Block and public realm.

Reserve management

Hot pools, campground and reserve activation.

Master Development Plan and staging

The spatial, urban-design and staging framework for delivery.



Control framework: Objective 2 urban-design outcomes and Objective 3 staging and sequencing.

Objective 1 discussion

Maximise financial return in a manner that minimises risk to ratepayers.

20 MINUTES

What success looks like

Contracted value is protected, staged receipts are managed and Council retains contingent upside without carrying developer delivery and market-performance risk.

Within Council control or influence

Council obligations; settlement and milestone monitoring; coordination of approvals, land and infrastructure; commercial, legal and governance escalation.

Outside Council direct control

Developer funding, performance and capability; construction and financing costs; market demand, sales values and timing; resulting timing or value of super profit.

Current response and assurance

Staged land release and settlement; future land retained until conditions are met; contracted base payments; milestone monitoring; separate treatment of contingent super profit.

Assurance focus: protect contracted value and Council obligations; monitor developer and market performance.

Objective 2 discussion

Establish a thriving residential focused, mixed-use precinct stitched into the Queenstown town centre context.

25 MINUTES

What success looks like

A walkable, activated and high-quality precinct with housing diversity, an appropriate use mix, strong public spaces and effective town-centre connections.

Within Council control or influence

Council infrastructure and public realm obligations; affordable housing allocation; reserve-management decisions; Lynch Block and related precinct workstreams; assessment against agreed outcomes and escalation of material divergence.

Outside Council direct control

Market demand and commercial viability; developer sequencing, investment and product mix; occupier, investor and purchaser demand; construction and financing conditions; pace of activation.

Current response and assurance

Development Agreement objectives and material outcomes; Master Development Plan controls for land use, built form, public realm and connections; design review; monitoring of Council dependencies and related precinct decisions.

Assurance focus: use Council-controlled levers alongside Development Agreement and Master Development Plan controls; monitor market viability and activation.

Objective 3 discussion

Ensure the Precinct's development potential is unlocked in a timely and efficient manner.

20 MINUTES

What success looks like

Staged development progresses without avoidable delay, with aligned responsibilities, timely decisions and effective escalation of dependencies.

Within Council control or influence

Council obligations and decisions; workstream alignment; monitoring the Master Development Plan staging framework, settlement conditions and the Stage 1, 3 and 7 sunset controls; timely escalation to preserve contractual options.

Outside Council direct control

Developer funding, procurement, contractor performance and sequencing; construction costs, labour and materials; site conditions; third-party and utility requirements; wider economic conditions.

Current response and assurance

Development Agreement monitoring, including Stage 1, 3 and 7 sunset controls; Master Development Plan staging and sequencing controls; developer reporting; Council workstream ownership; technical, commercial and legal review; governance escalation.

Assurance focus: align Council dependencies, monitor delivery and preserve contractual intervention points.

Assurance framework

How emerging issues are identified, reviewed and escalated.

DELIVERY CONTROLS

Developer reporting • milestone and obligation monitoring • technical and statutory processes

PROGRAMME OVERSIGHT

Programme Control Group • internal coordination • commercial and legal review

GOVERNANCE ASSURANCE

Executive reporting • RAC oversight • Council decisions • specialist advice

ESCALATION PATHWAY

1

Issue identified

Reporting or specialist review.

2

Owner assigned

Developer or Council workstream.

3

Programme review

Impact, response and confidence tested.

4

Governance escalation

Executive, RAC or Council where required.

Assurance focus: visibility, ownership and timely escalation of emerging risks.

Three points to carry forward

The objective-based discussion should inform future assurance and reporting.

1

Tested and governed

The commercial model, programme costs and trade-offs have been subject to specialist review and Council governance. The Master Development Plan provides an ongoing control for precinct outcomes, staging and sequencing.

2

Value retained, transferred and returned

Council retains long-life public infrastructure; serviced development land is released in stages; staged payments and contingent upside return value over time.

3

Shared understanding matters

The model is deliberate and long term. Consistent explanation of costs, retained assets, staged receipts and risks is itself an assurance requirement.

Future reporting: objective • risk • control or assurance • gateway or decision