

ATTACHMENTS

Ordinary Council Meeting

19 March 2019

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EXECUTIVE SUMMARY [Introduction and context

This single-stage business case assesses the location options for a new Civic Administration Building (CAB) for the Taupō District Council, and makes a recommendation based on assessment of the financial and nonfinancial factors.

Since vacating the previous facilities at 72 Lake Terrace due to earthquake and asbestos issues, the Taupō District Council has been spread between 8 leased locations of highly variable quality within the Taupo CBD. This collection of short-term premises falls short of meeting the operational requirements of the Council, and over time will become an increasing impediment to the Council fulfilling its regulatory, operational and public service functions.

The Council is seeking to consolidate its administrative operations into a single building. Four options for how this might occur have been examined in this business case:

- 1. Taking a long-term lease on a purpose-built building constructed and owned by the private sector
- 2. Constructing a new Council-owned building on the previous site at 72 Lake Terrace
- 3. Constructing a new Council-owned building on the car parking space at 61 and 67 Tuwharetoa Street
- 4. Constructing a new Council-owned building in the Cultural Precinct on the Tongariro Domain.

The intended audience for the document is the Taupō District Council and its community. The purpose of the business case is to assess the options for the Civic Administration Building so that the Council can make an informed decision about the best way forward for an important community asset.

CAPCERE

demonstrate that the investment:

- case
- Optimises value for money - the economic case Is commercially viable – the commercial case · Is financially affordable - the financial case Is achievable – the management case.



- This single-stage business case follows the Better Business Case methodology endorsed by the NZ Treasury.
- The document is organised around the five case model to
- · Is supported by a robust case for change the strategic
- The strategic, economic and financial cases are the first three sections of the document, while the remaining two cases are combined into the Implementation section.

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EXECUTIVE SUMMARY | What's the problem to be solved

The Taupo District Council's previous head office building at 72 Lake Terrace was evacuated in 2017 and then demolished in early 2018 due to earthquake and asbestos issues that could not be resolved economically. The Council's functions and staff are now spread across 8 different locations in the Taupō town centre, which has created productivity and effectiveness challenges.



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POTENTIAL SYNERGY:

As part of the development of the Master Plan, Warren and Mahoney and Boffa Miskell were asked to consider whether the inclusion of the Civic Administration Building would contribute in any way to the proposed Cultural Precinct, given that the existing building at 72 Lake Terrace has been vacated and demolished.

The Master Plan concludes that there are significant benefits from the inclusion of the CAB in the precinct and that there is a strong urban design logic in doing so. However, the wider cost/benefit merits or otherwise of taking this step are not examined in the Master Plan; rather, they are the subject of this business case.

POTENTIAL SYNERGY:

The Master Plan proposes that benefits can be achieved by linking the Museum to the new Civic Administration Building vig a common atrium. This would allow facilities such as reception areas, meetings rooms and bathrooms to be shared between the two buildings, lowering both the capital costs of construction and enabling efficiencies of scale in day-to-day operation, as well as helping create a greater sense of place and higher-guality urban environment. The proposal also provides for more than 650m² of new community space.

EXECUTIVE SUMMARY | The options and the analysis

The Council assessed a long-list of options for the location of the Civic Administration Building. In all, 11 different alternatives were investigated, with most being found to be unsuitable for functional, space or operational reasons. Four options were short-listed for further investigation: a long term lease, Tongariro Domain, 61-67 Tuwharetoa Street and 72 Lake Terrace.

Option 1: Long term lease

A lease would be entered into with a commercial developer/property owner to construct a new building that would meet the Council's requirements at a mutually agreed location within the Taupō CBD.

Option 4: Tongariro Domain

A new building would be constructed on the western side of the proposed civic plaza. The building would be two stories tall and be linked to the new Museum with a shared atrium, with a number of shared spaces and facilities such as meeting rooms and reception spaces.



A long-list of options for the location of a **Civic Administration Building was** compiled and evaluated by Council officers in October 2017, with 8 options being rejected as not meeting the Council's requirements for a variety of reasons. The table at right shows the summary of the findings at the time. These options have not been further investigated or the decisions re-litigated in this business case.

Discarded options

2 Gascoigne St | High chance of traffic congestion, site is high density retail and considered to be more appropriate for core retail activities | Lack of prominence when compared to other sites

Houheu St carpark | The site contributes significantly to the parking strategy within the town centre and the displacement to accommodate a CAB will reduce this contribution | Proximity to two fuel stations raises concerns relating to hazards for the Emergency Operations Centre

67 Horomatangi St | Proximity to the the largest primary school in the area may pose logistical/access challenges | There may be a perception associated with current RSA operations | Proximity to two fuel stations raises concerns relating to hazards for the Emergency Operations Centre

10 Opepe St | On the fringe of the town centre which reduces the prominence and connectivity with the CBD | Immersed in light industry, although did recognise a CAB could trigger a change | Proximity to Spa Rd may create traffic congestion

258 Spa Rd | Proposed site is outside the town centre as per the EOI requirements and the business objectives

Taniwha St carpark | Lack of prominence when compared to other sites | Area considered to be more appropriate for core retail activities

Gascoigne St Reserve | Has been specifically set aside for municipal buildings, however the reserve has come to be considered and used by the community as if it was a reserve

Tongariro Domain North | Considered extensively in 2010 as part of the Taupo Urban Commercial and Industrial Structure Plan. Council looked at the potential for a new building located on the recreation reserve land to the north of the Great Lake Centre. Having considered the technical information, expert advice and the views and preferences of the community Council decided not to proceed with a civic administration building on the north domain



Option 3: 61-67 Tūwharetoa St

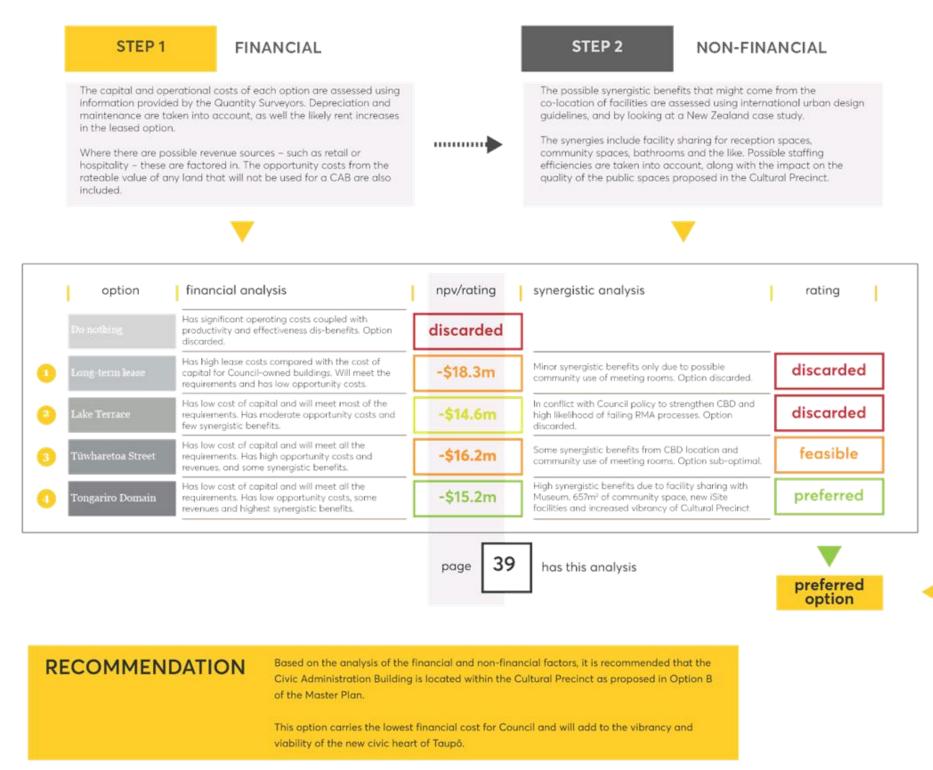
A new building would be constructed at 61-67 Tuwharetoa Street. The building would be three stories tall with ground floor retail or hospitality. The CBD location would put Council activities in the centre of the town.

Option 2: 72 Lake Terrace

A new building would be constructed on the site of the previous Council building at 72 Lake Terrace. The building would be two stories tall, with little to no public shared facilities.

EXECUTIVE SUMMARY |The outcome and the recommendation

Identifying the preferred option for the location of the Civic Administration Building and whether there are any synergistic benefits that can be realised from its construction has been a two-step process, which looks at the financial and non-financial benefits of the alternative approaches. This has resulted in a preferred option being identified.



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ECUTIV



CONSTRAINTS

ACHIEVABILITY

The size, scope and timing of the project must be achievable within the capabilities of national construction companies and the project management capabilities of the Council, in the context of other significant initiatives that are planned or underway in

AFFORDABILITY

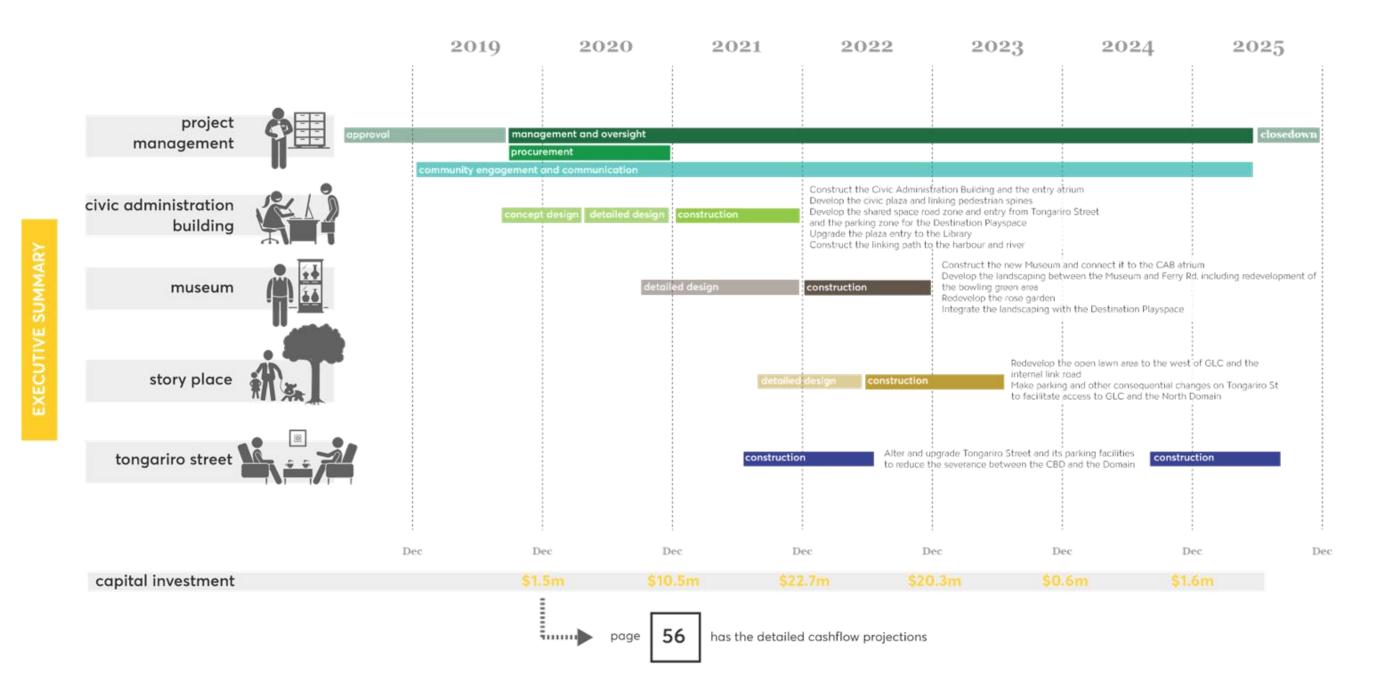
the region.

The overall project budget must be affordable for the Council in the context of other initiatives and its financial constraints, as outlined in the Long Term Plan and its amendment.

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EXECUTIVE SUMMARY | Timelines and achievability

Construction of the Civic Administration Building is planned for 2020/21 and will form part of the multi-year development of the Cultural Precinct in the South Domain.









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STRATEGIC ASSESSMENT | Taupō's natural history

Lake Taupō sits at the heart of the Taupō Volcanic Zone on the volcanic plateau, which has been active for the past two million years and is still a highly active geothermal region. The zone is approximately 350 kilometres long by 50 kilometres wide. Mount Ruapehu marks its south-western end, and the zone runs north-eastward through the Taupō and Rotorua areas to the submarine Whakatāne volcano 85 kilometres beyond White Island, which is considered its northeastern limit. It is part of the larger Central Volcanic Region that extends further westward through the western Bay of Plenty to the eastern side of the Coromandel Peninsula, which has been active for the past four million years. The Taupō Volcanic Zone is widening east-west at the rate of about 8 mm per year.

Lake Taupō itself is the drowned caldera of a dormant super-volcano, created by a massive eruption which occurred approximately 26,500 years ago. According to geological records, the volcano has erupted 28 times in the last 27,000 years. The initial event is known as the Oruanui eruption, and was the world's largest known eruption over the past 70,000 years, ejecting 1170 cubic kilometres of material and causing several hundred square kilometres of surrounding land to collapse and form the caldera. The caldera later filled with water, eventually overflowing to cause a huge outwash flood. It is possible that the Lake Taupō event contributed to starting the Last Glacial Maximum.

Several later eruptions occurred over the millennia before the most recent major event 1,800 years ago. Known as the Hatepe eruption, it is believed to have ejected 100 cubic



kilometres of material, of which 30 cubic kilometres was ejected in a few minutes. This was one of the most violent eruptions in the last 5,000 years, and there appears to be a correlation to a year in which the sky was red over Rome and China. The eruption devastated much of the North Island and further expanded the lake.

The entire area of the Volcanic Plateau is above 300 metres, with a considerable proportion of it more than 800 metres above sea level. The plateau has a mild climate although the temperature regularly falls below freezing in winter and snow can fall between March and October. Of all North Island regions, the Volcanic Plateau is closest to having a continental climate. Sudden blizzard conditions can be experienced on the volcanoes in winter, and the Desert Road on State Highway 1 is often closed by snow in winter for brief periods.

With a surface area of 616 square kilometres (238 sq mi), Lake Taupõ is the largest lake by surface area in New Zealand, and the second largest freshwater lake by surface area in Oceania. Lake Taupõ is a taonga of Ngãti Tûwharetoa from the Te Arawa waka. Ngãti Tûwharetoa own the bed of the lake and its tributaries.

The unique natural history and geography of the Taupō district has acted as a catalyst for its development. Local and international visitors have been drawn to the natural beauty, geothermal wonders and recreational opportunities since the 19th Century, and the volcanic soils of the surrounding area have provided both opportunities and challenges for forestry and farming. In every sense – geographically, economically, culturally and socially – Taupō has been formed and shaped by the volcanic forces that created the lake.

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STRATEGIC ASSESSMENT | Taupo: the people and the place

Taupo was originally known as Tapuaeharuru and while Taupo's European history is quite recent, its deep and rich Maori history goes back much further and has significant value and relevance to the development and future of the region.

> Maori mythology speaks of the early Arawa canoe explorers Ngatoro-i-rangi, a navigator and high priest (tohunga), who as legend has it, was responsible for the creation of Lake Taupō and Tia, who named the lake and was a chief and brother of one of the Arawa canoe captains. The name Taupō, by which the town and the lake is commonly known, is the shortened version of its Māori name, Taupō-nui-a-Tia. Literally translated, Taupō-nui-a-Tia means "The great cloak of Tia".

The Māori population during the Archaic period was sparse. Only two moa hunter period sites have been discovered to date. The best known is the Whakamoenga cave near Taupō. The cave was in use about 600 years ago and three mog bones, obsidian flakes, hollow pumice stone ash holders, pumice floats, a fishing net, bird spears, pieces of hue (gourd) and bracken remains have been found.

The Ngāti Hotu people occupied the Taupō region until the sixteenth century when a chief called Tūwharetoa and his descendants from the Bay of Plenty fought for the right to settle in the land, becoming the pre-eminent tangata whenua - Ngăti Tuwharetoa, and guardians of Lake Taupă.

The first Europeans to meet the Tüwharetoa people are thought to be Andrew Powers who arrived in the region in 1831 and Thomas Chapman, an Anglican missionary, who came to Taupō from Rotorua in 1839. By this stage there were 65 inhabited settlements around the lake edge.



The overhead ferry cable at the outlet of the River was slung across the outlet in the late 1850s, Te Poihipi Tukairangi's Pa on the West Bank of the Waikato source was a fortified pa in 1865 and the Armed Constabulary established itself in the area in 1869.

Wairakei opened as a tourist destination in the 1880's and in 1881 some land was gazetted for sale in central Taupō. By 1912 the two main buildings were the Lake Hotel and Rickits General Store. It is one of the few centres in New Zealand that was never linked to the rail network during construction of the nationwide rail system in the late 19th and early 20th Centuries.

Growth in the town was incremental at best until the 1950's when a combination of forestry work and the Tourist Hotel Corporation (THC) opened the area up as a tourist destination, including the extensive modernisation of Wairakei, which resulted in a significant increase in regional growth. The 1960s and 1970s saw many new buildings, motels and hotels constructed. Much of Taupo's commercial and community building stock is from that era.

Today, Taupō has a population of 24,700 (as at June 2018). In 1953, Taupō was officially constituted as a borough, and from 1989 it has been administered by the Taupō District. Council, the district including both Taupō itself and the surrounding hinterland. Despite this, it is occasionally referred to as a city. It is the 20th largest urban area in New Zealand, and the second-largest in the Waikato Region (behind Hamilton).

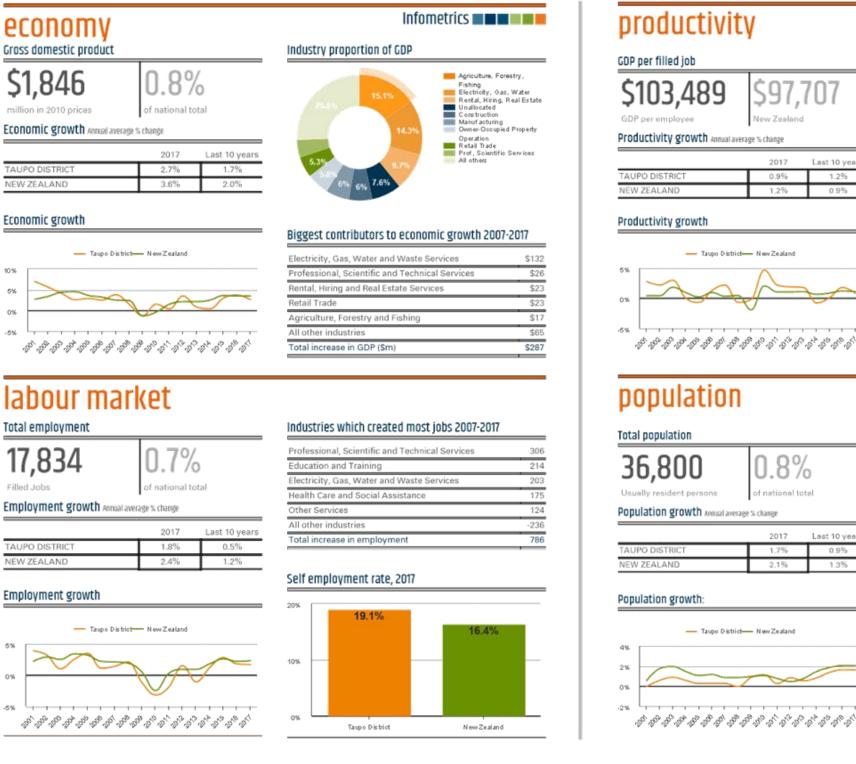
Taupō is served by State Highway 1 and State Highway 5, and the Thermal Explorer Highway touring route. All three highways run concurrently along the Eastern Taupō Arterial, which was built in 2010. Prior to this point, State Highway 1 ran along the lake edge and past the western edge of the CBD, bisecting the town and Tongariro Domain. Taupö is also served by a regional airport, with scheduled flights to and from Auckland and Wellington.





STRATEGIC ASSESSMENT | Taupō at a glance

Taupo is enjoying a robust economy and steady population growth, with an increasingly diversified business sector with high productivity.



-5%

5%

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10 %

5%

0%

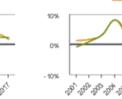
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Filled Jobs

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No. of business units





Last 10 years

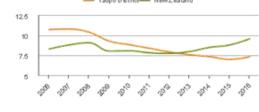
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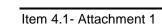
Annual earnings growth Annual average % change



Tauno District









business units



2017	Last 10 years
1.8%	0.6%
2.1%	1.1%

- Taupo District- New Zealand





standard of living

Mean annual earnings 2016



2016	Last 10 years
3.1%	3.7%
3.1%	3.4%

Housing affordability (higher is less affordable)

- Taupo District New Zealand

STRATEGIC ASSESSMENT | Investment challenges



THE CHALLENGES WE NEED TO ADDRESS

In order to gain clarity and consensus on the problems being faced, multiple workshops and meetings were held with Council officers. Subsequent analysis established that there are three interlinked challenges for the Taupō District Council, as follows:

Immediate driver: Having Council office staff split over multiple locations is adversely affecting organisational culture, productivity and effectiveness, following the forced exit from the previous building in Lake Terrace.

Strategic context: The Council has embarked on a Master Plan to create a Cultural Precinct within the Tongariro Domain, and the preferred option has indicated that having a Civic Administration Building as part of the Precinct would add vibrancy to the heart of Taupõ. However, the costs and benefits of this need to be assessed.

Strategic opportunity: The indicative design for a new Civic Administration Building connects it to a proposed new Museum with a shared atrium and facilities. This opens up the opportunity to reinvigorate the Museum to make it a showcase of Taupō's culture and history. However, the viability of this approach needs to be assessed.

These are significant challenges and go to the heart of how Taupõ views itself as a growing regional town, and how it expresses that identity to the rest of New Zealand and the rest of the world. The logic for intervening and doing something – rather than doing nothing – is compelling, and the following sections describe what the future might look like.





STRATEGIC ASSESSMENT | Why is change needed?

There are a number of drivers for investing in the Tongariro Domain and its facilities:



The Taupo District Council is currently dispersed around a number of CBD buildings due to the demolition of the main earthquake-prone council building. This is causing productivity and dislocation issues, as well as imposing lease costs on ratepayers. Some key functions - such as Civil Defence - are in very substandard facilities, which are already struggling to be fit for purpose. This situation of poor working conditions and functional deficits in the buildings is likely to worsen over time.

There is a clear need for a facility that is able to foster the collaborative working approach that the Council is seeking, as well filling the functional needs of the organisation.

In addition, combining some of the community uses with Council functions might mean that the same facilities - such as meeting rooms - can be provided and operated at lower cost, with more flexibility for the community. There are a number of ways of achieving these goals, which require considered assessment so that an informed decision can be made about the correct way to address the issue.



The Domain is a major asset for Taupō residents and visitors alike, but the facilities within the Domain are in varying condition and do not always function well for residents or visitors. The levels of usage for some facilities is low, partly because of their condition and partly because of the ease of access (or lack thereof) from the Taupö CBD.

In response, Warren and Mahoney and Boffa Miskell were commissioned to create a Master Plan for a Cultural Precinct in the South Domain. The purpose is to ensure that development of the area occurs in a holistic and considered way, and is sympathetic to the needs and aspirations of the Taupō community and visitors to the town.

The resulting Master Plan lays out a roadmap for the gradual reconfiguration of the area, balancing the desire for green spaces with the need to renew key facilities and add to the vibrancy of the public spaces. The plan seeks to create a new civic heart for Taupō, and in doing so proposes that a combined Civic Administration Building and Museum is constructed on the western side of a new civic plaza. However, the costs and benefits of this need to be assessed.



Many of the buildings on the Domain - such as the Museum and the Library - need investment to bring them up to standard. In some cases they are at or nearing the end of their economic lives.

The Museum is the most acute of these. The state of the facilities means it is unable to receive repatriated Ngāti Tūwharetoa taonga, the storage and display spaces are inadequate, and some of the building is lacking key infrastructure for artefacts, such as air conditioning. The number of visitors is low by regional museum standards, partly because the site is not conducive to causal visitation - it's not always obvious where the Museum is.

The opportunity exists to tell the rich stories of Taupö - the natural history, and the social and cultural stories of the place and its people - in a way that engages residents and locals alike. The Museum could become a vibrant facility and key cultural resource for the town, able to showcase the artefacts and taonga of Tuwharetoa, be a place where research and learning can be conducted, and be able to host national and international touring exhibitions.





STRATEGIC ASSESSMENT | Current state | the Civic Administration Building

The requirement to provide a new Civic Administration Building arises because the previous building at 72 Lake Terrace was evacuated and then demolished due to earthquake and asbestos issues that could not be resolved economically.

During 2016 the Council became increasingly aware of serious issues with its primary building at 72 Lake Terrace. Consultants were engaged to investigate and report on two principal issues with the building – its seismic resilience and the presence of asbestos in the building. The Council was concerned about the health and safety of its staff and about its ability to function after an earthquake. Following the consultants reports, in May 2017 it decided to decant staff from the current building and relocate them to leased accommodation in several locations in Taupō.

The summary of the issues presented to Councillors is at right.

In early 2017 and as part of the annual planning process the Council consulted its community over options for the Civic Administration Building. Five options ranging from refurbishment to a new build were costed and considered. The Council's preferred option was for a new building to replace the existing building, given that the costs of remediation and refurbishment of the existing structure proved to be uneconomic.

After its consultation on the Annual Plan this option was provisionally adopted by the Council. Further planning and investigation of site options was undertaken and in late October the Council confirmed its intention to construct a new building. The Council publicly advised three site options with a preference for a site near the Great Lake Centre, following work to assess a long-list of 11 different sites in and around the Taupō CBD.

Following the decision to vacate the building at 72 Lake Terrace and confirmation that it was uneconomic to remediate, the Council made the decision to demolish the structure in preparation for future redevelopment of the site. This ensured the now-vacant building would not represent a safety hazard through asbestos contamination should the structure suffer damage from vandalism, fire or earthquake. The building was removed and the site remediated in early 2018.

Due to limitations in the availability and functionality of leased premises, some Council functions remain in prefab buildings on the Lake Terrace site. Some of the spaces are more than 50 years old and in substandard condition. Taupō District Council's main building at 72 Lake Terrace is two-story and is a group of buildings. The original building (closest to Lake Taupō) was constructed in 1968 and is nearing 50 years old. The other parts were added in 1984, 1989, 2004 and 2011. Due to the age and the type of construction there are a number of issues with parts of the building, which pose significant health and safety risks to staff and members of the community who use it. Council has obligations to address these risks under the Health and Safety at Work Act 2015 (HSWA).

As part of the scheduled maintenance programme the building was due to be repainted in 2016. When seeking quotes for this maintenance, investigations revealed the presence of asbestos in the external cladding of the original part of the building built in 1968. The reports by Clearsafe Environmental Solutions identified friable asbestos and advised that the friable asbestos panels needed to be removed and replaced with a current building standard cladding. Friable in relation to asbestos means "in a powder form or able to crumbled, pulverised, or reduced to a powder by hand pressure when dry". When exposed the asbestos contaminates the air, the ground and lungs.

A seismic assessment by BECA to gauge the earthquake strength of the building was carried out in 2012. This highlighted a number of issues with the building including a large amount of timber frames, minimal bracing, a light metal roof and shallow foundations. The score for this building based on the importance for level four (IL4) in a normal building was 28% which corresponds to a C grade building, as defined by the New Zealand Society for Earthquake Engineering (NZSEE). It was assessed as having a 50 percent rating under IL2 recommendations. A more recent seismic assessment carried out by local structural engineers Cheal Consultants in March 2017 revealed similar findings.

There was significant uncertainty around the exact extent of the repairs required to address the vulnerability to earthquakes. Compounding this uncertainty is the unknown nature of the connection points of the various buildings. Further invasive investigation would be required to ascertain how vulnerable those connection points are.

In addition, obsolete cabling and ducting in the roof cavity has been identified as a fire risk. The report advises that this cabling and ducting should be removed. In addition the overall integrity of the roof has been compromised due to the various additions to the building over time and damage due to the installation of building services. Issues have also been identified with the air conditioning system that is operated throughout the building.

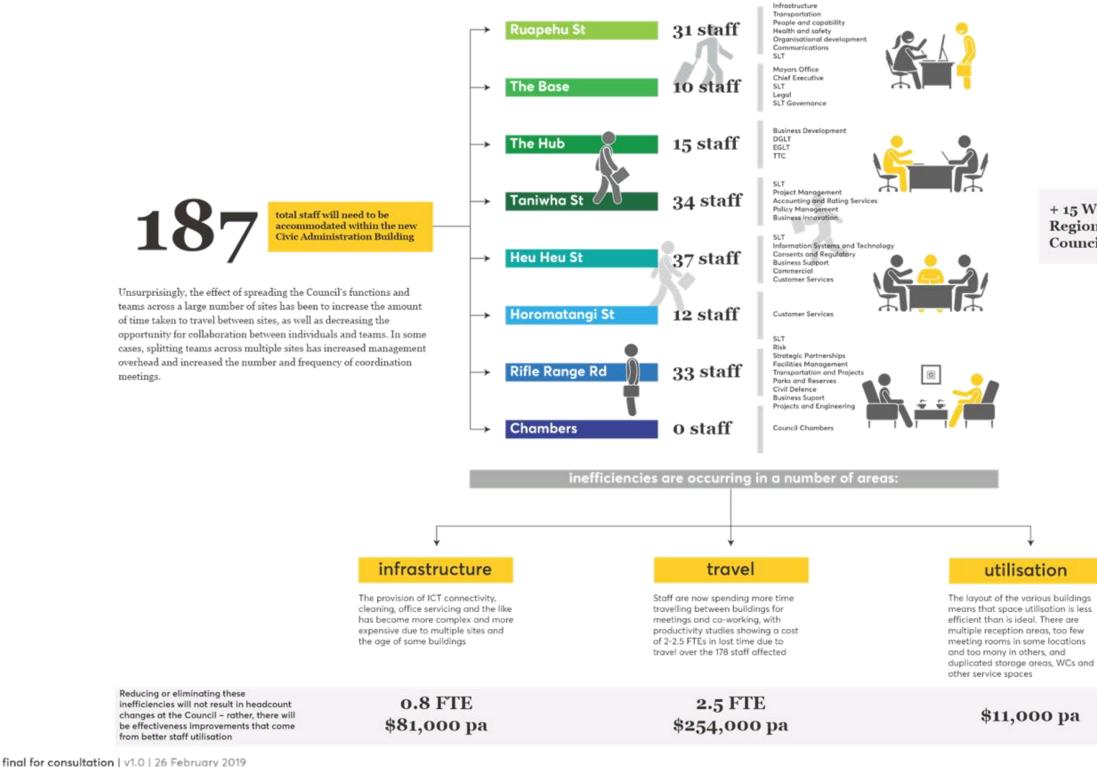






STRATEGIC ASSESSMENT | Current state | productivity impacts

Since decanting staff from the now-demolished building at 72 Lake Terrace, the functions of the Council have been distributed across 8 separate sites in the Taupo town centre. All these sites are leased, on varying terms and conditions, and travel between buildings has become a fact of life for Council staff.





+ 15 Waikato Regional **Council staff**



STRATEGIC ASSESSMENT | Tongariro Domain | current state

Tongariro Domain has as range of functions and uses, ranging from cultural and social to recreational and administrative. It provides facilities that cater specifically to visitors to Taupo, as well as those that exist solely for residents of the district. Many of these facilities have been added gradually over the decades, with the domain not having an agreed development plan or coordinated approach that defined the uses that should be prioritised. The result is an eclectic mix of buildings, open spaces and supporting infrastructure.



Note: The Landing Reserve is to be renamed Parakiri Recreation Reserve from Tuwharetoa's settlement date scheduled for 12 March 2019

Taupō's Tongariro Domain is situated in a spectacular setting with panoramas, vistas, backdrops, varied outlooks and contained views. It is well sized, adaptable and adjacent to the town's commercial and entertainment heart.

The Domain is 17ha in size and is generally divided in two: the North Domain above Story Place and the South Domain between Story Place and the lake. The river esplanade area is a legal road but considered as part of the Domain.

There has been continuous evolution and change in the facilities and function of the Domain since its early 19th century days as a military redoubt. The Great Lake Centre and Library, completed in 1992, significantly rearranged this area with curved buildings and car parking.

The Great Lake Centre frontage on the Tongariro Domain facing Tongariro Street is generally regarded as the de facto heart of Taupō.

The Tongariro Reserve Management Plan developed in 2005 fully describes the history, occupants, uses and objectives for the Domain as it was known then. Many of the objectives found within the Management Plan remain relevant now.

The Reserve is subject to the Reserve Act 1977 which both protects the Reserve from inappropriate development but also sets constraints as development is contingent on necessary Reserves Act statutory processes (change of reserve classification, review of Reserve Management Plan) being completed.

Several current occupancies are growing less relevant to the Domain location. Lease expiry dates may (or may not) be an opportunity to assess some community uses which could be located elsewhere.





STRATEGIC ASSESSMENT | Cultural Precinct Master Plan

Responding to the challenges of severance, outdated facilities and the possible relocation of the Civic Administration Building requires a holistic approach to developments on the Tongariro Domain. Rather than issues being addressed in a piecemeal fashion, the Taupö District Council has elected to implement a Master Plan for the area.

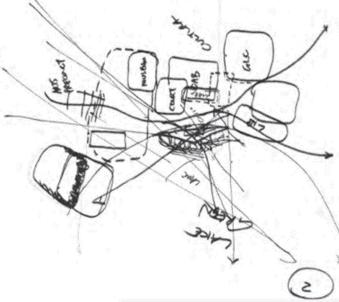
In order to set a strategic direction for the Tongariro Domain, the Taupö District Council conducted a rigorous procurement process to select an urban design team that could develop a suitable master plan for the Tongariro Domain and precinct. This led to architecture firm Warren and Mahoney and urban designers Boffa Miskell being appointed.

The intention is to provide a high quality urban design framework so that development of the area is conducted in a coherent way – taking into account the cultural context, the objectives of Taupö residents and visitors, and the requirements of the wide range of people who use the Domain.

Starting with six guiding principles – the six pillars – the team have developed an integrated approach to how the precinct can be revitalised. The work resulted in a range of designs, which were then consulted on across the community and iwi.

The purpose of the master plan is not to set the direction for specific buildings or projects, but to consider the functions and requirements for the precinct as a whole. The result is an integrated framework that defines how open space, people, buildings, recreational areas and vehicles can coexist in an harmonious way within the Tongariro Domain.







As part of the development of the Master Plan, Warren and Mahoney and Boffa Miskell were asked to consider whether the inclusion of the Civic Administration Building would contribute in any way to the proposed Cultural Precinct, given that the existing building at 72 Lake Terrace has been vacated and demolished.

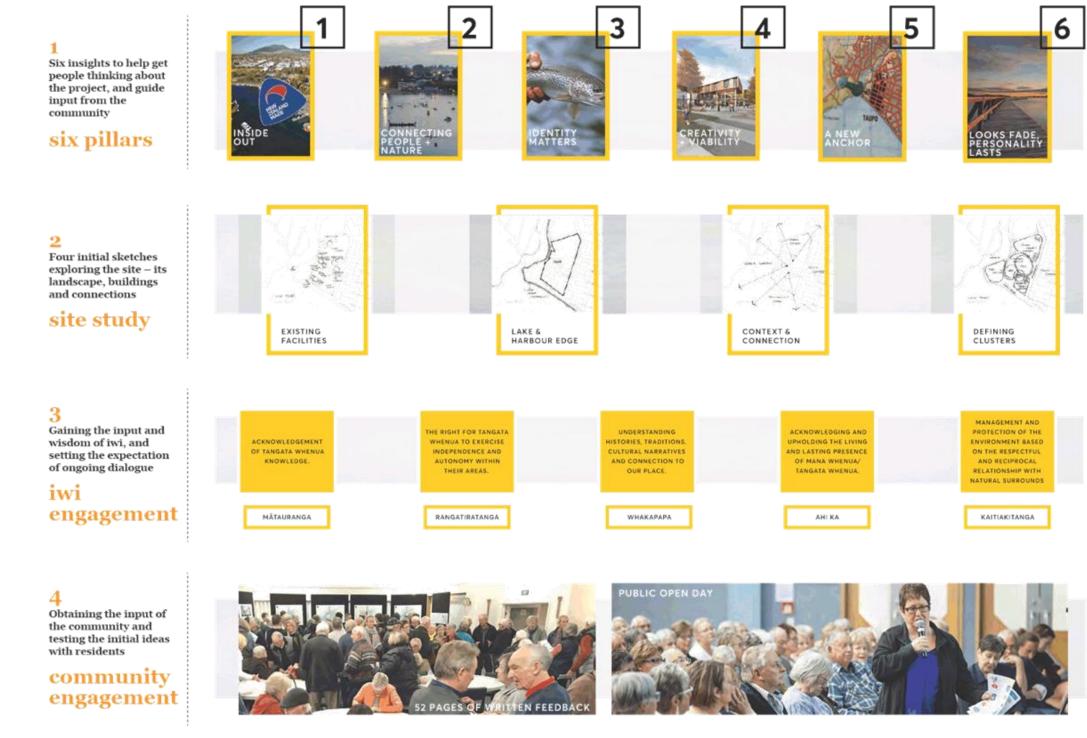
The Master Plan concludes that there are significant benefits from the inclusion of the CAB in the precinct and that there is a strong urban design logic in doing so. However, the wider cost/benefit merits or otherwise of taking this step are not examined in the Master Plan; rather, they are the subject of this business case.





STRATEGIC ASSESSMENT | How the Master Plan was developed

Developing the Master Plan for the Cultural Precinct was a rigorous and thorough process that obtained input from a variety of sources - iwi, the community, and the landscape itself.







STRATEGIC ASSESSMENT | What the Master Plan proposes

The purpose of the Master Plan is to provide a high quality urban design framework so that development of the area is conducted in a coherent way – taking into account the cultural context, the objectives of Taupõ residents and visitors, and the requirements of the wide range of people who use the Domain.



LOCAL CHARACTER	PERMEABILITY	GREEN OPEN SPACES	CULTURAL PLAZA/ THE HEART	ARCHITECTURAL FUNCTION + EXPRESSION	SPATIAL ENVIRONMENT + QUALITY	OPERATIONAL EFFECTIVENESS	ADAPTABILITY/ FLEXIBILITY/ STAGING	1
Four design options were developed and evaluated by the design team. All four had to meet the Master Plan criteria about the second sec								

Four design options were developed and evaluated by the design team. All four had to meet the Master Plan criteria above, and after extensive consideration and debate, Option B was selected as the preferred option. The design includes the construction of a new Civic Administration Building on the South Domain, linked via a shared atrium to a new Museum – but as noted above, the decision on whether to do so is one of the subjects of this business case.

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CARPARKING + VEHICULAR ROUTES

COST EFFECTIVENESS



STRATEGIC ASSESSMENT | Strategic opportunity | the current state of the Museum

The social, geological and geographical history of the Taupō District played an important role in defining the New Zealand of the past and of the present. Sharing these stories with the current generation provides a way to engage and reflect on not only how this has shaped New Zealand's current society; but to learn more about themselves. Taupō's story is an integral part of New Zealand's past, present and future; from the Hatepe eruption about 1,800 years ago to the resilience of the first settlers in this area. Community was formed on a landscape, often unforgettable in its isolation and yet inspiring in its majesty and grandeur.

For more than ten years the question of the Taupō Museum & Art Gallery's location, buildings and governance has been debated and discussed. In 2009 Tourism Resource Consultants noted:

Taupō currently has a museum that attracts 24,073 visitors per annum. While the current museum is not considered as a must-see visitor attraction the experiences of other New Zealand's cities and towns shows that a well-located cultural centre has the potential to become a sought after visitor destination bringing substantial economic benefits. (Tourism Resource Consultants, 2009. p.i).

The 2012 - 2022 Long Term Plan stated:

A museum housing historical and cultural artefacts of the District, and includes exhibition and display space for cultural and artistic expression, as a stimulating learning environment for the community. The museum is a visitor attraction, especially the Tūwharetoa Gallery and the Ora Garden, and is open to the public seven days a week. (2012 – 2022 LTP, p.55).

The two different reports highlight the perception of what is and what isn't a "must see visitor attraction".

The non-achievement of baseline visitor results for the Museum in 2013/2014 resulted in a reconfiguration of baseline reporting numbers. At present the annual expectation of Taupõ District Council is that at least 25,005 visitors and 12,110 residents will visit the Museum.

Currently annual visits to the museum by residents are recorded as: 13,004 (2016/2017); 12,069 (2015/2016); 14,396 (2014/2015). Visits to the museum by all visitors were: 27,522 (2016/2017); 24,974 (2015/2016); 27,808 (2014/2015).

Compared this figure to the combined Library & Museum – Te Kõputu a te Whanga a Toi, in Whakatãne which records between 16,000 and 20,000 visitors per month, which is comparable to the Taupō District Library statistics. In other words, comparable facilities in other regional locations receive up to 10 times the visitor numbers of the Taupō Museum.

The location and shortcomings of the present building are widely recognised as the major reason why the Museum cannot fully meet the expectations of the Taupö community and visitors to the region.

On the positive side visitors to the Museum have rated it in 2016/2017 a 97% satisfaction rating, up from 64% the previous two years in the Council satisfaction survey.



In practical terms the current building is not fit for purpose as a regional Museum, so maintaining the status quo isn't a feasible option if the collection is to be safely preserved and effectively exhibited. There are a range of issues, some of which are structural in nature: ceiling height limits some taonga being displayed, and with only the Tüwharetoa Gallery having air conditioning, all other collection items are at some level of risk.

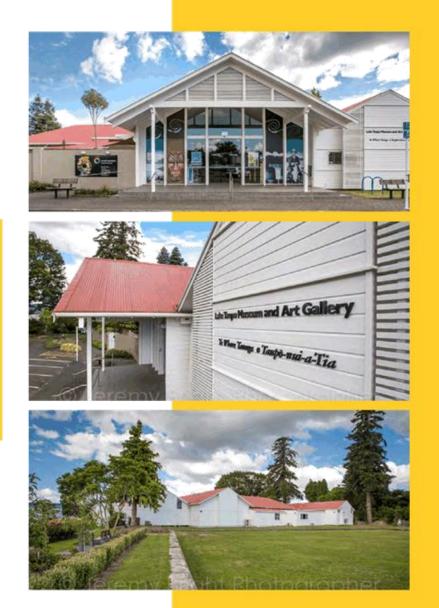
The other issue is that without appropriate lighting (there is significant natural light in the current building) and air-conditioning in the exhibitions spaces, as a minimum, loans from other institutions of Ngāti Tūwharetoa taonga will not be forthcoming. The lack of a suitable facility effectively means that the community, including Ngāti Tūwharetoa, will be dispossessed from having the opportunity to see their own history that is held by other institutions.

STRATEGIC ASSESSMEN



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STRATEGIC ASSESSMENT | How the Museum could function



Within the Museum is the opportunity to share the stories of the region and the people, to engage with the Taupõ community and to proudly share those stories with visitors to the District. The current Museum has a number of significant limitations which makes these opportunities difficult, if not impossible, to achieve. Professional standards now demand much more in so many areas; communities also increasingly demand new levels of engagement and exhibition.

The provision to improve access to resources such as Archives, Photographs, Paintings and Other Collections is integral to any future cultural facility. Likewise, is the need to address iwi concerns of long term appropriate housing of taonga in storage, alongside those on exhibition.

Significant taonga is still held by Ngāti Tūwharetoa, by other museums nationally and internationally and by collectors. The current centrepiece of the Tūwharetoa Gallery is a significant waka. Other carvings, stone and bone also present a traditional anthropological perspective on Tūwharetoa.

The opportunity is to specifically showcase Tūwharetoa – the past, the present and the future, by Tūwharetoa for Tūwharetoa. The outcome, as demonstrated through other examples of this type of exhibition, would be a comprehensive growth in knowledge and understanding of the history and sphere of influence of Tūwharetoa to the local community. More importantly it provides another level of direct connection for the rangatahi of Tūwharetoa to connect to their past and present, and to stand tall and proud as the future of Ngāti Tūwharetoa.

The single most visible item in the Museum to visitors is Te Aroha o Rongoheikume. Carved by master carver Tene Waitere (Ngāti Tarawhai) over ninety years ago for his niece Lucy Rongoheikume Reid, nee Rickit (Tūhourangi), the carvings were gifted to the people of Taupŏ by the Reid family.

Lucy was the eldest daughter of military settler Joseph Rickit and his wife Taima Te Ngahue (Tühourangi). Lucy's brother in law was Joseph Story, Taupō's first mayor.

The current location of Rongoheikume, which is an integral part of a settler family story, needs to be carefully considered and discussed as part of any future development.

The Museum is severely restricted from mounting displays which would present the rich history which makes the region's unique, particularly from its own collection and the collections which relate to the community.

The Master Plan proposes that these functional issues are addressed by constructing a new Museum, linked to the new Civic Administration Building via a common atrium. This will expand the Museum from the current 947m² of space to 2,608m² of area, as well as bringing it up to modern standards of layout, functionality and equipment.

The linkage to the proposed Civic Administration Building would allow facilities such as reception areas, meetings rooms and bathrooms to be shared between the two buildings, lowering both the capital costs of construction and enabling efficiencies of scale in day-to-day operation.

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STRATEGIC ASSESSMEN





STRATEGIC ASSESSMENT | Evaluating the location of the Civic Administration Building

One of the elements that was included in the brief for the Master Plan was the possible inclusion of a new Civic Administration Building. This inclusion does not automatically mean that the building will be located on the Domain, but it does allow evaluation of how it might be included if this was to be a preferred option.

1

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Evaluating whether the Civic Administration Building should be located within the Cultural Precinct is a two-stage process:

0 Assess the financial benefits and dis-benefits for each possible location of the CAB

financial benefits

Assess the capital and operating costs of each location, including the costs of capital and productivity impacts

Assess the likely revenues and opportunity costs for each location

Conduct an initial assessment to see if there are likely to be any flow-on benefits

39

page

has this analysis

Θ Assess whether there are additional synergies that can be achieved at each location synergistic benefits

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ssess whether the location will llow community use of the acilities such as meeting rooms	
10 10 10	
Assess whether the location will contribute to the vibrancy of the CBD or the Cultural Precinct	
Assess whether the location will contribute to the operation of other Council facilities	
1	
Assess whether the location will contribute to the commercial viability of new businesses	
Raraa page	41 has this analysis

STRATEGIC ASSESSMENT | Taupō District Council alignment



Taupō District Council's vision is 'To be the most prosperous and liveable district in the North Island by 2022'. In order to help realise this goal, the Council has set out its goals and intentions in its Long Term District Strategy 2018-2028. The Strategy sets out the core values for the Council – that Taupō will be world class, authentic, resilient, charming, vibrant, offer quality and value. The proposed investment is strongly aligned with these values.

Development of the Cultural Precinct and the possible construction of a Civic Administration Building within it was not consulted on as part of the Long Term District Strategy 2018-2028. Under the Local Government Act 2002, an amendment will need to be proposed, consulted on with the community and voted on by Council for any development to take place. This process will be supported by the Master Plan and the business case (this document) in order for the community and Councillors to have the data necessary to make an informed decision.

COMMERCIAL AND INDUSTRIAL STRUCTURE PLAN

The Taupō Urban Commercial and Industrial Structure Plan (CISP) provides a vision for future planning of the Taupō town centre and new industrial areas. The Plan purposely provides direction over the next 20 years or so, and informs the strategic development of both the CBD and the Domain. The CISP was adopted by Council in 2011.

The goals of the CISP are as follows:

Character	To reinforce the distinct character of Taupö by embracing and integrating the natural and cultural qualities that define
	the town and district
Land use	To consolidate future commercial and industrial growth in a way that enhances the quality of life for the Taupö
	community and protects or improves environmental values
Built form	To achieve a sustainable and compact urban form that projects a distinct image, promotes an active and vibrant street
	edge and improves architectural quality.
Circulation	To reconnect the town centre with the lakefront, the Waikato River & surrounding residential areas. To re-facus towards
	pedestrians, cyclists & public transport. Connect existing & future commercial/industrial areas with sound transport links
Public space	To realise the untapped potential of Taupö's open space network and provide a diverse range of safe and functional
	public spaces from sheltered arcades through to squares and open-air events facilities
Heritage and culture	To protect and draw attention to Taupo's unique heritage and culture and provide an increased focus on events and the
	creative arts
Economic growth	To develop an economy with multiple opportunities for employment and economic investment that is able to leverage off
	Taupö's lifestyle and image to retain and attract a diversity of people and business interests
Sustainability	To ensure that future growth is delivered in a sustainable manner, both in terms of delivering affordable, efficient
	infrastructural solutions and embracing Environmentally Sustainable Design (ESD) principles in the landscape and built
	environment

The map at right shows the land use for the Taupö CBD and the Domain as per the CISP.

The proposed location of the combined CAB and Museum in the Cultural Precinct conforms to this plan and the goals of the CISP, subject to the provisions of the Reserves Act.



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Potential bridge locations linking to Waikato / Opepe Street Vehicular street Low-key road Flat land associated with events focused recreational reserve Open Space Civic Heart Relail Core Entertainment Taupo Boat Harbour (includes the Landing Reserve on the eastern side of the Waikato River) Secondary commercial Proposed plazas / squares ntensification of fine-grain and poutique retail along laneways Activity Nodes -pedestrian priority areas Mixed-use fringe Retail expansion Community and reserve oriented Taupo Primary School Taupo Police Station and Courthouse

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STRATEGIC ASSESSMENT | Investment scope



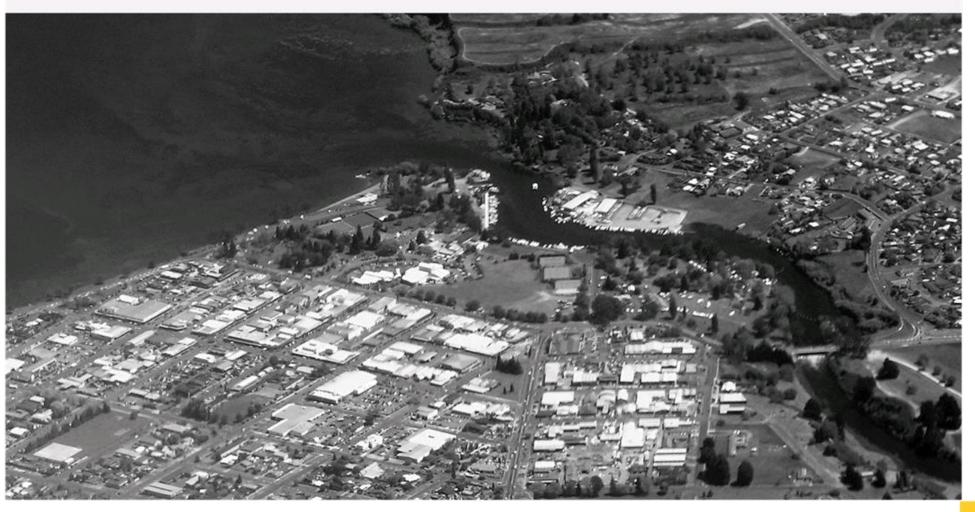
The scope that defines this investment proposal is:

- Investment in a new Civic Administration Building for the Taupō District Council, either owned by the Council or leased from the private sector, that meets the functional
 requirements of the Council
- Assessment of the correct location for the CAB, based on both the financial and non-financial costs and benefits, in the context of the Master Plan and the Taupö District Plan
- Assessment of whether there are additional synergies that can be achieved from construction of a suitable building, such as improved community or visitor facilities
- Delivery of the resulting building at the preferred location, in the form that delivers the greatest benefit.

The scope also includes all the consultation and regulatory processes necessary for the Taupō District Council to successfully design and deliver the Civic Administration Building, any required infrastructure and synergistic development.

What's not included in the scope of this investment proposal is:

· Changes to other facilities or areas beyond the scope of the Master Plan.



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private sector, that meets the functional of the Master Plan and the Taupõ roved community or visitor facilities

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STRATEGIC ASSESSMENT | Constraints and dependencies

CONSTRAINTS AND DEPENDENCIES

The proposal is subject to the constraints and dependencies shown in the table. These dependencies will be carefully monitored during the project through the Council's governance groups.

Constraints	Notes		
Regulatory compliance	Development at all sites must be done within the constraints of the Resource Managem Taupō District Council's District Plan		
Private sector appetite (Long term lease option only)	There must be a willingness from the private sector to develop and lease a building in the Council's operational requirements within a prudent financial envelope		
Reserves Act (Tongariro Domain site only)	The Tongariro Reserve is subject to the Reserve Act 1977 which both protects the Reserve but also impedes progress as development is contingent on necessary Reserves Act statu classification, review of Reserve Management Plan) being completed.		
Existing tenancies (Tongariro Domain site only)	Several current occupancies and leases are in place, so the constraints around these will exit negotiated with the leasees.		
Heritage (Tongariro Domain site only)	Some parts of the Domain have high heritage and cultural value, and are nationally signi respect these values.		
Justice sector (Tongariro Domain site only)	The existing Taupō District Court and NZ Police buildings will remain in place, and access for operational reasons.		
Funding (Tongariro Domain site only)	Any development of the Museum is likely to require external funding from central government this must be agreed before this element of the development can commence.		
Boundaries and easements (Tongariro Domain site only)	A legal road runs through the Reserve and buildings are not permitted on legal road. Buil built within reserve parcel boundaries. In addition, there are a number of registered easer constraints around these will need to be observed.		
Land ownership (Tongariro Domain site only)	The Landing Reserve is to vest in Tūwharetoa iwi ownership so any development over the Tūwharetoa.		
Dependencies	Notes and Management Strategies		
Destination Playspace (Tongariro Domain site only)	Development of the Destination Playspace has been approved by the Council and the pl development occurs. All changes to the Domain will need to work with the Destination P		
Consents	All work to develop the Civic Administration Building is likely to require Resource Consent and public notification may be required, depending on the site chosen. These processes r construction can commence.		
Sport and Recreation Strategy (Tongariro Domain site only)	Any work involving landscaping to the south of the proposed museum on the existing bo consultation and a close working relationship with the Sport and Recreation Strategy tec		
Transport Strategy (Tongariro Domain site only)	Any work involving Tongariro Street and the associated parking, bus stops and traffic mo and a close working relationship with the Transport Strategy team.		



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project will be underway as the CAB Playspace project team.

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novement will require consultation

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STRATEGIC ASSESSMENT | Balanced Risk Scorecard

The risks of proceeding with an investment in the Taupo Cultural Precinct have been assessed in a multi-step process. This identifies and quantifies the risks as they stand, identify the mitigations that are needed to reduce the probability of the risk occurring or the impact it could have, and then re-assess the residual risks that remain.

Initial risk assessment

The initial risk assessment involved:

- Conducting workshops to identify the risks to proceeding with the development of the Taupö Culural Precinct
- Collating the information gathered from workshop sessions with Council officers Analysing the linkages between the risks and link them together to understand how risks can build up during the
- project
- Quantifying the probability that the risk could occur based on the knowledge of Council officers Quantifying the impact that the risk would have based on the knowledge of Council officers.

key risk identified: escalating costs due to construction inflation significant risk identified: insufficient political support

overall risk rating prior to mitigations: significant

Mitigation actions

Developing effective mitigation actions involved:

- Working with the project team to identify the actions that will be needed to reduce both the probability and the impact of the risks
- Reviewing the work that has already been done to mitigate the risks with Council officers
- Quantifying the effectiveness that the actions will have in reducing the probability or imapct of the risk, based on the knowledge of Council officers
- . Quantifying the level of confidence in the quality and completeness of the actions taken and work done, based on the knowledge of Council officers
- Assessing any gaps or additional stops that can be taken and incorporating these into the project.

key mitigation action: effective project planning and documentation key mitigation action: strong governance and oversight

overall mitigation rating: should be effective

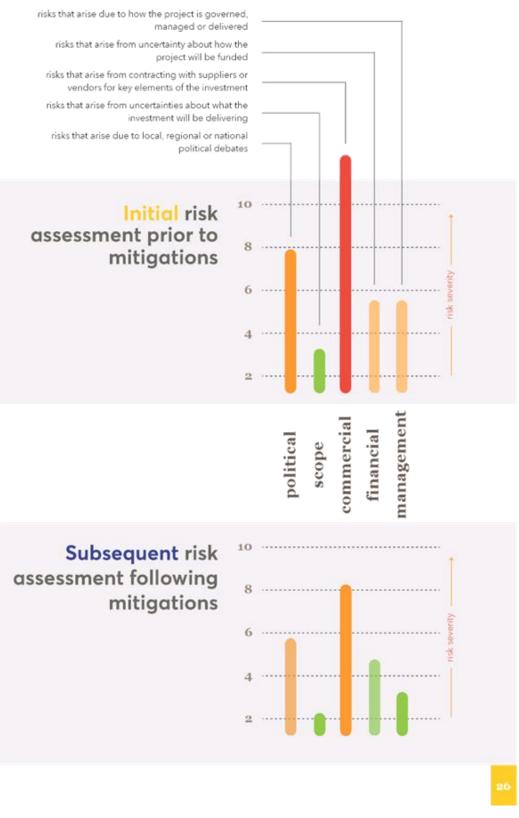
Subsequent risk assessment

The subsequent (or residual) risk assessment involved:

- Reassessing the risks to identify how the mitigations will affect their likely occurrence
- Recalculating the probability and impact of the risks following the mitigations
- Reviewing the project processes to ensure the mitigation actions are incorporated into the project methodology and approach Presenting the information in a form that will enable the project governance group and Councillors to make informed
- decisions about the risks of proceeding with the investment.

residual risk remaining: escalating costs due to construction inflation residual risk remaining: insufficient political support

overall risk rating following mitigations: low to moderate



Subsequent risk	10	
sessment following mitigations	8	
	6	
	4	
	2	





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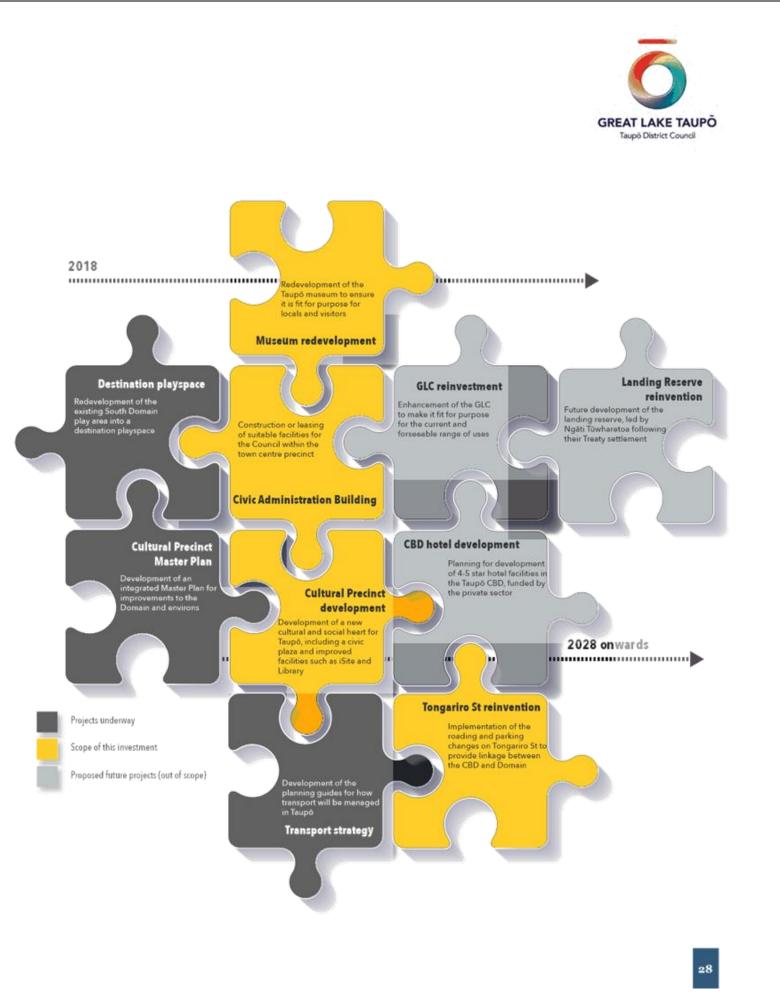
ECONOMIC CASE | Scope and strategic fit

The development of the Cultural Precinct is part of a wider collection of initiatives that are intended to improve the social, cultural and tourism experience of the region. Some of these are currently underway, whilst others are planned for the future, as the diagram at right shows.

The **destination playspace** will upgrade the current playground in the South Domain to transform it into a destination playspace, for the benefit of locals and visitors alike. This forms part of the wider **Cultural Precinct Master Plan**, which will guide the future development of the Domain and its environs to make it a vibrant and attractive civic space in the heart of Taupō. The Master Plan is also supported by the **Transport Strategy**, which provides a framework for the better management of Taupō's transport infrastructure to cater for a growing town with changing expectations.

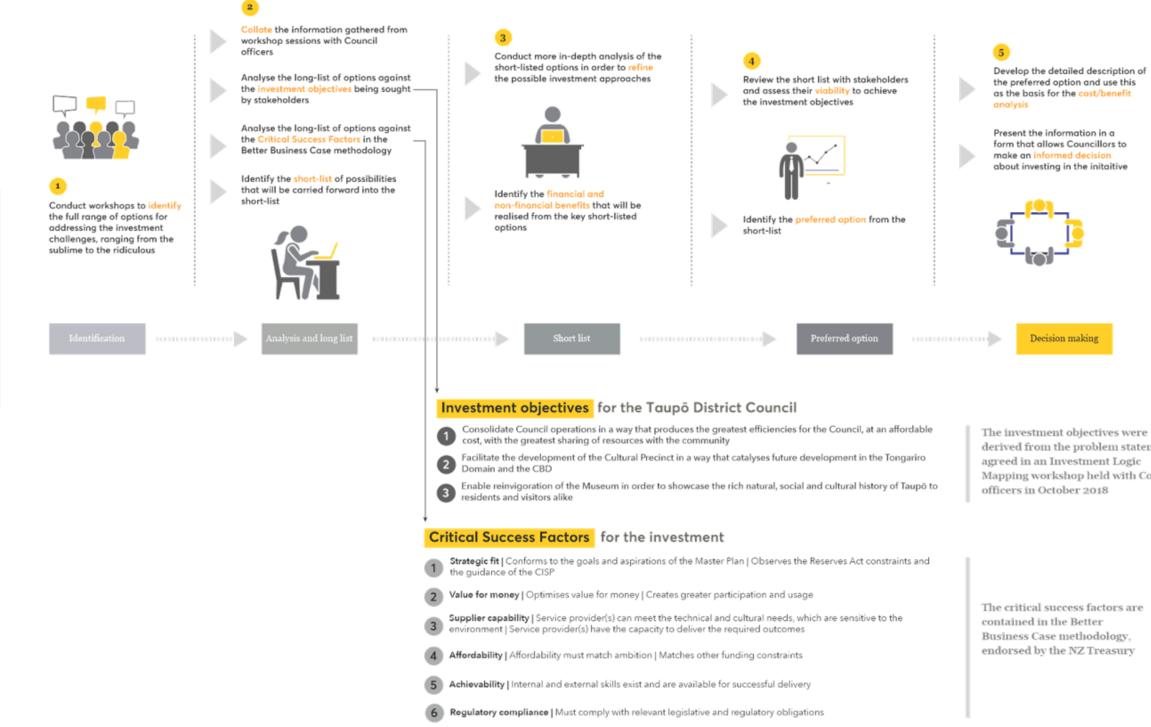
Building on the framework of the Master Plan, the new **Civic Administration Building** and the linked the **Museum redevelopment** will all help create vibrancy for the **Cultural Precinct development**. As part of the development, the **Tongariro Street reinvention** will link the CBD to the Cultural Precinct through better roading, parking and landscaping. These projects all build on one another, and – whilst are all in scope for this investment – there will be progressive construction and development spread across a number of years, depending on the availability of construction capability and some external funding.

Development of the Cultural Precinct and its component projects will provide a platform for the Great Lake Centre reinvestment and its potential linking to the Library, in order to make both facilities better suited to current and future needs. It will also act as a catalyst for the **Landing Reserve reinvention**, which will be led by Ngāti Tūwharetoa. In parallel, the changes to GLC and Tongariro Street will provide an impetus and catalyst for private sector investment in one or more **CBD hotel developments**, which will help fill gaps in the Taupō accommodation market.



ECONOMIC CASE | Options development approach

The development of the preferred option for the Taupō Cultural Precinct follows a structured process in the Better Business Case methodology:



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CASE

ECONOMIC



derived from the problem statements Mapping workshop held with Council



ECONOMIC CASE | Civic Administration Building location options

The Council assessed a long-list of options for the location of the CAB. In all, 11 different alternatives were investigated, with most being found to be unsuitable for functional, space or operational reasons. Four options were short-listed for further investigation: a long term lease, Tongariro Domain, 61-67 Tüwharetoa Street and 72 Lake Terrace.

Option 1: Long term lease

A lease would be entered into with a commercial developer/property owner to construct a new building that would meet the Council's requirements at a mutually agreed location within the Taupō CBD.

Option 4: Tongariro Domain

A new building would be constructed on the western side of the proposed civic plaza. The building would be two stories tall and be linked to the new Museum with a shared atrium, with a number of shared spaces and facilities such as meeting rooms and reception spaces.



A long-list of options for the location of a **Civic Administration** Building was compiled and evaluated by Council officers in October 2017, with 8 options being rejected as not meeting the Council's requirements for a variety of reasons. The table at right shows the summary of the findings at the time. These options have not been further investigated or the decisions re-litigated in this business case.

Discarded options

appropriate for core retail activities | Lack of prominence when compared to other sites

displacement to accommodate a CAB will reduce this contribution | Proximity to two fuel stations raises concerns relating to hazards for the Emergency Operations Centre

67 Horomatangi St | Proximity to the the largest primary school in the area may pose logistical/access challenges | There may be a perception associated with current RSA operations | Proximity to two fuel stations raises concerns relating to hazards for the Emergency Operations Centre

10 Opepe St | On the fringe of the town centre which reduces the prominence and connectivity with the CBD | Immersed in light industry, although did recognise a CAB could trigger a change | Proximity to Spa Rd may create traffic congestion

258 Spa Rd | Proposed site is outside the town centre as per the EOI requirements and the business objectives

Taniwha St carpark | Lack of prominence when compared to other sites | Area considered to be more appropriate for core retail activities

Gascoigne St Reserve | Has been specifically set aside for municipal buildings, however the reserve has come to be considered and used by the community as if it was a reserve

Tongariro Domain North | Considered extensively in 2010 as part of the Taupô Urban Commercial and Industrial Structure Plan. Council looked at the potential for a new building located on the recreation reserve land to the north of the Great Lake Centre. Having considered the technical information, expert advice and the views and preferences of the community Council decided not to proceed with a civic administration building on the north domain

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Option 3: 61-67 Tūwharetoa St

A new building would be constructed at 61-67 Tüwharetoa Street. The building would be three stories tall with ground floor retail or hospitality. The CBD location would put Council activities in the centre of the town.

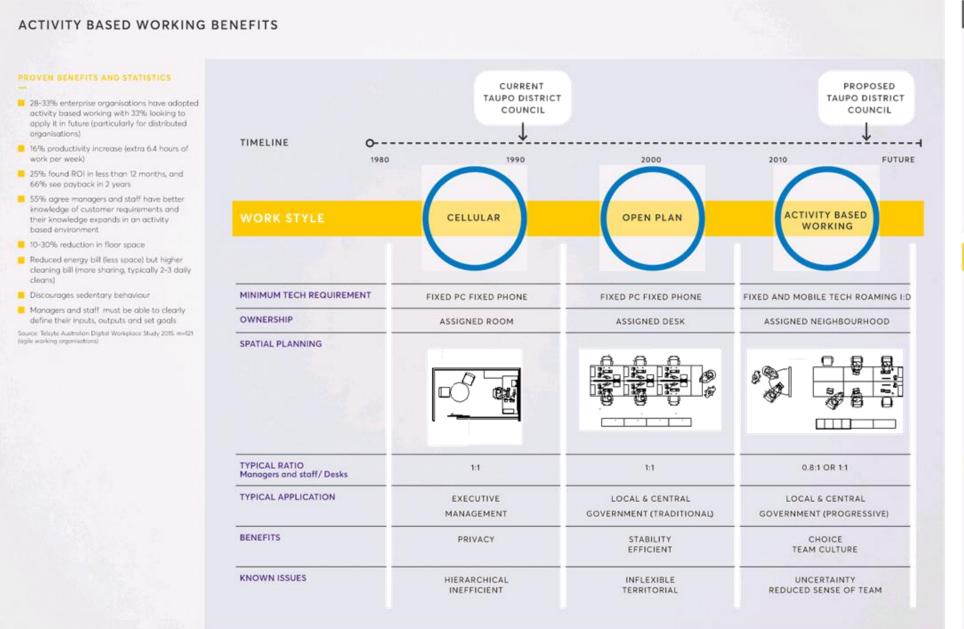
Option 2: 72 Lake Terrace

A new building would be constructed on the site of the previous Council building at 72 Lake Terrace. The building would be two stories tall, with little to no public shared facilities.



ECONOMIC CASE | Civic Administration Building functional requirements | working methods

In order to allow a straightforward comparison between the various location options, Council worked with Warren and Mahoney Architects to develop the space requirements for the Council's activities. The approach also allows a transition to an activity based working method for staff, which should enable an improved collaborative environment coupled with greater space utilisation, although the approach has yet to be developed in detail.



IL4 standard.

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ACCOMMODATION IMPLICATIONS

Analysis shows that the proposed move to activity based working will allow the Council to reduce the overall floor area whilst improving working conditions for staff.

The effect is that the proposed Civic Administration Building has been sized for 140 concurrent staff, with flexible desks. This allows all 178 staff that are currently spread across the Council's 8 sites plus 15 staff from the Waikato Regional Council to be accommodated without the overhead of desks being vacant for at least part of the working week. Costings for all the Civic Administration Building options in the business case were prepared on this basis.

SPACE REQUIREMENTS

While each location option has a range of benefits and disbenefits, the functional requirements of the Council (for the amount of staff space, the operation of the building and the like) are the same in all cases.

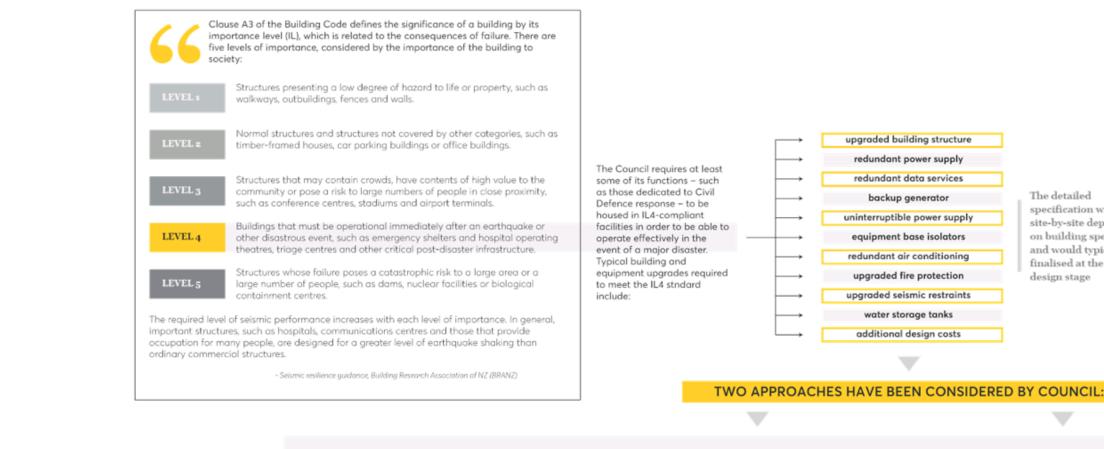
Using industry-standard approaches to working space requirements and supporting building services, Warren and Mahoney Architects developed a space allocation model that would support the Council's functional requirements. The results are as follows:

Requirement	Space (m ²)
Workpoints for 140 staff	1,400
Reception/waiting	80
Servicing/administration	220
Meeting and shared community rooms	150
Council chambers	300
Common social hub	150
Emergency Operations Centre	120
Core/WC amenibies	100
Total	2,520

All options considered by Council will need to meet these requirements, along with the need to be constructed to the

ECONOMIC CASE | Civic Administration Building functional requirements | importance level

Part of the functional requirements for the Civic Administration Building is the need to provide for a high degree of resilience for some of the Council's operations in the event of a major natural disaster event, such as an earthquake or eruption.



To meet the requirements for IL4-compliant space in the event of a major emergency, a mininimum of 120m² of space must meet the IL4 standard. However, the construction of a new building does provide a unique opportunity to examine whether there are additional resilience benefits that could be achieved by designing the entire building to the IL4 standard, and whether the additional cost would be justified.

> After considering the relative costs and benefits and obtaining advice from Quantity Surveyors, Council has elected to upgrade the entire building to IL4 standard (Option 2). The incremental cost of doing so is in the range of \$400,000 to \$830,000, depending on the building location and configuration. The additional costs are considered to be a worthwhile investment in order to increase the resilience of the building and improve the Council's ability to support the Taupō community in the event of a major emergency.

OPTION 1

Upgrade 120m² of the Civic

Administration Building to IL4

standard

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ECONOMIC CASE

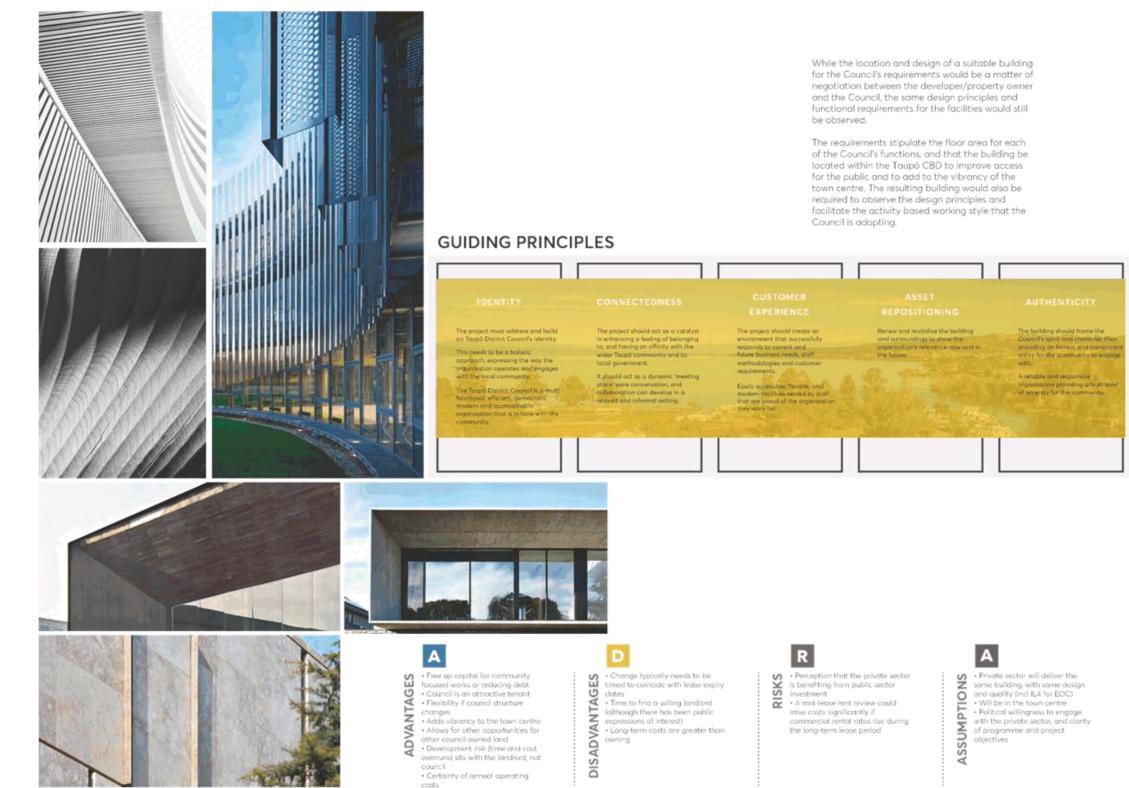


The detailed specification will vary site-by-site depending on building specifics, and would typically be finalised at the detailed design stage



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ECONOMIC CASE | Civic Administration Building | option 1: long term lease







ECONOMIC CASE | Civic Administration Building | option 2: lake terrace







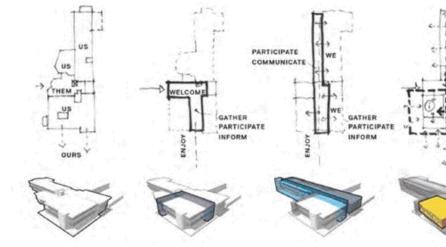
The current Council offices are satellite in nature and there does not exist a central building to consolidate these workspaces. Combining all services under one roof offers a valuable opportunity to revitalise the organisation, it's relationship with the community and the workplace.

The building's identity is shaped by its lakefront address, drawing the presence of Lake Taupö throughout the building so it becomes a part of the daily working environment. The architecture celebrates and preserves the connection between Lake Taupö and the people through soft, humane materials and a regionally inspired palette.

Fundamental to the design of this scheme is the people - the people who run the organisation and the customers. The success of the organisation depends on the health and happiness of the employees and the positive way they are able to serve the community.

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SPATIAL CONFIGURATION



Α Council owns the site and can control construction timing • Frees up parking copacity in the

DVANTAGES Premised powers topology in the town centre, as council officers would move out of the town centre (current storle) - Promisent (acation with views that showcase the district's natural invironment 2

Allows for other opportunities for other council owned land (Tuwharetoa Street)

. Long-term costs of gwnership are lower than leasing

D

public.

. A new building here would be in DISADVANTAGES contradiction with council's district plan, which discourages large scale office activity in residential areas Removes vibrancy from town

centre - Carries on apportunity cost as council can't use the land for other

purposes

. Inconvenient location for the



R

22

A new building would need to be approved under the Resource Management Act, with a low likelihood of success (high risk) • Juciciai review (District Plan) (low riskâ.







Construction costs are within the range of the Quantity Surveyor estimates



ECONOMIC CASE | Civic Administration Building | option 3: tūwharetoa street

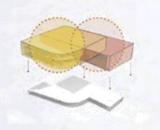






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SPATIAL CONFIGURATION

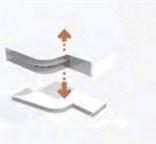




Efficient floorplate area to maximise workplace design.

Central 'cohesion space' for central amenity and connectivity

The ground floor is highly active with the inclusion of the Council Administra tion Building entrance and services, food and beverage offering and potentially community social areas.



regionally inspired palette.

Central core to interconnect vertically all levels.

Potential for social interaction and connectivity through the core and its octivity



 Council has the ability to include commercial (approx. 300m2) elements as part of the building on this site (generating some revenue) Adds vibrancy to the town centre Council controls the site, and timing of development Flexibility if council structure Adds vibrancy to the town centre
 Council controls the site, and
 timing of development
 Flexibility if council structure

- á changes 4
- changes Allows for other opportunities for other council owned land (e.g. selling 72 Lake Terrace) Convenient location for the other opportunities of the opportunitie
- public · Prominent location with views that showcase the district's natural
- environment Long-term casts of ownership are
 lower than leasing

D

Carries an apportunity cost as council can't use the land for othe purposes Likely to be the most expensive parking design council can't use the lond for other aption due to the underground car

R RISKS Negative perception of council facilitating commercial elements Bow risk) Judicial review (District Plan) (low



The current council offices are satellite in nature and there does not exist a central building to consolidate these workspaces. This option explores a scheme that seeks to consolidate these workplaces in a new building located at 61-67 Tüwharetoa Street within the township.

Situated on a north facing existing carpark within close proximity to the Landing Reserve, museum, library, Great Lake Centre, and the domain parks, this building has the potential of being a defining symbol that represents the people who make up the district of Taupõ.

The architecture draws inspiration from the region's distinct mountainous phyisicality and Taupö's rich culture, celebrating and preserving a connection with Mount Tongariro, and the people of Taupō, their guardians, through soft, humane materials and a

Fundamental to the design of this scheme is the people - the people who run the organisation and the customers. The success of the organisation depends on the health and happiness of the employees and the positive way they are able to serve the community.



A central plaza actives the north-west-ern corner of the site as the main entry into the building. This entrance is highly permeable with visibility that leads into and up the building, exposing work spaces and inviting the community into the used of the Dirther Course! the world of the District Council. This visibility also encourages employees to interact and enjoy the quality of social spaces throughout the building.

This plaza will have outdoor food and beverage seating for the cafe/retail zone at ground floor.



If Council was to build on this site, it has no obligation to offer back under the Public Works Act
 Instituted care public Works Act

- Neutral car parking
- · Construction costs are within the range of the Guantity Surveyor estimates

ASSUMPTI

35

ECONOMIC CASE | Civic Administration Building | option 4: cultural precinct



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There is currently no encouragement or connection with the township, the harbour and landing reserve. Visually the water cannot be seen from the township, so this proposal looks to create a signature building to entice and draw pedestrian connectivity as an integrated museum, Civic Administration Building and community / public amenity building.

The building is in a prominent location and visually seen from the lake and all surrounding locations. An atrium space brings together the museum and Civic Adminstration Building and enables sharing of spaces to



Α

Minister won't intervene

No judicial review

Car parking will be created on Tonganiro St and Ferry Rd
 Great Loke Centre subject of a

separate business case

Construction costs are within the range of the Quantity Surveyor

estimates

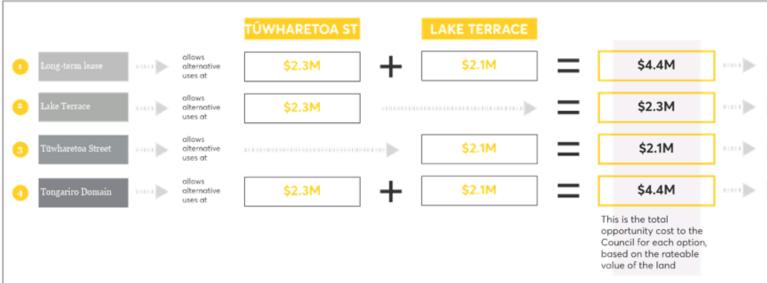


ECONOMIC CASE | Civic Administration Building | opportunity costs and revenues

OPPORTUNITY COSTS

All of the CAB locations carry opportunity costs for the Council. Constructing the Civic Administration Building on the Lake Terrace or Tūwharetoa Street sites – which are owned by the Council – means they cannot be used for other purposes, ranging from the continuance of their current use to some new development opportunity. For instance, if a new building is constructed on the Tūwharetoa Street site then it current use as a car park within the Taupō CBD will cease, with implications for both the Council's Transport Strategy and its finances.

To enable a straightforward comparison between the various options, the opportunity cost of each site has been assumed to be its' rateable value. The actual opportunity cost will depend on the use to which the site can be put and how the Council chooses to pursue the various alternative uses for each location.



REVENUE

Keys Valuers were asked to provide an estimate of the likely leasing revenues for hospitality and retail spaces in a Civic Administration Building. They noted:

Café area would have a market rental of \$300-\$350/m² plus an additional allowance for the outdoor dining area of \$100/m² being for a smaller portion of the total 300m². Standard retail space would have market rental of \$150-\$200/m². Retail space that could be let to a national or international tenant with a proven business model may attract a premium of up to \$300-\$350/m².

Additionally, the Waikato Regional Council wishes to co-locate 15 staff, which would attract a lease payment of \$45,000 per annum. However, this is only feasible in the Tūwharetoa St and Tongariro Domain options – there are restrictions on the total number of staff that are allowed on the Lake Terrace site.



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\$86,250	This is the cost of capital for each of the options at the Council's current financing rate of 3.75% per annum, and
\$78,750	represents the financing cost of each land parcel at its current Rateable Value.
\$165,000	





ECONOMIC CASE |Civic Administration Building | accounting assumptions

The following assumptions have been made in order to compile the cashflow comparison and conclusions on the following page.

The following assumptions have been made in compiling the cost/benefit and equipment are assumed to have a 20 year economic life. All ASSUMPTIONS assessment: depreciation is calculated on a straight-line basis. 6. In the case of all three construction options, the total cost of capital 1. The number of staff that need to be accommodated in order to has assumed to attract a financing charge of 3.75%, based on the perform the Council's statutory functions is assumed to be identical current cost of borrowing to the Council. in all options. Likewise, the space requirements, number of meeting 7. The retail lease revenues are assumed to come from the leasing rooms and the space required for ancillary functions - such as of 300m² of the ground floor of the Tūwharetoa Street site and storage - is assumed to be identical for all new building options. the leasing of a cafe in the ground floor of the Tongariro Domain 2. The specification of the building has been assumed to be the same site, as per the indicative plans. There is assumed to be no retail or in all options. Costings have been conducted on the basis of the hospitality leasing opportunity at 72 Lake Terrace. initial architectural concepts and no value engineering has yet been 8. All land values have been factored in at their current Rateable Value (RV). The Rateable Value of the land in the long-term lease option is undertaken, as this will happen at the design stage. It is assumed that the standard process of cost reduction and value engineering is assumed to be \$2.3m, the same as the RV of the Tuwharetoa Street conducted in all cases. site. 3. On the basis of these assumptions, the ongoing operating costs of 9. The long term lease option assumes that investors would be seeking a return of 7%-9% on the land and buildings that had been running the building(s) in every option is assumed to be largely the same, irrespective of location. Accordingly, the running costs have constructed for the Council, in line with guidance obtained from Keys been ignored in the calculations. Valuers. 4. The current state option has the greatest dis-economies of scale, 10. It is assumed that there will be an annual rent review for the long as the multiple locations result in less efficiencies in the provision of term lease option, equating to a CPI adjustment. Based on a non-working areas such as reception and circulation areas, toilet conservative approach to the outlook from Treasury, this is assumed to be 1% per annum. facilities, meeting rooms and the like. Accordingly, no detailed financial analysis of the do-nothing option has been conducted. 11. The advice from Keys Valuers indicated that there would likely be a 5. The economic life of the buildings and the depreciation charges market rent review in the long term lease option at some point in the have assumed to be the same in all build/own options. The buildings building's life. This has been ignored in the financial modelling but

are assumed to have an economic life of 50 years; fit-out, plant

MODELLING NOTE The financial model on the following pages is not intended to provide an accurate forecast of actual expenditures on a new Civic Administration Building; rather, its purpose is to compare the options on a like-for-like basis at a high level so an informed decision can be made about the correct investment strategy for the Council. It will provide guidance on the likely variations between the alternative options in relative terms, even if the absolute expenditures ultimately vary from the numbers given overleaf.

The model is sensitive to the following variables:

should be recognised as a risk.

- · The actual costs of construction, which can only be known once the detailed design for the CAB is completed and final estimates have been obtained from the Quantity Surveyors
- The actual cost of capital for the Council and the private sector at the time of construction, which in turn will be subject to macroeconomic factors that are outside the Council's control
- Construction cost inflation in the interval between a decision being made and the commencement of construction The long-run inflationary trends in commercial property in Taupō locally and the Waikato generally, which will influence the level of the annual rent reviews in the long term lease option.

By their nature, financial models are simplified versions of the complexities of real-life accounting. Many actual costs can only be known in retrospect rather than in advance, so all financial models will suffer inaccuracies that can only be known about and corrected after the time for decision-making has passed. Readers should therefore note that the purpose of the modelling is to allow comparisons to be made at a high level between the four options examined – it is not to provide a 100% accurate forecast of the actual expenditures of the Council.

Item 4.1- Attachment 1

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ECONOMIC CASE | Civic Administration Building | construction and operating costs

The tables below provide the capital and operating costs for the four options -i.e. how much it has been estimated to construct each building, and the resulting annual cost to the Council of each option.

CAPITAL COSTS

	Construction costs	1			Fees and continge	ncy	
	Construction	Cost of land	Fit-out	IL4 upgrade	Fees	Contingency	Total (rounded)
Long Term Lease	S(8,900,000)	\$(2,100,000)	\$(2,800,000)	\$(2,600,000)	\$(2,400,000)	\$(3,300,000)	\$(22,100,000)
Lake Terrace	\$(8,900,000)	\$-	\$(2,800,000)	\$(2,600,000)	\$(2,400,000)	\$(3,300,000)	\$(20,000,000)
Tüwharetoa Street	\$(11,140,000)	\$-	\$(2,700,000)	\$(3,030,000)	S(2,900,000)	S(4,000,000)	\$[23,800,000)
Tongariro Domain	\$(10,700,000)	\$-	\$(2,800,000)	\$(3,000,000)	\${2,800,000}	\$(3,900,000)	\$(23,200,000)

Fit-out cost break	down				
Heating/cooling	Security/network	Fit-out	Joinery	Elevators	1
\$(1,260,000)	S(90,000)	\${1,270,000}	\$(60,00C)	\$(105,000)	
\$(900,000)	\$(121,000)	\$(1,480,000)	\$(155,000)	\$(105,000)	
\${1,185,000}	S(120,750)	\$(1,135,000)	\$(60,000)	\$(157,500)	
\${1,260,000}	\$(90,000)	\${1,270,000}	\$(60,000)	\$(105,000)	



This is the capital cost of constructing the building, including the structure, the land, the fitout, the costs of the IL4 upgrade for the Emergency Operations Centre, professional fees and contingencies. Costs are sourced from Quantity Surveyor reports for each site. The capital costs of the Long Term Lease option are assumed to be the same as at the Lake Terrace site.

This is the detailed breakdown of the fit-out costs line item in the table at left.

OPERATING COSTS

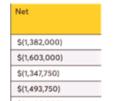
	Capital cost
	Construction
Long term lease - 7%	\$(22,100,000)
Long term lease - 8%	\$(22,100,000)
Lake Terrace	\$(23,800,000)
Tüwharetoa Street	\$(23,200,000)
Tongariro Domain	\$(21,700,000)

Annual lease	Finance cost	Maintenance	Depreciation	Annual charge
\$(1,547,000)	\$-	\$-	\$-	\$(1,547,000)
\${1,768,000}	\$-	\$-	\$-	\$(1,768,000)
S-	\$(750,000)	\$(200,000.00)	\$(484,000)	\$(1,434,000)
\$-	\$(892,500)	\$(238,000.00)	\$(557,000)	\$(1,687,500)
\$-	\$(870,000)	\$(232,000.00)	\$(548,000)	\$(1,650,000)

This is the capital cost for each option calculated in the table above.



This is the gross annual cost that the Council incurs for each option. It includes the lease payment for the Long 6000 🕨 Term Lease option, the finance charge for the Councilowned options, scheduled annual maintenance, and depreciation for the fit-out only (leased options) or the entire building (owned options)



38 are deducted.

Inflation factors

The costs above are for the first year of operation, and the following inflation factors are then applied for subsequent years:

- · The long term lease costs and the maintenance costs are assumed to rise by the annual CPI, about 1% per annum
- · Council will revalue the asset every three years and the asset value is expected to rise by the annual CPI, about 1% per year
- · The rising asset value results in a gradually rising depreciation charge

These factors are taken into account in the calculation of the net present values on the following page.







This is the net annual cost that the Council incurs for each option after any revenues and the financing charges for the opportunity costs described on page



These costs are used to generate the comparisons and the net present values on the following page.



ECONOMIC CASE | Civic Administration Building | option comparison model

The tables below shows the comparison between the four options for the Civic Administration Building, calculated over the first 20 years of the building's life, on a like-for-like basis. There are three scenarios for the long term lease option, covering a 6%, 7% and 8% return for the property.

LONG TERM LEASE OPTIONS

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	NPV
Long term lease - 7%	\$(1,382,000)	\$(1,395,820)	\${1,409,778}	\$(1,423,876)	\$(1,438,115)	\$(1,452,496)	\$(1,467,021)	\$(1,481,691)	\$(1,496,508)	\$(1,511,473)	\$(1,526,588)	\$(1,541,854)	\${1,557,272}	\$(1,572,845)	\$(1,588,573)	\$(1,604,459)	\$(1,620,504)	\$(1,636,709)	\$(1,653,076)	\${1,669,607}	(\$15,770,456)
Long term lease - 8%	\$(1,603,000)	\$(1,619,030)	\$(1,635,220)	\$(1,651,573)	\$(1,668,088)	\$(1,684,769)	\${1,701,617}	\$(1,718,633)	\${1,735,819}	\$(1,753,177)	\${1,770,709}	\$(1,788,416)	\$(1,806,301)	\$(1,824,364)	\$(1,842,607)	\${1,861,033}	\$(1,879,644)	\$(1,898,440)	\$(1,917,424)	\$(1,936,599)	(\$18,292,359)



This is the annual cost of the lease to the Council and assumes a 1% CPI-related increase each year

COUNCIL-OWNED OPTIONS

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	NPV
Lake Terrace	\$(1,347,750)	\$(1,347,750)	\$(1,347,750)	\$(1,363,230)	\$(1,363,230)	\$(1,363,230)	\$(1,379,174)	\$(1,379,174)	\$(1,379,174)	\$(1,395,597)	\$(1,395,597)	\$(1,395,597)	\$(1,412,513)	\$(1,412,513)	\$(1,412,513)	\$(1,429,935)	\$(1,429,935)	\$(1,429,935)	\$(1,447,881)	\$(1,447,881)	(\$14,641,694)
Tüwharetoa Street	\$(1,493,750)	\$(1,492,600)	\$(1,491,439)	\$(1,509,255)	\$(1,508,071)	\$(1,506,874)	\$(1,525,225)	\$(1,524,004)	\$(1,522,771)	\${1,541,672}	\$(1,540,415)	\${1,539,144}	\$(1,558,612)	\${1,557,316}	\$(1,556,008)	\$(1,576,059)	\$(1,574,724)	\$(1,573,375)	\$(1,594,028)	\${1,592,653}	(\$16,176,876)
Tongariro Domain	\$(1,400,000)	\$(1,399,150)	\$(1,398,292)	\$(1,415,784)	\$(1,414,909)	\$(1,414,024)	\$(1,432,042)	\$(1,431,139)	\$(1,430,228)	\$(1,448,786)	\$(1,447,856)	\$(1,446,917)	\$(1,466,031)	\$(1,465,073)	\$(1,464,106)	\$(1,483,793)	\$(1,482,807)	\$(1,481,810)	\$(1,502,087)	\$(1,501,071)	(\$15,193,408)



This is the annual cost to the Council of the building. It includes the net finance charge for the use of capital, depreciation on the building and fit-out, and scheduled maintenance, less revenue (if anv)

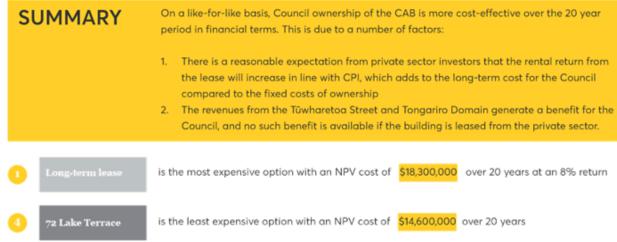
This is the net present value of the expenditure over the first 20 years of the building's life at a 7% discount rate

What is Net Present Value?

Net present value (NPV) is the sum of the present (now) value of a series of present and future cash flows. Because NPV accounts for the time value of money NPV provides a method for evaluating and comparing investments with cash flows spread over many years, as in loans, investments, payouts from insurance contracts and many other applications.

Net present value (NPV) is determined by calculating the costs (negative cash flows) and benefits (positive cash flows) for each period of an investment. The period is typically one year, but can be measured in quarter-years, half-years or months. In this cases, NPV has been calculated annually.

After the cash flow for each period is calculated, the present value (PV) of each one is achieved by discounting its future value at a periodic rate of return (in this case 7% per annum). NPV is the sum of all the discounted future cash flows.



ECONOMIC CASE



This is the net present value of the expenditure over the first 20 years of the building's life at a 7% discount rate

----- C



ECONOMIC CASE | Civic Administration Building | impact on the cultural precinct

One of the options is to locate the CAB within the Cultural Precinct on the western edge of the proposed civic plaza area. This would bring around 170 staff plus a flow of people who visit the Council offices for various reasons into the Precinct, which will have benefits for the vibrancy of the area.

The preferred option in the Master Plan looks to creating a signature building to entice and draw pedestrian connectivity as an integrated museum, Civic Administration Building and community / public amenity building. The building is in a prominent location and visually seen from the lake and all surrounding locations. An atrium space brings together the Museum and Civic Adminstration Building and enables sharing of spaces to improve operation.



CIVIC ADMINISTRATION BUILDING

The proposed Civic Administration Building is located to the west of the cultural plaza, and is connected to the Museum by a linking atrium space. The ground floor has a number of shared facilities, such as reception areas and toilets. There is a cafe on the ground floor that opens to the Cultural Plaza.

The ground floor meeting rooms used by the Council during the day can also be made available for community use after hours and in the weekends, making for flexible use of the facilities

The design also relocates the iSite within the building, in close proximity to the cafe and the Museum, which allows the current iSite to be repurposed as community space.

CULTURAL PLAZA

The main cultural plaza zone is a multi-functional hard surface for markets, events and general use for gatherings and relaxation. The shared space road zone - suitable for pedestrians, cycles and vehicles – has high pedestrian priority and slow vehicle speeds, and links to Tongariro Street.

This zone can be closed of completely or partially during certain activities i.e. Sunday farmers markets. It includes low planting pockets to reduce vehicle speeds through side friction. There are multiple pedestrian axes through the space, linking between southern domain and new Great Lake Centre and library atrium, and linking Story Place to the Landing Reserve

Including the Civic Administration Building as part of the development of the Cultural Plaza means that there is the opportunity for greater vibrancy and utilisation of the space.

and the like.

A resilient community must focus its efforts to creating a number of local destinations, which attract a criticalmass of users and activities. Sprawl, for example, has very little place-making. A traditional village or an urban downtown, by contrast, have innumerable nooks and crannies, grand public spaces, gorgeous streetscapes, which make them desirable, successful, and sustainable.

The addition of around 170 Council staff to the Cultural Plaza area - as well as the comings and goings of people visiting the Council offices for a wide variety of reasons - will add vibrancy and energy to the area, and help ensure the plaza is an everyday space.

In addition, having a critical mass of staff and visitors may well make a cafe or similar business viable on the ground floor of the atrium space, where it can service both the CAB and the Museum, and where it will in turn help draw people towards the Museum from Tongariro Street. In the absence of the CAB, it seems unlikely that such a facility would be economically viable.



Well designed urban areas and neighbourhoods focus energy and resources on conserving, enhancing, and creating strong, vibrant places, which are a significant component of the neighbourhood's structure and of the community's identity.

All successful cities and successful neighbourhoods include vibrant places, with a strong sense of identity, which are integral to community life and the public realm: parks, plazas, courtyards, civic buildings, public streets

Resilient Cities Urban Design Guide

41

ECONOMIC CASE | Synergies: the Museum, community spaces and the CAB

The Master Plan proposes that there is extensive sharing of facilities between the Museum, the community and the Civic Administration Building. This is intended to provide a high level of flexibility for the community and its activities, as well as being a cost-effective way to provide high-quality facilities within the Cultural Precinct.



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ECONOMIC CASE



Current floor space = 947m2 Planned floor space = 2,608m2

The design assumes that adminstrative facilities such as meeting rooms and public facilities such as bathrooms are shared with the Civic Administration Building. The budget that would need to be allocated to these areas in a standalone builiding can now be allocated to core Museum functions that

Effective environmental control systems | loading bay for receiving and processing exhibitions and artefacts | suitable storage space for artefacts/materials | suitable space with wet area to develop exhibitions, workshops and programmes | suitable space for research, study and access to archives for the public | space to support workshops, school/education sector interaction and programmes

Planned floor space = 657m2

The design allows for significant community meeting and activity spaces, in addition to traditional facilities such as the Library. These are flexible areas

Community groups will have the ability to use 150m² of fully equipped bookable meeting rooms in the Civic Administration Building, and further space at the existing ISite building, which will be empty and available for community use after the ISite has been relocated to near

A central two storey atrium connects the Museum and the CAB, providing a common entry area and easy circulation between the iSite, cafe, Museum and civic offices. It has views to the river and the Landing Reserve.

This space can be available for community activities and displays such as



ECONOMIC CASE | Civic Administration Building | case study

Wellington's Civic Square is an excellent example of using Council buildings and staff to help provide the critical mass of people and activity necessary to energise an important urban space.



Michael Fowler Centre

Wellington's main theatre and performing arts venue

Civic Administration Buildings

Administrative offices and public access areas for the Wellington City Council, now vacated due to earthquake issues

Wellington Library

Wellington's primary library, shared work space and cafe

EARTHQUAKE IMPACTS

As is the case with a large number of Councils around The impact on the vibrancy of Civic Square is highly the country, Wellington was impacted by the Kaikoura earthquake. Subsequent seismic assessment showed that the Civic Administration Building needed to be vacated.

City Art Gallery

buildings

Wellington's primary art gallery,

repurposed from earlier civic

In addition, the Municipal Office Building next door also needed to be emptied to allow essential strengthening work to occur on the Wellington Town Hall. The Council has relocated to temporary office space on The Terrace.

the area.

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Nikau Cafe

Much-loved cafe and de facto overflow meeting space for Wellington City Council staff and councillors

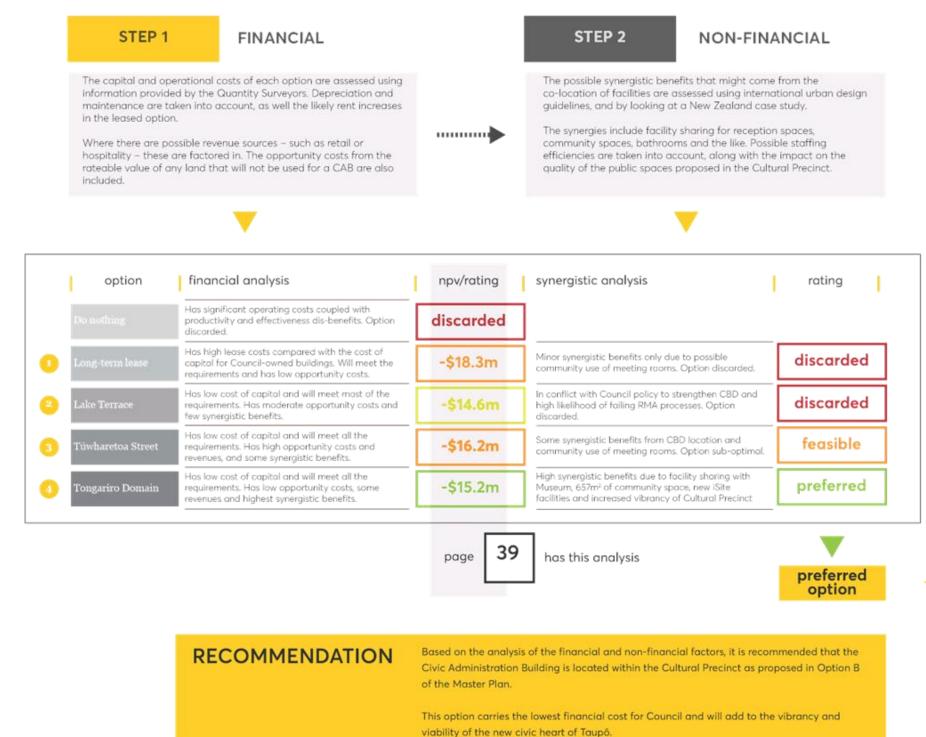
noticeable. Pedestrian traffic volumes through the square have declined markedly and the area is significantly quieter. Patronage has also fallen off at nearly cafés and businesses due to fewer people in

Civic Square is gradually transitioning from being an everyday place into an events space - coming to life only when there is an organised event in the square that brings in people.

43

ECONOMIC CASE | Civic Administration Building | findings and recommendation

The cost-benefit analysis has produced a ranking of the available location options for the CAB, based on both the tangible and intangible factors, as described below. The current state - the do nothing option - has also been assessed on the same basis.



ECONOMIC CASE

ACHIEVABILITY

the region.

AFFORDABILITY

and its amendment.

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CONSTRAINTS

The size, scope and timing of the project must be achievable within the capabilities of national construction companies and the project management capabilities of the Council, in the context of other significant initiatives that are planned or underway in

The overall project budget must be affordable for the Council in the context of other initiatives and its financial constraints, as outlined in the Long Term Plan



ECONOMIC CASE | Cultural precinct configuration

Using the Cultural Precinct Master Plan as reference, the preferred solution will result in the reconfiguration of the Tongariro Domain and environs as shown in the diagram.





Elements

- Open lawn area for informal use and small events
 Semi-formalised plaza space for gathering
 Main multi-functional cultural plaza zone
 Shared space road zone with pedestrian priority
 Pedestrian axis linking southern domain to atrium
 Parking zone for Destination Playspace
 Upgraded plaza area for Library
- 8 Main north-south connector spine/boardwalk
- 9 East-west cycle and pedestrian spine
- 10 Museum and CAB entry plaza
- 11 New Destination Playspace
- 12 Outdoor terraced seating looking to lake
- 13 Redeveloped Tongariro Street corridor
- 14 Pedestrian and cycle path to harbour and river

ECONOMIC CASE



Internal link road to Redoubt St/Ferry Rd
 Updated Rose Garden



ECONOMIC CASE |Benefit assessment | wellbeing analysis

The government intends publishing set of wellbeing indicators ('Indicators Aotearoa New Zealand') which will be used in a Living Standards Dashboard to track and measure current and future wellbeing. It is also intended that these indicators will be used to inform Government decision-making and Budget priorities. Local authorities will be encouraged to take the same balanced approach to wellbeing in assessing investment decisions.

		wellbeing measu	res	rating	
	1	Material standard of living	This is a measure of material living conditions. Material standard of living domain consists of the available (i.e. disposable) income and wealth of people and families.		Not materially affected by this
	2	Housing	This is a measure of material living conditions. Housing domain consists of how crowded the housing is, whether the housing provides access to basic facilities such as an indoor flushing toilet, and NZ specific housing quality issues such as mould and dampness.		Not materially affected by this
	3	Jobs and earnings	This is a measure of material living conditions. Jobs and earnings domain consists of availability of jobs and the level of earnings.		Not materially affected by this
	4	Health	This is a measure of quality of life. Health domain consists of both people's actual health and their perceived health.		Not materially affected by this
I	5	Knowledge and skills	This is a measure of quality of life. Knowledge and skills domain consists of the educational attainment of youth and adults, and the skill levels of the adult population.		Somewhat improved by this in locally-relevant knowledge an
	6	Leisure and recreation	This is a measure of quality of life. Leisure and recreation domain consists of people's work-life balance, the proportion of time people have available for non-work activities, and their satisfaction with both their amount of leisure time and quality of their leisure activities.		Materially improved by this inv leisure facilities within the Cult
	7	Cultural identity	This is a measure of quality of life. Cultural identity domain, which was created by Treasury and is not an OECD wellbeing item, consists of people's sense of belonging in New Zealand and the inclusion in society of Mäori culture.		Singificantly improved by this Tüwharetoa taonga within the
	8	Safety	This is a measure of quality of life. Safety domain consists of people's actual security from crime, and their perceived risk and vulnerability to crime.		Not materially affected by this
	9	Environmental quality	This is a measure of quality of life. Environmental quality domain consists of the quality of the soil, water and air, people's access to environmental amenities, and people's perception and subjective appreciation of their environment.		Somewhat improved by this in and sustainable transport opti
	10	Civic engagement and governance	This is a measure of quality of life. Civic engagement and governance domain consists of the degree of people's civic and political participation in society.		Somewhat improved by this in accessible civic heart within To
	11	Social connections	This is a measure of quality of life. The social connections domain consists of the frequency whith which people have direct social contact with others, and the perceived strength of people's social networks (i.e. can they provide support and be relied upon in times of need).		Materially improved by this in place and ability for social inte
	12	Self and aspirations	This is a measure of quality of life. Self and aspirations domain consists of people's perception of their personal satisfaction with their life and individual circumstances.		Not materially affected by this

Assessment against the wellbeing indicators in the Living Standards Framework shows that the investment has the potential to have positive impacts on the quality of life of Taupō residents and visitors. This firstly arises because of the role of the Museum in increasing cultural identity and knowledge in a way that is relevant to residents, thanks to a focus on local history and Ngāti Tūwharetoa taonga. This information about the rich natural, social and cultural history of Taupō also has the potential to provide greater knowledge and understanding to New Zealand and international visitors.

Secondly, the Cultural Precinct has the ability to increase social connectedness and cohesion by providing a civic heart to the town, as well as a place where there are improved leisure and recreational opportunities for residents and visitors. While there are only indirect improvements to the material standards of living for residents, the investment has the ability to act as a catalyst for future development – such as private sector investment in a CBD hotel – that will bring direct improvements to the economic performance of the region.

A range of measures are used to assess the degree of alignment between initiatives and the strategic goals of the Government. The key measures and their relevance to the proposed investment are shown in the table.

CASE

ECONOMIC

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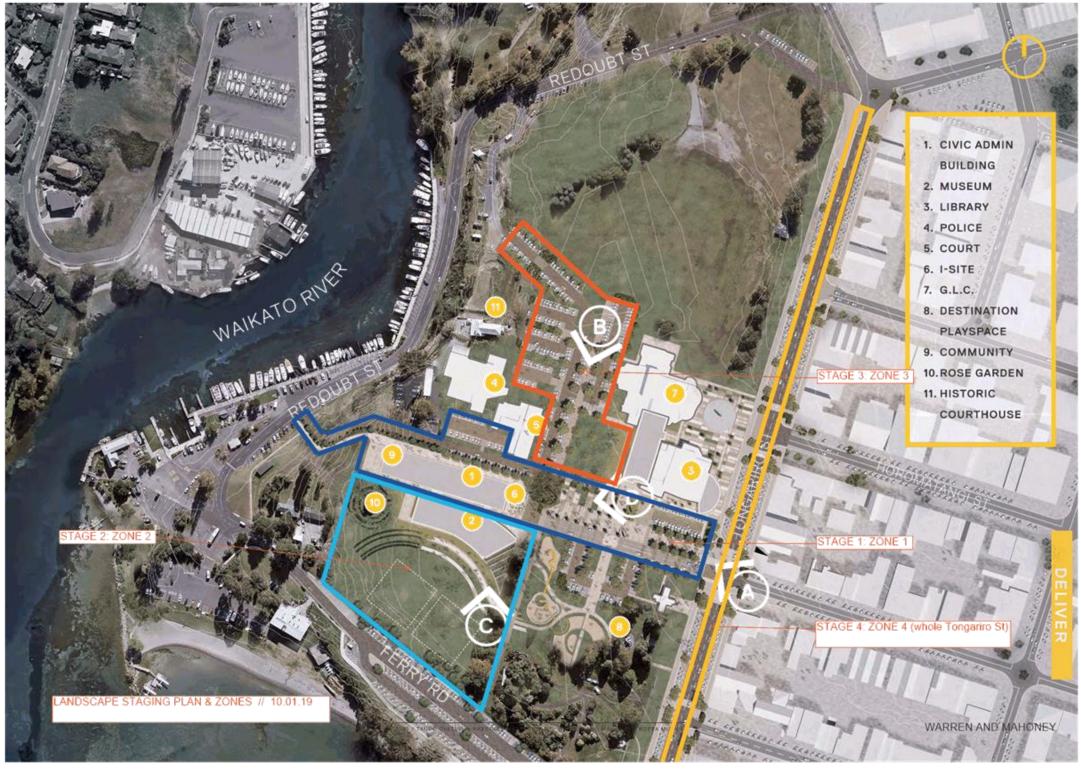


his investment his investment his investment his investment investment due to the availability of and resources at the new Museum investment due to the improvements in ultural Precinct his investment due to the focus on Ngāti he new Museum his investment investment due to the focus on green space ptions within the Cultural Precinct investment due to an improved and more Taupö investment due to the improved sense of nteraction within the Cultural Precinct this investment



ECONOMIC CASE | Development phase plan

Development of the Cultural Precinct is a multi-year multi-phase project, as it involves significant changes to the Tongariro Domain and the construction of a number of major buildings. Four phases of development are planned, as shown on the diagram.



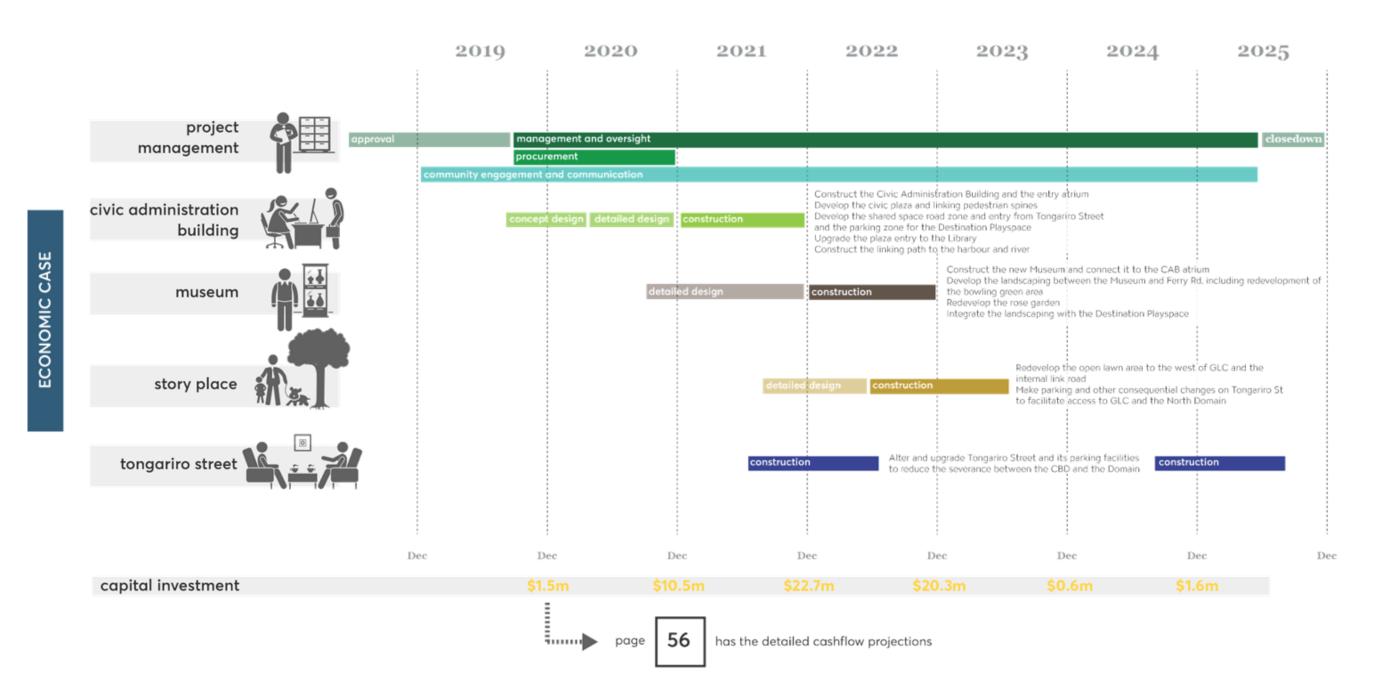
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ECONOMIC CASE | Project sequencing

Development of the Cultural Precinct will occur over a number of years, as shown in the indicative timeline.



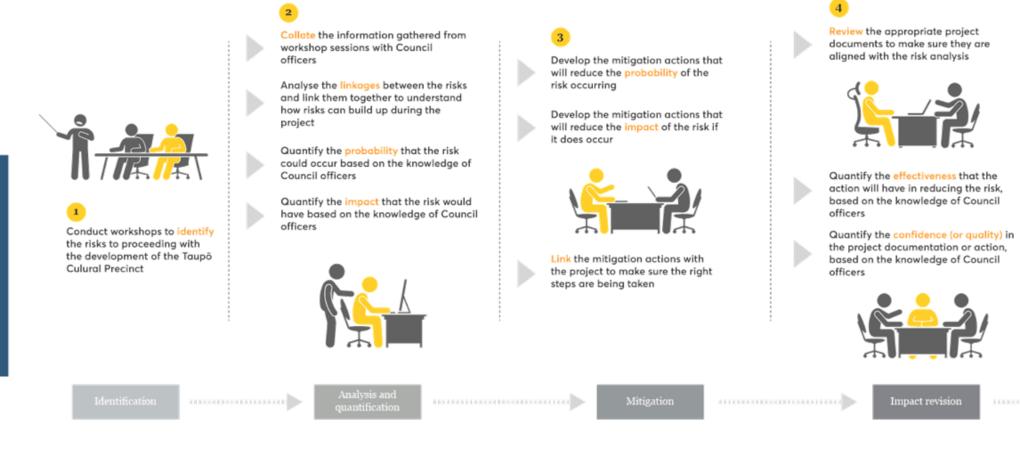
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ECONOMIC CASE | Assessing risk and uncertainty

Risks are assessed in a multi-step process, which is described below. The intention is to quantify the risks as they stand, identify the mitigations that are needed to reduce the probability of the risk occurring or the impact it could have, and then re-assess the residual risks that remain.



The following pages provide the analysis for each of the two events that the Council is seeking to manage:

- · The risk that the development will not proceed
- · The risk that the development will not achieve the benefits that are being sought.

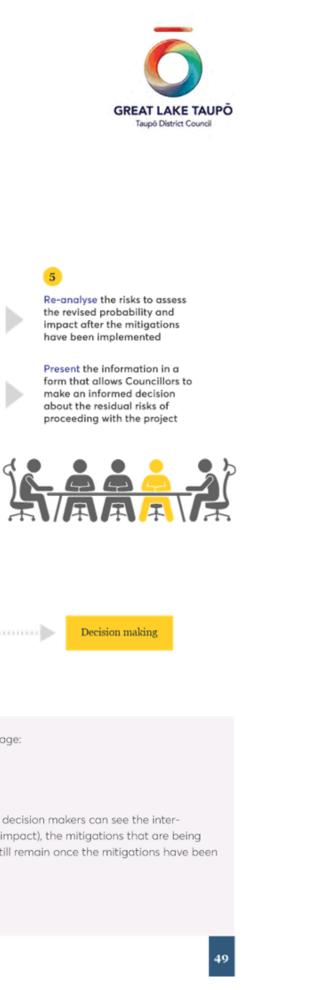
The first page provides the risk identification and links the various risks into their causal chains, so that decision makers can see the interrelationships between them. The second page shows the assessment of the risks (their probability and impact), the mitigations that are being applied (including the confidence and effectiveness of each mitigation), and the residual risk that will still remain once the mitigations have been applied.

The two pages are repeated - once for the decision risk, and once for the benefit realisation risk.

ECONOMIC CASE

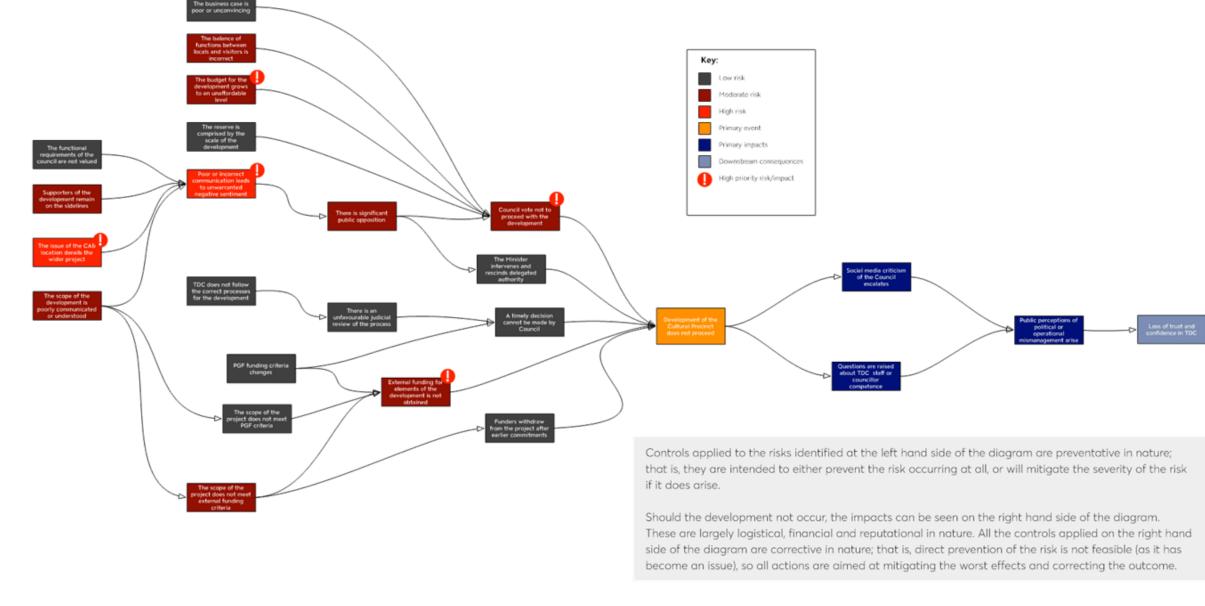
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Item 4.1- Attachment 1



ECONOMIC CASE | Risk and uncertainty | decision risks

The first key event that is being managed is the risk that the development will not proceed. This can be for a variety of factors, and the purpose of the risk analysis is to identify areas where the decision may be of poor quality due to insufficient information, poor quality work or other causal factors that are directly or indirectly influenceable.



causes, addressed by preventative actions

consequences. by corrective

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ECONOMIC CASE



addressed			
actions			
			50

ECONOMIC CASE | Decision risk | quantification and mitigation

The table below describes each of the risks identified on the previous page, and assesses it for probability and impact. The two scores are multiplied together to get an overall P/I rating, which describes the severity of the risk. The next section of the table describes the mitigations for each risk, as well as their likely effectiveness and confidence that the mitigations are of a high quality. These are multiplied together to et an overall E/C rating. The risks are then re-assessed in the third section based on the mitigations, with the probability and impact quantified to show how it has changed after the mitigations are applied. The overall pre-mitigation and post-mitigation summaries for each category of risk are shown in the tables at the bottom of the page.

				Pre-mitigation				Intervention				Probability Impact 1 3 2 2 2 3 1 3 1 3 1 3 2 3 1 3 1 3 2 4 1 1 2 4 1 3 1 3 1 3 1 3 1 3 1 3 2 2 1 3 1 3 2 2 1 3 2 3 1 3 2 5 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3		
Risk ID	Risk	Category	Probability	Impact	P/1	1	Intervention description	Effectiveness	Confidence	E/C		Probability		P/1
1	The functional requirements of the council are not valued	Scope	4	5	5		Project scope definitions Functional requirements Precinct Master Plan Communication Plan	4	4	-16		1	3	3
2	Supporters of the development remain on the sidelines	Political	2	3	6		Communication plan	2	4	8		2	2	4
3	The issue of the CAB location derails the wider project	Political	3	3	?		Communication plan Business case and cost/benefit analysis	2	5	10		2	3	6
4	The scope of the development is poorly communicated or understood	Political	2	4 .	8		Communication plan	4	4	16		1	3	3
5	The balance of functions between locals and visitors is incorrect	Scope	4	3	3		Precinct Master Plan	5	5	25		Я	2	2
6	The budget for the development grows to on unaffordable level	Commercial	3	.4	17 N		Commercial engagement plan Quantity Surveyor Assessment	з	4	12		2	4	8
7	The reserve is comprised by the scale of the development.	Scope	1	2	2		Precinct Master Plan	5	5	25		Э	4	1
8	Poor or incorrect communication leads to unwarranted negative sentiment	Political	2	4	8		Communication plan	3	4	12		2	4	8
9	PGF funding criteria changes	Financial	1	E.	5		External constraint - unable to be managed	0	6	0		18	5	5
10	The scope of the project does not meet PGF criteria	Financial	1	5.	5		Business Case and cost/benefit analysis	5	5	25		1	3	5
11	The scope of the project does not meet external funding criteria	Financial	1	5	5		Precinct Moster Plan Business Cose and cost/benefit analysis*	3	5	15		1	3	3
12	TDC does not follow the correct processes for the development	Monogement	t.	(14)	4		LGA process observance Audit NZ review	S	5	25			3	-3
13	The business case is poor or unconvincing	Financial	1	· 4.	4		Business Cose and cost/benefit analysis	5	5	25		3	3	3
14	There is significant public opposition	Political	3	3	9		Communication plon Precinct Master Plan Business case and cost/benefit analysis	2	3	6		2	2	٤.
15	There is an unfovcurable judicial review of the process	Monogement	1	4	4		LGA process observance Audit NZ review	5	5	25		- 3 3	3	3
16	Council vote not to proceed with the development	Political	2	5	10 :		LGA process observance	4	5	20		2	5	.10
17	The Minister intervenes and rescinds delegated authority	Political	t.	\$	5		LGA process observance Reserves Act observance	5	4	20		3	5	5
18	A timely decision connot be made by Council	Management	2	(4)	8		Project Management Plan LGA process observance	4	4	16		.1	3	3
19	Funders withdraw from the project after earlier commitments	Financial	1		5		Communication plan Precinct Master Plan Business case and cost/benefit analysis	4	4	16			3	3
20	External funding for elements of the development is not obtained	Financial	2	(A)	8		Precinct Master Plan Business Case and cost/benefit analysis	4	4	16		2	4	8
		Category	Count	Value	Average	1					Category	Count	Value	Average
	Initial risk	Political	7	55	7.9			S	ubsequ	ent risk	Political	7	40	5.7
	compant prior to	Scope	3	10	33				ment fo		Scope	3	6	20
us	sessment prior to	Commercial	1	12	20			ussess			Commercial	1	8	8.0
	mitigations	Financial	6	32	5.3				mitio	gations	Financial	6	27	4,5
	9	Management	3	36	5.3						Management	3	9	3.0

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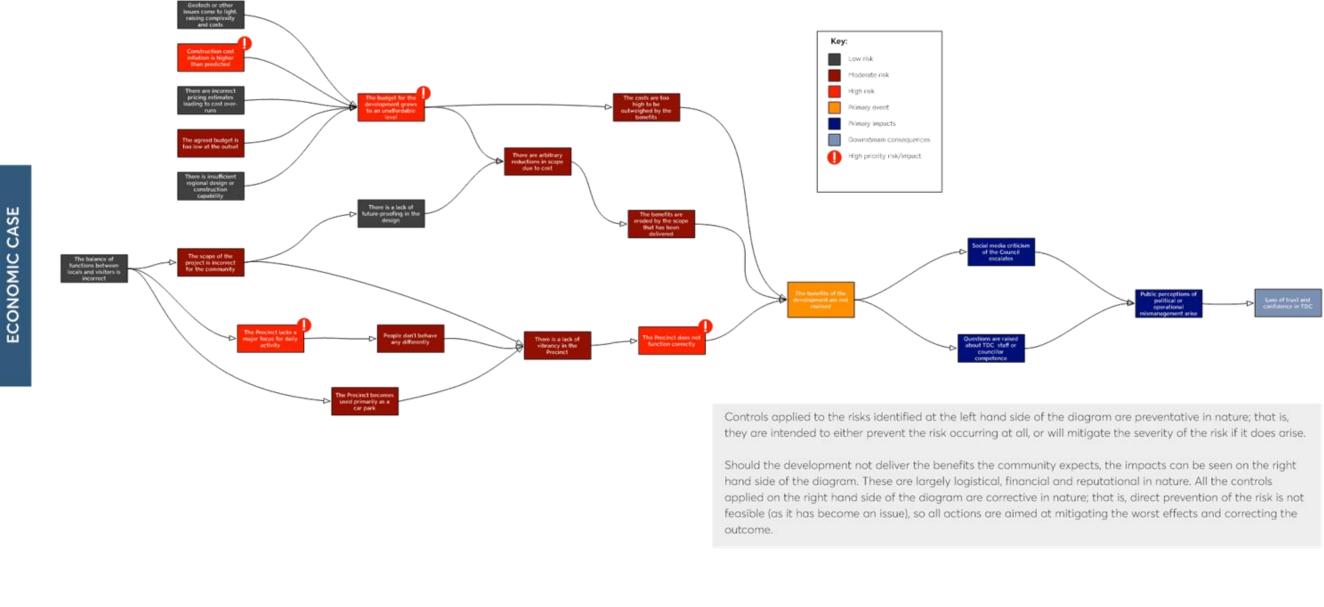
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ECONOMIC CASE |Risk and uncertainty | benefit realisation

The key event being managed is the risk that the development will not achieve the benefits that are being sought. This can be for a variety of factors, and the purpose of the risk analysis is to identify areas where the outcomes can be influenced by direct or indirect Council action.

causes, addressed by

preventative actions



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consequences, addressed by corrective actions



ECONOMIC CASE |Benefit realisation risk | quantification and mitigation

The table below describes each of the risks identified on the previous page, and assesses it for probability and impact. The two scores are multiplied together to get an overall P/I rating, which describes the severity of the risk. The next section of the table describes the mitigations for each risk, as well as their likely effectiveness and confidence that the mitigations are of a high quality. These are multiplied together to et an overall E/C rating. The risks are then re-assessed in the third section based on the mitigations, with the probability and impact quantified to show how it has changed after the mitigations are applied. The overall pre-mitigation and post-mitigation summaries for each category of risk are shown in the tables at the bottom of the page.

				Pre-mitigation	V-1			Intervention				0	Post-mitigation	
Risk ID	Risk	Category	Probability	Impoct	P/I		Intervention description	Effectiveness	Confidence	E/C		Probability	Impoct	P/I
1	The functional requirements of the council	Scope	1	5	5		Project scope definitions	4	4	16		1	3	3
	ore not volued						Functional requirements Precinct Master Plan Communication Plan							
2	Supporters of the development remain on the sidelines	Political	2	3	6		Communication plan	2	4	-8		2	2	4
3	The issue of the CAB location derails the wider project	Political	3	3	9		Communication plan Business case and cost/benefit analysis	2	5	10		2	3	6
4	The scope of the development is poorly communicated or understood	Political	2	A	8		Communication plan	4	4	16			3	3
5	The balance of functions between locals and visitors is incorrect	Scope	1	3	3		Precinct Master Plan	5	5	25		3	2	2
6	The budget for the development grows to an unaffordable level	Commercial	3	(A)	<u>1</u>		Commercial engagement plan Quantity Surveyor Assessment	3	4	12		2	2	8
7	The reserve is comprised by the scale of the development	Scope	1	2	2		Precinct Master Plan	5	5	25		, i	4	(†).
8	Poor or incorrect communication leads to unwarranted negative sentiment	Political	2	4 (A	8		Communication plan	3	4	12		2	4	8
9	PGF funding criteria changes	Financial	1	5	5		External constraint - unable to be managed	. 0	φ.	9.		1	8	5
10	The scope of the project does not meet PGF criterio	Financial	4	8	5		Business Case and cost/benefit analysis	5	5	25		4	<u>8</u>	5
71	The scope of the project does not meet external funding criteria	Financial	, t	5.	5		Precinct Moster Plan Business Case and cost/benefit analysis"	3	5	15		4	3	3
12	TDC does not follow the correct processes for the development	Monogement	1	-A.	4		LGA process observance Audit NZ review	5	5	25		1	3	3
13	The business case is poor or unconvincing	Financial	1	- M	4		Business Case and cost/benefit analysis	5	5	25		28	3	3
14	There is significant public opposition	Political	3	3	*		Communication plan Precinct Master Plan Business case and cost/benefit analysis	2	3	6		2	2	4
15	There is an unfavourable judicial review of the process	Monogement	4.	.4	4		LGA process observance Audit NZ review	5	5	25		1	3	3
16	Council vote not to proceed with the development	Political	2	1	19.		LGA process observance	4	5	20		2	1	- 10
17	The Minister intervenes and rescinds delegated authority	Political	5	5.	5		LGA process observance Reserves Act observance	5	4	20		a	15	5
18	A timely decision cannot be made by Council	Monogement	2	4	8		Project Management Plan LGA process observance	4	4	16		i.	3	3
19	Funders withdrow from the project after earlier commitments	Financiał	3	5	5		Communication plan Precinct Master Plan Business case and cost/benefit analysis	4	4	16		3	3	3
20	External funding for elements of the development is not obtained	Financial	2	4	8		Precinct Moster Plan Business Case and cost/benefit analysis	4	4	16		2	4	8
		Category	Count	Value	Augura	1					Category	Count	Value	Au
	Initial risk	Category Political	Count 7	55	Average 7.9			c	ubsequ	ont rick	Category Political	Count 7	40	Average 57
		Scope	3	10	3.3				-		Scope	3	6	2.0
ass	sessment prior to	Commercial	1	10	20			assess	ment fo	llowing	Commercial	1	8	8.0
		Financial	6	32	5.3					-	Financial	6	27	4,5
	mitigations	Management	3	16	5.3				mitig	gations	Management	3	9	3.0
		Loonagement		~		-					1 - namagement		· · ·	0.0

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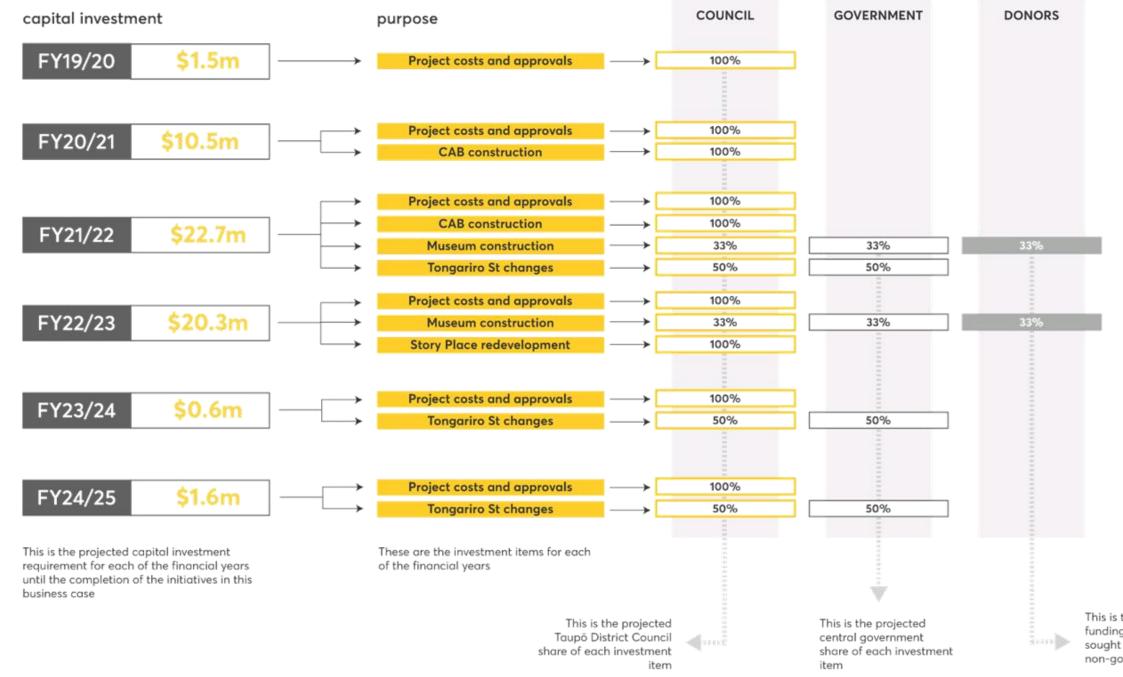




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FINANCIAL CASE | Funding requirements and sources

The diagram shows the capital investment requirements by financial year, along with the projected sources for the capital funding.



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This is the share of funding that will be sought from external non-government donors

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FINANCIAL CASE | Cashflow projections | capital expenditure

The table below shows the capital investment over the anticipated six years of development.

				FY	19/20		FY20/21			FY2	21/22		FY22/23				FY	23/24			FY2	FY24/25				
			Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/
Project costs																										_
Project management/ governance	1.5 FTE	\$(225)			\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)
Procurement	1 FTE	S(120)			\$(30)	\$(30)	\$(30)	\$(30)																		T
Project costs by quarter					\$(86)	\$(86)	\$(86)	\$(86)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)	\$(56)
Project costs by linancial ye	ear			S	(173)			s:	285)			S(225)			ŝ	(225)			5	(225)			\$0	25)	-
Construction costs																										
Civic Administration Buil	Iding																									
CAB construction	\$(10,700)								\$(2,675)	\$(2,675)	\$(2,675)	\$(2,675)														
CAB fit-out	\$(2,800)										\$(1,400)	\$(1,400)														
IL4 upgrade for 120m ²	\$(3,000)								\$(750)	\$(750)	\$(750)	\$(750)														
Professional fees	\$(2,800)				\$(350)	\$(350)	\$(350)	\$(350)	\$(350)	\$(350)	\$(350)	\$(350)														
Contingency	\$(3,900)								\$(975)	\$(975)	\$(975)	\$(975)														
Subtotal		\$(23,200)																								
Museum															-											
Museum construction	\$(12,200)												\$(3,050)	\$(3,050)	\$(3,050)	\$(3,050)										
Museum fit-out	\$(2,500)														\$(1,250)	\$(1,250)										
Professional fees	\$(2,200)					\$(440)							\$(440)	\$(440)	\$(440)	\$(440)										
Contingency	\$(3,400)												\$(850)	\$(850)	\$(850)	\$(850)										
Subtotal		\$(20,300)																								
Story Place/Parking													_										_	_		
Construction	\$(6,600)														\$(1,650)	\$(1,650)	\$(1,650)	\$(1,650)								
Professional fees	\$(1,000)					\$(200)									\$(200)	\$(200)	S(200)	\$(200)								
Contingency	\$(1,500)														\$(375)	\$(375)	\$(375)	\$(375)								
Subtotal		\$(9,100)																								
Tongariro Street																										
Construction	\$(2,300)										\$(288)	\$(288)	\$(288)	\$(288)								\$(288)	\$(288)	\$(288)	\$(288)	
Professional fees	\$(300)					\$(30)					\$(30)	\$(30)	\$(30)	\$(30)							\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	
Contingency	\$(500)										\$(63)	\$(63)	\$(63)	\$(63)								\$(63)	S(63)	\$(63)	\$(63)	
Subtotal		\$(3,100)																								
Total construction		\$(55,700)																								
																										_
Capital by quarter			\$-	ş-	\$(436)	\$(1,106)	\$(436)	\$(436)	\$(4,806)	\$(4,806)	\$(6,586)	\$(6,586)	\$(4,776)	\$(4,776)	\$(7,871)	\$(7,871)	\$(2,281)	\$(2,281)	\$(56)	\$(56)	\$(86)	\$(436)	\$(436)	\$(436)	\$(436)	\$(56)
Capital by financial year		\$(55,558)		\$(1	1,543)			\$(10),485)			\$(2)	2,725)			\$(2)	0,305)			\$	(635)			\$(1,	365)	

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FINANCIAL CASE





FINANCIAL CASE | Cashflow projections | operational expenditure

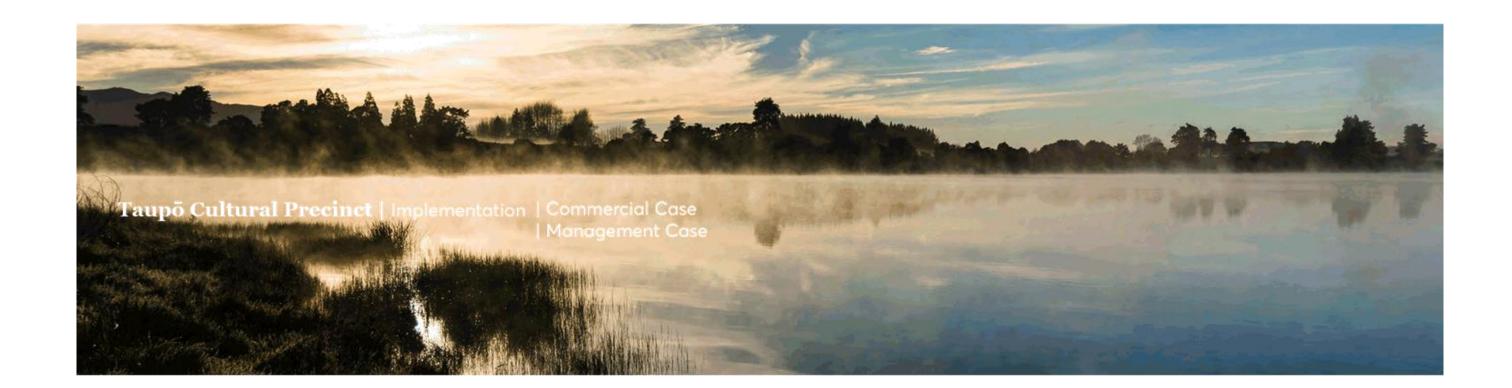
The table below shows the operating costs - including depreciation, maintenance, operations and revenue - in the first 7 years from completion of the Civic Administration Building in FY21/22, including the inflation factors.

				FY2	1/22			FY.	22/23			FY2	3/24			FY	24/25			FY2	25/26			FY	26/27			FY2	7/28	
			Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Q2 26/27	Q3 26/27	Q4 26/27	Q1 27/28	Q2 27/28	Q3 27/28	Q4 27/2
epreciation	Allocation	Period (yrs)		1		1			1	1							1	1					1		1	1				1
livic Administrat								_								_		_												
Construction	100%	50			\$(84)	\$(84)	\$(84)	\$(84)	\$(84)	\$(84)	\$(84)	\$(84)	\$(84)	S(84)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(86)	\$(89)	\$(89)	\$(89)	\$(8)
Fit-out	100%	20			\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35)	\$(35
L4 structure	100%	50			\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8
L4 fit-out	100%	20			\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	\$(7)	S(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8)	\$(8
luseum																														
Construction	33%	50							\$(29)	\$(29)	\$(29)	\$(29)	\$(29)	\$(29)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(31)	\$(31)	\$(31)	\$(3
Fit-out	33%	20							\$(10)	S(10)	S(10)	\$(10)	\$(10)	S(10)	\$(10)	S(10)	\$(10)	S(10)	\$(10)	S(10)	\$(10)	\$(10)	\$(10)	S(10)	\$(10)	S(10)	\$(10)	S(10)	\$(10)	\${10
story Place/Park	ing																													-
Construction	100%	35									\$(65)	\$(65)	\$(65)	\$(65)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(67)	\$(69)	\$(69)	\$(69)	\$16
Tongariro Street																														
Construction	48%	35					\$(11)	\$(11)	\${11}	\$(11)	\$(11)	\$(11)	\$(11)	S(11)	\$(11)	\$(11)	\$(11)	S(11)	\$(11)	\$(11)	\$(11)	\$(11)	\$(11)	\$(11)	\$(11)	\$(11)	\$(12)	\$(12)	\$(12)	\$(12
Repreciation by qu	arter		\$(71)	\$(11)	\$(11)	\$(71)	\$(71)	\$(11)	\$(11)	S(11)	\$(11)	\$(11)	\$(11)	S(11)	\$(11)	\$/11)	\$(11)	\$(77)	\$(11)	\$(11)	\$(11)	\$(11)	\$(12)	\$(12)	\$(12)	\$(12)	\$(268)	\$(268)	\$(268)	\$(26
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andscaping	3%	\$(50)			\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(50)	\$(51)	\$(51)	\$(51)	\$(51)	\$(52)	\$(52)	\$(52)	\$(5)
Operations						1			1				1												1	1	1			_
Museum staffing uplift	\$(200)	\$(50)							\$(50)	\$(50)	\$(51)	\$(51)	\$(51)	\$(51)	\$(51)	\$(51)	\$(51)	\$(51)	\$(52)	\$(52)	\$(52)	\$(52)	\$(52)	\$(52)	\$(52)	\$(52)	\$(53)	\$(53)	\$(53)	\$(5)
Museum operating costs uplift	S(250)	\$(63)							\$(63)	\$(63)	\$(63)	\$(63)	\$(63)	\$(63)	\$(64)	\$(64)	\$(64)	\$(64)	\$(64)	\$(64)	\$(64)	\$(64)	\$(65)	\$(65)	\$(65)	\$(65)	\$(66)	\$(66)	\$(66)	\$(6
Museum exhibitions/ collections	\$(120)	\$(30)							\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(30)	\$(31)	\$(31)	\$(31)	\$(31)	\$(31)	\$(31)	\$(31)	\$(31)	S(31)	\$(31)	\$(31)	\$(31)	\$(32)	\$(32)	\$(32)	\$(3)
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WRC lease	\$45	\$11			\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12
Museum evenue uplift	\$50	\$13							\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13
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	r financial ye				324)	-			1,085)	-			,864)	-			1,896)				,906)	-		-	1,915)	1			,949)	-

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FINANCIAL CASE





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IMPLEMENTATION CASE | Commercial case | procurement approach

The Council's procurement strategy considers the options for how services and capabilities should be acquired in order to deliver affordable solutions, covering both the design and construction phases.

FRAMEWORK

It is considered best-practice for councils to use the government's approved procurement framework, as this can significantly reduce the time taken to select and appoint suitable suppliers.

The necessary suppliers can be selected by tender or from an existing panel, which will be based on pre-established criteria. Typical selection criteria include the previous experience of the company and people in the design and construction of similar facilities, as well as price.

The procurement strategy defines the procurement process for the project. This may be prepared internally by the Council or externally, such as by the project manager or architect. The procurement strategy will consist of the following elements:

- Investment objectives definition of the project objectives, risks and constraints and their effects on the procurement process.
- · Policy frameworks definition of the guiding policies and frameworks that relate to the scope of the project, from both the Council and government.
- Project scope a clear description of the project scope required to achieve the objectives.
- · Tendering approach open, pre-selected, closed, negotiated, sole-source.
- · Contracting type the delivery method that is best suited to achieve the project objectives and mitigate project risks.
- · Selection of consultants the process for consultant selection and the criteria for selection.
- · Selection of contractor the process for contractor selection and the criteria for selection.
- Contract form and payment mechanism the most appropriate contract form to manage the project risks, and how the payment mechanism will be defined within that contract.
- · Specific contract mechanisms specific contract mechanisms for this type of facility.
- · Roles and responsibilities delegations and clarity of authority and responsibility.
- Key requirements and documents specific documents for this type of facility.

ROLES AND

There are a number of roles required for the procurement of the proposed investment. The project manager will typically prepare the procurement strategy, tender documentation and scope, and manage technical inputs to the procurement documentation, with the assistance and guidance of the Council's procurement team.

RESPONSIBILITIES A critical role is the Council's Senior Responsible Officer, who has suitable delegation and authority to approve the procurement steps. Another critical role is the interface between design and operations. This role focuses on providing clarity for approvals to handover the facility to the Council.

Other key roles include technical and consultant support:

- Project management and reporting
- Urban planning advice
- Technical advice (architect/cost consultant/other technical disciplines)
- Financial advice
- Legal advice.





IMPLEMENTATION CASE | Commercial case | required services

In order to successfully deliver the project, a number of services will need to be procured by the Council as follows:

Service	Required scope
Project Manager	Responsible for delivery of the project scope, cost, time and quality, including procurement of the team to achieve the outcomes. Reports to the Project Sponsor. Involved from initiation through to handover to operations. Can be an internal design management to support the design coordination role
Project Engineer	Responsible for the administration and management of the construction contract.
Quantity Surveyor	Responsible for developing and agreeing the capital cost estimation methodology. Also updating the project control budget and providing assessments for variations and progress claim certificates. Scope to include whole-of-life costs for p
Architect	Typically lead consultant, and responsible for the provision of detailed design drawings and technical specifications and monitoring the construction in accordance with New Zealand Institute of Architects observation levels 1-5 to achieve the pracess, lodgement, responses and obtaining approvals
Structural Engineer	Provides detailed design drawings, technical report and technical specifications Provides construction monitoring during the construction phase, assists with design-related issues in accordance with IPENZ construction monitoring levels 1-5, and as per scope of services Provides certification of design in accordance with relevant standards and to achieve the Code Compliance Certificate (CCC)
Fire Engineer	Provides detailed design drawings, technical report and technical specifications Provides construction monitoring during the construction phase, assists with design-related issues in accordance with IPENZ construction monitoring levels 1–5, and as per scope of services Provides certification of design in accordance with relevant standards and to achieve CCC
Mechanical/HVAC/hydraulic/electrical engineer	Provides detailed design drawings, technical report and technical specifications Provides construction monitoring during the construction phase, assists with design-related issues in accordance with IPENZ construction monitoring levels 1-5, and as per scope of services. Provides certification of design in accordance with relevant standards and to achieve CCC.
Civil Engineer	Provides detailed design drawings, technical report and technical specifications Provides construction monitoring during the construction phase, assists with design-related issues in accordance with IPENZ construction monitoring levels 1–5, and as per scope of services Provides certification of design in accordance with relevant standards and to achieve CCC
Geotechnical Engineer	Provides detailed design drawings, technical report and technical specifications Provides construction monitoring during the construction phase, and is responsible for dealing with the site ground conditions, foundations and groundwork required Provides certification of design in accordance with relevant standards
Planning Officer	Provides consenting strategy, schedule of consents required, specific planning advice, assessments of environmental effects and scoping of technical assessments, and includes lodgement and processing support for the resource consents
Legal Advisor	Provides legol advice as required for planning, consenting and compliance purposes
Construction Contractor	Constructs the facility to the supplied designs, managing all subcontractors as required

Approach	Summary	Rating
Open tender	The open procedure is suitable where the contract is straightforward, with a limited requirement for specific skills/technical capacity, and where there is a limited number of potential contractors/consultants. It allows for a combined pre-qualification and tender assessment	
Pre-selected tender	The pre-selected tender is suitable when specific skills/technical capacity are needed and there is a limited number of potential contractors/consultants. Advice should be sought from specialists in procurement	
Existing procurement panel	Typically, an existing procurement panel will have a pre-qualification for specific skills/ technical capacity. This is a potential approach if access to an existing panel, with a specific facility skill-set, is demonstrated	
Competitive dialogue	This procedure should only be used for complex contracts where the local authority does not have defined service requirements or is not able to identify clearly its legal and/or financial requirements. This procedure is mast commonly used for high-value and innovative contracts	
Closed tender	Similar to the pre-selected tender and suitable for when specific skills/technical capacity are needed and there is a limited number of potential contractors/cansultants. Advice should be sought from specialists in procurement	
Negotiated tender	Subject to relevant procurement policies, a negatiated tender between no more than two parties may be a suitable procurement approach when specific skills/technical capacity are needed and there is a limited number of potential contractors/consultants. Both parties would need to have relevant experience	
Sole source tender	Subject to relevant procurement policies, a negotiated sole source tender may be a suitable procurement approach when specific skills/technical capacity are needed and there is a limited number of potential contractors/consultants. The party would need to have relevant experience.	

There are a variety of methods for tendering, which include open, pre-selected, closed, negotiated and sole-source tendering. In turn, there are several delivery models available, which represent varying degrees of complexity, risk, innovation, client involvement and programme influence.

Irrespective of the process to select the required consultants and the construction company for the project, an evaluation framework will be used to assess the offerings available from the various interested parties. This uses four criteria:

- 1. Price has the tenderer demonstrated good value for money?
- 2. Knowledge and experience Has the tenderer demonstrated good knowledge of the requirements? Have they demonstrated their skills through the completion of other/similar projects? What were the outcomes of those projects? Have references from those projects been provided?
- 3. Methodology Has the tenderer demonstrated a good understanding of the project? And does the process they have outlined make sense and is it likely to work?
- 4. Personnel -- Is the tenderer able to call upon people with different/necessary skill-sets to complete the project? And what is the risk to the investment should the lead consultant or nominated key personnel leave mid-project?



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IMPLEMENTATION CASE |Commercial case | engagement with the market

Engaging with the market to obtain the correct services at the correct price is a structured process.

The business case and the Master Plan are essential precursors to engaging with the market and obtaining suitable tenders for the design and construction services required. A Procurement Strategy workshop will be run once approval for the investment has been given, which will determine the most appropriate procurement method to achieve the best value for the Council. The workshop will be independently facilitated by a specialist procurement consultant with design/build experience in similar-sized projects.

It is anticipated that there will be two major procurement components:

- 1. The design services required to take the concepts to detailed design and consent drawings
- 2. The construction services necessary to build the buildings and obtain Code Compliance.

It is likely that the greatest value for the Council will be obtained by awarding the construction agreement before completion of the detailed deign. This approach will ensure the design is constructable, and will allow the construction contractor to advise the designers of suitable construction methods.

As part of this process, it is envisaged that the design Architect will play an active role in the construction tender process, and is likely to be a member of the evaluation panel.

In order to increase industry interest in the project, briefings will be held for both the design and the construction. The Master Plan, business case, Council policies (such as health and safety requirements) and related documents will be made available to ensure that bidders are both aware of and informed about the project.

An open tender process will be run on TenderLink, and probity advice will be sought throughout the process.

It is likely that any design/construction process will be desirable to the market, as it is exploitable by nature due to the design/construction work likely being profitable and the lack of the need for a long-term relationship between the parties. Both the Council and the suppliers are independent of one another and are not reliant on each other to function, so good project and contract management will be required throughout the project. The likely risks and their mitigations are shown in the table at right.

Given this context, it is likely that the Council will pursue a tactical competitive relationship with the successful design and construction suppliers.

Milestone	Description	Purpose
Pre-Procurement		
Prepare strategy and documentation	Preparation of all tender documentation including: • Agreed procurement strategy • Consultant request for proposals • Contractor request for tenders • Tender evaluation criteria	Clarify the scope and requirements of the procurement process
Procurement		
Industry briefing	Meeting with consultants/contractors/ operators to present project scope and objectives	Consult parties prior to tender with the intent that planning for the preparation of a tender can commence
Request for tenders/proposals	Invitation to tender to select group of contractors/ consultants/ operators	Formal tender process to a select group of contractors/consultants/ operators to bid competitively for the relevant contract
Receipt of tenders	Close of tender period	
Tender evaluation	Process implemented to assess the preferred contractors/consultants/ operators	Determine the most suited contractors/consultant operators to achieve the project objectives
Tender interviews	Interviews of preferred and next preferred contractors/consultants/ operators	Understand proposition in more detail and discus key points of tender
Contract negotiation	Final negatiations once preferred contractors/ consultants/operators selected	Agree on terms of contract
Due diligence	Process to verify that the preferred contractors/ consultants/operators have the capability and capacity to deliver the contract	Obtain a high level of comfort that the contract can be delivered on time, within budget and to th required standard
Contract award	Award of consultant/construction/ operator contracts	Enables preferred party to organise resources
Contract execution	Signing of contracts	Official start date
Early operator involvement	Approach implemented to include operator in design	Supports improved teamwork, innovation and delivery

PHASING

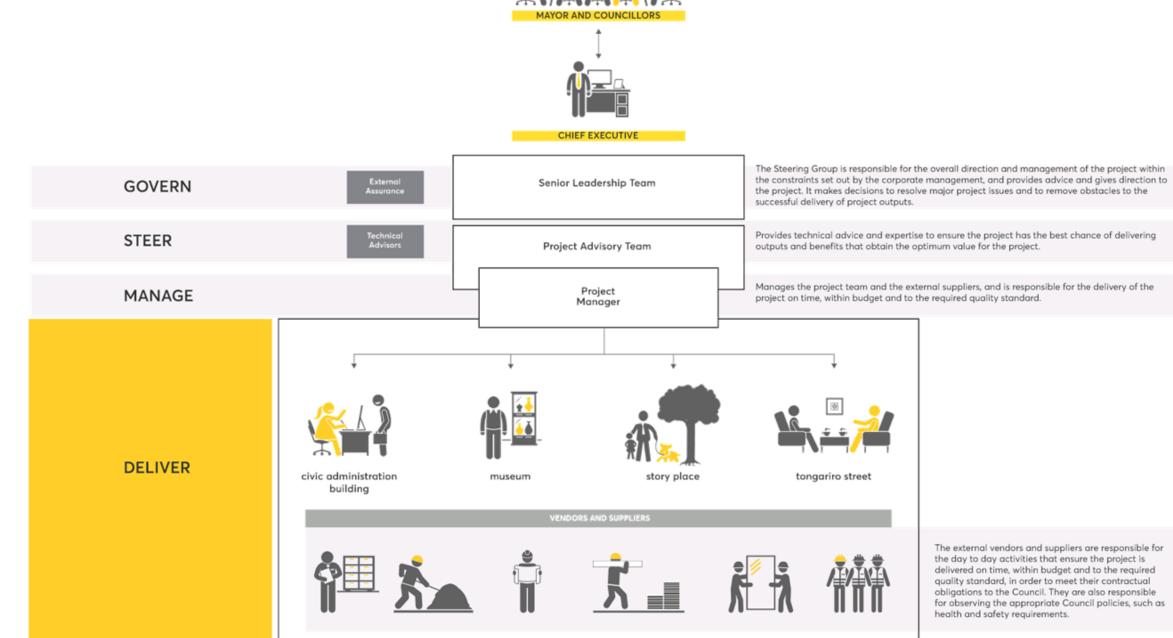
	Risk	Probability	Impact	Rating	Mitigation	Responsible
	Suitable companies don't tender				Tenderlink process along with appropriate industry briefing	Procurement Manager Project Manager
S	Best value not achieved for TDC, through inappropriate procurement process				Run a procurement strategy workshop	Procurement Manager External consultants
RISK	Budget blowout				ROI/RFP Process/ Negotiation to ensure best value can be achieved	Procurement Manager Project Manager External Construction Contract Lawyer (for Construction process)
-	Don't wish to participate in 2-step process				Speak to potential respandents who have downloaded ROI documents	Procurement Manager
	Evaluation team not able to reach consensus for RFP				Facilitation of evaluation session with non-voting facilitator	Procurement Manager





IMPLEMENTATION CASE | Management case | project governance

The project has been designed with the robust governance needed to deliver a high-quality outcome and to ensure there is robust oversight.



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CASE

IMPLEMENTATION



The external vendors and suppliers are responsible for the day to day activities that ensure the project is delivered on time, within budget and to the required quality standard, in order to meet their contractual obligations to the Council. They are also responsible for observing the appropriate Council policies, such as



IMPLEMENTATION CASE | Management case | project management approach

DELIVERY MANAGEMENT APPROACH

The Council uses a fully documented methodology for project delivery, which defines specific phases in a project lifecycle, along with the processes and documents required to traverse the phases.

Assessment of the type and scale of the Cultural Precinct project has been conducted as part of the project initiation, resulting in the project being identified as Moderate Complexity. The overview of the phases, approach and the document artefacts required for a project of this type is as follows:

INITIATE

The commencement of a project occurs at the Initiate phase. This has already been traversed by the project, as it allows for the development of core documents, such as the Business Case. These documents have been completed and have been submitted for governance sign-off, and the phase completes once approval has been given by Council.

In this phase a Project Manager is assigned.

PLAN

The Plan phase ensures the development of a detailed Work Breakdown Structure (WBS) for the intended work, and the risk profile for the project is revisited in more detail to confirm that decision makers are fully informed about the likely challenges - including the risks that may arise if the investment does not proceed.

In this phase the project team is brought together and expanded as needed to commence delivery of the project.

EXECUTE

Once funding is allocated, the Execute phase can commence. This is the core of the project, where:

- · High level and detailed requirements for the facilities are compiled
- Vendors are engaged to assist with the design of the facilities, as described in the Commercial Case
- · The development and delivery of the stakeholder engagement plan takes place
- · Development of the facilities and the support infrastructure occurs
- Governance arrangements for operations of the new facilities are put in place
- Operation of the new facilities commences.

Throughout the phase, the standard controls used by the Council are applied.

CLOSE

The Close phase ensures that all deliverables are complete, that costs have been allocated correctly, that the benefit realisation plan is in place, and that all residual risks are allocated and are being managed. The final step in the process is to ensure that the lessons learned from the project are documented so that future projects can benefit from the knowledge that has been acquired.





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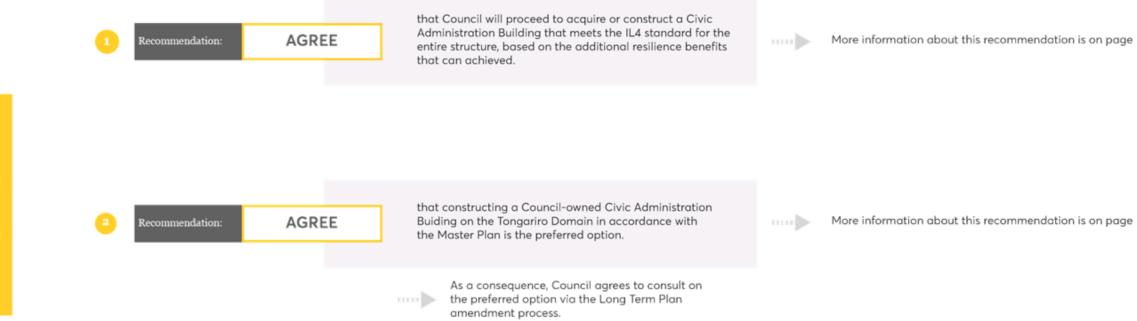




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NEXT STEPS | Recommendations

The analysis in the business case demonstrates that there is a clear financial and non-financial benefit in locating the Civic Administration Building on the Tongariro Domain as part of the Taupo Cultural Precinct. This is aligned with the Council's strategic direction, the intent of the Master Plan and makes the most financial sense for the community. Accordingly, two recommendations are made:



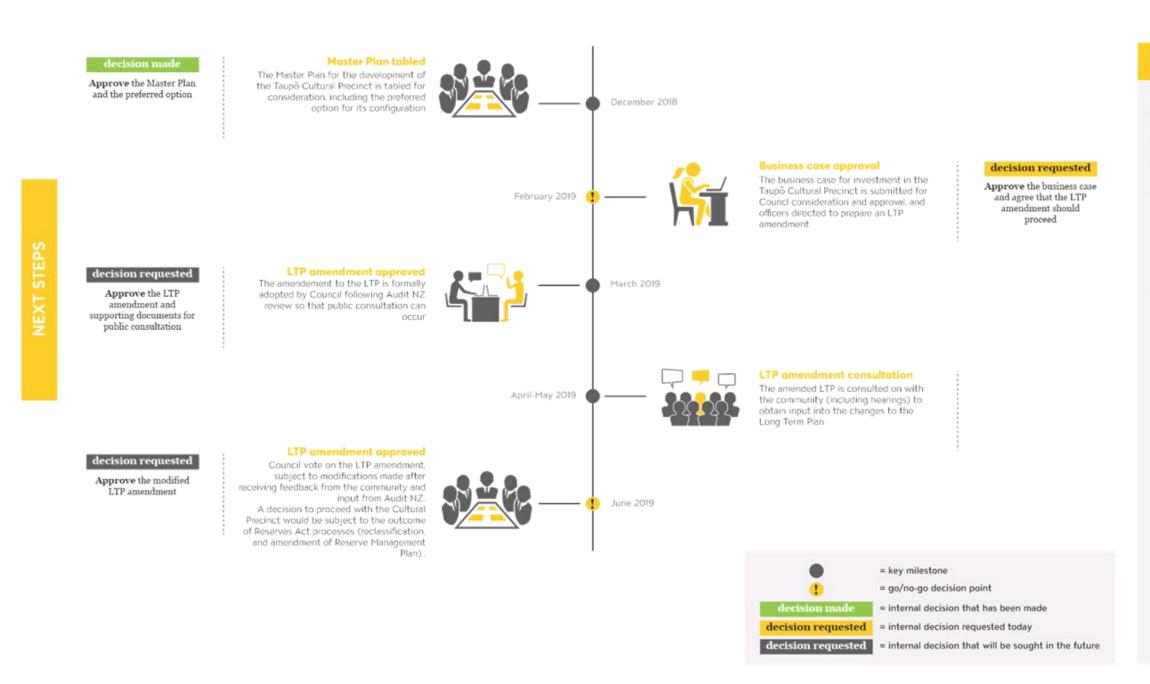






NEXT STEPS | Decisions sought

There are a number of decisions required in the next 12 months in order for development of the Cultural Precinct to commence. Some of these will involve the input of the community as part of a Long Term Plan amendment.



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DECISION POINTS

There are two points where Council can choose whether to proceed with the investment, as shown by the yellow circles in the diagram. These are:

- Business case approval Council can decide whether to support the initiative, based on the analysis on the business case and other investment priorities
- LTP amendment approval Council can decide whether to proceed with an amendment to the Long Term Plan, on the advice of officers and input from the community following consultation

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PART ONE Introduction and intention

This document provides the high-level requirements for the Council's proposed Civic Administration Building, or the information of submitters on the Long Term Plan Amendments that is being consulted on by the Taupô District Council.

The document is intended to provide an overview of and rationale for the solution the Council is seeking to its accommodation requirements, which arose following the decision to vacate and then demolish the previous Civic Administration Building at 72 Lake Terrace due to earthquake and asbestos issues.

The Council is considering a range of options for how its accommodation needs might be met, including the opportunity to lease a suitable building from the private sector rather than owning the building itself. The purpose of this document is to summarise the requirements of the Council at a high level so that interested organisations and members of the public can make submissions on the Long Term Plan Amendment, in the full knowledge of what is being sought.

This document is informational in nature and does not form part of a procurement process. Submissions made to Council will be considered as part of the Long Term Plan Amendment, in accordance with the requirements of the Local Government Act 2002.

C'ecciec sei

The intended audience for this document is individuals and organisations that are interested in making a submission to Council on the Civic Administration Building as part of the Long Term Plan Amendment.

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This document has the following structure:

 Part One provides the context for the Council's requirements, including the process that has been followed to date to develop the requirements Part Two provides the high-level functional and urban design requirements that will need to be met by any prospective solution, either owned by the Council or leased from the private sector.



PART ONE | Background and context

The requirement to provide a new Civic Administration Building arises because the previous building at 72 Lake Terrace was evacuated and then demolished due to earthquake and asbestos issues that could not be resolved economically.

During 2016 the Council became increasingly aware of serious issues with its primary building at 72 Lake Terrace. Consultants were engaged to investigate and report on two principal issues with the building - its seismic resilience and the presence of asbestos in the building. The Council was concerned about the health and safety of its staff and about its ability to function after an earthquake. Following the consultants reports, in May 2017 it decided to decant staff from the current building and relocate them to leased accommodation in several locations in Taupõ.

The summary of the issues presented to Councillors is at right.

In early 2017 and as part of the annual planning process the Council consulted its community over options for the Civic Administration Building. Five options ranging from refurbishment to a new build were costed and considered. The Council's preferred option was for a new building to replace the existing building, given that the costs of remediation and refurbishment of the existing structure proved to be uneconomic.

After its consultation on the Annual Plan this option was provisionally adopted by the Council. Further planning and investigation of site options was undertaken and in late October the Council confirmed its intention to construct a new building. The Council publicly advised three site options with a preference for a site near the Great Lake Centre, following work to assess a long-list of 11 different sites in and around the Taupõ CBD.

Following the decision to vacate the building at 72 Lake Terrace and confirmation that it was uneconomic to remediate, the Council made the decision to demolish the structure in preparation for future redevelopment of the site. This ensured the now-vacant building would not represent a safety hazard through asbestos contamination should the structure suffer damage from vandalism, fire or earthquake. The building was removed and the site remediated in early 2018.

> Due to limitations in the availability and functionality of leased premises, some Council functions remain in prefab buildings on the Lake Terrace site. Some of the spaces are more than 50 years old and in substandard condition.

Taupō District Council's main building at 72 Lake Terrace is two-story and is a group of buildings. The original building (closest to Lake Taupō) was constructed in 1968 and is nearing 50 years old. The other parts were added in 1984, 1989, 2004 and 2011. Due to the age and the type of construction there are a number of issues with parts of the building, which pose significant health and safety risks to staff and members of the community who use it. Council has obligations to address these risks under the Health and Safety at Work Act 2015 (HSWA).

As part of the scheduled maintenance programme the building was due to be repainted in 2016. When seeking quotes for this maintenance, investigations revealed the presence of asbestos in the external cladding of the original part of the building built in 1968. The reports by Clearsafe Environmental Solutions identified friable asbestos and advised that the friable asbestos panels needed to be removed and replaced with a current building standard cladding. Friable in relation to asbestos means "in a powder form or able to crumbled, pulverised, or reduced to a powder by hand pressure when dry". When exposed the asbestos contaminates the air, the ground and lungs.

A seismic assessment by BECA to gauge the earthquake strength of the building was carried out in 2012. This highlighted a number of issues with the building including a large amount of timber frames, minimal bracing, a light metal roof and shallow foundations. The score for this building based on the importance for level four (IL4) in a normal building was 28% which corresponds to a C grade building, as defined by the New Zealand Society for Earthquake Engineering (NZSEE). It was assessed as having a 50 percent rating under IL2 recommendations. A more recent seismic assessment carried out by local structural engineers Cheal Consultants in March 2017 revealed similar findings.

There was significant uncertainty around the exact extent of the repairs required to address the vulnerability to earthquakes. Compounding this uncertainty is the unknown nature of the connection points of the various buildings. Further invasive investigation would be required to ascertain how vulnerable those connection points are.

In addition, obsolete cabling and ducting in the roof cavity has been identified as a fire risk. The report advises that this cabling and ducting should be removed. In addition the overall integrity of the roof has been compromised due to the various additions to the building over time and damage due to the installation of building services. Issues have also been identified with the air conditioning system that is operated throughout the building.





PART ONE Assessment of location options

In August 2018 the Council commissioned a business case to assess the various options for where the Civic Administration Building should be located. Some 12 options were considered, and four were short-listed for further examination.

Option 1: Long term lease

A lease would be entered into with a commercial developer/property owner to construct a new building that would meet the Council's requirements at a mutually agreed location within the Taupô CBD.

Option 4: Tongariro Domain

A new building would be constructed on the western side of the proposed civic plaza. The building would be two stories tall and be linked to the new Museum with a shared atrium, with a number of shared spaces and facilities such as meeting rooms and reception spaces.



A long-list of options for the location of a **Civic Administration Building was** compiled and evaluated by Council officers in October 2017, with 8 options being rejected as not meeting the Council's requirements for a variety of reasons. The table at right shows the summary of the findings at the time. These options have not been further investigated or the decisions re-litigated in this business case.

Discarded options

appropriate for core retail activities | Lack of prominence when compared to other sites

Houhou St carpark | The site contributes significantly to the parking strategy within the town centre and the displacement to accommodate a CAB will reduce this contribution | Proximity to two fuel stations raises concerns relating to hazards for the Emergency Operations Centre

67 Horomatangi St | Proximity to the the largest primary school in the area may pose logistical/access challenges | There may be a perception associated with current RSA operations | Proximity to two fuel stations raises concerns relating to hazards for the Emergency Operations Centre

10 Opepe St | On the fringe of the town centre which reduces the prominence and connectivity with the CBD | Immersed in light industry, although did recognise a CAB could trigger a change | Proximity to Spa Rd may create traffic congestion

258 Spa Rd | Proposed site is outside the town centre as per the EOI requirements and the business objectives

Taniwha St carpark | Lack of prominence when compared to other sites | Area considered to be more appropriate for core retail activities

Gascolgne St Reserve | Has been specifically set aside for municipal buildings, however the reserve has come to be considered and used by the community as if it was a reserve

Tongariro Domain North | Considered extensively in 2010 as part of the Taupo Urban Commercial and Industrial Structure Plan. Council looked at the potential for a new building located on the recreation reserve land to the north of the Great Lake Centre. Having considered the technical information, expert advice and the views and preferences of the community Council decided not to proceed with a civic administration building on the north domain

A new building would be constructed on the site of the previous Council building at 72 Lake Terrace. The building would be two stories tall, with little to no public shared facilities.



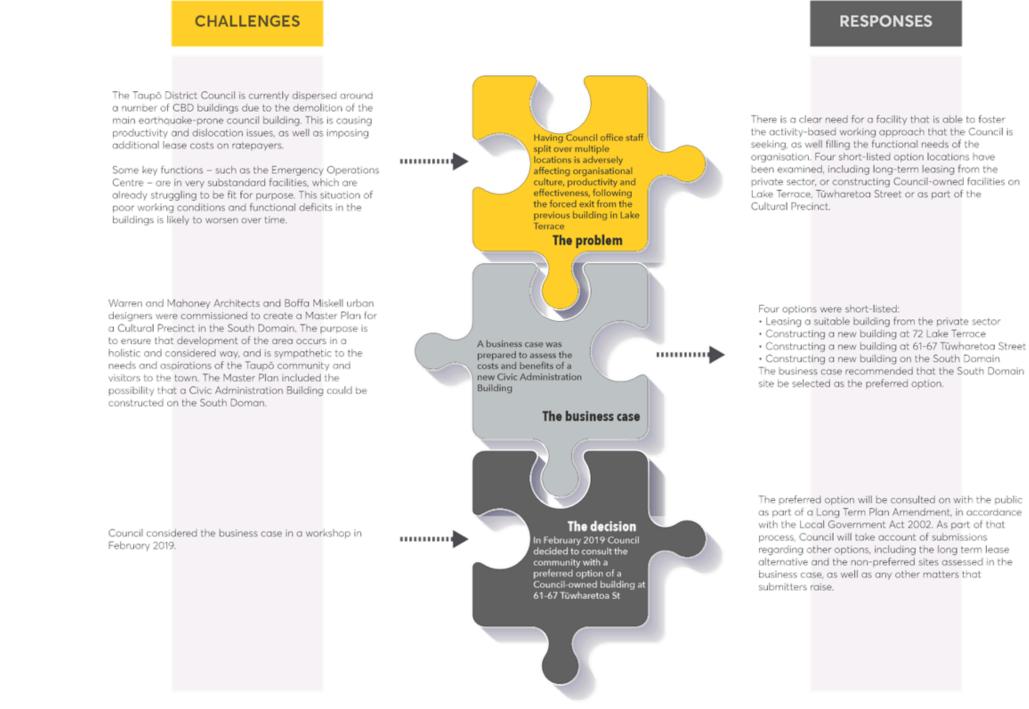
Option 3: 61-67 Tüwharetoa St

A new building would be constructed at 61-67 Tüwharetoa Street. The building would be three stories tall with ground floor retail or hospitality. The CBD location would put Council activities in the centre of the town.

Option 2: 72 Lake Terrace

PART ONE | Council decision on the preferred option

Council received the outputs of the business case at a workshop on 5 February 2019 and considered the recommendations at a Council meeting on 11 February 2019. As a result of these deliberations, the option to construct a new Civic Administration Building at 61-67 Tüwharetoa Street was voted to be the preferred option, to be considered further as part of an Amendment to the Council's Long Term Plan.







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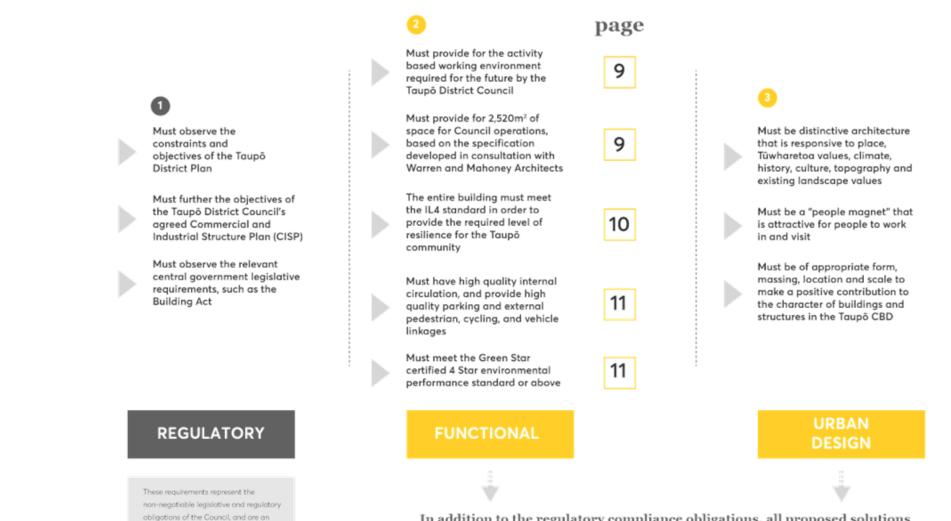
PART TWO | Requirements development

essential component of any solution. The

requirements are not discussed further in this document as they are available in their full form from the appropriate

regulatory agencies.

Council has a number of requirements for the proposed Civic Administration Building, ranging from compliance with the District Plan to being able to support its intended working methods in the years ahead. The requirements were developed through the process of evaluating the possibilities for upgrading or replacing the previous Civic Administration Building in 2017 and during the Master Plan development in 2018. The structure of the requirements is shown below and the key elements are explored in more depth on the following pages.



In addition to the regulatory compliance obligations, all proposed solutions must meet or exceed the functional and urban design requirements.

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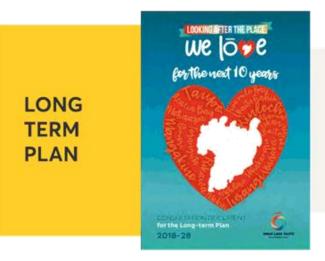
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PART TWO | Taupō District Council alignment



Taupō District Council's vision is 'To be the most prosperous and liveable district in the North Island by 2022'. In order to help realise this goal, the Council has set out its goals and intentions in its Long Term District Plan 2018-2028. The Strategy sets out the core values for the Council – that Taupō will be world class, authentic, resilient, charming, vibrant, offer quality and value. The proposed investment is strongly aligned with these values.

The possible construction of a Civic Administration Building was not consulted on as part of the Long Term District Plan 2018-2028. Under the Local Government Act 2002, an amendment will need to be proposed, consulted on with the community and voted on by Council for any development to take place. This process will be supported by the Master Plan, the business case and other documents in order for the community and Councillors to have the data necessary to make an informed decision.

COMMERCIAL AND INDUSTRIAL STRUCTURE PLAN

The Taupō Urban Commercial and Industrial Structure Plan (CISP) provides a vision for future planning of the Taupō town centre and new industrial areas. The Plan purposely provides direction over the next 20 years or so, and informs the strategic development of both the CBD and the Domain. The CISP was adopted by Council in 2011.

The goals of the CISP are as follows:

Character	To reinforce the distinct character of Taupö by embracing and integrating the natural and cultural qualities that define						
	the town and district						
Land use	To consolidate future commercial and industrial growth in a way that enhances the quality of life for the Taupö						
	community and protects or improves environmental values						
Built form	To achieve a sustainable and compact urban form that projects a distinct image, promotes an active and vibrant street						
	edge and improves architectural quality.						
Circulation	To reconnect the town centre with the lakefront, the Waikato River & surrounding residential areas. To re-focus towards						
	pedestrians, cyclists & public transport. Connect existing & future commercial/industrial areas with sound transport links						
Public space	To realise the untapped potential of Taupo's open space network and provide a diverse range of safe and functional						
	public spaces from sheltered arcades through to squares and open-air events facilities						
Heritage and culture	To protect and draw attention to Taupo's unique heritage and culture and provide an increased focus on events and the						
	creative arts						
Economic growth	To develop an economy with multiple opportunities for employment and economic investment that is able to leverage off						
	Taupö's lifestyle and image to retain and attract a diversity of people and business interests						
Sustainability	To ensure that future growth is delivered in a sustainable manner, both in terms of delivering affordable, efficient						
	infrastructural solutions and embracing Environmentally Sustainable Design (ESD) principles in the landscape and built						
	environment						

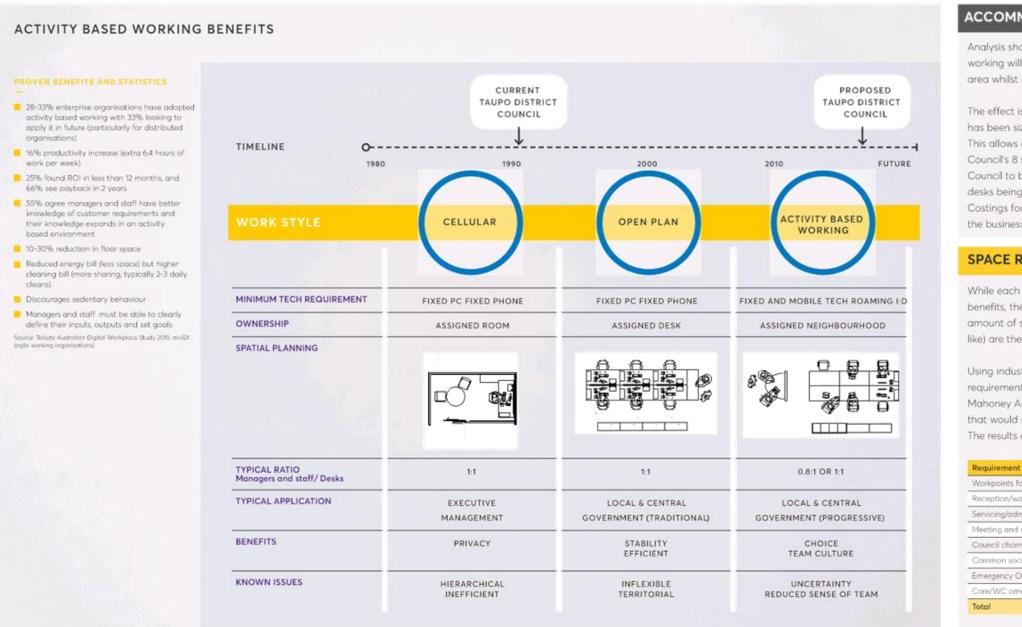
The map at right shows the land use for the Taupō CBD and environs as per the CISP. The location of the proposed Civic Administration Building will need to conform with the land uses laid down in the CISP.





PART TWO |Civic Administration Building functional requirements | working methods

In order to allow a straightforward comparison between the various location options, Council worked with Warren and Mahoney Architects to develop the space requirements for the Council's activities. The approach also allows a transition to an activity based working method for staff, which should enable an improved collaborative environment coupled with greater space utilisation, although the approach has yet to be developed in detail.



IL4 standard.

Total

Core/WC orr

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ACCOMMODATION IMPLICATIONS

Analysis shows that the proposed move to activity based working will allow the Council to reduce the overall floor area whilst improving working conditions for staff.

The effect is that the proposed Civic Administration Building has been sized for 140 concurrent staff, with flexible desks. This allows all 178 staff that are currently spread across the Council's 8 sites plus 15 staff from the Waikato Regional Council to be accommodated without the overhead of desks being vacant for at least part of the working week. Costings for all the Civic Administration Building options in the business case were prepared on this basis.

SPACE REQUIREMENTS

While each location option has a range of benefits and disbenefits, the functional requirements of the Council (for the amount of staff space, the operation of the building and the like) are the same in all cases.

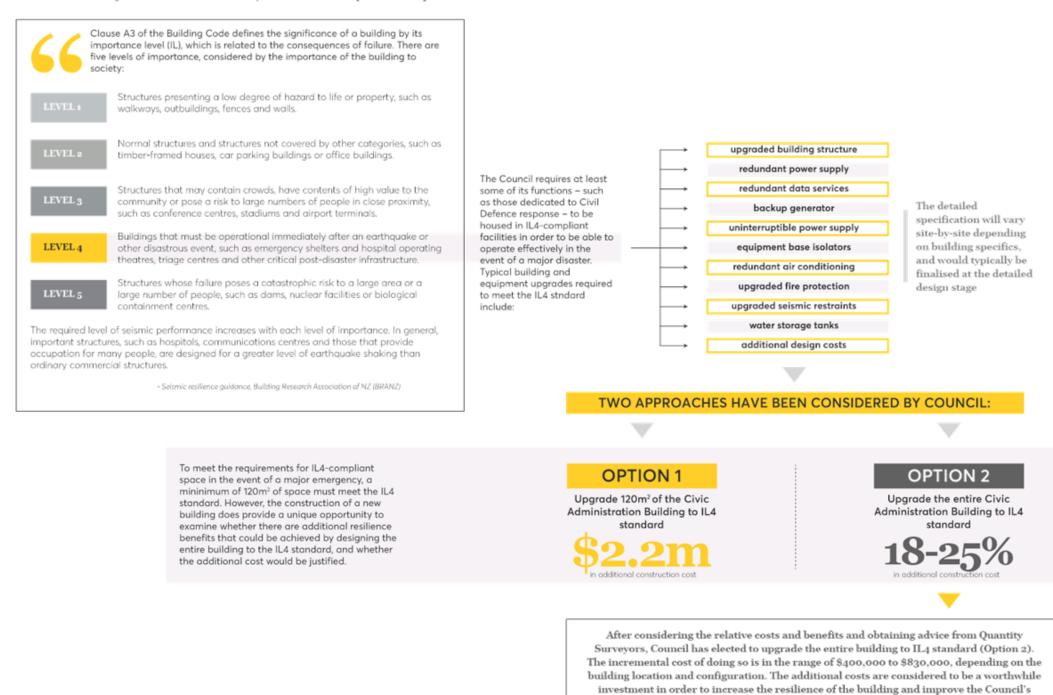
Using industry-standard approaches to working space requirements and supporting building services, Warren and Mahoney Architects developed a space allocation model that would support the Council's functional requirements. The results are as follows:

	Space (m ²)
or 140 staff	1,400
aiting	80
rinistration	220
shared community rooms	150
obers	300
sal hub	150
perations Centre	120
enities	100
	2,520

All options considered by Council will need to meet these requirements, along with the need to be constructed to the

PART TWO |Civic Administration Building functional requirements | importance level

Part of the functional requirements for the Civic Administration Building is the need to provide for a high degree of resilience for some of the Council's operations in the event of a major natural disaster event, such as an earthquake or eruption.



ability to support the Taupö community in the event of a major emergency.

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REQUIREMENTS



A decision about the level of disaster preparedness will depend on a number of factors that were outside the scope of the business case for the Civic Administration Building, as they depend on a specialised risk assessment and cost/benefit assessment.

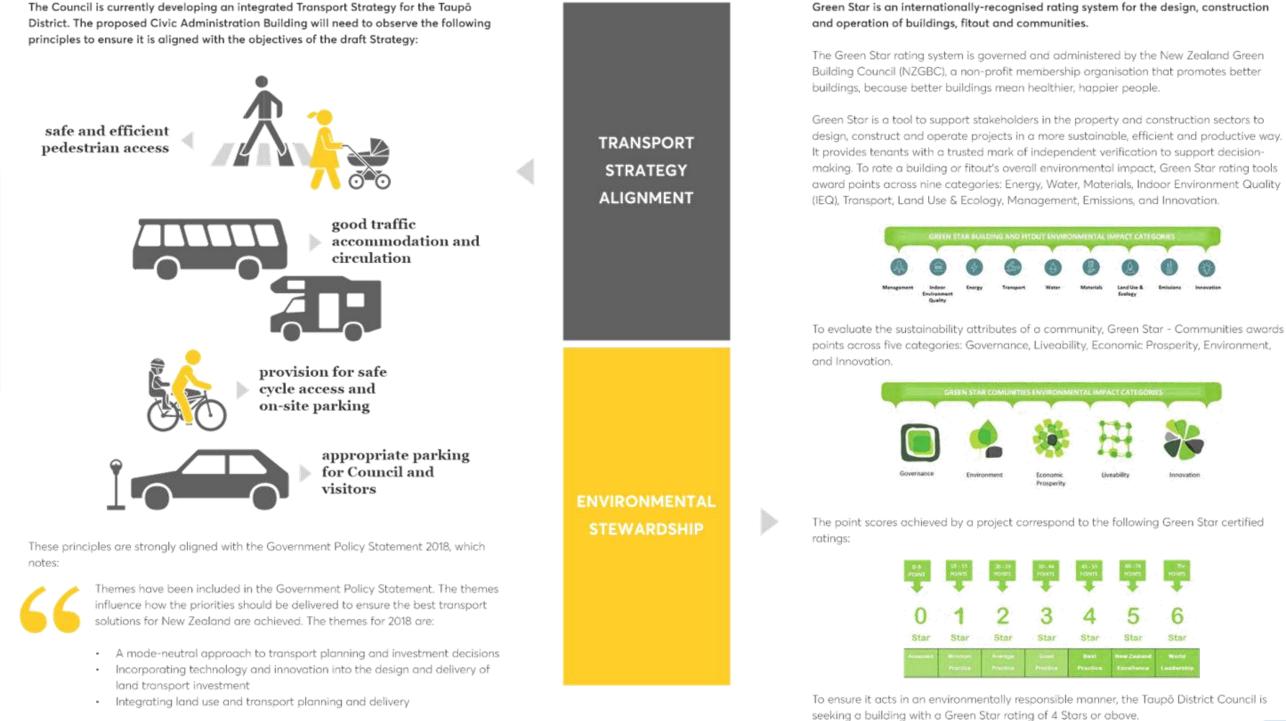
Council is currently seeking further advice on the pros and cons of both IL4 options before deciding on which approach holds the greatest benefit for the Taupō community.

The costings provided within the business case for both IL4 options are shown at left. These are indicative only and are based on the high level designs developed by Warren and Mahoney Architects. They are provided solely as additional information for submitters.

10

PART TWO | Civic Administration Building functional requirements | transport and environmental

The proposed Civic Administration Building must align with and support the draft Transport Strategy, the key principles of which are outlined below. In addition, the Council is committed to reducing its environmental impact, so will be seeking a solution that officers a Green Building Council rating of 4 Star or above.



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REQUIREMENTS



PART TWO | Urban design principles

The Council issued a Request for Proposal to interested architects and urban designers seeking a Master Plan for the Tongariro Domain. Respondents were asked to interpret and respond to the Council's request, and the successful tenderers – Warren and Mahoney Architects and Boffa Miskell urban designers – articulated a set of design principles that were adopted by the Council as part of the Master Plan. These principles have in turn been adapted to inform the design of a CBD-based Civic Administration Building.

The design process was founded on a clear analysis of the project opportunities and the potential for exceptional enduring architecture.

The following statements are intended to provide architectural guidelines that can inspire both a sound functional solution and connect the brief to an architectural expression.



Taupō District Council wishes to ensure that the proposed Civic Administration Building makes a significant positive contribution to the town's Central Business District. In order to do this, the design principles above will be used to assess the likelihood that proposed solutions will help energise the CBD and act as a catalyst for further high quality development. This objective is aligned with the goals of the Taupō District Plan and the Commercial and Industrial Structure Plan. How these principles are brought to life and given effect in particular development opportunities will be a matter of discussion between the Council, prospective developers, iwi and the community. The example of the Master Plan for the Tongariro Domain overleaf shows how this was addressed for the proposed Cultural Precinct.

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AUTHENTICITY

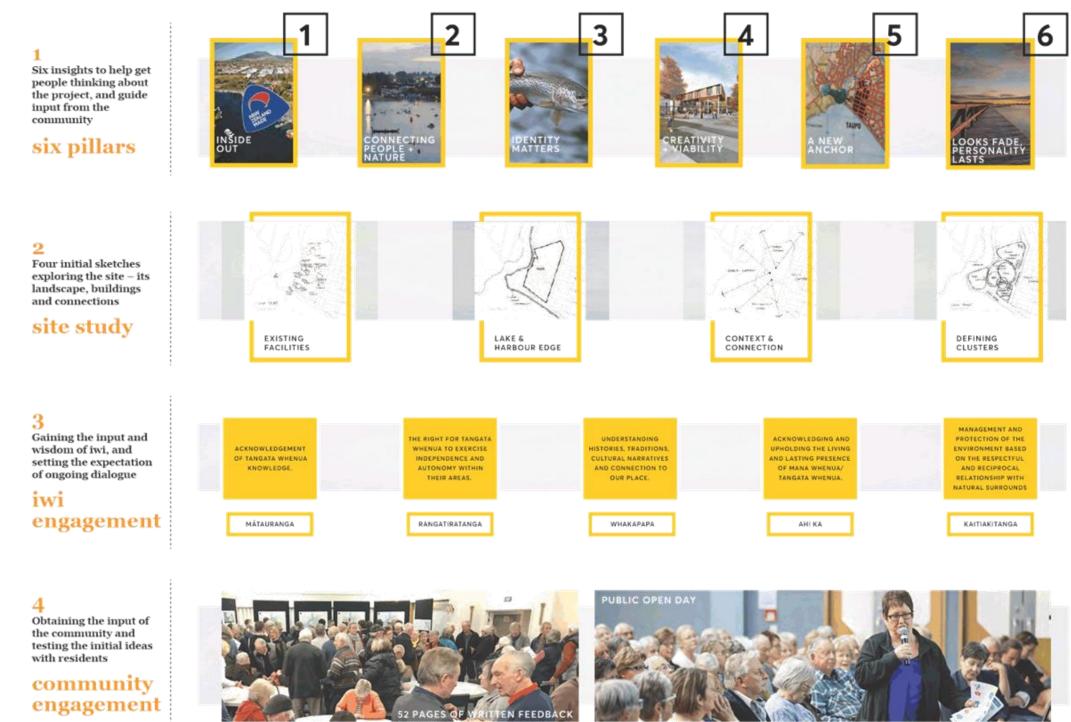
The building should frame the councils spirit and character. providing an honest and transparent entity for the community to engage with.

A reliable and responsive organisation providing a high level of amenity for the community.

12

PART TWO | The Master Plan example

Developing the Master Plan for the Cultural Precinct was a rigorous and thorough process that obtained input from a variety of sources - iwi, the community, and the landscape itself. Given the likely impact of the Civic Administration Building on the Central Business District, a similar process for its design is contemplated.







PART TWO | Implications for a CBD location

Should a decision be made to pursue the long term lease of a suitable building, Council intends to collaborate with developer(s) to design a building that will meet the current and future needs of the organisation and its community.

This is expected to be a building that encapsulates the functional and urban design requirements, and which will catalyse further high-quality development in the Taupō CBD.

However, Council does not intend to be prescriptive about the design or materials, but is instead focused on achieving the best possible result that will deliver value for money for the community.

Conceptual work has been undertaken by Warren and Mahoney Architects on a possible design for the Council-owned site at 61-67 Tūwharetoa Street. The key elements of this design are highlighted to show how the functional requirements and urban design principles articulated in this document have been addressed, and this is intended solely as an exemplar for the information of submitters.

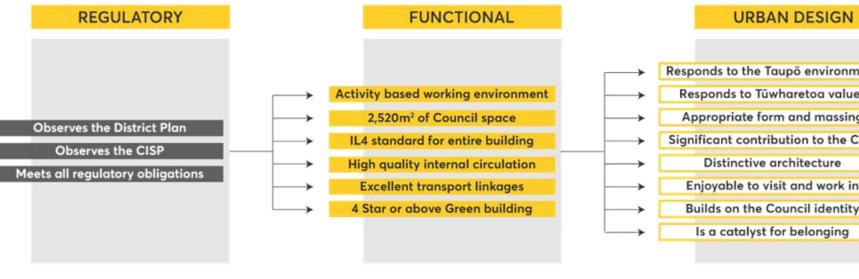






PART TWO |Summary of requirements

The regulatory, functional and urban design requirements on the preceding pages can be summarised as follows:



Should Council decide to proceed with a long term lease of a building, it will seek a solution that can deliver all the requirements outlined in this document

As noted at the beginning of this document, the information is solely intended to provide an overview of and rationale for the solution the Council is seeking to its accommodation requirements, which arose following the decision to vacate and then demolish the previous Civic Administration Building at 72 Lake Terrace due to earthquake and asbestos issues.

The Council is considering a range of options for how its accommodation needs might be met, including the opportunity to lease a suitable building from the private sector rather than owning the building itself. The purpose of this document is to summarise the requirements of the Council at a high level so that interested organisations and members of the public can make submissions on the Long Term Plan Amendment, in the full knowledge of what is being sought.

This document is informational in nature and does not form part of a procurement process. Submissions made to Council will be considered as part of the Long Term Plan Amendment, in accordance with the requirements of the Local Government Act 2002, and interested parties are encouraged to participate in the submission process.



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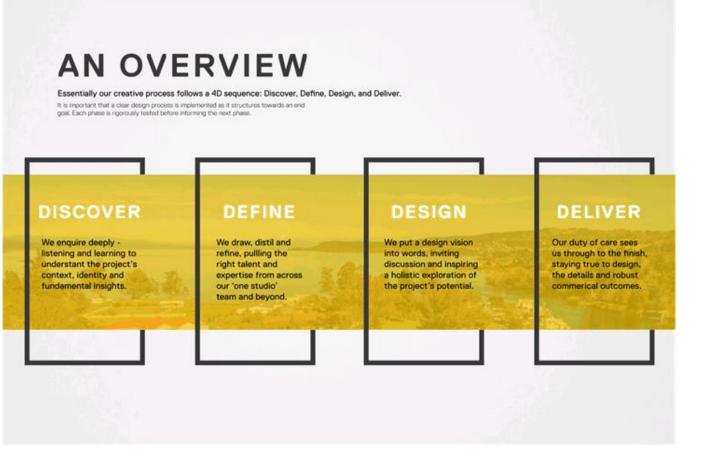






CONTENTS

AN OVERVIEW / PURPOSE -4-SIX PILLARS - 10 -SITE STUDY - 12 -ENGAGEMENT / COMMUNITY - 22 -MÃORI VALUES - 26-NEEDS LIST - 28 -MASTERPLAN OPTIONS - 34 -FEEDBACK / MATRIX - 42 -THE MASTERPLAN - 50 -DRAWINGS / DIAGRAMS - 54-METRICS



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PURPOSE

Record process of urban design and masterplanning:

and masterplanning: Taupó District Council commissioned Warren and Mahoney Architets and Both Makell to provide a cultural precinct masterplan for the Tongariro Domain in Taupó township. The masterplaning exercise looked at the integration of proposed landscepregrad new tacilities – inciciting a museum, council administration building and community speces. within the southern portion of the existing Domain. Following input from taskeholders, will and the existing Domain. Following input from taskeholders, will and the existing Domain. Following input from taskeholders, will and the existing Domain. Following input from taskeholders, will and the existing Domain. Following input from the existing both the existing Domain. Following input from taskeholders, will and the existing Domain. Following input from the existing both the existing Domain. Following input from the existing both the existing Domain. Following input from the existing both the existing Domain. Following input from the existing both the existing Domain. Following input from the existing both the existing Domain. Following input from the existing both the existing Domain. Following input from the existing both the existing both the existing the exi

Community engagement

Community engagement A series of workshop and meetings were held with community stakeholders and the wider public, in order to carwas ideas and aspirations for Ta₂do generally and the cultural precinct specifically. Community stakeholders involved included the Ta₂do Justiness community, Taudo Bowing Cula, Rotary, Taugo Womer's Cula. Taugo Yacht Cula. These engagement coportunities were co-ordinated through widespread advertisement and notification of the public at large, and feedback and outforms were recorded to inform the masterplanning team.

Partnership model

Atthough the project touches on many and various staileholders - from council staff through to clubs and societies and the wider public - the local aw (NgRt Towhardrob) is a partner and holds local ownership, vestfude and guardianship roles. In addition to the public meetings, a dedicated consultation process enabled appropriate and focused engagement with w.

What is a cultural precinct?

A cultural precinct is more than a single facility or activity. It is a collection of cultural and civic spaces (both internal

Masterplan to support business case

Following the 4th pilar mentra of creativity balanced with viability, the masterplan must ultimately be achievable. This means due regard for the economic drivers which underpin the business case study, including retention of existing Great Lake Centre and infrastructure where possible, co-location of fractices and people-attractants, and shared or multi-use spaces.

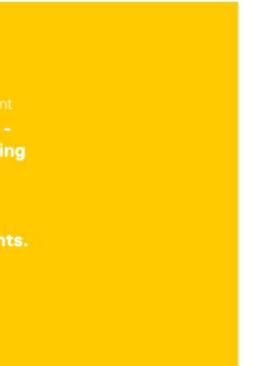
Urban design critical

Given the project context of a domain immediately adjoining Taupó town centre, the design imust respond appropriately through the arrangement of built form, Inkages, activities, functional requirements, external and open spaces. This complexity of design components and challengos requires a range of design specialists (including landscape, architecture, planning, traffic, etc) to produce a considered and co-ordinated design outcome that is urban design.



WOR / TAUFO COLTURAL PRECINCY WARDOWSLAN - MARKEN AND MEROWEY / DOFTA MORPLA







GREAT LAKE TAUPŌ

In 2017, Taupō District Council needed to vacate its former building at 72 Lake Terrace due to health and safety issues. Following community consultation on the 2017/18 Annual Plan on a number of options to address the issues from refurbishment to a new build, a new building was chosen as the council's preferred option.

The development of the area by the Grant Lake Contre sphereted option. The development of the ready the Grant Lake Contre near Story Pace was then chosen as the preferred site. During the process the council recognised an apportunity to 'do it once and do it right' and approved the development of a masterplan for the area to see what efficiencies could be made, what opportunities could be capitalised on and to future proof any development going forward. This includes opportunities for new cultural, arts and heritage facilities to replace the existing Taupô Museum.

NUM / TADAS

8

C C The Taupō District is an extraordinary place to live, work and raise a family.

We are the custodians of this land and like generations before us who raised families and dedicated their lives to making this place what it is today, we take responsibility for steering the way forward for future generations.







EXISTING SITE

The following drone images give an overview of the Tongariro Domain site.

Key existing fixtures on site include:

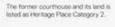
Tapuaeharuru Redoubt:

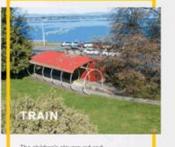
- The redoubt was built in 1870 by the Armed Constabulary to guard an important crossing of the Waskato Rever at its outflow from Lake Taupö.
 The altered landform of the redoubt represents an important remnant and reminder of the varied history of the sta.
- Old Taupő Court House:
- Built in 1881 by the Armed Constabulary and opening as a theatre, the building was converted to a courthouse in 1887.
- theatre, the building was converted to a countinuate in sec.
 A significant event took place in the countinuate, when lands were awarded to the paramount chief of Nglit Towheretos for the purpose of conveying some to the Crown as a gift for a park. This 'park' later became Tongariro National Park, the first national park in New Zeeland.
- The building is nationally significant as the only remaining building in New Zealand associated with the Armed Constabulary.

Miniature Monoral Train:

- The locally designed and bullt miniature monoral train, located on the south of the Domain is owined by the Pekke Lons Cub, operating since P398 as a fundhaling venture.
 The 'Lon Express' does frequent loops through the park, and
- The 'Lon Express' does trequent loops through the park, and operates during summer weekends, school holidays and public holidays, providing an attraction primarily for children. Great Lakes Centre:
- Developed in 1992, replacing the early information contre and War Memoral Hall, the centre combines facilities including a theatra, main hall, public library and information contre within a 3.395 square metre building footprint.
- The centre serves as a key facility for the arts and provides valuable community and visitor facilities.







The children's playground and Pakeke Lions Cobb & Co Express is popular with young families.



The local police station stands alongside the Taupô District Family Court.

and \prime from coltain. Frequent matters, m works and merodit \prime both model. \$94



This venue accommodates 400 people seated banquet style and offers space for Taupó events, meetings and presentations.





MUSEUM AND ROTARY

These facilities are situated in front of the rose gardenis and bowling greens. The Robey Building houses numerous community groups and Women's Club

ROSE GARDEN

The rose garden was a project initiated by the Rose Society in 1978; its was established on the site of the original Armed Constabulary dump. The gardes is mantained by the district council

where there contains president industriant and measure and measure preside models 15

EXISTING VEGETATION

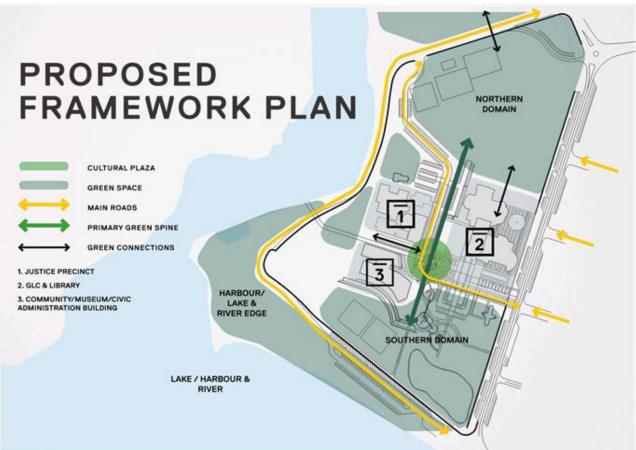
The proposed cultural precinct has well established gardens and mature trees, which are integral to the identity and cultur-al heritage of the site and strengthen its local identity.

- The gardens and trees are primarily native, with some exotic species, including the heritage Rose Gardens and annual beds. Mature trees and planting play an important role in natural biological systems including improved indegrious biodiversity, and stormwater management. They also reduce erosion and runoff.
- The wide variety of plants and trees, provide food and habitat for many native bird species.
- The gardens have a good mix and variety of colour, with exotic trees celebrating the changing of seasons, and providing light in writter.
- The canopy of the large tress provides shade to the domain, as well as reducing wind, and cooling the air in summer, creating a comforable space for relaxing and play.
- Some gardens around builings are overgrown and create safety (CPTED) issues, Increased use of simple native palettes and low groundcover planting is encouraged.
- parents and one groundcover parents is encounted. There are many significant and protected treas on site, which form landmarks and a framework for development. The specimen trees within the domain which are protected, further aid in conservation, aducation, and heritoge protection. Vegetation with easthotic, historic, or sociogical value will be maintained so far as possible.







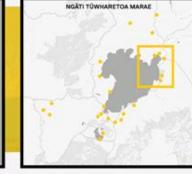


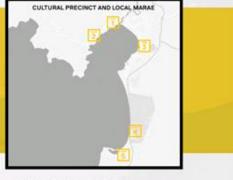
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MARAE LOCATIONS AND RELATIONSHIPS

The design / masterplanning team engaged with representatives from local hapû and some marae representatives. Conversations with these representatives should continue into the future.



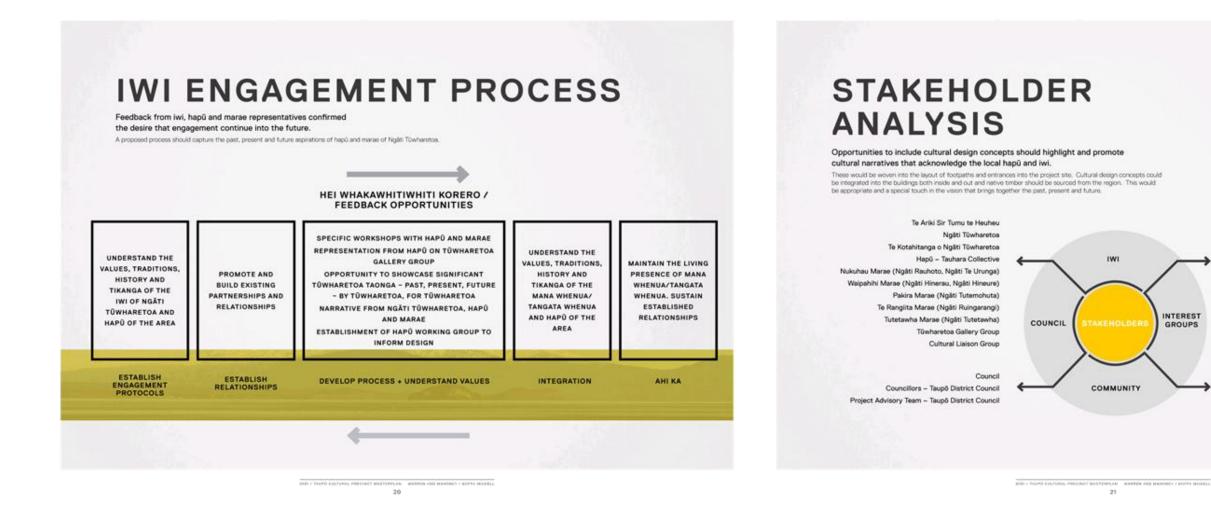




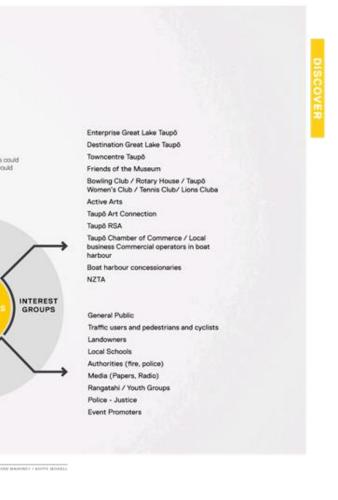
1. NUKUHAU - Ngiti Reuhoto, Ngiti Te Uhunga 2. TE RANKIITA - Ngiti Rungarangi 3. WARMARINI - Ngiti Hunara, Ngiti Hinarau 4. TUTETAWIM - Ngiti Tutetowha 5. PANIRA - Ngiti Tutetowha

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Item 4.1- Attachment 3



COMMUNITY PROCESS

A Public Open Day was held on Tuesday 31st July 2018 at the Taupō District Council.

Phase		Workshop Description
Discover	1 2	Meeting and Site Walk with Councillors
	2	Visioning' Workshop - Community Stakeholders
	3	Briefing workshop with stakeholders and client advisors
	4	Detailed tour of existing facilities
Define	5a	Detailed briefing workshop with Public
	5b	Hui with Ngāti Tūwharetoa
	5c	Detailed briefing with the Project
		Advisory Team
Design	6	Design Workshop with Project Advisory
		Team
	7	Design workshop with Councillors
	8	Design workshop with Business
		Community
	9	Design workshop with All Council Staff
	10	Design workshop with Key Stakeholders
	11	Design workshop with Public
	14	Design Recommendation with Project Advisory Team
	15	Design Recommendation with Council
	12	Design workshop with iwi - Ngāti
	12	Tüwharetoa
Deliver	13	
Deliver	15	Presentation and workshop of draft
		concept design - week
		commencing 5th Nov



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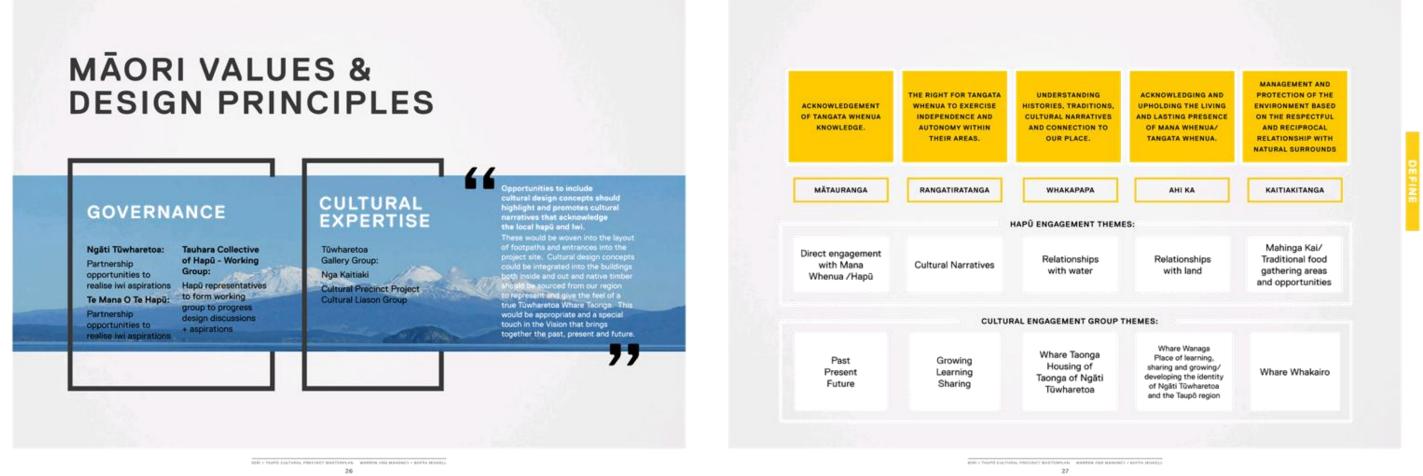
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LANDSCAPE SUSTAINABILITY + PUBLIC REALM LANDSCAPE PRINCIPLES

The Taupô cultural precinct has been designed through a process of community and cultural engagement. The site wilkecose, Ark and Kartekianga, are will connect people with nature and positively reinforce will be engaged with at every scale. Taupo's relationship with the lake and surrounding mountains. The vegetation, building and hard landscaping will build on the identity and heritage of the region. The new spaces will be carefully designed to efficiently use materials and perform well into the future. This development will anchor Taupō as a destination, with clear and important identity within its wider context. Most importantly the design will improve the lives of the people of Taupö, by providing places to relax and play, and connect with their natural environment and their beritage. The character of the site is considered through all scales to ensure it is consistent connect with their natural environment and their heritage.

The design canutury becances private and public spaces. There is a clear framework, to provide legibility to cars and podestriars through landmarks and wayfinding elements. Cereful consideration has been given to the movement of traffic, and prioritising padestra for safety and encyment of the public areas. Cuturally and historically significant treat, structures and places have been recognised and enhanced.

and recognisable. Spaces are adaptable to different uses, and enclurage diverse activities and user groups. Low impact stormwater treatments are to to ensuing the majority of stormwater is treated and absorbed by natural systems. Where possible sustainable metorials will be used, following the appropriate

The public realm intercts a right sourced and appropriate materials, planting, and dissign The experisons of people is pripritied above all elects, to ensure spaces are safe a attractive and encourage social behaviour.

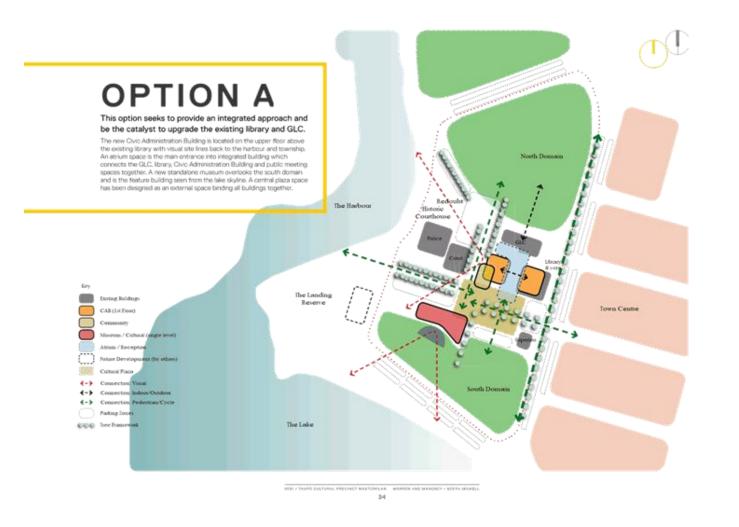
PEOPLE	ENVIRONM
CULTURE	GATEWAYS
DIVERSITY	LANDMARKS
COMMUNITY	VISTAS
STEWARDSHIP	WATER MANAGEMENT
HUMAN SCALE	QUALITY
FAMILY	SUSTAINABLE
EXPERIENCE	RESILIENT
	MATERIALS
	TIMELESSNESS
	SAFETY

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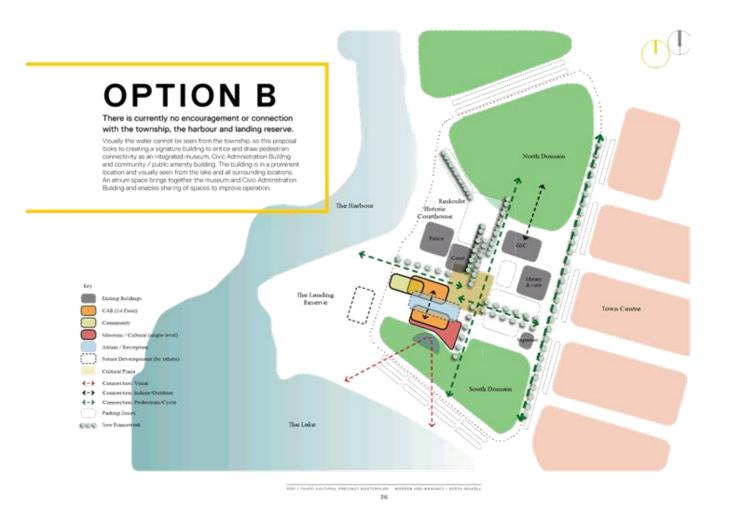


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- Buildings are centrally elements creating a sense
- of place and destination.

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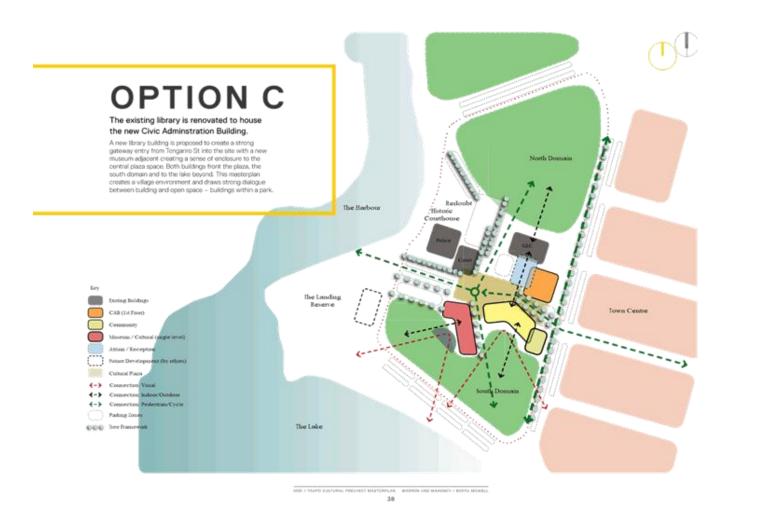
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Consolidation focussed to the north creating

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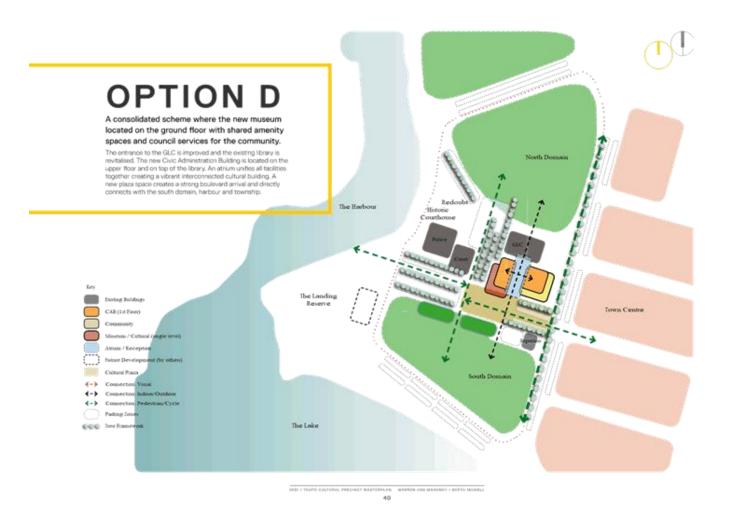


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Consolidation central and

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Page 103







bulk consolidated in a series of individual buildings and spaces.

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COMMUNITY ENGAGEMENT

Community engagement and consultation is a core component of the design process. Stakeholders and the wider community provided valuable feedback in the Discover, Define and Design stages of the project. There was great passion and admiration for their home and how they imagined the future Taupo should be.

Aspirations views, strong likes and dislikes were articulated through survey responses following four Masterplan options presented by the design team. After reviewing all feedback, 30 points were established to best encapsulate all the issues raised from the feedback. These points refer to positions that the community encouraged as well as ideas the community had concerns on. Key principles and points are what guided toward the preferred option.



INTER / TASPO COLUMNS, PRECINCT MARTERIPLAN WORKER AND MARDNEY / ROTA MORELL 42

A centralised downtown admin/cultural location seen as a great asset to Taupô community Better connection from town to the lake and river

Community is supportive Be bold, be visionary of: Enthusiasm for a bigger museum

Atrium unifying buildings, connecting existing and new

GLC and library getting an upgrade

A strong sense of place & proud of Taupö A place to tell our stories (iwi + heritage)

Enough car parking

Pedestrian friendly walkways

Try to integrate green spaces and trees throughout

Creating an enclosed plaza and village feeling

Plaza could be more bold, stronger connection to town

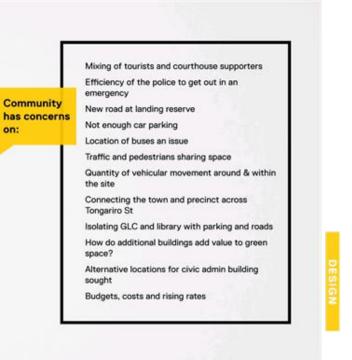
South domain becoming an inviting / open space

Removal of bowling and tennis clubs

Leaving the tennis club on north domain

The Rotary and Women's clubs in shared

community spaces Think about the next generation



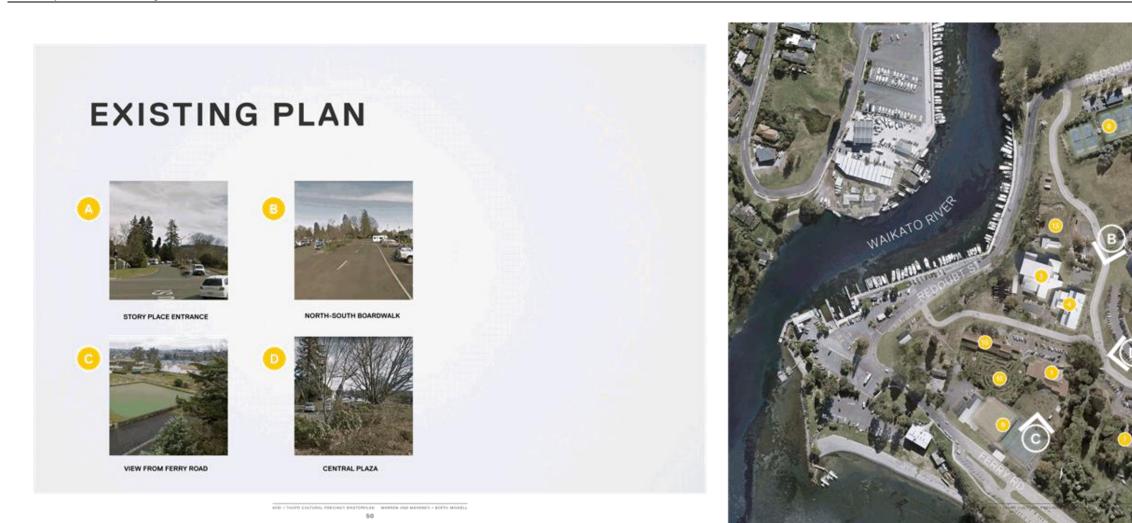
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LOCAL CHARACTER	PERMEABILITY	GREEN OPEN SPACES	CULTURAL PLAZA/ THE HEART	ARCHITECTURAL FUNCTION + EXPRESSION	EPL A	SPATIAL ENVIRONMENT + QUALITY	OPERATIONAL EFFECTIVENESS	ADAPTABILITY/ FLEXBILITY/ STAGING	CARPARKING +	COST EFFECTIVENESS
THE DEBION TO REFLECT THE CHARACTER AND DENTITY OF TAURO MADE: - A REW DESTINATION A SENSE OF LOCAL, FREM GRAIN EPICES AND OPENNESS TO THE NATURAL SUPPOUNDINGS.	MAXIMUE PEDESTRIAN AND CYCLING OPPORTUNITIES WITHIN THE STE AND JOINING UP THE HARBOUR, LANDING RESERVE, DOMAIN, LARE AND TOWNSHIP.	PUBLIC ACCESS TO NORTHERN AND SOUTHERN DOWAR STRENDTHENED AND INTEGRATED WITH PROPOSED DESIGN	INVITING, LEGIELE, COMFORTABLE AND ACCESSIBLE TO ALL BUILDINGS ONSITE	MAXIMUSING OPPORTUNITIES TO EXPRESS VIEWANCY, ACTIVITY AND OPPORTUNITY TO REVITAUSE EXISTING BUILDINGS.	MAST	CREATE PROTECTED AND ATTRACTIVE INTERNAL AND EXTERNAL ENVIRONMENTS.	MININGE OPERATIONAL, STAFFING AND MANAGEMENT COSTS.	CREATE BUILDINGS AND SPACES THAT ARE FUTURE PROOFED AND AN ABILITY TO BE A STAGED DEVELOPMENT.	EVEN DEPERSEMENT OF CAR PARKING ONSITE AND BEEMLESBY INTEGRATED TO REDUCE IMPACT ONDEE.	MINIMEE COMPLEXITY TO MANA CONSTRUCTION AND MAINTENAN COSTS.
Buildings are centrally consolidated and minimised as a series of elements creating a sense of place and destination.	Strong harbour to township connection. Visual disruption between North and South Domains.	Green space enlarged and highly accessible.	Plaza is centralisedand connected to all buildings but is very large with no enclosure to the south.	An integrated approach with existing GLC and library with museum as the "feature" standalone.	•	Solar into buildings and external areas well considered. South west prevailing wind concern.	Existing GLC and library sharing amenities and operations with new Civic Admin Building. Museum separate.	Adaptable and flexible spaces designed. Limited expansion opportunities for Civic Admin Building, GLC and library. Library decanting required.	Car parking disparsed with zones on Tongariro St, Ferry Rd and minimal within cultural precinct.	Integrated development to minimise envelope, facade maintenance. Staging more complex. Managed decanti processes essential for suc
Consolidation focussed to the north creating stronger connection with the harbour and landing reserve.	Highly connected physically and visually to all areas.	Green space enlarged and highly accessible.	Located towards landing reserve and disconnected with GLC & Library. Appropriate size.	A unified and shared Civic Admin Building and museum building separate from the GLC and library.	₿	Solar into buildings and external areas well considered. South west prevailing wind concern.	Civic Admin Building and museum operations integrated. Opportunity to connect GLC and library together.	Adaptable and flexible spaces designed. Opportunity for future expansion and staging possible.	Car parking dispersed with zones on Tongariro St, Ferry Rd and within cultural precinct concentrated at the front entrance.	Integrated development to minimise envelope, facade maintenance.
Consolidation central and along Tongariro St creating a strong relationship with the township.	Strong physical connections but challenged with visual site lines.	Green space enlarged and highly accessible. South domain diversified & tailored to building frontage.	Central and connected with strong gateway entry from the township.	All standalone buildings with ability to express each individually.	C	Solar into all buildings and external areas well considered. Plaza well sheltered.	Civic Admin Building and museum operations separate. Exisiting GLC and library together.	Adaptable and flexible spaces designed. Opportunity for future expansion and staging possible.	Car parking dispersed with zones on Tongariro St, Ferry Rd and minimal within cultural precinct.	Staging of project simplier. Separate buildings means no sharing of structure and envelope.

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	LOCAL CHARACTER	PERMEABILITY	GREEN OPEN SPACES	CULTURAL PLAZA/ THE HEART	ARCHITECTURAL FUNCTION + EXPRESSION	BPLAN	SPATIAL ENVIRONMENT + QUALITY	OPERATIONAL EFFECTIVENESS	ADAPTABILITY/ FLEXBILITY/ STAGING	CARPARKING + VEHICULE ROUTES	COST EFFECTIVENESS	
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)	Consolidation focussed to the north creating stronger connection with the harbour and landing reserve.	Highly connected physically and visually to all areas.	Green space enlarged and highly accessible.	Located towards landing reserve and disconnected with GLC & Library. Appropriate size.	A unified and shared Civic Admin Building and museum building separate from the GLC and library.	B	Solar into buildings and external areas well considered. South west prevailing wind concern.		Adaptable and flexible spaces designed. Opportunity for future expansion and staging possible.	Car parking dispersed with zones on Tongarino St. Ferry RM and within cultural precinct concentrated at the front entrance.	Integrated development to minimise envelope, facade and maintenance.	
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	New and existing turk considered in one area rather than a series of modeledad		Green space entirged toot South Domine locks imagestion with building bot strong with state	efficient. No building endlemans to	Stanment approach - Kdy integrated with beating GLC and Aborty	0	North of Bouthern Damain exposed with na sheller ta providing with	Fully steepaled with shared amendment and spectromy.	Adaptable and Revible species designed. Restricted future expension. Display possible but	Car parking dispersied with zones on Tongerini Dt, Ferry Rd and minime writter cultural preciset.	minimum envelope, facade and	









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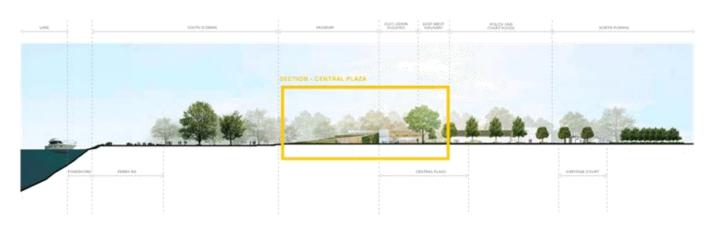
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CROSS SECTION A-A



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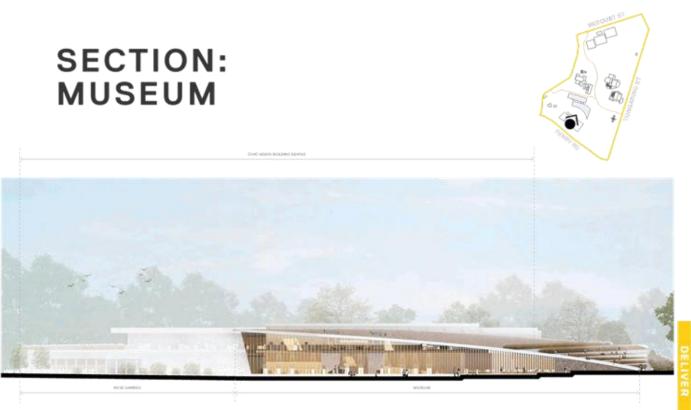


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NUMBY / BOPPS MONES

CULTURAL PLAZA

- 1. Open Lawn Area adjacent to new GLC and library atrium. Can be used for informal recreation activities, small events and marquees
- Semi-formalised plaza space seating, gathering space and transition zone between lawn area and hard-surfaced plaza zone. This space can also include nature play elements for young children to extend the play experience into the cultural plaza zone.
- Main cultural plaza zone multi-functional hard surface for markets, events and general use for gatherings and relaxation. Includes native planting and low impact storm-water treatment devices.
- 4. Shared space road zone pedestrian, cycle and vehicles with high pedestrian priority and slow vehicle speeds. This zone can be closed of completely or partially during certain activities i.e. Sunday stremers markets. Includes low planting pockets to reduce vehicle speeds through side friction.
- 5. Pedestrian axis linking directly between southern domain and new GLC and library atrium. 6. Parking zone for southern domain and redeveloped destination playspace
- 7. Upgraded plaza area surrounding upgraded library and GLC and shared space parking zone.
- 8. Main North South green connector spine (cycle and pedestrian) on flush timber boardwalk 9. Primary east west cycle and pedestrian spine, connection to redeveloped and pedestrianised Tongariro Street corridor
- 10. New GLC and library atrium
- 11. Museum and civic administration building entry plaza zone
- 12. New destination playspace
- 13. Outdoor terraced seating looking towards lake and mountains
- 14. Redeveloped Tongaririo Street corridor
- 15. Pedestrian and cycle path linking to harbour and river
- 16. Internal link road to Redoubt Street and Ferry Road
- 17. Updated rose garden
- 18. Existing playground



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CULTURAL PLAZA

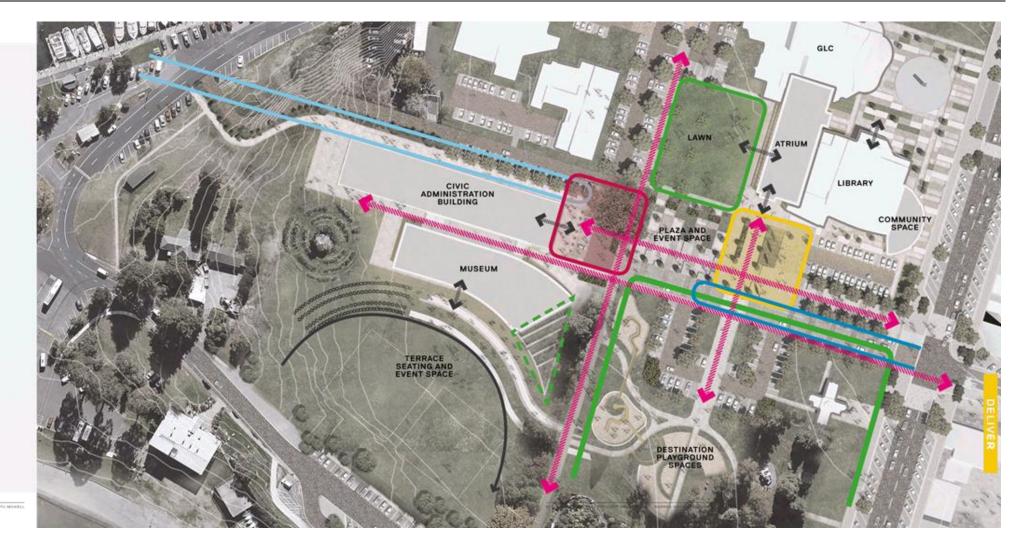
Diverse settings to enable day and night events all seasons during the year.

> FORMAL LANDSCAPED PATHWAY CONNECTION TO LANDING RESERVE

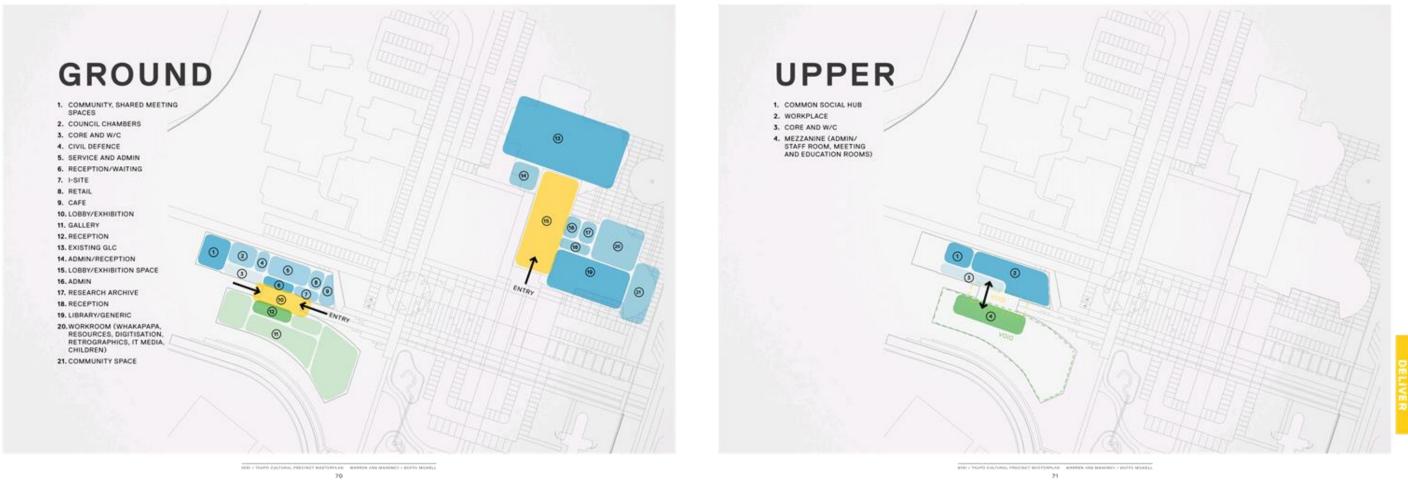
- MARKETS/FESTIVE EVENTS. POTENTIAL TO EXPAND INTO PLAZA SPACE. POTENTIAL AREA TO EASE PRESSURE OFF NORTHERN DOMAIN GRASSED EVENT. POTENTIAL TO OPEN ATRIUM SPACE AND UTILISE LAWN AREA FOR EVENTS CONNECTED TO GLC AND LIBRARY
- CAFE AND BEVERAGE SPILL OUT
- FORECOURT ARRIVAL ZONE. POTENTIAL FOR LIBRARY RELATED EVENTS SUCH AS A BOOK FAIR
- FORMAL LANDSCAPED ENTRANCE INTO CULTURAL PRECINCT
- SOUTHERN DOMAIN INCLUDING CHILDREN'S TRAIN, EXISTING PLAYGROUND, DESTINATION PLAYSPACE AND PARK
- ---- ELEVATED OUTDOOR SEATING VIEWING PLATFORM
 - ARTS CENTRE AND MUSEUM RELATED ACTIVITIES AND THEATRICAL EVENTS COULD SPILL OUT INTO TERRACED AREA. OPPORTUNITY TO EXPAND MUSEUM ACTIVITY BEYOND BUILDING. LAKE VIEWING PLATFORM.
- PEDESTRIAN AND CYCLE CONNECTIONS

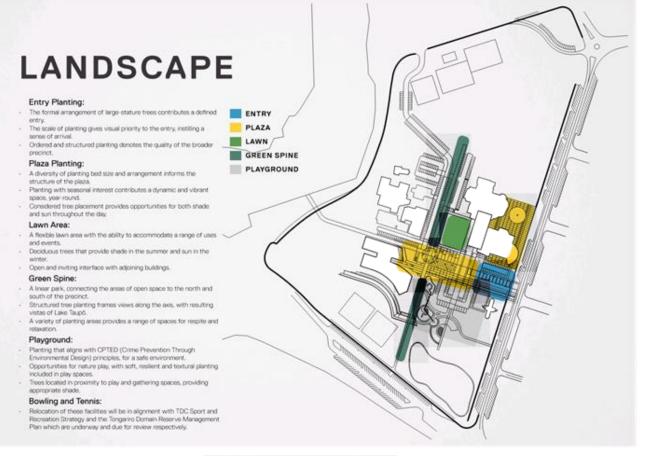
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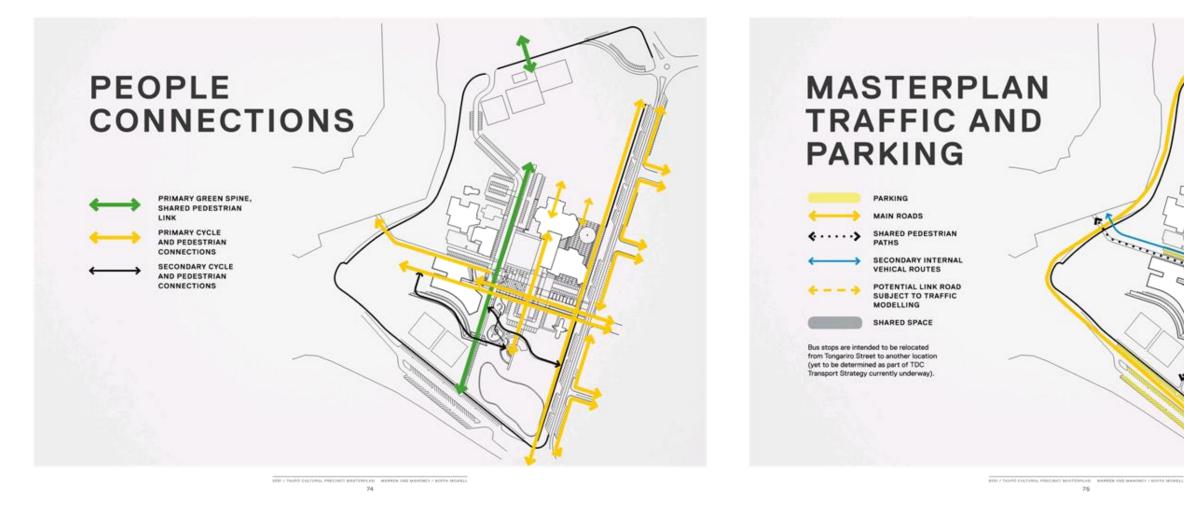




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MASTERPLAN BULK + MASSING



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METRICS

MUSEUM	EXISTING	PROPOSE
Foyer (if standalone)		80
Airlock		10
Administration		16
Staff work space		25
Manager/Meeting Room		25
Gallery - main museum		250
Gallery – main wharenui (Reid 160m ⁴ + Spa 180m ⁹ x2) + Hinana pataka 60m ⁸		400
Gallery - taonga		180
Gallery - art		100
Gallery - temporary		200
Education Room		72
Education Resources Room		14
Collections store (onsite)		120
Collections store and work area (Tüwharetoa)		180
Exhibition store (plinths etc)		45
Workshop		30
Loading bey		60
Clean work area		30
Work and Preparatory areas		85
Lift		15
Plant		50
Sprinkler Room		10
Cleaners Cupboard		6
and the second	947 m ³	2,608 m ³

I-SITE & COMMUNITY	EXISTING	PROPOSED
Retail (incl Museum retail)		60
Retail Storage		30
Café + Kitchen		130
Bag Storage		20
Security		10
Administration		20
Meeting Room		35
Community Meeting Space		657
	214 m²	962 m²
LIBRARY / RESEARCH CENTRE	EXISTING	PROPOSED
Library / Generic	1/722	1,500
Returns	incl above	50
Workroom	62	90
Workroom mezzanine	145	0
Subtotal	1929	1,640
Community Engagement		
Research Room		100
Research Room Archive + Council Archives	(offsite)	200
Whakapapa/Genealogy Resources		25
Digitisation		20
Reprographics		20
IT & Media		85
Engaged research area (teen)		85
		70

Item 4.1- Attachment 3

Civic Administration Building	EXISTING PROPOSED
140 (125+15) workpoints	1,400
Reception / Waiting	80
Servicing / Administraton	220
Meeting + Shared Community Rooms	150
Council chambers	300
Common Social Hub	150
Civil Defence	120
Core / WC Amenities	100
	2.520 m ³

1929 m² 2,245 m²

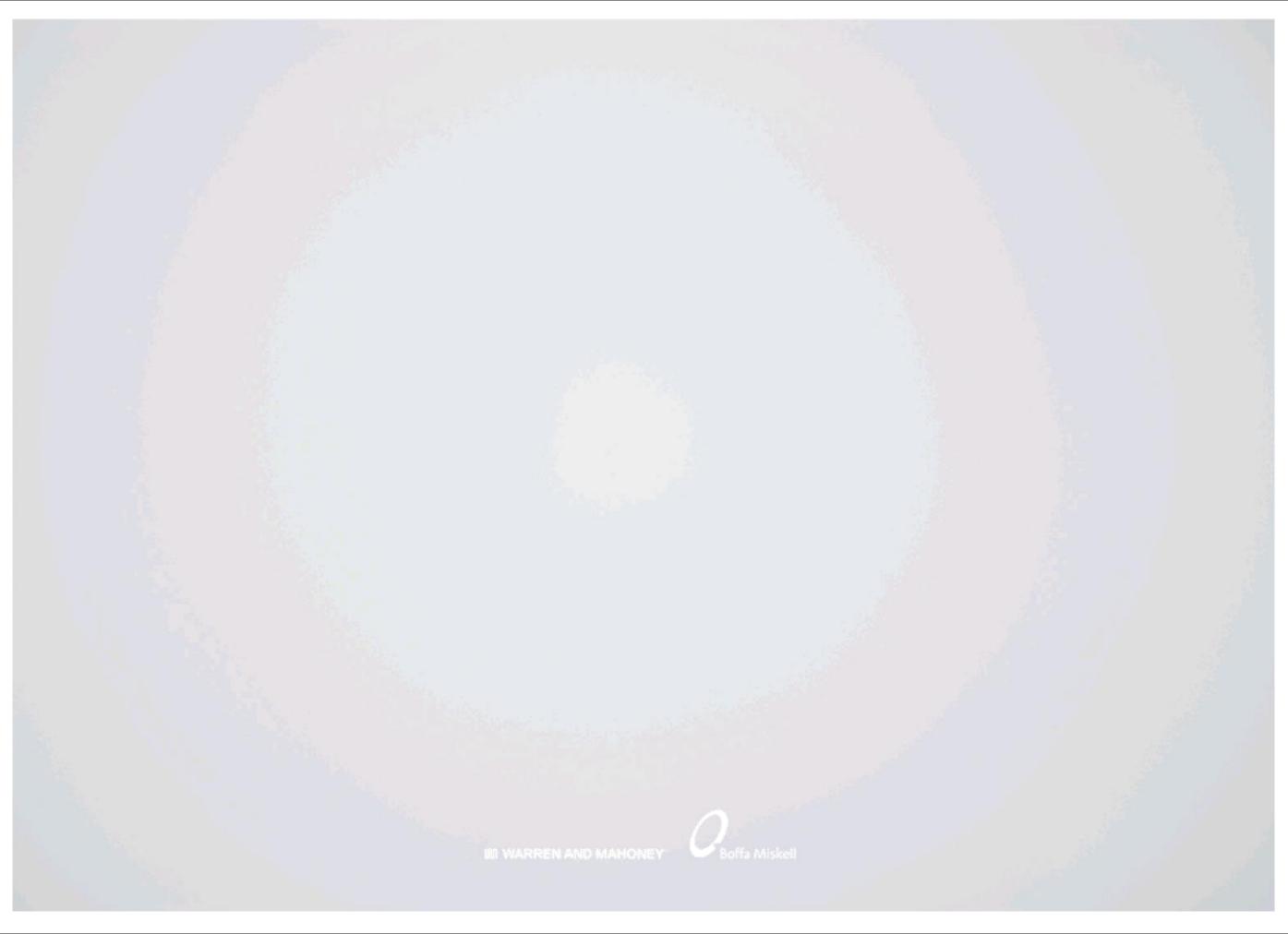
2,164m² 2,524m

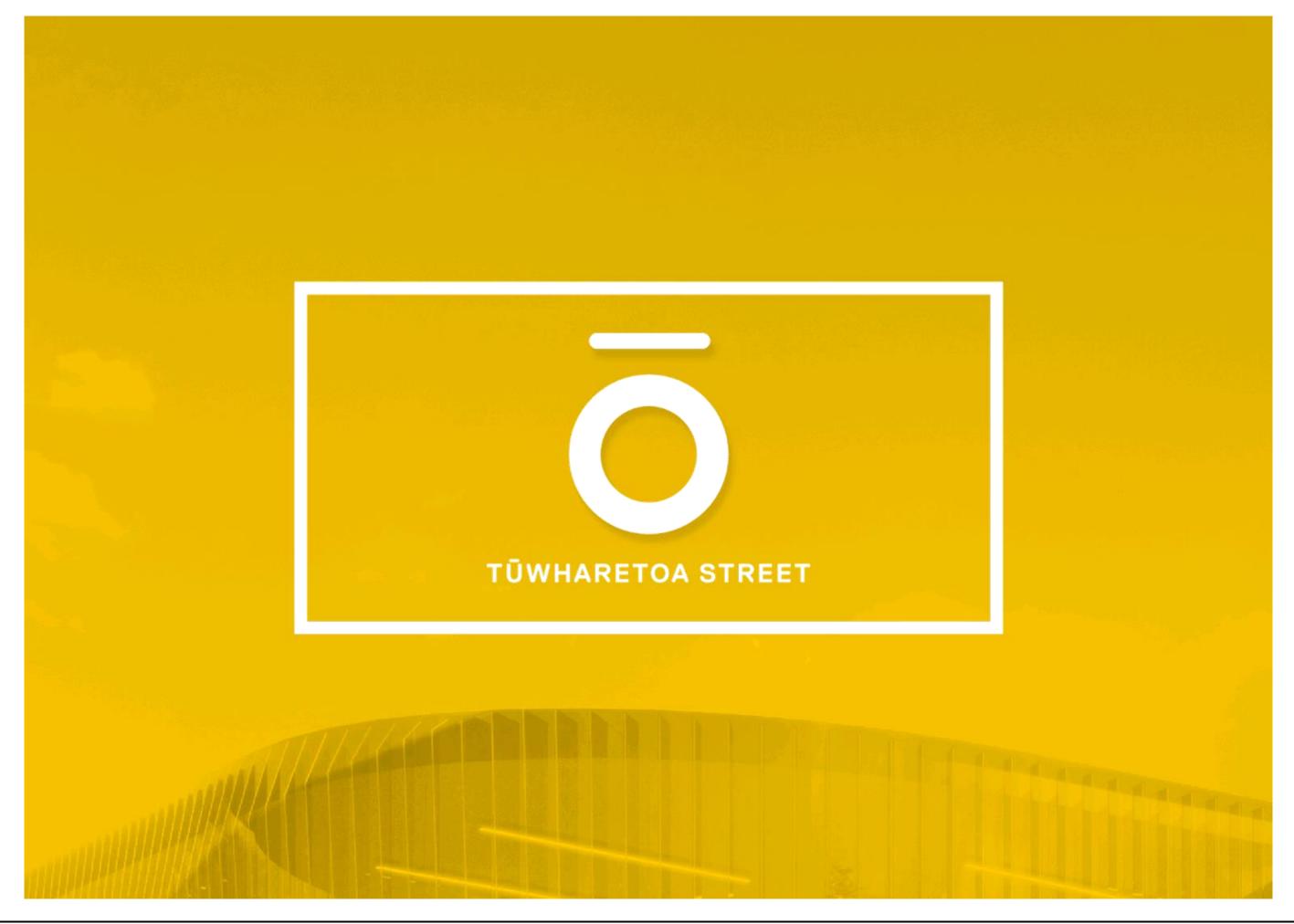
PARKING	E	XISTI	NG	PR	OPOS	ED	+ 08 -
GLC	244	2	246	327	-4	331	+85
Museum	36	1	37	27	2	29	-8
Court	- 14	2	16	12	2	14	-2
Police	21	1	22	21	1	22	0
Northern Domain	0		0	19		19	+19
Tongariro St (West Side)	52		52	93		93	+41
	367	6	373	499	9	508	+135



STANDARD ACCESSIBLE

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TŪWHARETOA STREET

Prepared for

TAUPO DISTRICT COUNCIL

Document Revision Status

February_2019 Version 1.1

Document Control

Prepared by Edward Ge

Approved by Principal Shannon Joe

On behalf of Warren and Mahoney Architects Limited

Disclaimer

While Warren and Mahoney has endeavored to summarize the Concept Design process in this document and appendices, the report format cannot represent the broad range and depth of information captured during the Concept Design Process. Approval of the specific issues contained in this report does not discharge the obligation of the client team to review the drawings and specifications in their entirety.

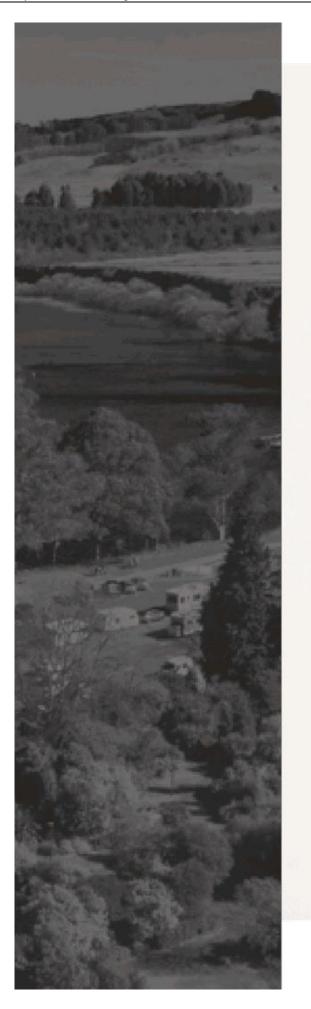
Contact

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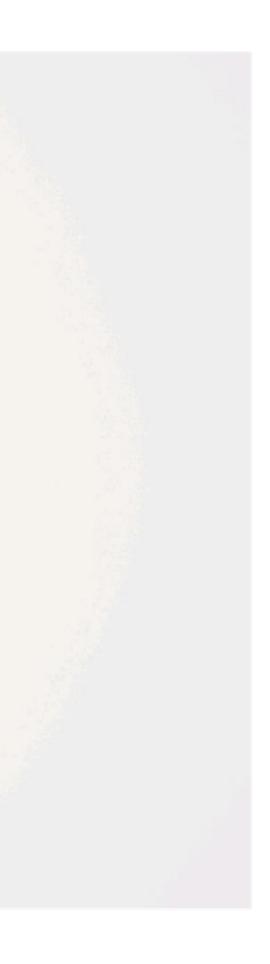


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8776 / 61 TÜWHARETOA STREET

3



INTRODUCTION

The current council offices are satellite in nature and there, does not exist a central building to consolidate these workspaces. The Taupo District Council has engaged Warren and Mahoney Architects to explore a scheme that seeks to consolidate these workplaces in a new building located on Tuwharetoa Street within the township.

Situated on a north facing existing carpark within close proximity to the Landing Reserve, museum, library, Great Lake Centre, and the domain parks, this building has the potential of being a defining symbol that represents the people who make up the district of Taupō.

The Architecture

The architecture draws inspiration from the region's distinct mountainous phyisicality and Taupo's rich culture, celebrating and preserving a connection with Mount Tongariro, and the people of Taupō, their guardians, through soft, humane materials and a regionally inspired palette.

The People

Fundamental to the design of this scheme is the people - the people who run the organisation and the customers. The success of the organisation depends on the health and happiness of the employees and the positive way they are able to serve the community.

A new building located within the heart of the business district... being a defining symbol that represents the people who make up the district of Taupō.

Building Design Objectives:

- → Health & Safety paramount
- → Integrated sustainability and environmentally sensitive design
- → Taupö District Council identity and re-branding Pride of Place - location, community, culture and workplace
- → Council Chambers address layout, technology, acoustics, lighting, climate control, guest arrival journey, view "presentation", gathering space and catering
- → Integrate passive climate control systems (natural ventilation, shading, daylighting)
- → Create a transparent and democratic civic environment
- → Host ceremonial and civic gatherings in a setting to be proud of
- → Eventual reintegration of Civil Defence into main building workplace community

4

The Customer Service Centre and Community Interface

- → Customer self-service
- → Community "lounge" / meeting place with café-like atmosphere, self-service web access, exhibits, gallery space, accessible toilets
- → Clearly discernible and welcoming entry with easy accessibility and close proximity to parking and drop-off
- → Community access to designated meeting rooms, waiting/gathering space
- → Consideration of cultural stakeholders local iwi

Workplace Design

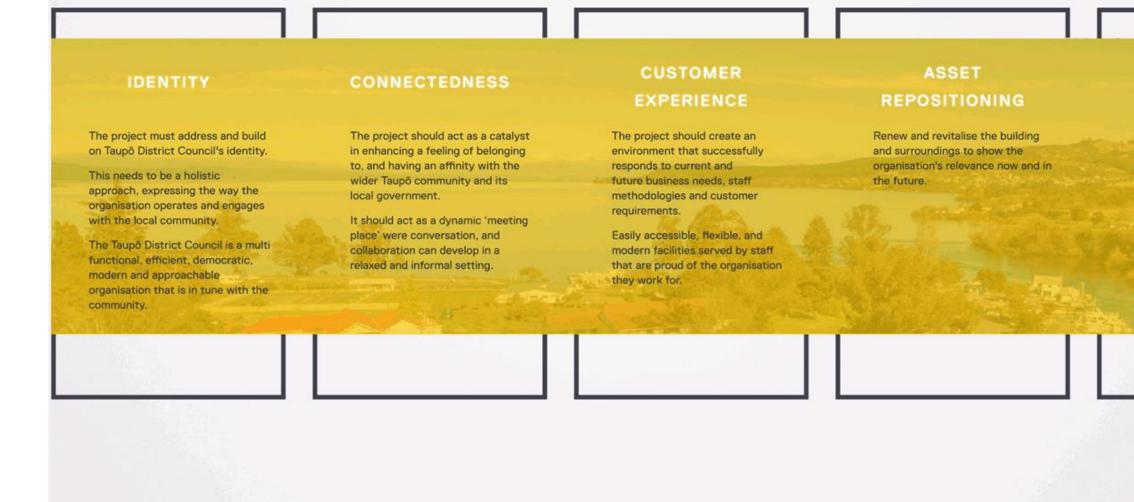
- → Next generation workplace functionality and comfort
- → Integrated technology future proofed and flexible
- → Adaptive open plan offering spaces with a range of acoustic privacy settings for individual and collaborative work
- → Facilitate easy interaction and communication scheduled, casual, opportune, coincidental
- → Equitable workplace experience and employee stakeholding - everyone can enjoy the view
- → Energy efficient and responsive climate control and lighting
- → Modern staff facilities kitchen, changing rooms with lockers and showers, breakout spaces

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GUIDING PRINCIPLES

The design process is founded on a clear analysis of the project opportunities and the potential for exceptional enduring architecture.

The following statements are intended to provide architectural guidelines that can inspire both a sound functional solution and connect the brief to an architectural expression.



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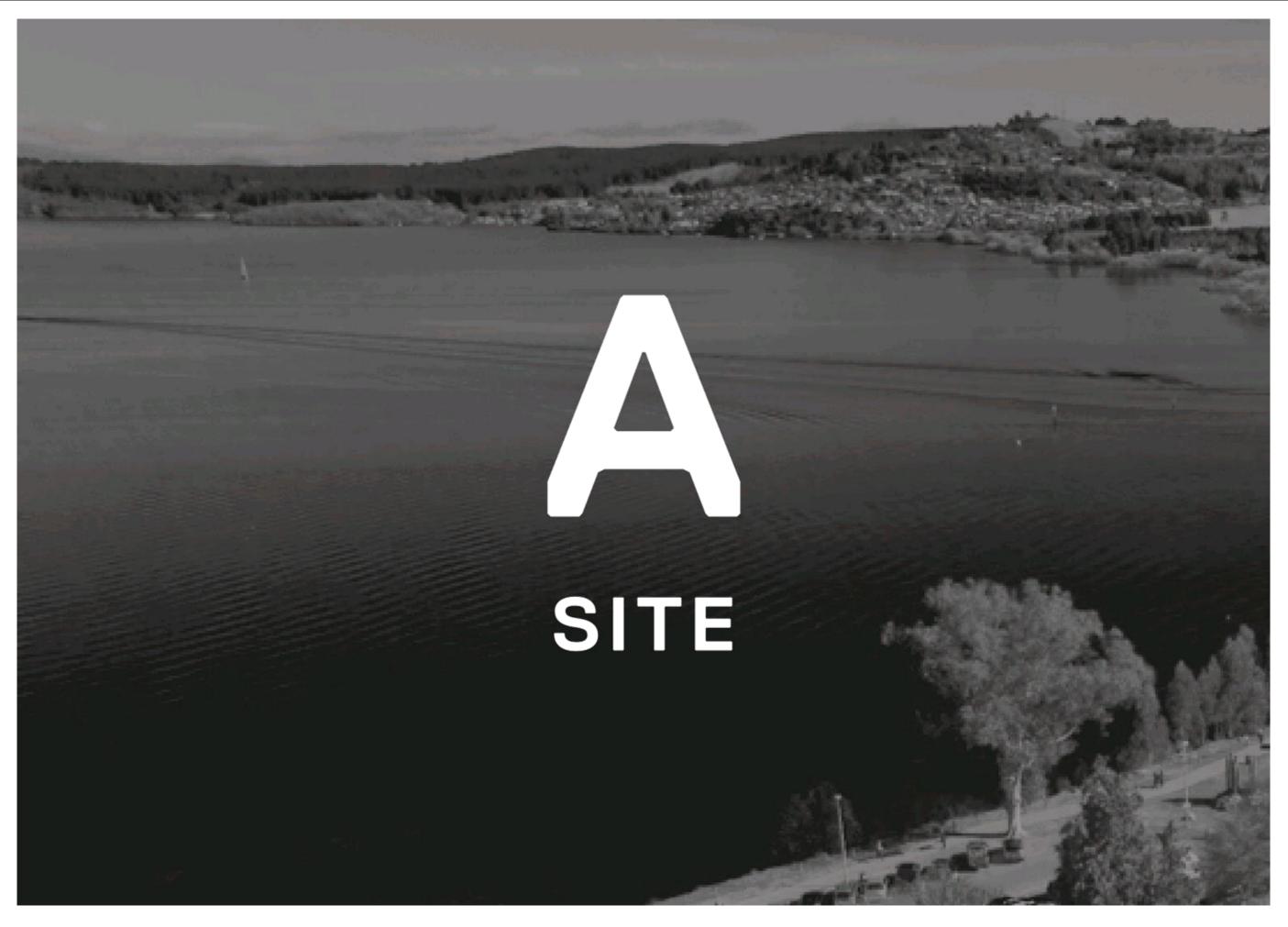
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WARREN AND MAHONEY

AUTHENTICITY

The building should frame the Council's spirit and character, thus providing an honest and transparent entity for the community to engage with.

A reliable and responsive organisation providing a high level of amenity for the community.





7

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SITE FACTORS



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WARREN AND MAHONEY

8



SITE RESPONSE



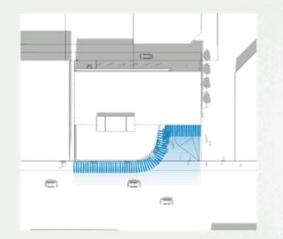
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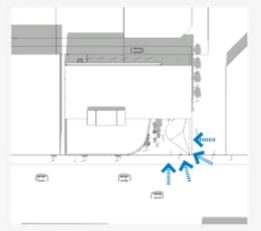
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DESIGN PRINCIPLES



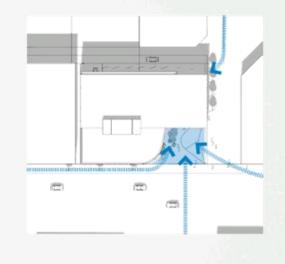




Highly glazed, active, transparent street edges provides maximum visibility and permeability for retail and food and beverage on the street level, inviting the public to interact with the shopfronts and blurring the distinctions for a traditional Council Administration building.

CORNER VISIBILITY

A side service lane creates an opportunity to articulate a visually prominent corner site for the development. This gesture strengthens the Tüwharetoa St streetscape and activates the laneway, which has a directional alignment towards the Lake.



STRONG STREET ADDRESS

The corner of Tüwharetoa street and a new proposed

laneway can provide a clear and legible address for

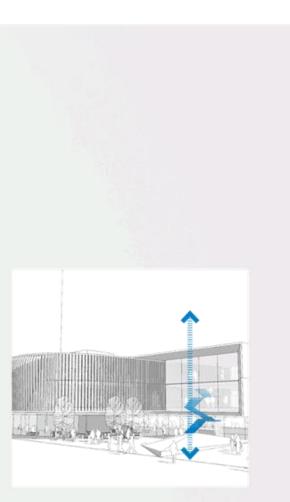
the Council Administration Building. By considering

this 'front door' as a generous and open space, the

clear signal of welcome and openness that can be

conveyed to the urban audience.

building's connection with the township allows for a



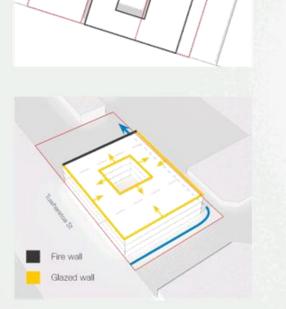
the outside.

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VERTICAL CONNECTION

It is vital that both upper and lower spaces of the Council Administration Building are strongly and frequently interconnected through highly visible stairs and generous voids. This allows for a visual connection from the exterior of the building. extending the vibrancy of the internal spaces towards

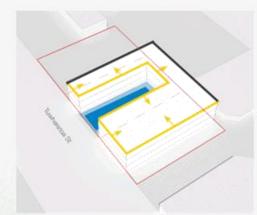
MASSING MATRIX



MAXIMISING STREET FRONTAGE

Large central atrium for natural lighting due to large floor plate area, placing the core to the side.

Equal frontage across street and laneway, providing maximum retail presence on main street and multiple entries into the building

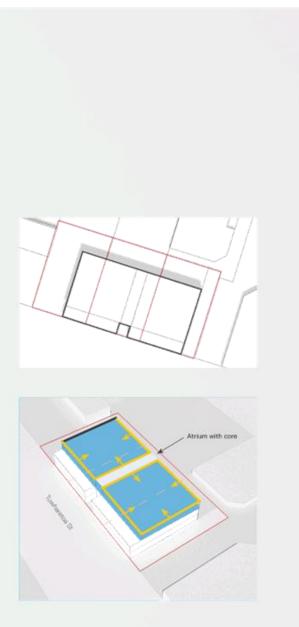


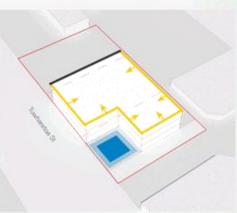
U-SHAPE

Strong primal street entrance directly connected to atrium/core No setback from rear boundary/service lane

Setback from western boundary/laneway







L-SHAPE

No atrium needed for lighting requirements, maximising workplace area efficiency.

Highly visible central core leading directly from entrance with access from the service lane at the building's rear edge

Opportunity for a corner entry with an outdoor corner plaza on the northern side.

3 PREFERRED

on the main road

4

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WARREN AND MAHONEY

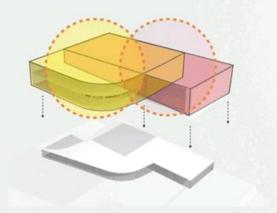
12

SHARED TENANCY

Council Administration Building to ground and level one floors. Highlighted blue floor for separate tenancy

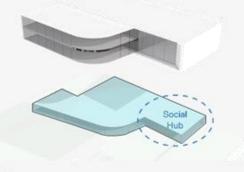
Third storey setback from Tuwharetoa Street to strengthen Council Administration Building presence

SPATIAL CONFIGURATION

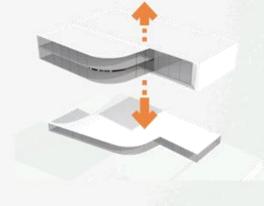


Efficient floorplate area to maximise workplace design.

Central 'cohesion space' for central amenity and connectivity



The ground floor is highly active with the inclusion of the Council Administration Building entrance and services, food and beverage offering and potentially community social areas.



Central core to interconnect vertically all levels.

Potential for social interaction and connectivity through the core and its activity

A central plaza actives the north-western corner of the site as the main entry into the building. This entrance is highly permeable with visibility that leads into and up the building, exposing work spaces and inviting the community into the world of their city council. This visibility also encourages employees to interact and enjoy the quality of social spaces throughout the building.

8776 / 61 TÜWHARETOA STREET

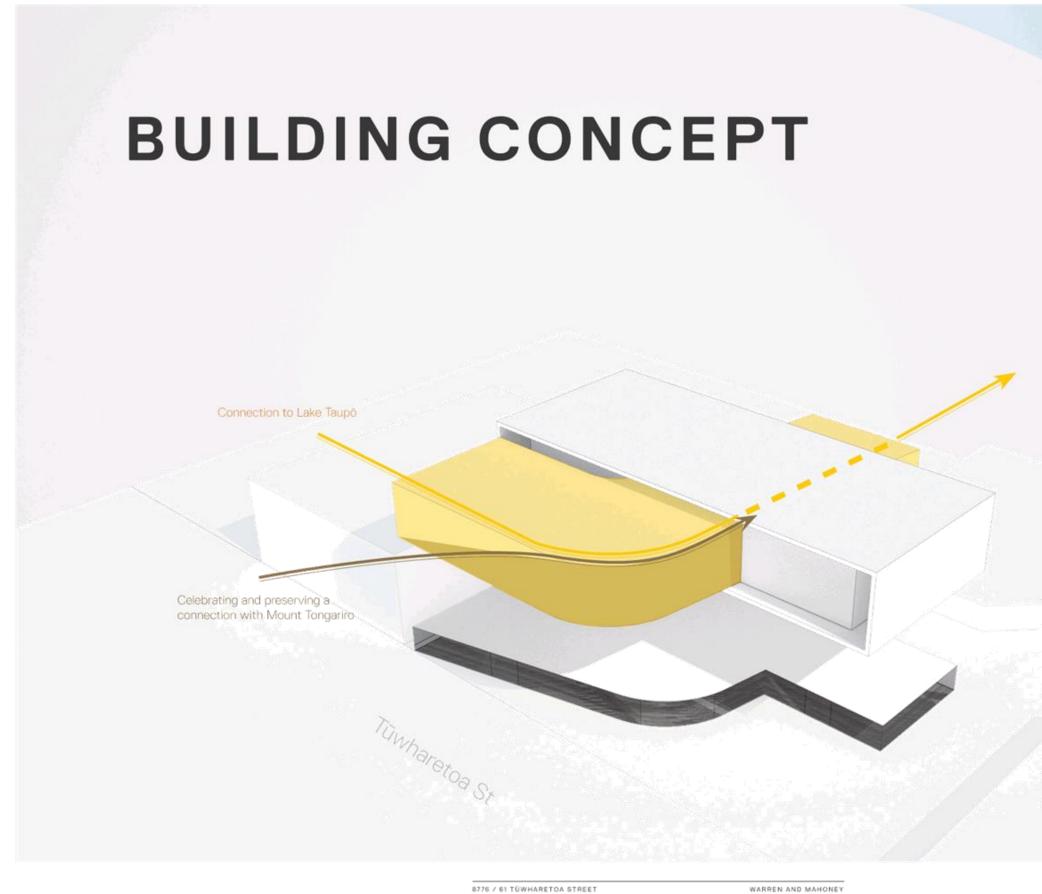
WARREN AND MAHONEY

13



This plaza will have outdoor food and beverage seating for the cafe/retail zone at ground floor.





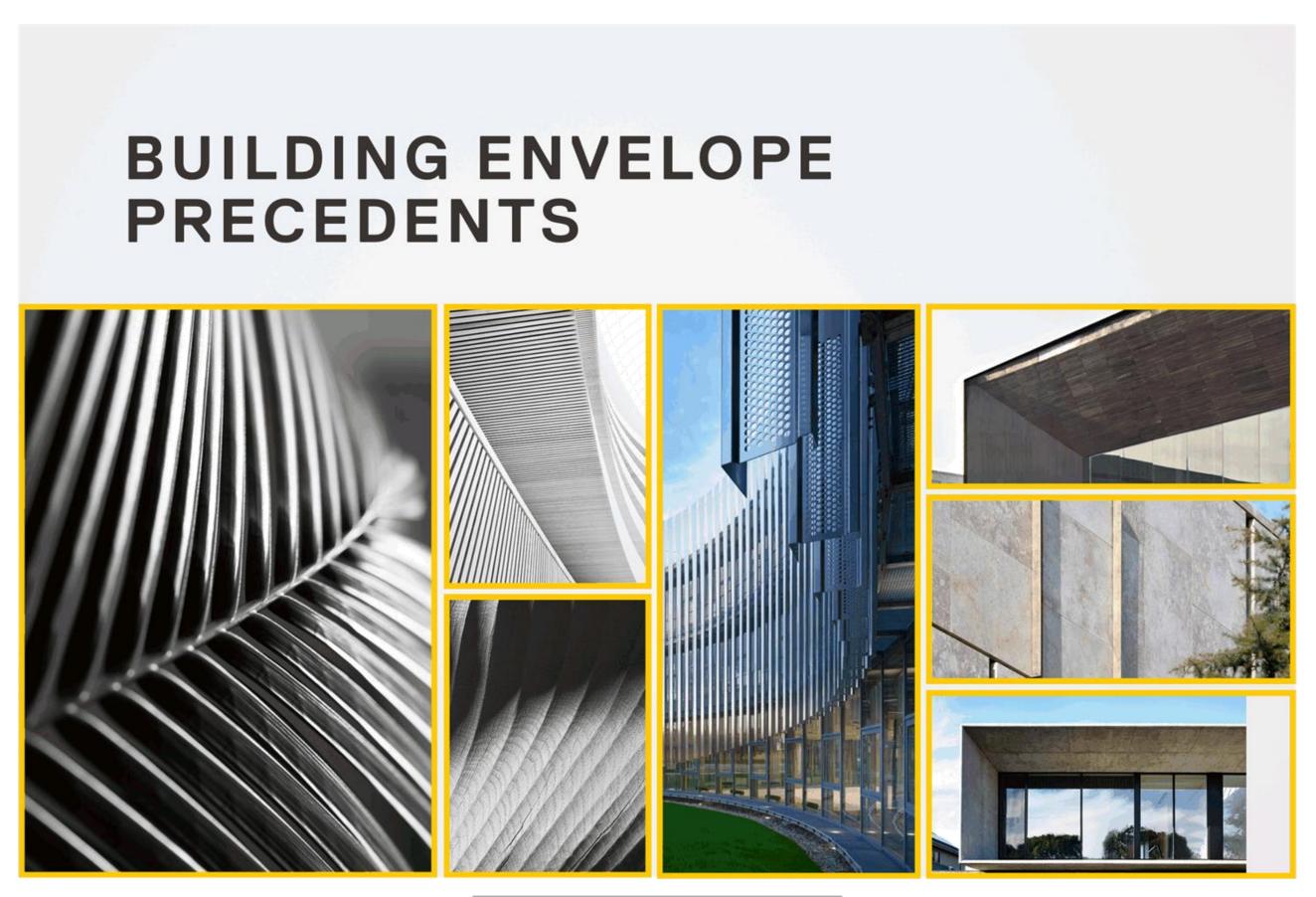




8776 / 61 TÜWHARETOA STREET

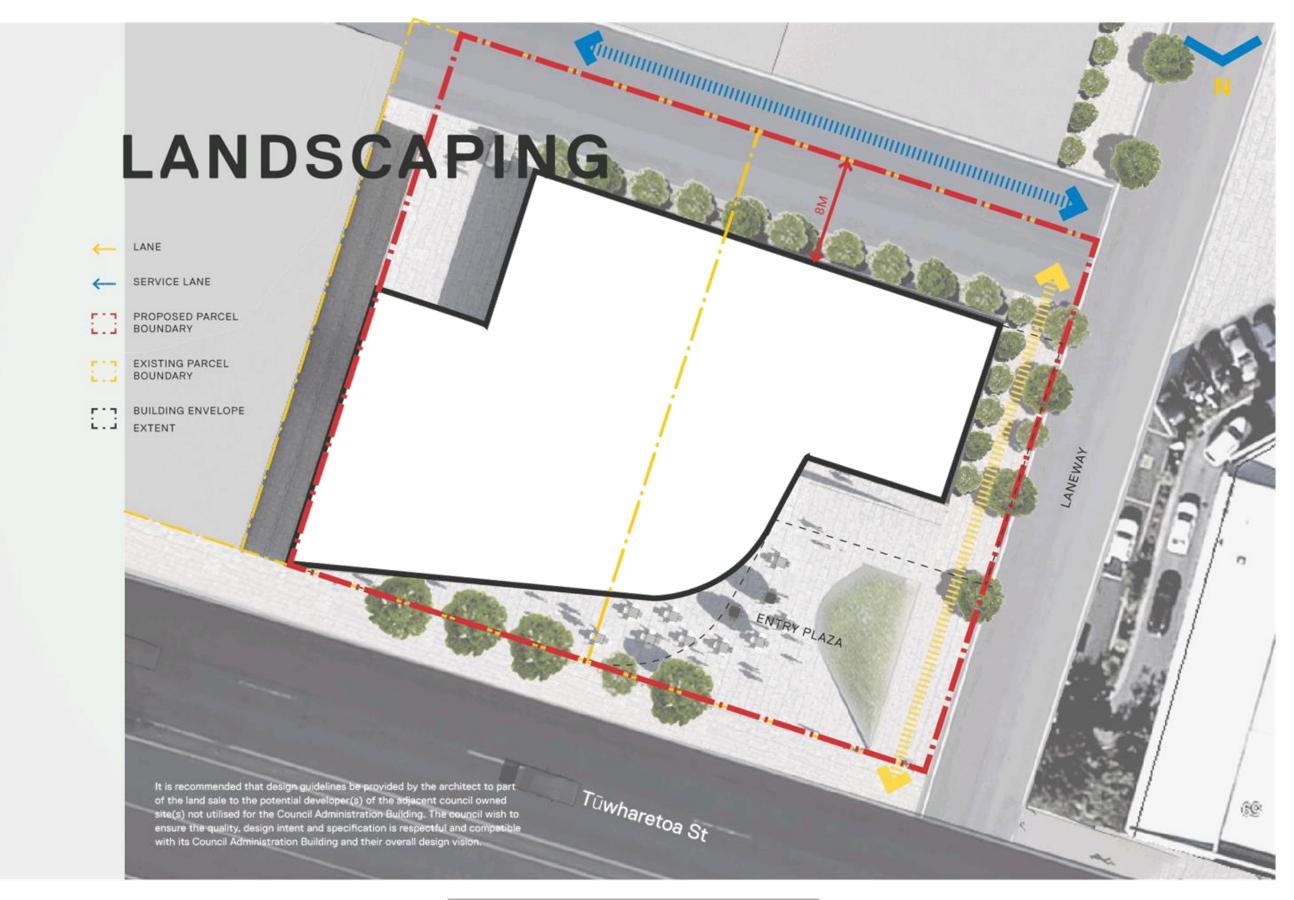
WARREN AND MAHONEY

16



17

8776 / 61 TÜWHARETOA STREET



8776 / 61 TÜWHARETOA STREET



- 1. ENTRY PLAZA
- 2. RECEPTION
- 3. CORE/WC AMENITIES
- 4. CAFE
- 5. RETAIL/FOOD AND BEVERAGE
- 6. SERVICING/ADMINISTRATION
- MEETING + SHARED COMMUNITY ROOMS
- 8. WORKPLACE

TOTAL GFA: 920M2

MAIN ENTRANCE

8776 / 61 TÜWHARETOA STREET

(5)

Tūwharetoa St

19

WARREN AND MAHONEY

4

8

3

7

2

6

1



FIRST FLOOR

- 1. WORKPLACES
- 2. STAFF BREAKOUT SPACE
- 3. CORE/WC AMENITIES
- 4. MEETING ROOMS

TOTAL GFA: 1045M2

8776 / 61 TÜWHARETOA STREET

Tūwharetoa St

4

1

20

WARREN AND MAHONEY

2

1

3



(1)



8776 / 61 TÜWHARETOA STREET

21

WARREN AND MAHONEY



(1)

METRICS

Council Administration Building 140 (125+15) workpoints Reception / Waiting Servicing / Administraton Meeting + Shared Community Rooms Council chambers Council chambers Common Social Hub Civil Defence Core / WC Amenities Retail Total

8776 / 61 TÜWHARETOA STREET

PROPOSED	
1,400	
80	
220	
150	
300	
150	
120	
100	
300	
2820 m ²	



8776 / 61 TÜWHARETOA STREET



8776 / 61 TÜWHARETOA STREET



8776 / 61 TÜWHARETOA STREET

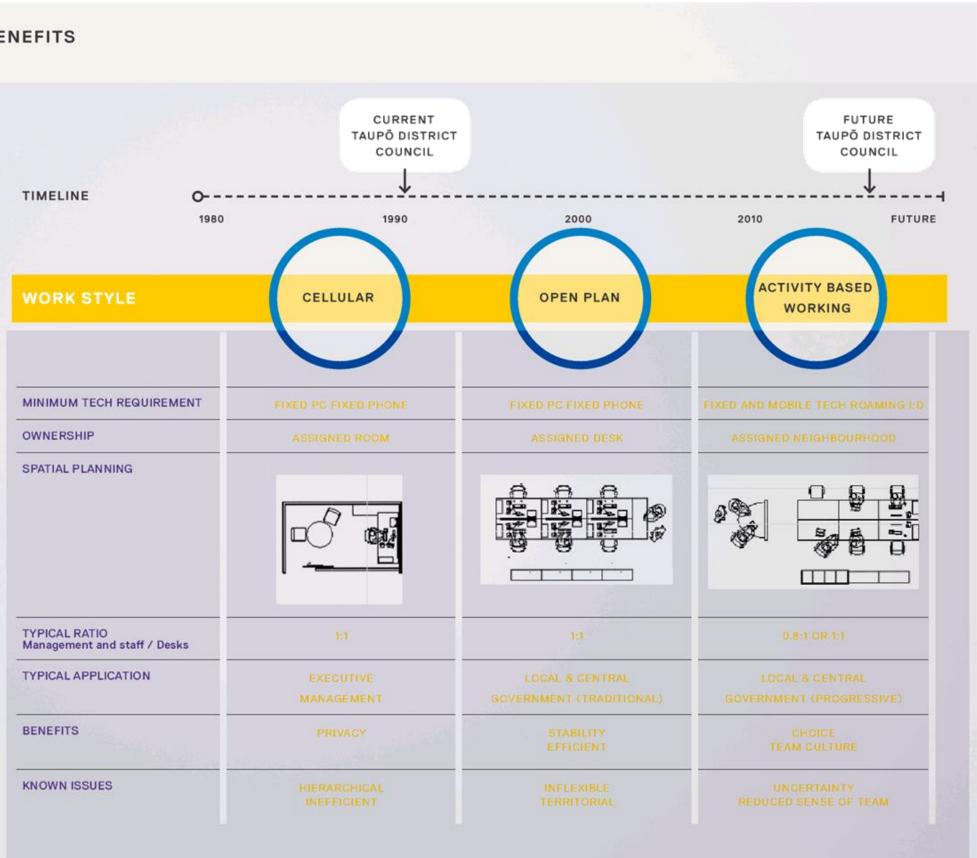


ACTIVITY BASED WORKING BENEFITS

PROVEN BENEFITS AND STATISTICS

- → 28-33% enterprise organisations have adopted activity based working with another 33% looking to apply it in future (particularly for distributed organisations)
- → 16% productivity increase (extra 6.4 hours of work per week)
- → 25% found ROI in less than 12 months, and 66% see payback in 2 years
- → 55% agree management and staff have better knowledge of customer requirements and their knowledge networks expand in an activity based environment
- → 10-30% reduction in floor space
- → Reduced energy bill (less space) but higher cleaning bill (more sharing, typically 2-3 daily cleans)
- → Discourages sedentary behaviour
- → management and staff must be able to clearly define their inputs, outputs and set goals

Source: Telsyte Australian Digital Workplace Study 2015. m=121 (activity based working organisations)



8776 / 61 TÜWHARETOA STREET

WARREN AND MAHONEY

WORK STYLES

SETTINGS FOR ACTIVITY BASED WORKING

Different types of work can be supported by a variety of settings being furniture or built spaces. This enables no one point to be owned by a user and enables a user to work in a more activity based manner. Supported by technology the workplace becomes a landscape of settings supplementary to workstations and encourages movement and interactions away from the traditional workstation setting.

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In addition to this Taupo District Council has some specific zones that have unique characteristics such as the executive management team.



CUSTOMER SERVICE





QUIET ROOM



KITCHEN TABLE







CHAMBERS

FREE DESK



LOUNGE

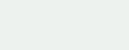
WORKSTATION

8776 / 61 TÜWHARETOA STREET

WARREN AND MAHONEY

28







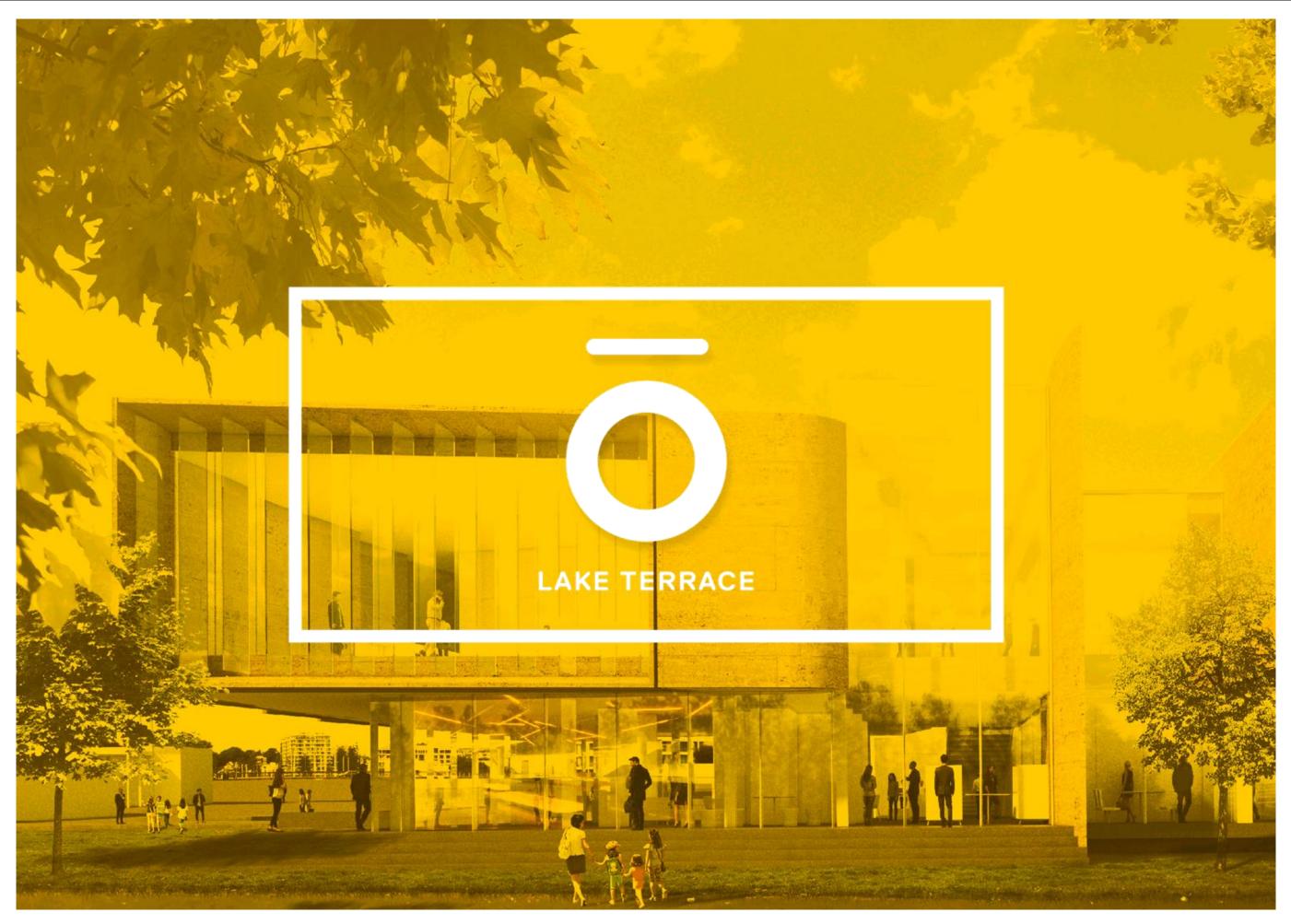
PRIVATE BOOTH



OPEN MEETING



HIGH BACK LOUNGE



LAKE TERRACE

Prepared for

TAUPO DISTRICT COUNCIL

Document Revision Status

January_2019

Document Control

Prepared by Stephanie Ward, James Morgan, Edward Ge

Reviewed By Project Architect Stephen de Vrij

Approved by Principal Shannon Joe

On behalf of Warren and Mahoney Architects Limited

Disclaimer

While Warren and Mahoney has endeavored to summarize the Concept Design process in this document and appendices, the report format cannot represent the broad range and depth of information captured during the Concept Design Process. Approval of the specific issues contained in this report does not discharge the obligation of the client team to review the drawings and specifications in their entirety.

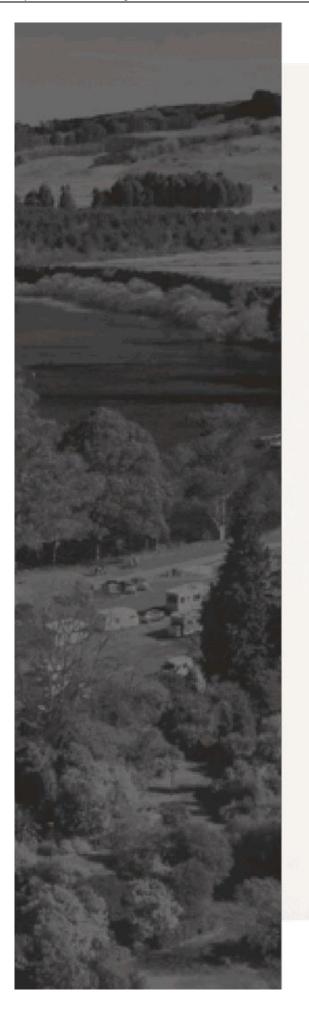
Contact

Warren and Mahoney Architects Ltd

Ground Floor, Mason Bros.,

139 Pakenham Street West, Wynyard Quarter Auckland 1142, New Zealand T +64 9 309 4894 E'ECERCI-N-



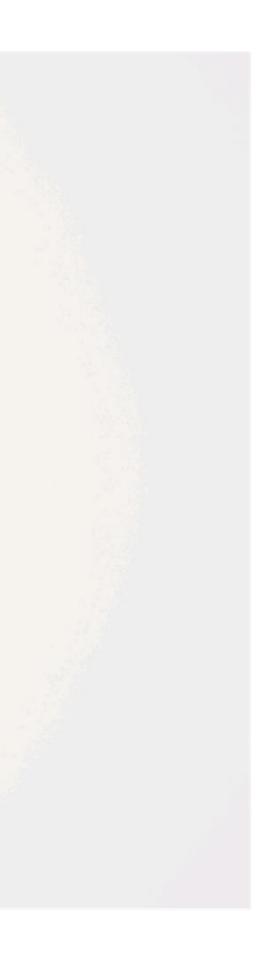


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WARREN AND MAHONEY



INTRODUCTION

The current Council offices are satellite in nature and there does not exist a central building to consolidate these workspaces. Combining all services under one roof offers a valuable opportunity to revitalise the organisation, it's relationship with the community and the workplace.

Warren & Mahoney have been engaged by Taupō District Council to assist with the process of designing and delivering a brand new, modern Council Administration Building to 72 Lake Terrace.

The Architecture

The building's identity is shaped by its lakefront address, drawing the presence of Lake Taupō throughout the building so it becomes a part of the daily working environment. The architecture celebrates and preserves the connection between Lake Taupō and the people through soft, humane materials and a regionally inspired palette.

The People

Fundamental to the design of this scheme is the people - the people who run the organisation and the customers. The success of the organisation depends on the health and happiness of the employees and the positive way they are able to serve the community.

A valuable opportunity to revitalise the organisation, its relationship with the community and the workplace.

Building Design Objectives:

- → Health & Safety paramount
- → Integrated sustainability and environmentally sensitive design
- → Taupō District Council identity and re-branding Pride of Place - location, community, culture and workplace
- → Council Chambers address layout, technology, acoustics, lighting, climate control, guest arrival journey, view "presentation", gathering space and catering
- → Integrate passive climate control systems (natural ventilation, shading, daylighting)
- → Create a transparent and democratic civic environment
- → Host ceremonial and civic gatherings in a setting to be proud of

4

The Customer Service Centre and Community Interface

- → Customer self-service
- → Community "lounge" / meeting place with café-like atmosphere, self-service web access, exhibits, gallery space, accessible toilets
- → Clearly discernible and welcoming entry with easy accessibility and close proximity to parking and drop-off
- → Community access to designated meeting rooms, waiting/gathering space
- → Consideration of cultural stakeholders local iwi

Workplace Design

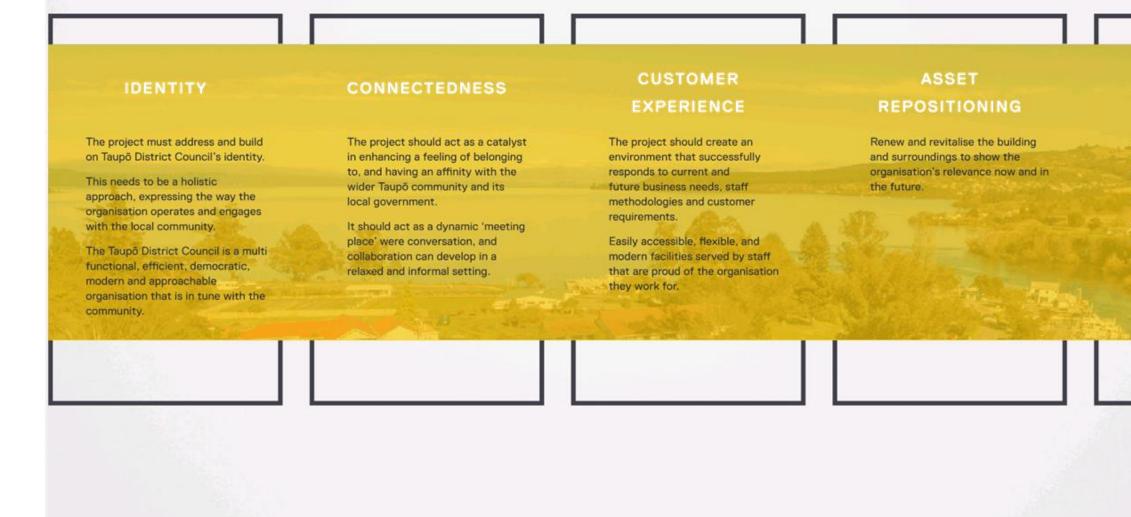
- → Next generation workplace functionality and comfort
- → Integrated technology future proofed and flexible
- → Adaptive open plan offering spaces with a range of acoustic privacy settings for individual and collaborative work
- → Facilitate easy interaction and communication scheduled, casual, opportune, coincidental
- → Equitable workplace experience and employee stakeholding - everyone can enjoy the view
- → Energy efficient and responsive climate control and lighting
- → Modern staff facilities kitchen, changing rooms with lockers and showers, breakout spaces

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GUIDING PRINCIPLES

The design process is founded on a clear analysis of the project opportunities and the potential for exceptional enduring architecture.

The following statements are intended to provide architectural guidelines that can inspire both a sound functional solution and connect the brief to an architectural expression.



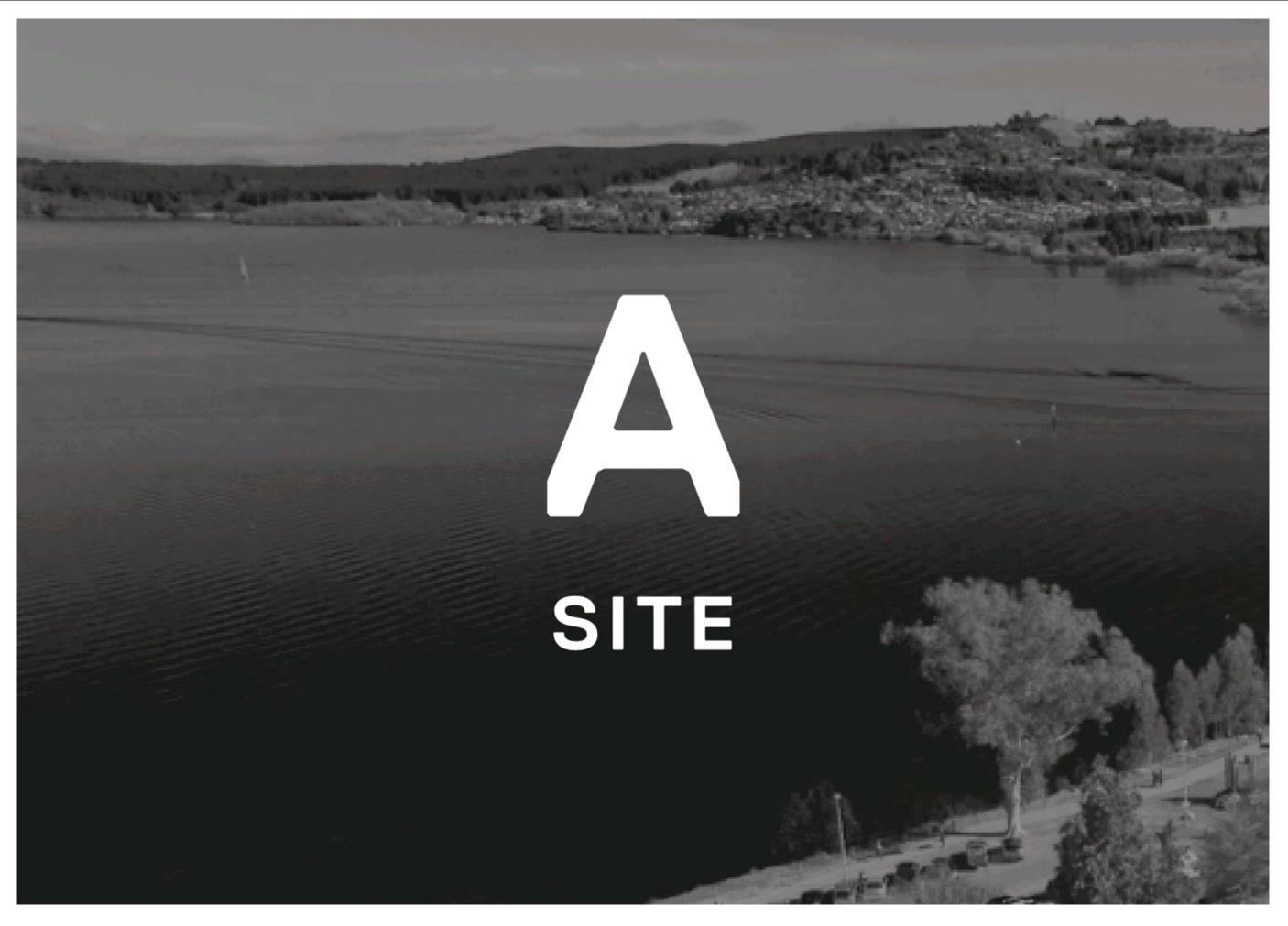
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AUTHENTICITY

The building should frame the Council's spirit and character, thus providing an honest and transparent entity for the community to engage with.

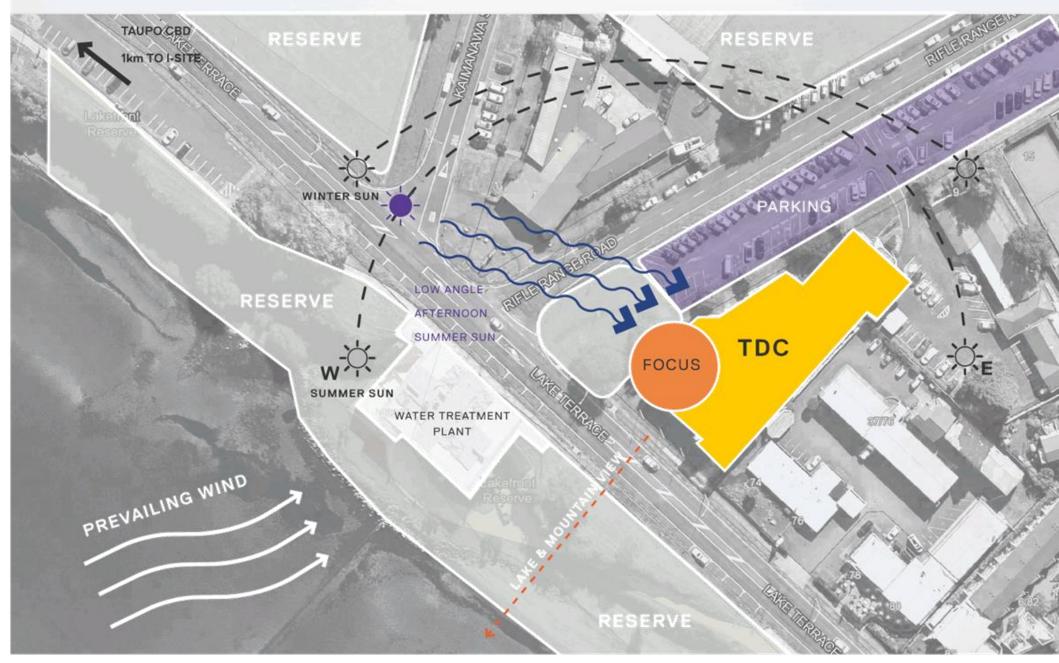
A reliable and responsive organisation providing a high level of amenity for the community.





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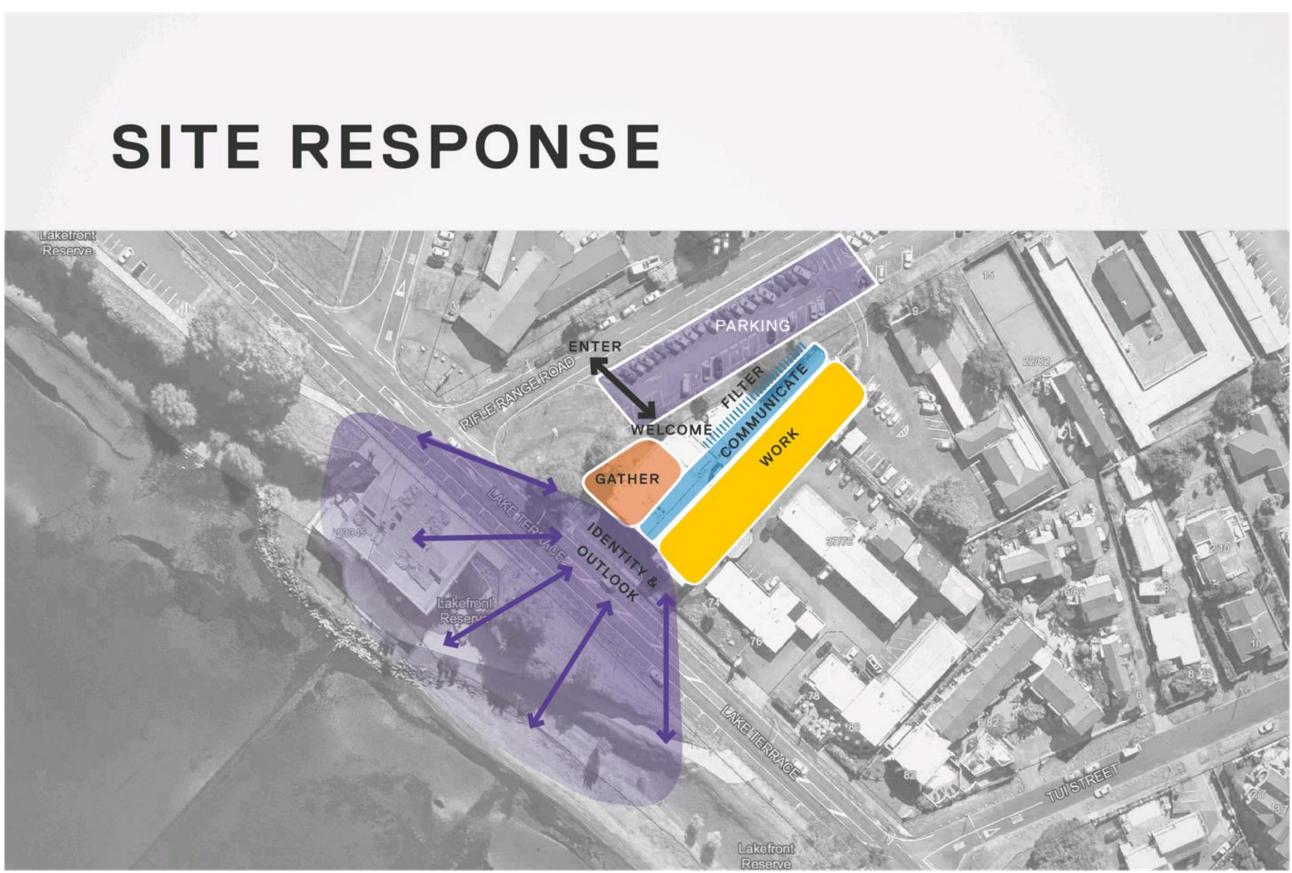


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WARREN AND MAHONEY

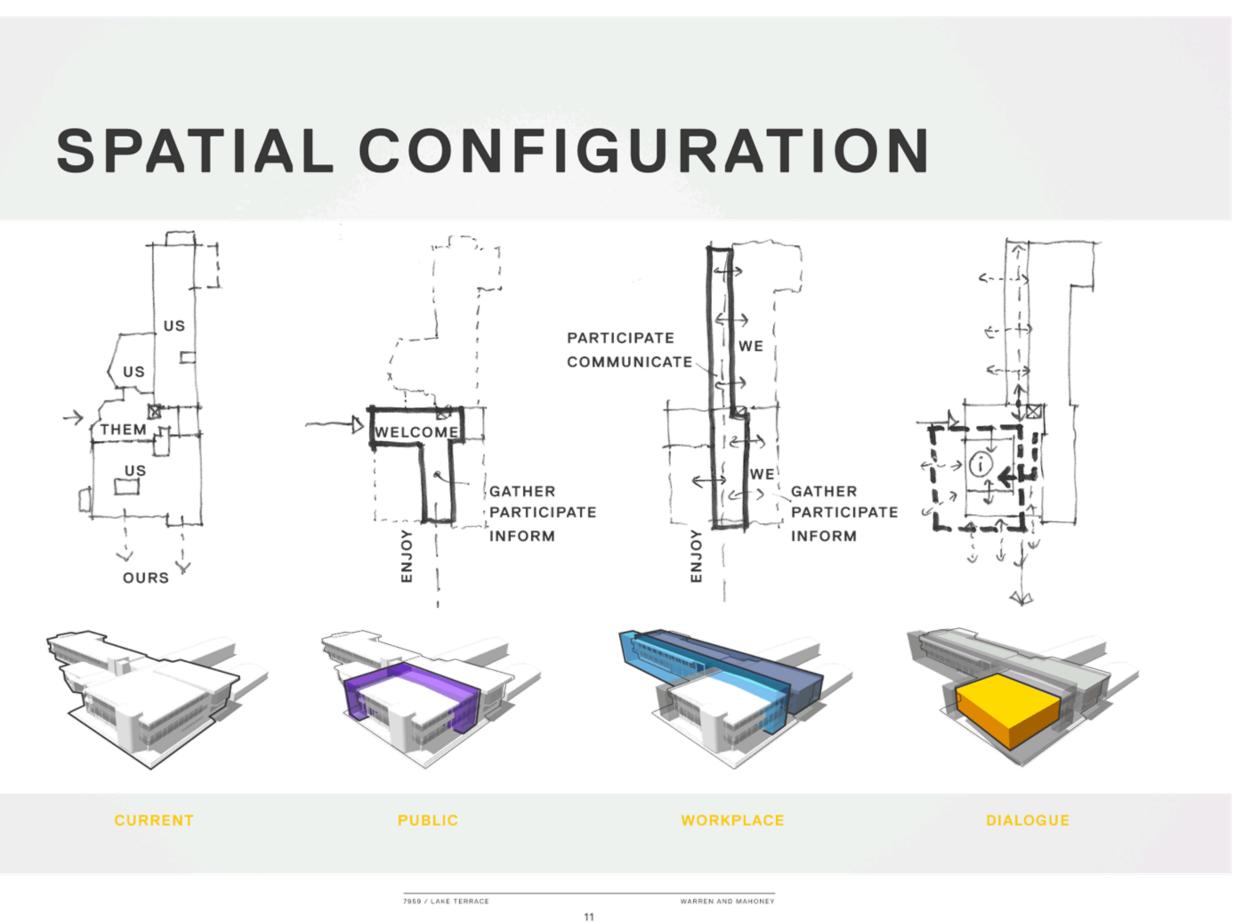






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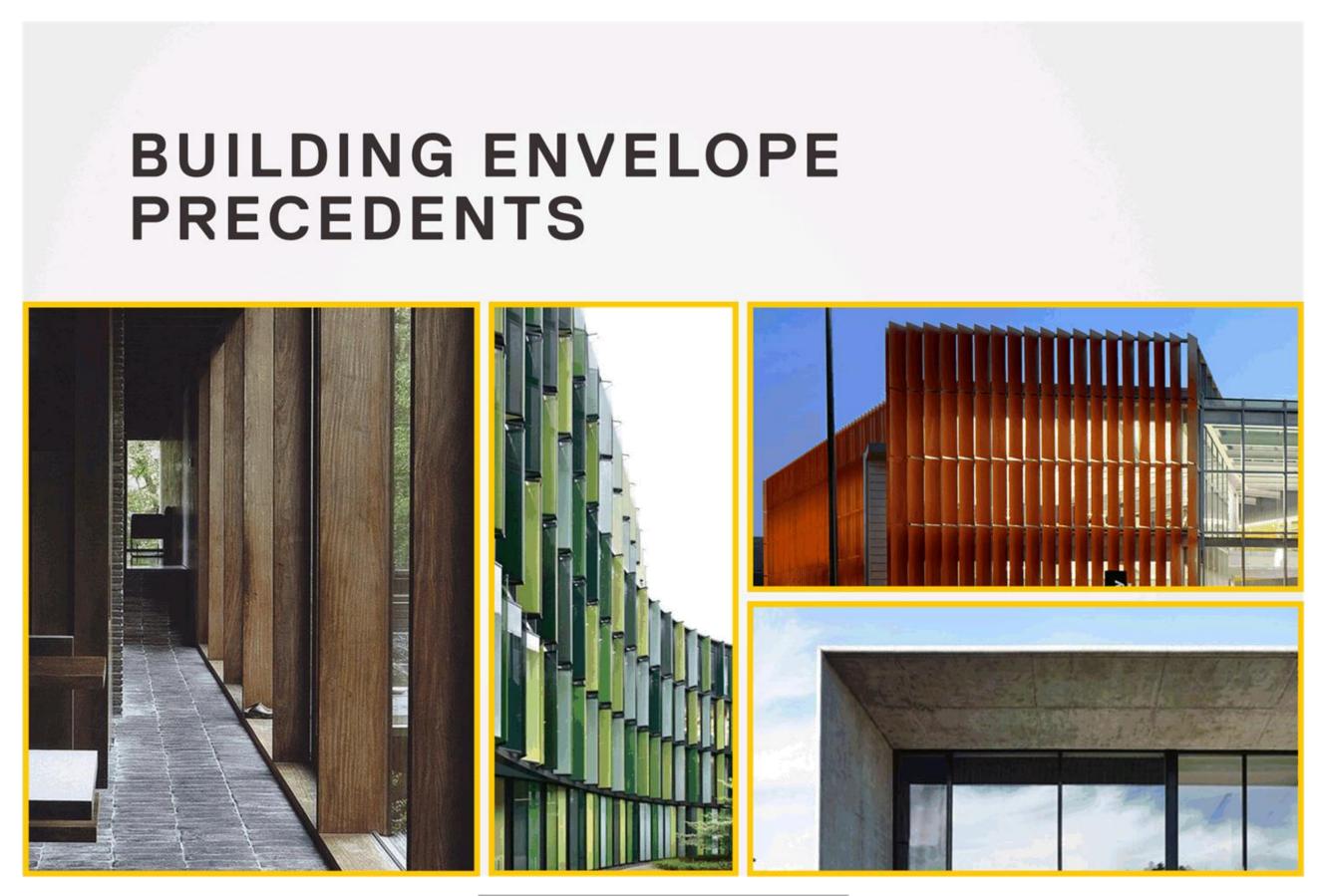
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13

Item 4.1- Attachment 5



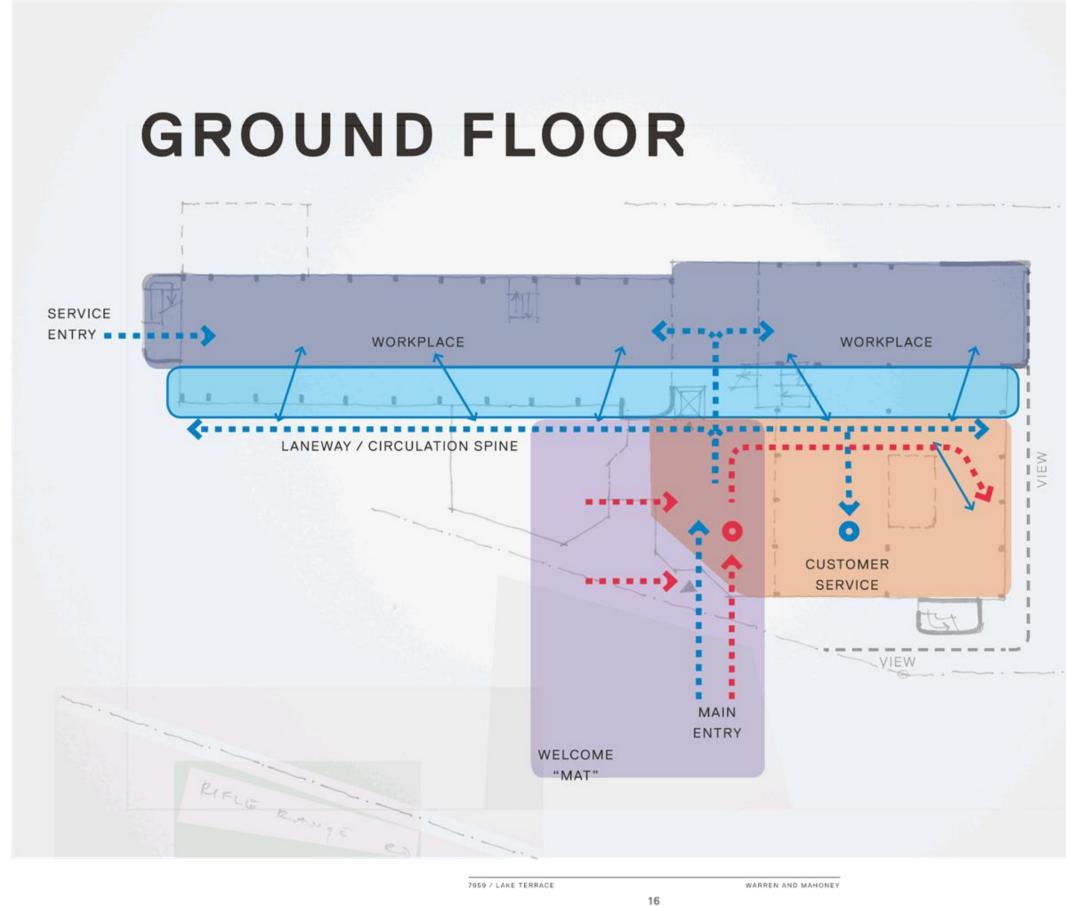


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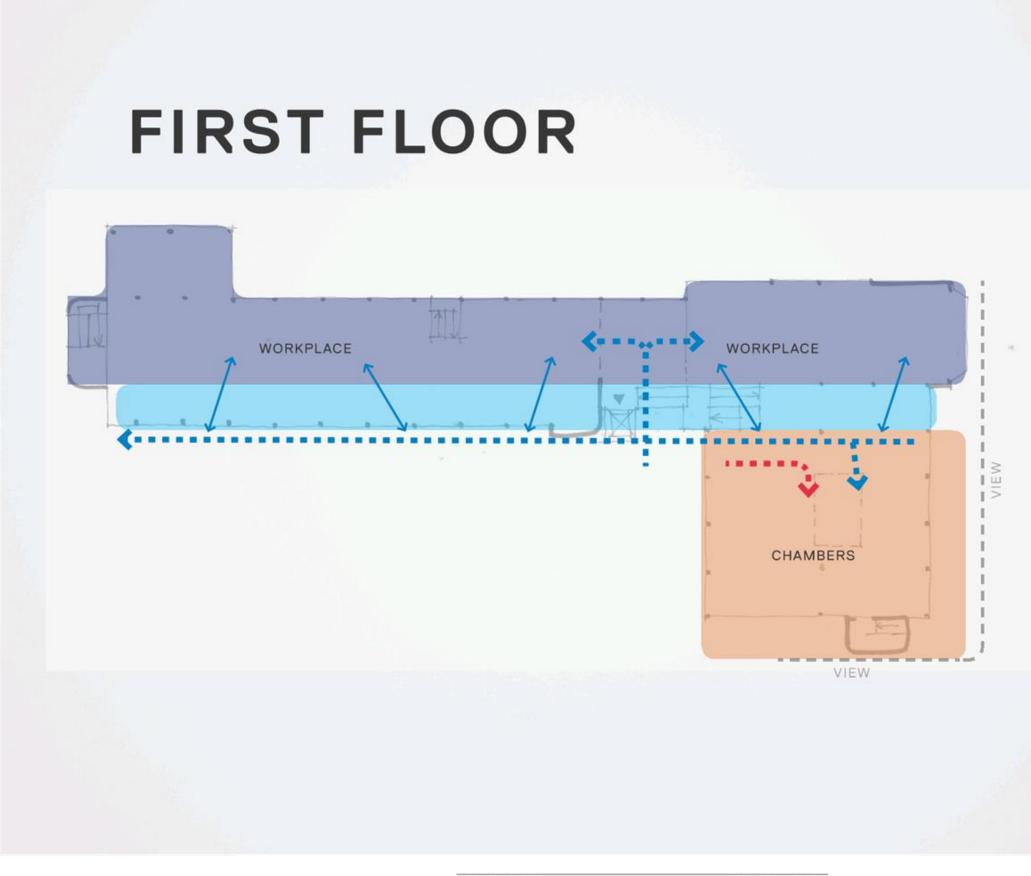


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WARREN AND MAHONEY







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17



METRICS

Council Administration Building	PROPOSED	
140 (125+15) workpoints	1,400	
Reception / Waiting	80	
Servicing / Administraton	220	
Meeting + Shared Community Rooms	150	
Council chambers	300	
Common Social Hub	150	
Civil Defence	120	
Core / WC Amenities	100	
Total	2520 m ²	

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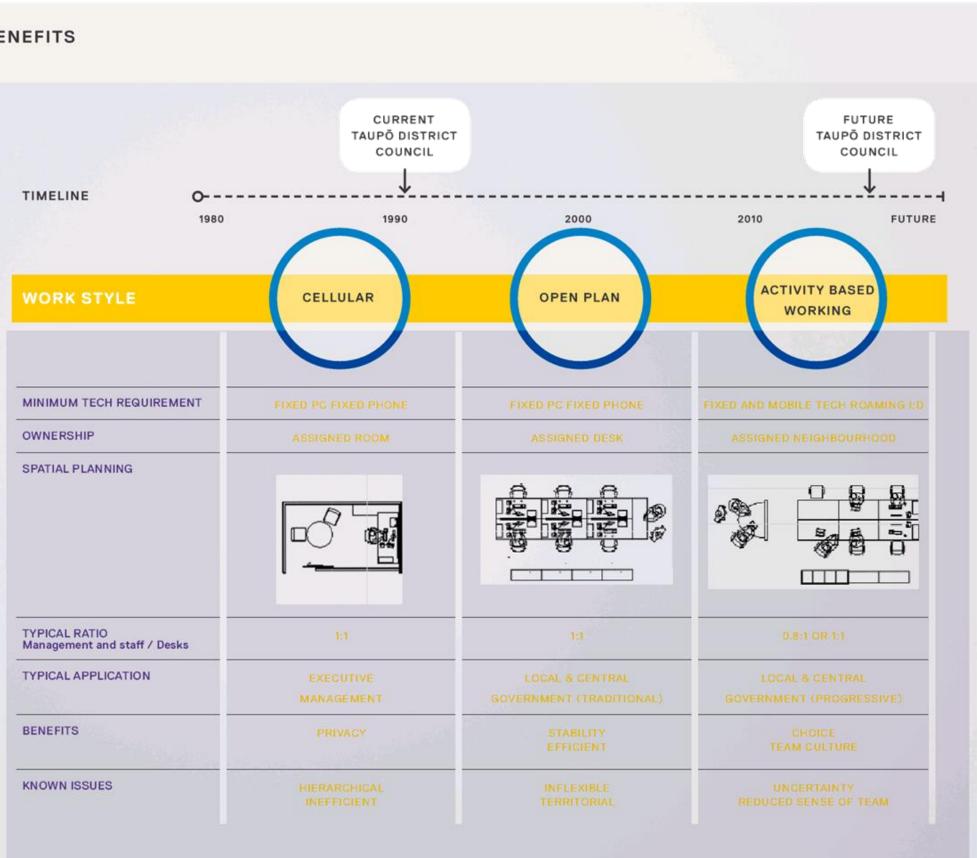


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WARREN AND MAHONEY

WORK STYLES

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CUSTOMER SERVICE







KITCHEN TABLE



BAR LEANER



CHAMBERS

FREE DESK

LOUNGE



WORKSTATION

7959 / LAKE TERRACE

WARREN AND MAHONEY

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PRIVATE BOOTH



OPEN MEETING



HIGH BACK LOUNGE



Taupo Cultural Precinct Civic Administration Building Community Centre and Museum

Concept Estimate

Reference:18-0816 - Taupo Cultural PrecinctRevision:0Date:1/31/2019Client:Taupo District Council/ Warren and Mahoney

www.cuesko.com **T:** +64 (0) 9 477 4880

Cuesko Iimited PO Box 301018, Albany, Auckland 0752, New Zealand

C LIENT: PRO JECT: REPORT:	Ta upo Distric t Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate			
Code	De sc rip tio n	Quantity Unit	Ra te	To ta 1
	Stage 1 - Civic Administration Building and Landscaping			16,600,000
	Stage 2 - Museum			14,700,000
	Stage - 3 Story Place Landscapig			3,460,342
	Stage 4 - Tongariro Street Landscaping			2,340,000
	Esc a la tio n			2,500,000
	Pro fe ssio nal fe e s			6,555,000
	Project Contingency			10,055,000
	Exclusions:			
	IL4 Specification			
	Holding Costs			
	Consent Fees			
	Localauthority fees			
	GST			
	Total Civic Administration Building Community C	entre and Museum - Conc	e p t Estim a te	56,210,342

 $Re\,visio\,n:\ 0$

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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CHENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate				cues(o	
Code	Description	Quantity	Unit	Ra te	To ta l	
	Stage 1 - Civic Administration Building and Landsca	ping				
El	Site Preparation					
1.1	De molition					
1.2	Demolish existing buildings and remove debris from site	1,455	m 2	120.00	174,600	
1.3	Site Clearance					
1.4	Allowance for civil works not scoped	1,500	m 3	120.00	180,000	
1.5	Rip up and remove concrete walkways	980	m 2	30.00	29,400	
			To ta 1 Site	e Preparation	384,000	
F2	Sub struc ture					
2.1	Building Piles					
2.2	Allowance forpiling	1,856	m 2	120.00	222,720	
2.7	Ground Floor Slab					
2.8	Allowance for reinforced concrete ground floor slab	1,856	m 2	250.00	464,000	
2.9	Lift Pits					
2.10	Form lift pits	1	no.	15,000.00	15,000	
			Tota	1 Sub struc ture	701,720	
E3	Fiame					
3.1	Allowance for building structure (based on GFA)	3,418	m 2	270.00	922,860	
				Total Frame	922,860	
E4	Struc tura l Wa lls					
4.1	Structura 1 Walls					
4.2	Concrete stair and lift walls	192	m 2	710.00	136,320	
			To ta 1 St	truc tura l Walls	136,320	
E5	Upper Floors					
5.1	Up p e r Flo o rs					
5.2	Concrete slab	1,562	m 2	250.00	390,525	
5.3	Bridge over a trium	279	m 2	350.00	97,654	
			Tota	l Upper Floors	488,179	
E6	Roof					
6.1	Roof					
6.2	Roof framing	2,307	m 2	180.00	415,260	
Revision: () Cuesko Limited / 18-0816 - Taupo Cultura IP				Page 2 of 16	

CHENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre and Concept Estimate	Muse um		_	cues
Code	De sc rip tio n	Quantity	Unit	Ra te	To ta l
6.3	Long run metal roofing with insulation and including wire netting and underlay	1,960	m 2	150.00	294,062
6.5	Ply flat roof including waterproofing	347	m 2	350.00	121,286
6.6	Soffits and fascia	117	m	120.00	14,040
6.7	Gutters	117	m	110.00	12,870
6.8	Downpipes	80	m	100.00	8,000
6.8	Box Gutter				
6.9	Box gutter including framing waterproofing membrane	25	m 2	671.00	16,775
6.10	Outlets to a bove	1	no	3,000.00	3,000
				To ta 1 Ro o f	885,292
E 7	Exte no r Walls and Exte no r Finish				
7.1	Exterior Walls and Exterior Finish				
7.2	Cladding and/or applied finish to external faces of walls and painted gib board on the internal walls	204	m 2	780.00	159,120
7.3	Allowance for a luminium louvers	181	m 2	750.00	135,750
	Т	òtal Exterior V	Vallsand	LExteriorFinish -	294,870
ES	Windows and Exterior Doors				
8.1	Windows				
8.2	G la ss Fa c a d e wall	2,158	m 2	950.00	2,050,100
8.3	Doors				
8.4	Entrance door	2	no	15,000.00	30,000
8.5	Aluminium framed glazed single entrance doors	10	no	3,000.00	30,000
		To ta 1 Wind	ows and	Exterior Doors	2,110,100
E9	Stairs and Balustrades				
9.1	Stairs and Balustrades				
9.2	Precast concrete stairs and landings including metal handrails and balustrades	8	m	4,500.00	36,000
9.3	Balustrade to a trium bridge	13	m	1,500.00	19,800
9.4	Allowance for inter-floor stair	1	ite m	100,000.00	100,000
		Tota	l Stairs an	nd Balustrades_	155,800
El 0-El 4	Inte mal Fito ut				
1	Allowance for internal fitout of office space	3,418	m 2	350.00	1,196,300
2	Additional allowance for honed concrete finish to cafe	366	m 2	200.00	73,178
			Total	Internal Fitout	1,269,478
E15	Fittings and Fixtures				
Re visio n :	0 Cuesko Limited / 18-0816 - Taupo Cultura IP	recinct			Page 3 of 16

CHENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate				cues
Code	De sc rip tio n	Quantity	Unit	Ra te	To ta l
15.1	Kitchens				
15.3	Kitchenette	2	no.	15,000.00	30,000
15.5	Joinery				
15.6	Allowance for reception counter	1	no.	10,000.00	10,000
15.15	Sig na g e				
15.16	Statutory sig na g e	1	ite m	15,000.00	15,000
15.17	Allowance for entrance sign	1	ite m	5,000.00	5,000
		To	tal Fittin	gsand Fixtures	60,000
E16	Sanitary Plumbing				
16.1	Plumbing reticulation				
16.2	Incoming water supply including meter	1	ite m	40,000.00	40,000
16.3	Hot water plant	1	ite m	50,000.00	50,000
16.04	To ile t b lo c k				
16.05	Allowance for a toilet block on each level	100	m 2	2,500.00	250,000
16.06	Builders Work in Connection				
16.07	Builders work in connection with sanitary plumbing	5	%	340,000.00	17,000
			lo ta 1 Sa 1	nitary Plumbing	357,000
El 7	He a ting and Ventilation Services				
17.1	ArConditioning				
17.2	Air conditioning installation to all areas	3,418	m 2	350.00	1,196,300
17.03	Builders Work in Connection				
17.04	Builders work in connection with heating and ventilations ervices	n 5	%	1,196,300.00	59,815
		Total Heating a	nd Vent	tilation Services	1,256,115
E18	Fire Services				
18.1	Sprinkler Installation				
18.2	Incoming supply and booster pump	1	ite m	40,000.00	40,000
18.3	Hydra nt rise rs	1	ite m	25,000.00	25,000
18.4	Sprinkler installation to other are as	3,418	m 2	85.00	290,530
18.5	Fire and Smoke Alams				
18.6	Allowance for fire and smoke a larm installation	3,418	m 2	25.00	85,450
Revision: () Cuesko Limited / 18-0816 - Taupo Cultura	1 Precinct			Page 4 of 16

CLIENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre and Concept Estimate	Muse um			cues
Code	Description	Quantity	Unit	Ra te	To ta l
18.7	Fire Curtains				
18.8	Allowance for fire curtains to inter-floor stair	1	ite m	75,000.00	75,000
18.9	Builders Work in Connection				
18.8	Builders work in connection with fire services	5	%	440,980.00	22,049
			Tota	alFire Services	538,029
E19	Ele c tric a l Se rvic e s				
19.1	Re tic u la tio n				
19.2	Incoming main supply	1	ite m	30,000.00	30,000
19.3	Main switchboard	1	no.	30,000.00	30,000
19.4	Floor distribution boards	2	no.	10,000.00	20,000
19.6	Power and Lighting				
19.7	General power and lighting to all areas	3,418	m 2	120.00	410,160
19.12	Lift supplies	1	no.	6,000.00	6,000
19.13	Emergency lighting	3,418	m 2	5.00	17,090
19.14	Allowance for external feature building lighting	1	ite m	150,000.00	150,000
19.15	Builders Work in Connection				
19.16	Builders work in connection with electrical services	5	ite m	663,250	33,163
		1	Fotal Elec	tric a 1 Se rvic e s	696,413
E20	Vertical and Horizontal Tiansportation				
20.1	Lifts				
20.2	Passenger lift; traveling two floors with two stops	1	no.	100,000.00	100,000
20.3	Builders Work in Connection				
20.4	Builders work in connection with vertical and horizontal transportation	1	ite m	5,000.00	5,000
	To ta l Ve	rticaland Ho	rizonta l'	- Transportation -	105,000
E21	Special Services				
21.1	Special Services				
21.2	CCTV installation to circulation and common areas	1	ite m	30,000.00	30,000
21.4	Allowance for access control to entrance	1	ite m	15,000.00	15,000
21.5	Da ta / Comms				
21.7	Allowance for WiFi	1	ite m	40,000.00	40,000
21.8	Builders Work in Connection				
Revision: 0) Cuesko Limited / 18-0816 - Taupo Cultural Pr	e c in c t			Page 5 of 16

C LIENT: PRO JEC T: REPORT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre a Concept Estimate	nd Museum			cues(o
Code	De sc ription	Quantity	Unit	Ra te	To ta l
21.9	Builders work in connection with special services	1	ite m	4,250.00	4,250
			To ta 1	Special Services	89,250
E22	Dra in a g e				
22.1	Dra ina g e				
22.2	Drainage connections to toilet blocks	1	ite m	12,000.00	12,000
22.3	General sanitary drainage connection	1	ite m	75,000.00	75,000
22.4	Storm water dramage connections	1	ite m	120,000.00	120,000
22.5	Allowance for general drainage works not scoped	1	ite m	150,000.00	150,000
22.6	Builders Work in Connection				
22.7	Builders work in connection with drainage	1	ite m	17,850.00	17,850
				Total Drainage	374,850
E23	Landsc aping				
23.1	Landscaping				
23.2	Allowance for land scaping	8,910	m 2	350.00	3,118,637
			To t	alLandscaping	3,118,637
E25	Pre lim in a rie s				
24.1	Allowance for preliminary and general	13.0	%	13,943,911.5 0	1,812,708
			То	tal Preliminaries	1,812,708
F26	Margins				
25.1	Allowance for margin	5.0	%	15,756,620	787,831
				To ta 1 Ma rg in s	787,831
	Rounding				
	TotalStage 1 - Civic Adm	inistra tion Build	ing and	l Landscaping —	16,600,000

Cuesko Limited / 18-0816 - Taupo Cultura 1 Precinct

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C LIENT: PRO JEC T: REPO RT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate				
Code	De sc rip tio n	Quantity	Unit	Ra te	To ta
	<u>Stage 2 - Museum</u>				
El	Site Preparation				
1.1	De molition				
1.2	Demolish existing buildings and remove debris from site		m 2	120.00	Included in stage 1
1.3	Site Clearance				
1.4	Allowance for civil works not scoped	1,000	m 3	120.00	120,000
			To ta 1 Site	e Preparation	120,00
E2	Sub struc ture				
2.1	Build in g Pile s				
2.2	Allowance for piling	1,921	m 2	120.00	230,520
2.7	Ground Floor Slab				
2.8	Allowance for reinforced concrete ground floor slab	1,921	m 2	250.00	480,25
2.9	Lift Pits				
2.10	Form lift pits	1	no.	15,000.00	15,00
			Tota	l Sub struc ture	725,77
E3	Frame				
3.1	Allowance for building structure (based on GFA)	1,921	m 2	350.00	672,35
				To ta 1 Fra m e	672,35
E4	Struc tura l Walls				
4.1	Struc tura l Wa lls				
4.2	Concrete stair and lift walls	96	m 2	710.00	68,16
			To ta 1 St	ruc tura l Walls	68,16
E5	Upper Floors				
5.1	Upper Floors				
5.2	Tim berupper floor	422	m 2	210.00	88,57
			Tota	l Upper Floors	88,57
E6	Roof				
6.1	Roof				
6.2	Ro o f fra m in g	1,801		270.00	486,333
6.3	Ceramic shingle sheet roofing	1,801		280.00	504,34
6.4	Parapets	382	m	500.00	190,93

CLIENT: PROJECT: REPORT:	Ta upo District Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate					
Code	Description	Quantity	Unit	Ra te	To ta l	
6.6	Downp ip e s	90	m	100.00	9,000	
6.7	Soffits and fascia	18	m	120.00	2,160	
6.8	Box Gutter					
6.9	Boxgutter including framing waterproofing membrane	60	m 2	671.00	40,260	
6.10	Outlets to a bove	5	no	1,000.00	5,000	
				Total Roof	1,238,037	
E 7	Exte no r Walls and Exte no r Finish					
7.1	Exterior Walls and Exterior Finish					
7.2	Cladding and/or applied finish to external faces of walls and painted gib board on the internal walls	884	m 2	950.00	839,800	
7.3	Extra value to create a greenwall	140	m 2	450.00	63,000	
7.4	Stone wall finish to external faces of walls and painted gib board on the internal walls	140	m 2	1,200.00	168,000	
7.5	Parapet walls	176	m 2	495.00	87,120	
7.3	Allowance for a luminium louvers	315	m 2	750.00	236,250	
	Т	otal Exterior V	Vallsand	Exterior Finish	1,394,170	
ES	Windows and Exterior Doors					
8.1	Windows					
8.2	Aluminium framed shop front glazing system	491	m 2	1,200.00	589,200	
8.3	Doors					
8.4	Aluminium framed glazed double entrance doors	1	no	10,000.00	10,000	
		To ta 1 Wind	owsand	Exterior Doors	599,200	
E9	Stairs and Balustrades					
9.1	Stairs and Balustrades					
9.2	Precast concrete stairs and landings including metal handrails and balustrades	8	m	6,500.00	52,000	
		Tota	l Stairs an	nd Balustrades _	52,000	
E10-E14	Inte mal Fito ut					
1	Allowance for internal fitout of museum	2,343	m 2	520.00	1,218,351	
			Total	l Internal Fitout	1,218,351	
E15	Fittings and Fixtures					
15.1	Joinery					
15.2	Allowance for jomery	1	ite m	100,000.00	100,000	
		То	tal Fitting	gsand Fixtures	100,000	
Revision: () Cuesko Limited / 18-0816 - Taupo Cultura 1P	recinct			Page 8 of 16	

CLIENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate					
Code	De sc rip tio n	Quantity	Unit	Ra te	To ta l	
El 6	Sanita ry Plumbing					
16.1	Plumbing reticulation					
16.2	Incoming water supply including meter	1	ite m	40,000.00	40,000	
16.3	Hot water plant	1	ite m	50,000.00	50,000	
16.04	To ile t b lo c k					
16.05	Allowance for a toilet block on each level	100	m 2	2,500.00	250,000	
16.06	Builders Work in Connection					
16.07	Builders work in connection with sanitary plumbing	5	%	340,000.00	17,000	
		1	lota 1 Sa n	itary Plumbing	357,000	
El 7	He a ting and Ventilation Services					
17.1	Air Conditioning					
17.2	Air conditioning installation to all areas	2,343	m 2	400.00	937,200	
17.03	Builders Work in Connection					
17.04	Builders work in connection with heating and ventilation services	5	%	937,200.00	46,860	
	To t	al Heating a	nd Venti	lla tion Services	984,060	
E18	Fire Services					
18.1	Sprinkler Installation					
18.2	Incoming supply and booster pump	1	ite m	40,000.00	40,000	
18.3	Hydra nt rise rs	1	ite m	25,000.00	25,000	
18.4	Sprinkler installation to other are as	2,343	m 2	85.00	199,155	
18.5	Fire and Smoke Alams					
18.6	Allowance for fire and smoke a larm installation	2,343	m 2	25.00	58,575	
18.7	Builders Work in Connection					
18.8	Builders work in connection with fire services	5	%	322,730.00	16,137	
			Tot	alFire Services	338,867	
E I 9	Ele c tric a l Se rvic e s					
19.1	Re tic u la tio n					
19.2	Incoming main supply	1	ite m	30,000.00	30,000	
19.3	Main switchboard	1	no.	30,000.00	30,000	
19.4	Floor distribution boards	2	no.	10,000.00	20,000	
19.6	Power and Lighting					
Revision: () Cuesko Limited / 18-0816 - Taupo Cultura 1P	recinct			Page 9 of 16	

CHENT

Taupo District Council / Warren and Mahoney

Code	De sc rip tio n	Quantity	Unit	Ra te	To ta l
19.7	General power and lighting to all areas	2,343	m 2	150.00	351,450
19.12	Lift supplies	1	no.	6,000.00	6,000
19.13	Emergencylighting	2,343	m 2	5.00	11,715
19.14	Allowance for external feature building lighting	1	ite m	150,000.00	150,000
19.15	Builders Work in Connection				
19.16	Builders work in connection with electrical services	5	ite m	599,165	29,958
		1	lota l El	e c tric a l Se rvic e s	629,123
E20	Vertical and Horizontal Tiansportation				
20.1	Lifts				
20.2	Passenger lift; traveling two floors with two stops	1	no.	100,000.00	100,000
20.3	Builders Work in Connection				
20.4	Builders work in connection with vertical and horizontal transportation	1	ite m	5,000.00	5,000
	To ta l Ve	rticaland Ho	rizonta	al Transportation	105,000
21	Special Services				
21.1	Special Services				
21.2	CCTV installation to circulation and common areas	1	ite m	50,000.00	50,000
21.4	Allowance for access control to entrance	1	ite m	10,000.00	10,000
21.5	Da ta / Comms				
21.7	Allowance for WiFi	1	ite m	40,000.00	40,000
21.8	Builders Work in Connection				
21.9	Builders work in connection with special services	1	ite m	5,000.00	5,000
			To ta 1	Special Services	105,000
222	Dra in a g e				
22.1	Dra in a g e				
22.2	Drainage connections to toilet blocks	1	ite m	12,000.00	12,000
22.3	General sanitary drainage connection	1	ite m	75,000.00	75,000
22.4	Storm water drainage connections	1	ite m	80,000.00	80,000
22.5	Allowance for general drainage works not scoped	1	ite m	150,000.00	150,000
22.6	Builders Work in Connection				
22.7	Builders work in connection with drainage	1	ite m	15,850.00	15,850
				Total Drain age	332,850

CHENT: PROJECT: REPORI:	Ta upo District Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate					
Code	De sc tip tio n	Quantity	Unit	Ra te	To ta l	
E23	Landsc aping					
23.1	Land scaping					
23.2	Allowance for Landscaping	9,233	$\mathbf{m}2$	350.00	3,231,582	
			То	talLandscaping	3,231,582	
E25	Pre lim in a rie s					
24.1	Allowance for preliminary and general	13.0	%	12,360,094.7 6	1,606,812	
			Te	tal Preliminaries	1,606,812	
E26	Margins					
25.1	Allowance for margin	5.0	%	13,966,907	698,345	
				To ta 1 Ma rg in s	698,345	
		То	ta 1 Sta	ge 2 - Museum	14,700,000	

Cuesko Limited / 18-0816 - Taupo Cultura l Precinct

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C LIENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate				cues	
Code	De sc riptio n	Quantity	Unit	Ra te	To ta l	
	<u>Stage - 3 Story Place Landscapig</u>					
2	Landsc aping					
	Land scaping	8,239	m 2	350.00	2,883,650	
			Tot	talLandscaping	2,883,650	
E25	Pre lim in a rie s					
24.1	Allowance for preliminary and general	13.0	%	2,883,650.00	374,875	
			Te	otal Preliminaries	374,875	
E26	Margins					
25.1	Allowance formargin	5.0	%	3,258,525	201,817	
				To ta 1 Margins	201,817	
	rounding					
		Total Stage - 3 Sto	ry Pla o	ce Landscapig	3,460,342	

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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CLIENT: PROJECT: REPORT:	Ta upo Distric t Council / Warren and Mahoney Civic Administration Building Community Centre and Museum Concept Estimate				
Code	De sc ription	Quantity	Un	it Ra te	To ta l
	<u>Stage 4 - Tonganiro Street Landscaping</u>				
1	Landsc aping				
	Landscaping Zone 4	5,545	m 2	350.00	1,940,782
				lotal Landscaping -	1,940,782
E25	Pre lim in a rie s				
24.1	Allowance for preliminary and general	13.0	%	1,940,781.50	252,302
				To ta 1 Pre lim in a rie s	252,302
E26	Margins				
25.1	Allowance for margin	5.0	%	1,940,782	135,930
				To ta 1 Ma rg in s	135,930
	10 unding				
		Total Stage 4 - Tongam	o Stre	eetLandscaping	2,340,000
		Darbage 4 - Digam	5 511		2,340,00

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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C LIENT: PRO JECT: REPORT:	CT: Civic Administration Building Community Centre and Museum				
Code	De sc rip tio n	Quantity Unit	Ra te	To ta l	
	<u>Esc a la tio n</u>				
	Esc a la tio n @4% PA				
	Allowance forescalation @4% perannum for 18 months	1 item 2	2,500,000.00	2,500,000	
		To ta 1 Esc a la t	tion @4%PA	2,500,000	
		To ta 11	Escalation	2,500,000	

Cuesko Limited / 18-0816 - Taupo Cultura 1 Precinct

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C LIENT: PRO JECT: REPORT:	Ta upo District Council / Wanen and Mahoney				
Code	De sc riptio n	Quantity	Unit	Ra te	To ta l
	<u>Pro fe ssio na l fe e s</u>				
	Allowance forprofessional fees				
	Allowance for professional fees	15	%	43,700,000.0 0	6,555,000
		To ta 1 Allowan c	e for p	ro fe ssio na l fe e s	6,555,000
				_	
		1	o ta 1 Pro	o fe ssio na l fe e s	6,555,000

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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CHENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney					
Code	De sc ription	Qua ntity	Unit	Ra te	To ta l	
	<u>Project Contingency</u>					
	Allowance for project contingency					
	Allowance for project contingency	20	%	50,300,000.0 0	10,055,000	
		Total Allowance fo	r proje	ct contingency	10,055,000	
				_		
		To ta 1	Pro je c t	Contingency	10,055,000	

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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Taupo Cultural Precinct Lake Terrace

Concept Estimate - Lake Tenaces

Reference:18-0816 - Taupo Cultural PrecinctRevision:0Date:2/4/2019Client:Taupo District Council/ Warren and Mahoney

www.cuesko.com **T:** +64 (0) 9 477 4880

Cue sko Iimite d PO Box 301018, Albany, Auckland 0752, New Zealand

C LIENT: PRO JEC T: REPO RI:	Taupo District Council / Wanen and Lake Tenace Concept Estimate - Lake Tenaces	Ma ho ne y	_	cues
Code	De sc rip tio n	Quantity	Un it Ra te	To ta 1
	2 Level Office Building			11,450,000
	Landscaping to ground level			208,000
	Esc a la tio n			690,000
	Pro fe ssio na l fe e s			1,815,000
	Project Contingency			2,777,000
	Exclusions:			
	IL4 Specification			
	Holding Costs			
	Consent Fees			
	Local authority fees			
	GST			
	2	òtal Lake Tenace - Concept Esti	mate - Lake Tenaces	16,940,000

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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CHENT: PROJECT: REPORT:	Taupo District Council / Wanen and Mahoney Lake Tenace Concept Estimate - Lake Tenaces				cues
Code	Description	Quantity	Unit	Ra te	To ta l
	<u>2 Le vel Offic e Building</u>				
EI.	Site Preparation				
1.1	De molition				
1.2	Demolish existing buildings and remove debris from site		m 2	120.00	e xc lud e d
1.3	Site Clearance				
1.4	Allowance for civil works not scoped	1,000	m 3	120.00	120,000
1.5	Rip up and remove existing carpark		m 2	30.00	e xc lud e d
			To ta 1 Site	e Preparation	120,000
E2	Substruc ture				
2.1	Building Piles				
2.2	Allowance for piling	1,255	m 2	120.00	150,560
2.7	Ground Floor Slab				
2.8	Allowance for reinforced concrete ground floor slab	1,255	m 2	250.00	313,668
2.9	Lift Pits				
2.10	Form lift pits	1	no.	15,000.00	15,000
			Tota	1 Sub struc ture	479,228
E3	Frame				
3.1	Allowance for building structure (based on GFA)	2,366	m 2	350.00	828,100
				To ta 1 Fra m e	828,100
E4	Struc tura l Wa lls				
4.1	Struc tura 1 Wa lls				
4.2	Concrete stair, lift and core walls	862	m 2	710.00	612,020
			To ta 1 St	ruc tura l Walls	612,020
E5	Up p e r Flo o 15				
5.1	Upper Floors				
5.2	Concrete slab	1,111	m 2	250.00	277,750
			Tota	l Upper Floors	277,750
E6	Roof				
6.1	Roof				
6.2	Ro o f fra m in g	1,318	m 2	180.00	237,240
6.3	Long run metal roofing with insulation and including wire netting and underlay	1,318	m 2	150.00	197,700
Revision: 0) Cuesko Limited / 18-0816 - Taupo Cultural Pr	ecinct			Page 2 of 10

	cues
Unit Ra te	To ta l
m 2 300.00	43,836
m 110.00	39,354
m 100.00	16,380
m 2 671.00	22,143
no 3,000.00	12,000
To ta 1 Ro o f	568,653
m 2 780.00	660,660
m 2 750.00	273,750
m 2 550.00	173,250
alls and Exterior Finish	1,107,660
m 2 950.00	887,300
no 15,000.00	30,000
no 10,000.00	20,000
no 3,000.00	9,000
no 2,500.00	20,000
ws and Exterior Doors	966,300
m 4,500.00	85,500
ite m 80,000.00	80,000
ite m 120,000.00	120,000
m 1,100.00	26,708
stairs and Balustrades	312,208
m 2 500.00	1,183,000
m 2 200.00	60,000
m	

PROJECT: REPORT:	Lake Tenace Concept Estimate - Lake Tenaces				
Code	De sc ription	Quantity	Unit	Ra te	To ta l
3	Additional allowance for decortech ceiling to CAB reception	400	m 2	500.00	200,000
4	Additional Allowance for Operable Wall 13m long	1	ite m	30,000.00	30,000
			Total	l Internal Fitout	1,473,000
E15	Fittings and Fixtures				
15.1	Kitchens				
15.3	Kitchenette	4	no.	15,000.00	60,000
15.2	BOH Kitchen	1	ite m	50,000.00	50,000
15.5	Joinery				
15.6	Allowance for reception counter	1	no.	25,000.00	25,000
15.15	Sig na g e				
15.16	Statutory signage	1	ite m	15,000.00	15,000
15.17	Allowance for entrance sign	1	ite m	5,000.00	5,000
		То	tal Fitting	gsand Fixtures	155,00
El 6	Sanitary Plumbing				
16.1	Plumbing reticulation				
16.2	Incoming water supply including meter	1	ite m	40,000.00	40,000
16.3	Hot water plant	1	ite m	50,000.00	50,000
16.04	To ile t b lo c k				
16.05	Allowance for a toilet block on each level	100	m 2	2,500.00	250,000
16.06	Builders Work in Connection				
16.07	Builders work in connection with sanitary plumbing	5	%	340,000.00	17,000
		1	lo ta 1 Sa n	itary Plumbing	357,000
EL 7	He a ting and Ventilation Services				
17.1	Air Conditioning				
17.2	Air conditioning installation to all are as	2,366	m 2	350.00	828,100
17.3	Allowance for Chambers	194	m 2	150.00	29,169
17.4	Builders Work in Connection				
17.5	Builders work in connection with heating and ventilation services	5	%	857,269.00	42,863
	To t	al Heating as	nd Venti	ila tion Services	900,132
E18	Fire Services				
Revision: () Cuesko Limited / 18-0816 - Taupo Cultura IP	recinct			Page 4 of 10



CHENT: PROJECT: REPORT:	Taupo District Council / Wanen and Mahoney Lake Tenace Concept Estimate - Lake Tenaces			_	cues
Code	De sc np tio n	Quantity	Unit	Ra te	To ta l
18.1	Sprinkler Installation				
18.2	Incoming supply and boosterpump	1	ite m	40,000.00	40,000
18.3	Hydra nt rise rs	1	ite m	25,000.00	25,000
18.4	Sprinkler installation to other are as	2,366	m 2	85.00	201,110
18.5	Fire and Smoke Alams				
18.6	Allowance for fire and smoke a larm installation	2,366	m 2	25.00	59,150
18.9	Builders Work in Connection				
18.8	Builders work in connection with fire services	5	%	325,260.00	16,263
			Tota	alFire Services	341,523
E19	Ele c tric a l Se rvic e s				
19.1	Re tic u la tio n				
19.2	Incoming main supply	1	ite m	30,000.00	30,000
19.3	Main switchboard	1	no.	30,000.00	30,000
19.4	Floor distribution boards	2	no.	10,000.00	20,000
19.6	Power and Lighting				
19.7	General power and lighting to all areas	2,366	m 2	120.00	283,920
19.12	Lift supplies	1	no.	6,000.00	6,000
19.13	Emergency lighting	2,366	m 2	5.00	11,830
19.14	Allowance for external feature building lighting	1	ite m	150,000.00	150,000
19.15	Builders Work in Connection				
19.16	Builders work in connection with electrical services	2	ite m	531,750	10,635
		1	lotal Elec	trical Services	542,385
E20	Vertical and Horizontal Transportation				
20.1	Lifts				
20.2	Passenger lift; traveling two floors with two stops	1	no.	100,000.00	100,000
20.3	Builders Work in Connection				
20.4	Builders work in connection with vertical and horizontal transportation	1	ite m	5,000.00	5,000
	To ta 1 Ve	rticaland Ho	rizonta l	- Transportation -	105,000
E21	Special Services				
21.1	Special Services				
21.2	CCTV installation to circulation and common areas	1	ite m	40,000.00	40,000

C LIENT: PRO JECT: REPORT:	Taupo District Council / Warren and Mahoney Lake Terrace Concept Estimate - Lake Terraces				cues
Code	De sc ription	Quantity	Unit	Ra te	To ta l
21.5	Data/Comms				
21.7	Allowance for WiFi	1	ite m	50,000.00	50,000
21.8	Builders Work in Connection				
21.9	Builders work in connection with special services	1	ite m	5,750.00	5,750
			To ta 1	Special Services	120,750
F22	Drainage				
22.1	Dra in a g e				
22.2	Drainage connections to toilet blocks	1	ite m	25,000.00	25,000
22.3	General sanitary drainage connection	1	ite m	75,000.00	75,000
22.4	Storm water drainage connections	1	ite m	120,000.00	120,000
22.5	Allowance for general drainage works not scoped	1	ite m	150,000.00	150,000
22.6	Builders Work in Connection				
22.7	Builders work in connection with drainage	1	ite m	18,500.00	18,500
				TotalDrainage	388,500
E25	Pre lim in a rie s				
24.1	Allowance for preliminary and general	13.0	%	9,655,208.91	1,255,177
			To	otal Preliminanies —	1,255,177
E26	Margins				
25.1	Allowance formargin	5.0	%	10,910,386	545,519
		510		Total Margins	545,519
				10 ta 1141a 1g 115 —	545,519
	Rounding			_	
		To ta 12	Le ve l	Office Building	11,450,000

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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CHENT: PROJECT: REPORT:	Taupo District Council / Warren and Mahoney Lake Terrace Concept Estimate - Lake Terraces			_	cues
Code	De sc rip tio n	Quantity	Unit	Ra te	To ta l
	Landscaping to ground level				
E22	Landsc aping				
22.1	Landscaping to ground level				
22.2	Nominal landscaping allowance	500	m 2	350.00	175,000
			Tota	l Landscaping	175,000
E25	Pre lim in a rie s				
24.1	Allowance for preliminary and general	13.0	%	175,000.00	22,750
			To t	al Preliminaries	22,750
E26	Margins				
25.1	Allowance for margin	5.0	%	206,791	10,340
				Total Margins	10,340
	Rounding				
		Tota 1 Landsca	n in g to	ground level	208,000

Revision: 0 Cuesko Limited / 18-0816 - Taupo Cultura 1 Precinct

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C LIENT: PRO JECT: REPORI:	Taupo District Council / Wanen and Mahoney Lake Tenace Concept Estimate - Lake Tenaces			_	
Code	De sc tip tio n	Quantity	Unit	Ra te	To ta l
	Esc a la tio n				
	Esc a la tio n @4% PA				
	Allowance forescalation @4% perannum for 18 months	1	ite m	690,000.00	690,000
		Te	ta 1 Esca	la tion @4% PA	690,000
			To t	a l Esc a la tion	690,000

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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CHENT: PROJECT: REPORI:	Taupo District Council / Warren and Mahoney Lake Terrace Concept Estimate - Lake Terraces				cuesco
Code	De sc rip tio n	Quantity	Unit	Ra te	To ta l
	<u>Pro fe ssio na l fe e s</u>				
	Allowance forprofessional fees				
	Allowance for professional fees	15	%	12,100,000.0 0	
		To ta 1 Allo wa na	e for p	ro fe ssio na l fe e s	1,815,000
			lo ta 1 Pro	fe ssio na l fe e s	1,815,000

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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C LIENT: PRO JEC T: REPORT:	Taupo District Council / Warren and Mahoney Lake Terrace Concept Estimate - Lake Terraces			_	cues
Code	De sc ription	Quantity	Unit	Ra te	To ta l
	<u>Project Contingency</u>				
	Allowance for project contingency				
	Allowance for project contingency	20	%	13,900,000.0 0	2,780,000
	rounding				-3,000
		Total Allowance fo	or proje o	ct contingency	2,777,000
		To ta 1	Project	Contingency	2,777,000

Cuesko Limited / 18-0816 - Taupo Cultural Precinct

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Taupo Cultural Precinct Tuwhare to a Street

Concept Estimate Tuwharetoa Street - II.4

Reference: 18-0816 - Taupo Cultural Precinct Revision: 0 Date: 2/15/2019 Client: Taupo District Council/Warren and Mahoney

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C LIENT: PRO JEC T: REPORT:	Taupo District Council / Wa Tuwhare toa Street Concept Estimate Tuwhare		ne y		_	
Code	De sc rip tio n			Quantity U	nit Rate	To ta 1
	300m 2 Re ta il					730,000
	3 Level Office Building					15,920,000
	Landscaping to ground lev	ve l				220,000
	Esc a la tio n					1,000,000
	Pro fe ssio n a l fe e s					3,043,000
	Project Contingency					4,187,000
	Exclusions:					
	Holding Costs					
	Consent Fees					
	Localauthonity fees					
	GST					
	Т	b tal Tuwhare to a \$	Street - Concept	tEstimateTuv	vhareto a Street - 11.4	25,100,000

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CHENT: PROJECT: REPORT:	Таиро District Council / Wanen and Mahoney Tuwharetoa Street Concept Estimate Tuwharetoa Street - П.4			_	cues
Code	Description	Quantity	Unit	Ra te	To ta l
	<u>300m 2 Re ta il</u>				
	300m 2 Re ta il				
	300m 2 Re ta il (She ll O n ly)	300	m 2	2,000.00	600,000
	(Rate include P&G and Margin)				
	Allowance for IL4 Construction (22% of construction cost)	1	ite m	130,000.00	130,000
			To	ta 1300m 2 Re ta il	730,000
			To ta	1300m 2 Re ta il	730,000

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CLIENT: PROJECT: REPORT:	Таиро District Council / Wanen and Mahoney Tuwhare to a Street Concept Estimate Tuwhare to a Street - IL 4				cues(o
Code	Description	Quantity	Unit	Ra te	To ta l
	<u>3 Level Office Building</u>				
El	Site Preparation				
1.1	De m o litio n				
1.2	Demolish existing buildings and remove debris from site		m 2	120.00	e xc lud e d
1.3	Site Clearance				
1.4	Allowance for civil works not scoped	1,000	${ m m}3$	120.00	120,000
1.5	Rip up and remove existing carpark	2,800	m 2	30.00	84,000
			To ta	l Site Preparation	204,000
E2	Substruc ture				
2.1	Building Piles				
2.2	Allowance forpiling	1,097	m 2	120.00	131,585
2.3	Ground Floor Slab				
2.4	Allowance for reinforced concrete ground floor slab	1,097	m 2	250.00	274,135
2.5	Allowance forground beams	200	m	1,100.00	220,000
2.5	Lift Pits				
2.6	Form lift pits	1	no.	15,000.00	15,000
			,	To ta l Sub struc ture -	640,720
E3	Fra m e				
3.1	Allowance for building structure (based on GFA)	3,224	m 2	350.00	1,128,400
				To ta l Fra m e -	1,128,400
E4	Struc tura l Walls				
4.1	Struc tura l Wa lls				
4.2	Concrete stair, lift and core walls	619	m 2	710.00	439,490
			To t	a l Struc tura l Wa lls -	439,490
E5	Up p e r Flo o 15				
5.1	Upper Floors				
5.2	Concrete slab	2,128	m 2	250.00	532,000
				- To tal Upper Floors -	532,000
E6	Roof				
6.1	Roof				
6.2	Ro o f fra m in g	1,341	m 2	180.00	241,380
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CHENT: PROJECT: REPORT:	Taupo District Council / Wanen and Mahoney Tuwharetoa Street Concept Estimate Tuwharetoa Street - 11.4				cues
Code	De sc tip tio n	Quantity	Unit	Ra te	To ta l
6.3	Long run metal roofing with insulation and including wire netting and underlay	940	m 2	150.00	140,957
6.5	Ply flat roof including waterproofing	401	m 2	350.00	140,277
6.6	So ffits a nd fa sc ia	159	m	120.00	19,080
6.7	Gutters	94	m	110.00	10,340
б.8	Downpipes	144	m	100.00	14,400
б.8	Box Gutter				
6.9	Box gutter including framing waterproofing membrane	18	m 2	671.00	12,078
6.10	Outlets to above	2	no	3,000.00	6,000
				To ta l Ro o f	584,511
E7	Exterior Walls and Exterior Finish				
7.1	Exterior Walls and Exterior Finish				
7.2	Precast Concrete Walls with finish to external faces of walls and painted gib board on the internal walls	784	m 2	780.00	611,520
7.3	Allowance for a luminium louvers	382	m 2	750.00	286,500
7.4	Powdercoated aluminium cladding external faces of walls and painted gib board on the internal walls	134	m 2	980.00	131,320
7.5	Precast Concrete Walls with finish to both external faces of walls	251	m 2	550.00	138,160
		To ta l Exterior	Walls and	Exterior Finish	1,167,500
E8	Windows and Exterior Doors				
8.1	Windows				
	Shop front g la zing	437	m 2	850.00	371,450
8.2	Glass Facade wall	759	m 2	950.00	721,050
8.3	Doors				
8.4	Entrance door	2	no	15,000.00	30,000
8.5	Aluminium framed glazed single entrance doors	5	no	3,000.00	15,000
8.6	Fire Doors	8	no	2,500.00	20,000
		To ta l Wind	owsand	Exterior Doors	1,157,500
E9	Stairs and Balustrades				
9.1	Sta irs and Balustra de s				
9.2	Precast concrete stairs and landings including metal handrails and balustrades	19	m	4,500.00	85,500
9.3	Allowance for inter-floor stair	1	ite m	100,000.00	100,000
		To ta	l Stairs a	nd Balustrades _	185,500
E10-E14	Inte mal Fito ut				
1	Allowance for internal fitout of office space	2,428	m 2	350.00	849,800

CHENT: PROJECT: REPORT:	Таиро District Council / Wanen and Mahoney Tuwhare to a Street Concept Estimate Tuwhare to a Street - IL4				cues
Code	Description	Quantity	Unit	Ra te	To ta l
2	Allowance for internal fitout of ground floor	797	m 2	220.00	175,340
3	Additionalallowance for honed concrete finish	300	m 2	200.00	60,000
4	Additional allowance for decortech ceiling to CAB reception	100	m 2	500.00	50,000
			To t	al Internal Fitout	1,135,140
E15	Fittings and Fixtures				
15.1	Kitchens				
15.3	Kitchenette	2	no.	15,000.00	30,000
15.5	Jo in e ry				
15.6	Allowance for reception counter	1	no.	10,000.00	10,000
15.15	Sig na g e				
15.16	Sta tuto ry sig na g e	1	ite m	15,000.00	15,000
15.17	Allowance for entrance sign	1	ite m	5,000.00	5,000
		To	ta l Fitti	ngsand Fixtures	60,000
E16	Sa nita 19 Plum bing				
16.1	Plumbing reticulation				
16.2	Incoming water supply including meter	1	ite m	40,000.00	40,000
16.3	Hot waterplant	1	ite m	50,000.00	50,000
16.04	To ile t b lo c k				
16.05	Allowance for a toilet block on each level	300	m 2	2,500.00	750,000
16.06	Builders Work in Connection				
16.07	Build ers work in connection with sanitary plumbing	5	%	840,000.00	42,000
			To ta 1 Sa	nita ry Plumbing _	882,000
El 7	He a ting and Ventilation Services				
17.1	Air Conditioning				
17.2	Air conditioning installation to all areas	3,224	m 2	350.00	1,128,400
17.03	Builders Work in Connection				
17.04	Builders work in connection with heating and ventilation services	5	%	1,128,400.00	56,420
		Total Heating a	nd Ven	tila tion Services	1,184,820
E18	Fire Services				
18.1	Sprinkler Installation				
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Code	De sc rip tio n	Quantity	Unit	Ra te	To ta l
18.2	Incoming supply and boosterpump	1	ite m	40,000.00	40,000
18.3	Hyd ra n t rise rs	1	ite m	25,000.00	25,000
18.4	Sprinkler installation to other are as	3,224	m 2	85.00	274,040
18.5	Fire and Smoke Alams				
18.6	Allowance for fire and smoke a larm installation	3,224	m 2	25.00	80,600
18.9	Builders Work in Connection				
18.8	Builders work in connection with fire services	5	%	419,640.00	20,982
			To t	alFire Services	440,622
E19	Ele c tric a l Se rvic e s				
19.1	Re tic u la tio n				
19.2	Incoming main supply	1	ite m	30,000.00	30,000
19.3	Main switchboard	1	no.	30,000.00	30,000
19.4	Floor distribution boards	3	no.	10,000.00	30,000
19.6	Power and Lighting				
19.7	General power and lighting to all areas	3,224	m 2	120.00	386,880
19.12	Lift supplies	1	no.	6,000.00	6,000
19.13	Emergency lighting	3,224	m 2	5.00	16,120
19.14	Allowance for external feature building lighting	1	ite m	150,000.00	150,000
19.15	Build ers Work in Connection				
19.16	Builders work in connection with electrical services	5	ite m	649,000	32,450
		,	To ta l Ele o	tric a l Se rvic e s _	681,450
E20	Vertical and Horizontal Transportation				
20.1	Lifts				
20.2	Passenger lift; traveling five floors with five stops	1	no.	150,000.00	150,000
20.3	Builders Work in Connection				
20.4	Builders work in connection with vertical and horizontal transportation	1	ite m	7,500.00	7,500
		erticaland Ho	rizonta l'	Transportation	157,500
E21	Special Services				
21.1	Special Services				
21.2	CCTV installation to circulation and common areas	1	ite m	40,000.00	40,000
21.4	Allowance for access control to entrances	1	ite m	25,000.00	25,000

C LIENT: PRO JECT: REPORT:	Таиро District Council / Wanen and Mahoney Tuwhare to a Street Concept Estimate Tuwhare to a Street - IL4			_	cues(o
Code	Description	Quantity	Unit	Ra te	To ta l
21.5	Da ta / C o m m s				
21.7	Allowance for WiFi	1	ite m	50,000.00	50,000
21.8	Builders Work in Connection				
21.9	Build ers work in connection with special services	1	ite m	5,750.00	5,750
			To ta l	Special Services	120,750
E22	Dra in a g e				
22.1	Dra ma g e				
22.2	Dra mage connections to to ilet blocks		ite m	25,000.00	25,000
22.3	General sanitary drainage connection		ite m	75,000.00	75,000
22.4	Stom water drainage connections		ite m	120,000.00	120,000
22.5	Allowance for general drainage works not scoped	1	ite m	150,000.00	150,000
22.6	Builders Work in Connection				
22.7	Builders work in connection with drainage	1	ite m	18,500.00	18,500
				To ta l Dra in a g e	388,500
E25	Pre lim in a rie s				
24.1	Allowance for preliminary and general	13.0	%	10,245,683.0 0	1,331,939
			Te	o ta l Pre lim in a rie s	1,331,939
E26	Ma rg in s				
25.1	Allowance formargin	5.0	%	11,577,622	578,881
				To ta l Margins	578,881
	Rounding				
	Allowance for II4 Construction				
	Allowance for L4 Construction (22% of construction cost)	1	ite m	2,900,000.00	2,900,000
		To ta l Allowar	ice for	IL4 Construction	2,900,000
		To ta 1	3 Le ve l	Office Building	15,920,000

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CLIENT: PROJECT: REPORT:	Taupo District Council / Wanen and Mahoney Tuwhare toa Street Concept Estimate Tuwhare toa Street - 11.4				cues(o
Code	De sc tip tio n	Quantity	Unit	Ra te	To ta l
	Landscaping to ground level				
E22	Landscaping				
22.1	Landscaping to ground level				
22.2	Landscaping	523	m 2	350.00	183,001
			Tota	l La nd sc a p in g	183,001
E25	Pre lim in a rie s				
24.1	Allowance for preliminary and general	13.0	%	183,001.00	23,790
			To ta	a l Pre lim in a rie s	23,790
E26	Ma rg in s				
25.1	Allowance formargin	5.0	%	206,791	10,340
				To ta l Margins	10,340
	Rounding				
		To ta l La n d sc	aping to	ground level	220,000

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Code	De sc rip tio n	Quantity Unit	Ra te	To ta l
	Esc a la tio n			
	Esc a la tio n @4% PA			
	Allowance forescalation @4% perannum for 18 months	1 item	1,000,000.00	1,000,000
		To ta 1 Esc a	a la tion @4% PA	1,000,000
		To	ta l Esc a la tio n	1,000,000

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C LIENT: PRO JECT: REPORT:	Таиро District Council / Wanen and Mahoney Tuwhare to a Street Concept Estimate Tuwhare to a Street - IL4		_	cues(o
Code	Description	Quantity Unit	Ra te	To ta l
	Pro fe ssio n a l fe e s			
	Allowance for professional fees			
	Allowance for professional fees to include IL4 design	17 %	17,900,000.0 0	3,043,000
		Total Allowance for p	oro fe ssio na l fe e s	3,043,000
		To ta l Pr	o fe ssio n a 1 fe e s	3,043,000

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C LIENT: PRO JECT: REPORT:	Taupo District Council / Warren and Mahoney Tuwhare toa Street Concept Estimate Tuwhare toa Street - 11.4				cues
Code	De sc np tio n	Quantity	Unit	Ra te	To ta l
	<u>Project Contingency</u>				
	Allowance for project contingency				
	Allowance for project contingency	20	%	20,900,000.0 0	4,200,000
	rounding				-13,000
		Total Allowance f	огргоје	ct contingency	4,187,000
		To ta	l Pro je c	t Contingency	4,187,000

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