

Luggate Memorial Hall

Luggate Community
Facilities

Indicative Business Case



Document Title:

LUGGATE MEMORIAL HALL

Prepared for:

QUEENSTOWN LAKES DISTRICT COUNCIL

Quality Assurance Statement

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Attachment A

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1 Executive Summary

1.1 Introduction

In early 2017, the Queenstown Lakes District Council (QLDC) engaged Homes Consulting to undertake both an initial and detailed seismic assessment of Luggate Memorial Hall. The results of the Detailed Seismic Assessment indicated the building's seismic rating to be 15% of the National Building Standard. The building was classified as a Grade E building. Grade E buildings represent a risk to occupants greater than 25 times that expected for a new building, indicating a very high-risk exposure relative to a new building if a large earthquake occurs. In August 2017, the QLDC announced the closure of the Luggate Memorial Hall due to this high-risk exposure.

At the start of 2018, Property and Infrastructure used the opportunity of the hall's closure to assess the community facilities requirements for Luggate and to undertake a business case approach to determining what the appropriate provision could be in the future. The issues which were canvassed in a stakeholder workshop in January 2018, have been summarised in the following problem statements

Problem 1 No community hall/hub is leading to a diminishing sense of community (50%)

Problem 2 Not providing a fit for purpose facility is constraining community activities for Luggate (30%)

Problem 3 Luggate community facilities fit within the wider network is not understood which is leading to uncertainty about future provision (20%)

This business case follows the Treasury Better Business Cases guidance and is organised around the five-case model. The following summary of the five cases describes how these problems statements are proposed to be addressed.

1.2 The case for change

Key stakeholders identified two investment objectives for this investment proposal.

Investment Objective One Providing a focal point for the community heart (50%)

Investment Objective Two A smart & viable solution for a growing community (50%)

The Luggate Memorial Hall has provided a key piece of community infrastructure following the closure of the Luggate School in 1950 and the sale of the St David's Church in 2012. The community now does not have a meeting place for regular community activities such as playgroup or a large congregations / celebration other than the local pub the historic Luggate Tavern. The other Luggate community facilities including the Luggate Domain clubrooms and the Fire Station are both too small for community gatherings and in the case of the Domain being located in a floodplain could limit its use during a civil emergency. The amount of previous Memorial Hall usage is covered in Appendix 2 and roughly equates to one out of three days use throughout the year.

There are currently several planning and infrastructure exercises being conducted that could affect the future of Luggate and have been considered in this project business case. These include the spatial plan for Queenstown Lakes district, Wanaka Airport masterplan, water supply and wastewater reticulation, regional sport and recreation strategy, regional arts and culture strategy and the regional community facilities audit. There is a need to ensure that the right type of community infrastructure is considered when a town is growing and sized to handle changing demographics and societal trends (i.e. more young families, less structured activities, less volunteerism, increase in technology etc). The current gap in knowledge around the community facilities strategy is slowly being plugged.

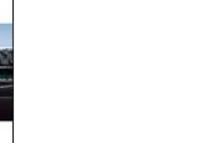
1.3 Exploring the Way Forward

A wide range of options were identified and short-listed by the Project Control Group and stakeholders as part of a facilitated workshop process in April 2018.

The following shortlisted options were selected for more detailed economic analysis in this business case:

- Option 1: Status quo option (Closed Hall - retained as a baseline comparator)
- Option 2: Seismic upgrade with general renovation (do minimum option)
- Option 3: Lifespan/TotalSpan style community hall (less ambitious option)
- Option 4: Bespoke multi-purpose community hall (the preferred way forward).
- Option 5: Bespoke multi-purpose community hall, library and cafe (more ambitious option).

Table 1: Presenting the results of the options analysis

	Programme 0	Programme 1	Programme 2	Programme 3	Programme 4	Programme 4a	Programme 5	Programme 5a
	Do nothing	Seismic Upgrade and General Renovation - 250 Person Occupancy	Lifespan/Totalspan Shed - 250 Person Occupancy	Lifespan/Totalspan Shed with Kitchen, Storage and WC's - 300 Person	Bespoke Multipurpose Community Hall - 300 Person Occupancy	Bespoke Sports & Community Hall - 300 Person Occupancy	Bespoke Multi Purpose Community Hall + Library + Café - 350 Person	Bespoke Sports & Community Hall + Library + Café - 350 Person Occupancy
								
Objectives	8	7	6	5	3	4	1	2
Costs	1	2	3	4	5	7	6	8
Needs	8	6	7	5	4	1	3	1
Risks	8	6	1	1	1	6	4	5
Overall Ranking	8	5	4	3	1	6	2	7
Capital Cost	\$ -	\$ 1.9m	\$ 2.0m	\$ 2.7m	\$ 3.1m	\$ 7.5m	\$ 4.3m	\$ 9.0m
Cost/Ratepayer	\$ -	\$ 206	\$ 217	\$ 292	\$ 335	\$ 813	\$ 468	\$ 982
GFAm2	283	283	280	380	380	1200	580	1400
Build Type	Existing	Basic	Basic	Basic	Bespoke	Bespoke	Bespoke	Bespoke
Occupancy	200	250	250	300	300	300+	350	350
Kitchen	N	N	Y	Y	Y	Y	Y	Y
Public Toilets	N	N	N	Y	Y	Y	Y	Y
Café	N	N	N	N	N	N	Y	Y
Library	N	N	N	N	N	N	Y	Y
Sport	N	N	N	N	N	Y	N	Y

Note: Following the presentation of these results to the stakeholder meeting on 8 May 2018 more comprehensive cost estimates have been received. These increased the preferred option from \$3.1m to \$3.8m.

The preferred option is Programme 4 a Bespoke Design Multipurpose Community Hall with around 300-person capacity because performs very high against the projects key objectives of providing a focal point for the community heart and smart & viable solution for a growing community, value for money and risk criteria.

1.3.1 Passive House Standard

Consideration has been given to achieving a Passive House standard to improve the building performance and comfort levels which should lead to greater utilisation. The cost premium of around \$365k reduces to a net present value of \$280k when considering whole of life costs. However, the opportunity to make this cost-

neutral exists if additional funding support can be obtained and/or through additional bookings. This is considered realistic and worth pursuing.

1.4 Outlining the Commercial Case

To progress this project forward, a feasibility study and procurement of design services are proposed that will further develop the preferred solution in the following areas:

- Confirming with QLDC Planning and Development Department the future growth scenario for Luggate and surrounds.
- Site assessment including geotechnical and contamination assessments
- Evaluation of the demolition costs and risks
- Design Brief including Passive design elements
- Concept and developed designs
- Community Engagement with Luggate Community including possible open day to discuss designs

The completed feasibility study will assist with funding applications to potential third-party funders such as the Central Lakes Trust, Otago Community Trust and the Department of Internal Affairs (Lotteries) to be timed with funding windows in December 2018 – March 2019.

Following security of funding sources and decision to proceed to further design the following services will be required.

- Design services
 - Preliminary Design – lodge for resource consent (if required).
 - Developed Design – documentation for tender and building consent
- Construction contract

For both phases it is recommended that tenders are invited from designers and contractors with proven track records in the Passive House space. Capability in this space is increasing in the district and a competitive process should be successful.

It is recommended that smart building methodology and procurement opportunities, such as prefabrication off-site, are investigated to achieve potential project benefits around time and cost savings.

1.5 Outlining the Financial Case

At this indicative stage, the following assumptions have been made in the financial analysis.

- 45% third party funding
- QLDC managed facility
- Traditional procurement model of separate design and construction tenders
- Includes all design consultants, resource/building consent and development contributions
- Does not include:
 - Major changes to the Luggate Reserve (i.e. replacement of the tennis courts or formalised parking)
 - Internal project management and legal support
 - Any temporary hall facilities

The proposed funding arrangements are fundraising for the third-party funding in the first quarter of 2019 whilst the design is being finalised in 2018/19. There may be a natural pause in the final letting of the construction contract until the 45% goal of fundraising has been completed. QLDC contribution and confirming the new project sum still needs to be confirmed via a funding report and change to the 2018/19 Annual Plan.

Table 2: Financial costing table

	2018/19	2019/20	2020/21	2021/22	2023-2028	10 yr Total
Capital expenditure	\$475,000	\$3,710,000	\$0	\$0	\$38,000	\$4,223,000
Operating expenditure	\$0	\$15,000	\$33,000	\$33,000	\$196,000	\$277,000
Depreciation	\$0	\$0	\$84,000	\$84,000	\$502,000	\$670,000
Total expenditure	\$475,000	\$3,725,000	\$117,000	\$117,000	\$736,000	\$5,170,000
Grants	\$0	\$1,719,000	\$0	\$0	\$0	\$1,719,000
Revenue	\$0	\$0	\$24,000	\$24,000	\$141,000	\$189,000
Non-funded depreciation	\$0	\$0	\$84,000	\$84,000	\$502,000	\$670,000
Total revenue	\$0	\$1,719,000	\$108,000	\$108,000	\$643,000	\$2,578,000
Funding required	\$475,000	\$2,006,000	\$9,000	\$9,000	\$93,000	\$2,592,000

Appropriate contingencies have been made for risks and uncertainties including project contingency of \$500,000.

The proposed build cost of the project is \$4.2m with \$1.7m or more targeted from third-party grants, leaving around \$2.5m for council to fund.

1.6 Outlining the Management Case

In the event that this investment proposal receives formal approval, a project will be established to deliver the required services and will be managed using the QLDC project management methodology.

The relevant project management and governance arrangements are proposed to be Project Governance Group (ELT) and Project Control Group made up of the Project Sponsor, Project Director and General Manager Property and Infrastructure. It is proposed that dedicated external project manager is engaged to help drive the project forward. The project manager would report to the PCG.

The following immediate milestones have been identified:

1. Council approval of the Indicative Business Case & future funding – November 2018
2. Engagement of a preferred designer – Early 2019
3. Applications for third party funding December 2018 – May 2019

1.7 Next Steps

This indicative business case seeks formal approval from council to proceed to progress the immediate milestones (above) and implement the preferred option of replacement of the Luggate Memorial Hall with bespoke multipurpose community facility (built to a Passive House standard) to deliver on the key benefits of providing a focal point for the community heart and smart & viable solution for a growing community.

2 Introduction

This Single Stage Business Case seeks formal approval to invest up to \$4.2 million in 2018/19 to 2020/21.

The business case process is organised around a five-case structure designed to systematically ascertain that the investment proposal:

- is supported by a compelling case for change - the 'strategic case'
- optimises value for money - the 'economic case'
- is commercially viable - the 'commercial case'
- is financially affordable - the 'financial case', and
- is achievable - the 'management case'.

The purpose of this Single Stage Business Case is to:

- confirm the strategic context of the organisation and how the proposed investment fits within that strategic context
- confirm the need to invest and the case for change
- identify a wide range of potential options
- recommend a preferred way forward for further development of the investment proposal
- seek the approval of Council to develop a Feasibility Study for Funding Applications, based on a preferred way forward
- to seek agreement to approach the market for professional services.
- determine the preferred option which optimises value for money, by undertaking a detailed analysis of the costs, benefits and risks of the short-listed options
- plan the necessary funding and management arrangements for the successful delivery of the project.

3 The Strategic Case – Making the Case for Change

This part of the strategic case confirms the strategic context for the investment proposal and makes a compelling case for change.

3.1 Strategic Context

Queenstown Lakes District Council (QLDC) is responsible for administering the Queenstown Lakes District, which extends from Queenstown as far as Makarora to the north-east, Glenorchy to the north-west and Kingston to the south. The Queenstown Lakes district is one of the fastest-growing in New Zealand and is expected to grow faster than Auckland over the period 2006-2031. The district's permanent population was 32,400 in 2015 and is forecast to be 41,700 by 2025, 60,500 by 2045 and 70,000 by 2055.¹

QLDC employs 250 FTE staff (headcount of 300), has annual expenditure of \$104m and owns/manages numerous assets including an international airport, property, sports facilities, water assets and roading assets.

The Luggate Memorial Hall is part of the Community Services Department's community facilities portfolio and is managed by a hall committee of the Luggate Community Association. The property is maintained by APL.

Constructed in 1954, the Luggate Memorial Hall is a single storey building located at 51 Main Road, SH6 Luggate. The building is made up of galvanised iron roofing, on timber purlins which are supported by steel roof trusses.

The Hall was constructed as a Memorial to the Luggate soldiers of World War One and Two and the Korean War. The government of the time encouraged Councils to invest in Memorials that would be useful to communities as well as remembrance structures. It was constructed using a combination of professional and volunteer labour.

¹ QLDC Growth Projections 2015 to 2055, prepared by Rationale Ltd (Dec 2015)

LUGGATE HALL HONOUR BOARD

ROLL

1914 - 1918

Andrews
Booth
Collings
Collings
Collings
Gillespie
Gillespie
Gudwood
Johnsen
Kane
McLaughlin
Murdock
Small
Smith
Smith
Trevathan
Willson

J.
E.
B.C.*
C.J.
R.R.
D.
J.
R.*
L.
D.
J.
T.
W.*
C.
J.*
T.
W.

1939 - 1945

Atkins
Devereaux
Gillespie
Gordon
Hunt
Lawless
McKay
Reid
Reid
Sanders
Todd
Wallen
Todd

Korea

Cooper

R.
M.
R.L.
A.A.E.
P.*
R.E.
A.
A.P.
R.
J.
M.
A.N.
J.R.

W.*

* Died on Active Service



Luggate Hall opening 1954.

Table 3: Luggate Hall opening photo and Honour Board (Source: Luggate by Stanley Yung 1991)

Initial and Detailed Seismic Assessment

In March 2017 an Initial Seismic Assessment carried out by Holmes Consulting found the Luggate Memorial Hall has a capacity to resist less than 33% of a Design Basis Earthquake and therefore the building was Earthquake Prone as defined in Section 122 of the Building Act.

A Detailed Seismic Assessment was carried out to confirm the initial assessment findings and provide some strengthening options. In conjunction with this, a geotechnical assessment was carried out to confirm the site soil classification and identify any liquefaction risks. The walls which are formed from a mudbrick construction and span between steel columns in the perimeter walls are the main seismic weakness within the building.

The detailed seismic assessment indicates the building’s seismic rating to be 15%NBS (National Building Standards). Homes Consulting advised that “...a building with an earthquake rating less than 34%NBS fulfils one of the requirements for the Territorial Authority to consider it to be an Earthquake-Prone Building (EPB) in terms of the Building Act 2004. A building rating less than 67%NBS is considered as an Earthquake Risk Building (ERB) by the New Zealand Society for Earthquake Engineering. Luggate Hall meets one of the criteria that could categorise it as an Earthquake Prone Building.”

The detailed assessment identified the main structural weaknesses in the building to be” ... the mud brick façade out-of-plane response due to excessive building deformation.” (Homes Consulting).

Luggate Memorial Hall is defined as a Priority building within the Building Act. Priority buildings are defined as buildings that:

- are generally used for health or emergency services or used as educational facilities.
- contain unreinforced masonry that could fall on to busy thoroughfares in an earthquake – such
- as parapets.
- The territorial Authority has identified as having the potential to impede strategic transport routes after an earthquake.

In accordance with the provisions of the Earthquake Prone Building requirements of the Building Act 2004 the determined seismic rating requires the following actions for this building:

- QLDC is to determine the Earthquake Prone status of the building. If deemed Earthquake Prone QLDC will issue an EPB notice and add Luggate Hall to the national EPB register.
- The building is to have any seismic upgrade work completed by July 2022.

Homes Consulting’s recommendation if the Hall is to be retrofitted is to remove the mud brick façade and replace with a ply lined timber framed wall. This will provide a robust bracing solution for the building. Other amenities can be upgraded at the same time such as insulation, wiring and door/window locations.

Even if strengthening is undertaken to bring the building capacity to above 33 %NBS loading, it is important to understand that this it does not mean it will not be damaged in future earthquakes. After a strong earthquake, the building would still likely require extensive repair before being reoccupied and may even need to be demolished.

3.1.1 Organisational overview

The QLDC Mission is to enhance the quality of life for all people within the District:

- By further developing services and facilities.
- By carrying out sound social, physical and economic planning.
- By ensuring the provision of cost effective services is responsive to community needs.

The Council’s value statements are:

- Commitment to striving for the long-term desires of each community.

- Protection of the environment is essential.
- Recognition of the diversity of communities within the District.
- Communication and consultation with the residents and ratepayers of the district on major policy direction.
- Provision of services in a cost effective and efficient manner.
- A high level of service to residents and ratepayers of the district.
- Management of community assets with a long-term strategic view of community desires.
- A proactive approach to managing the resources of the district.
- A commitment to the strategic planning process.

The Council's annual report 2016/17 identifies long term council goal for community services and facilities as:

The District's parks, libraries, recreational and other community facilities and services are highly valued by the community.

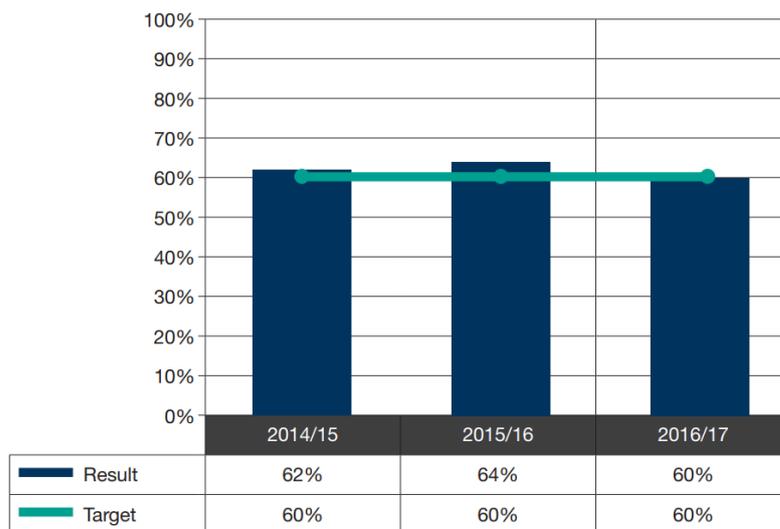
The main measurement for this goal is increased levels of community use and occupation. The District's resident and ratepayers survey in 2017 shows that there has been a slight decrease in community facilities occupancy levels but still within the prescribed target.

Table 4: 2017 Resident and Ratepayer Survey – Average Occupancy Rate for Community Facilities

COMMUNITY FACILITIES AND VENUES

KPI: Average occupancy rate of community facilities

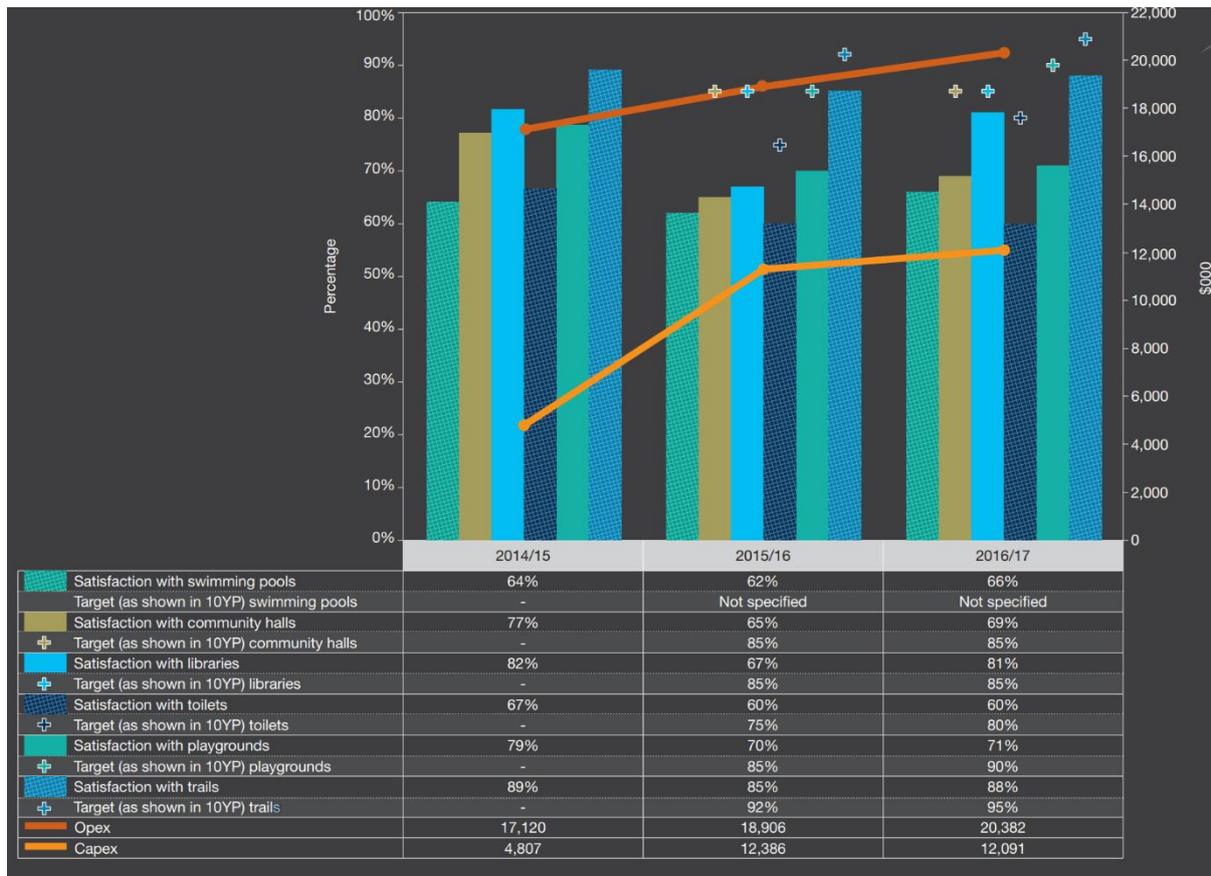
AVERAGE OCCUPANCY RATE



However, the satisfaction for community halls has been below the prescribed target of 85% satisfaction with the past 3 years scores of 77% in 2014/15, 65% in 2015/16 and 69% in 2016/17.

There may be an opportunity to baseline Luggate resident responses and track any changes in satisfaction year on year following the Hall's closure in August 2017.

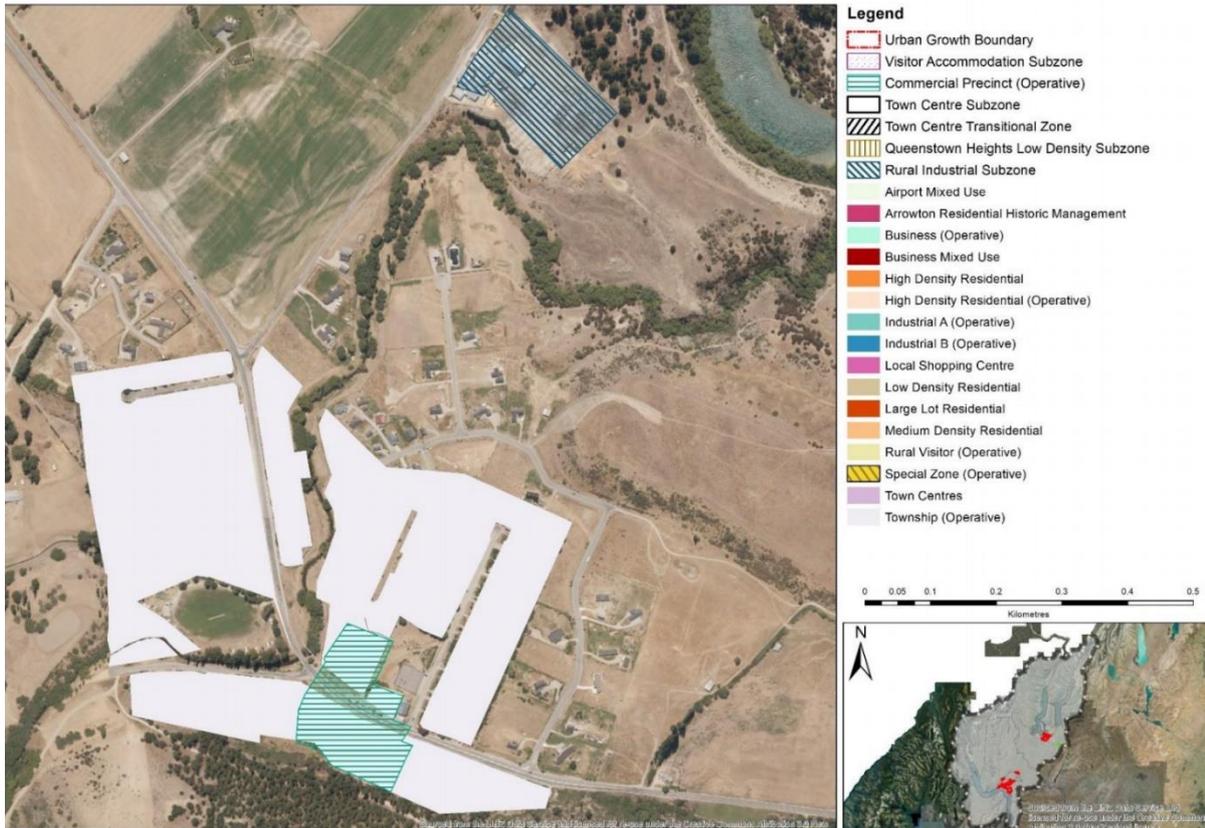
Table 5: Resident and Ratepayer Survey Satisfaction with Community Facilities (taken from the 2016/17 Annual Report on the QLDC website)



3.1.2 Alignment to existing strategies

The Planning and Development Department are currently undertaking a spatial plan for the Queenstown Lakes district called the Future Development Strategy. As part of this strategy Market Economics have produced a growth capacity model. Under a high growth scenario this model predicts that Luggate will grow from 100 households (2016 figures) to 300 households by 2046. This strategy will be completed in December 2018 and may indicate that Luggate could grow beyond its current town boundary.

Table 6: Land use zones for Luggate township (Source: Market Economics)



QLDC Property and Infrastructure Department is leading a project to install reticulated water supply and wastewater for Luggate. The preferred option for wastewater is to connect to Project Pure. The project team have had to make some assumptions to the level of growth expected over the medium to long term. The estimates and maps are covered below. Further analysis is required to confirm the more precise number, but conservative estimates show a doubling of the population over the next 30 years.

Table 7: Dwelling Capacity Calculations (Source: Luggate Wastewater Business Case)

Dwelling capacity	
Old Luggate	150
Luggate Park - existing	94
Luggate Park - new	160
Other development areas/infill	?

Table 8: Luggate Wastewater Proposed Scheme Boundaries 0-15 Years (Source: Fluent Solutions)

WASTE WATER PROPOSED SCHEME BOUNDARY 0-15 YEAR DESIGN HORIZON.

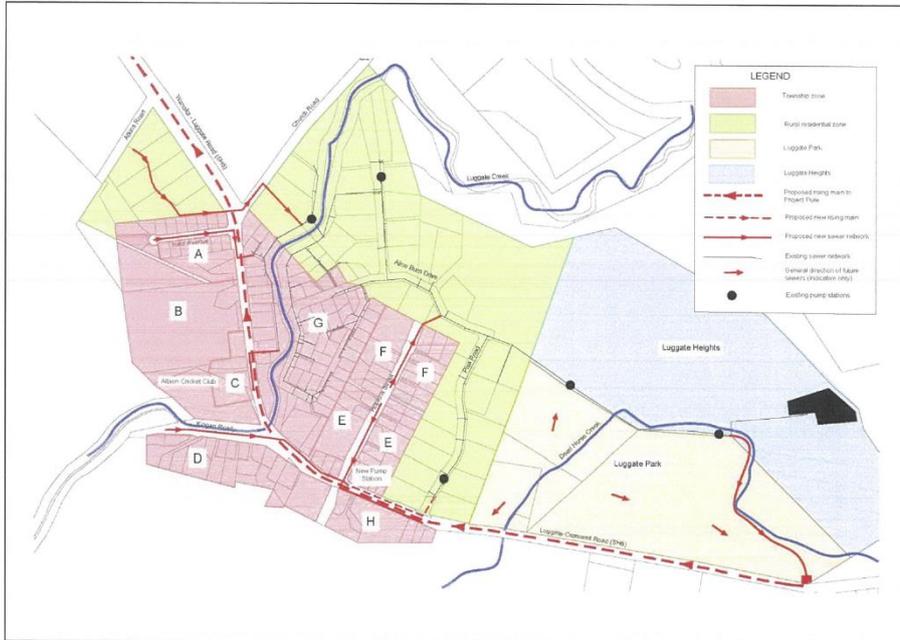


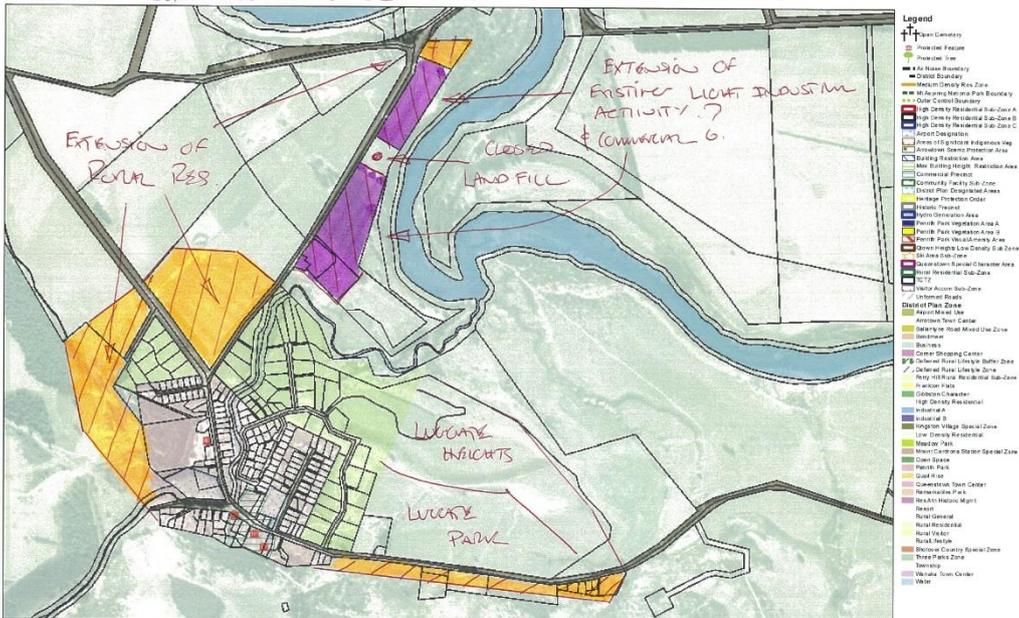
Figure 3.2: Conceptual Layout of Gravity Sewer Reticulation for Luggate Township

Willowridge Development Ltd – Luggate to Project Pure Wastewater Concept Design

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Table 9: Luggate Wastewater Proposed Scheme Boundary 15-30 Years (Source: QLDC)

PROPOSED SCHEME BOUNDARY 15-30 YEAR DESIGN HORIZON.



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QUEENSTOWN LAKES DISTRICT COUNCIL Scale @A4 paper size - 1:13,305

0 650 1,300 Metres Map produced by Queenstown Lakes District Council's Dekho GIS viewer

Map date: 26/01/2018

QLDC main strategic document for the operation of its community facilities is the asset management plan (AMP) completed in February 2015. This document forecasts the likely maintenance, renewals, and new capital needs and costs for the next 15 years.

The purpose of the Community Facilities AMP is as follows;

1. Ensure that the asset management requirements (maintenance and renewal requirements identified during any condition assessments) are appropriately funded, prioritised and scheduled.
2. Form the baseline document to work with the governance bodies to identify any other capital or maintenance requirements to meet community needs (for locally funded facilities).
3. To plan for the management of assets in a fit for purpose and safe manner.
4. To understand the relationship between physical assets and the role of these assets in the delivery of Levels of Service (LoS) to the community in the form of Community Outcomes.
5. Ensure that maintenance and renewal of assets are appropriately scheduled and funded.

QLDC owns and operates a substantial community facilities portfolio comprising of approximately 106 facilities with a total asset value of approximately \$470M. The activity includes:

Direct Community Facilities: - provide suitable venues for the community to meet for leisure, recreation, and sport, cultural, social and educational activities. These include Libraries, Community Halls, Community Swimming, Pools and Gymsnasiums.

Waterways Facilities: consists of QLDC owned waterways infrastructure like boat ramps, outdoor swimming pontoons and jetties.

Operational: consist of depots used for Council day to day activities such as storage, vehicle parking and workshops. They also include rural fire stations owned by QLDC.

Table 10: Community Halls renewals table from the Community Facilities AMP 2015

Renewals

Projected renewals costs per year are outlined in the renewals table below.

Significant Community Hall renewals projects in 2015/16 include heating and decking upgrades at Glenorchy Community Hall and supper room heating upgrades in the Luggate Community Hall.

Asset	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Glenorchy Community Hall	\$12,000	\$5,000	\$15,000	\$25,000	\$8,000	\$0	\$7,000	\$0	\$0	\$5,000	\$7,222	\$7,469	\$6,632	\$4,592	\$4,213
Hawea Flat Community Hall	\$0	\$40,000	\$20,000	\$20,000	\$6,000	\$15,000	\$15,000	\$10,000	\$0	\$10,000	\$15,111	\$12,346	\$11,495	\$10,550	\$11,056
Luggate Community Hall	\$5,000	\$0	\$12,000	\$15,000	\$10,000	\$20,000	\$20,000	\$15,000	\$0	\$10,000	\$11,333	\$12,593	\$12,658	\$12,398	\$12,665
Cardrona Community Hall	\$0	\$6,000	\$10,000	\$10,000	\$15,000	\$0	\$0	\$0	\$0	\$21,000	\$6,889	\$6,988	\$6,653	\$6,281	\$5,312
AMP Improvement	\$40,000	\$0	\$0	\$0	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$4,444	\$4,938	\$5,487	\$6,097	\$5,107
TOTAL	\$57,000	\$51,000	\$57,000	\$70,000	\$54,000	\$40,000	\$47,000	\$30,000	\$5,000	\$51,000	\$45,000	\$44,333	\$42,926	\$39,918	\$38,353

The main references for the Luggate Memorial Hall within the Community Facilities AMP are for capital renewals and capex projects. It shows that approximately \$10,000 per year allocated for capital renewals (see Figure 3) and \$250,000 in year 2024/25 (see Figure 4).

Table 11: Community Halls capex projects table from the Community Facilities AMP 2015

New Capex

Details of the new capex projects in the forward program for Community Halls are outlined in the capex table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Haweia Hall Extension	\$200,000														
Glenorchy Community Hall										\$ 300,000					
Haweia Flat Community Hall												\$400,000			
Luggate Community Hall										\$ 250,000					
Cardrona Community Hall											\$350,000				
TOTAL	\$200,000	\$0	\$550,000	\$350,000	\$400,000	\$0	\$0	\$0							

In December 2018 \$90,000 was assigned by the Council for design and investigation of replacement hall (Source: 14 December 2017 Council meeting minutes <http://www.qldc.govt.nz/assets/Uploads/Council-Documents/Full-Council-Meetings/2018/8%20February%202018/0.-Confirmation-of-minutes-of-14-Dec-2017.pdf>).

Community Facility Funding Policy – 2011

This policy aims to encourage local community groups use of community facilities with a subsidised charge to recover a small amount of the costs. It recognises that the occupation and use of buildings by sporting and cultural groups provides several community benefits including;

- Healthy Community -important function in the provision of recreation and social opportunities within the community.
- Facility Development - through the voluntary efforts club members raise significant capital for facility development and maintenance.
- Amenity Provision -Where clubs occupy land they can often manage and maintain land for the benefit of the wider community via the provision of improved amenity.

The investment proposal aligns to the strategic context and Council’s strategic direction for community facilities.

3.2 Investment Objectives, Existing Arrangements and Business Needs

3.3 The Need for Investment

A facilitated case for change workshop held with the investor, sponsor, elected members and key stakeholders on 30 January 2018 identified and subsequently settled on three problem statements. These are shown below, and the full list of issues and opportunities are contained in Appendix 1.

Problem 1	No community hall/hub is leading to a diminishing sense of community (50%)
Evidence	<p>The seismic assessment rating of the Luggate Memorial Hall in August 2017 has resulted in the building being deemed unfit for public congregation and resulted in the facility being closed. The following is from the Detailed Structural Assessment (DSA) of the Luggate Memorial Hall building.</p> <p><i>“The results of the DSA indicate the building’s seismic rating to be 15%NBS (IL2) assessed in accordance with the guideline document The Seismic Assessment of Existing Buildings – Technical Guidelines for Engineering Assessments, dated October 2016. Following the NZSEE grading scheme this is a Grade E building. Grade E buildings represent a risk to occupants greater than 25 times that expected for a new building, indicating a very high-risk exposure relative to a new building if a large earthquake occurs.”</i></p> <p>There was a strong sense of urgency displayed in recent Long-Term Plan consultation with Luggate residents for a new community facility to be able to be utilised for community functions (see Appendix 3).</p> <p>The early information coming from the community research (see Appendix 4) is that the groups that booked the facility in the previous year have either transferred to a Cromwell facility, private homes or discontinued their activity. There is limited displacement to other facilities in the Wanaka Ward.</p> <p>The Luggate Fire Station is now being used as the de facto community meeting space for the Luggate Community Association with civil defence welfare operations also being moved to this temporary location.</p>
Problem 2	Not providing a fit for purpose facility is constraining community activities for Luggate (30%)
Evidence	<p>Recent upgrades to convert the kitchen to a commercial kitchen and additional heating for the supper room had increasing the amount of bookings.</p> <p>Anecdotal reports suggest that the playgroup which is the biggest community group user of the facility require more space but do not wish to use the main hall in the winter due to the length of time it takes to heat the facility.</p>

	<p>The facility has limited disability facilities with no accessible toilet facilities.</p> <p>The main entrance area has limited pedestrian facilities such as footpaths and pedestrian crossings to enable hall users to cross to the other side of the road safely. Even through Luggate township is a 50km/hour zone, many vehicles approach at a higher speed and do not slow down to the listed speed limit at all as they travel through the town. The residents have been requesting for the New Zealand Transport Agency (the road controlling authority) to move the 50km/hr speed limit to the town boundary and create a threshold gateway to reduce speeds and promote safe driving in the township. <i>“There have been three fatalities, three serious injuries and four minor injuries following crashes within 50m of the Luggate intersection between 2007 and 2016”.</i> (Source: The News 21 June 2018 article).</p>
<p>Problem 3</p>	<p>Luggate community facilities fit within the wider network is not understood which is leading to uncertainty about future provision (20%)</p>
<p>Evidence</p>	<p>There is no community facilities strategy in place at present for the District. The newly formed Community Services Department is leading several strategies at present to address this situation. They include the;</p> <ul style="list-style-type: none"> • Regional Sport and Recreation Strategy which crosses into other council territories and assesses the active recreational provision. • Regional Arts and Culture Strategy which assesses the arts and culture offerings. • Regional Community Facilities Audit which aims to assess all the community facilities and community groups including those provided by non-Council entities. <p>It is hoped that the Community Facilities Audit will undertake a case study of the community facilities and services for Luggate. This research will be included in this business case later.</p> <p>Luggate township is on the boundary of Queenstown Lakes and Central Otago Districts. It is not understood what community facilities would be used by resident populations in the Central Otago District area such as Queensberry, Tarras and Pisa Moorings rural areas.</p> <p>The Central Otago District Council has recently started a business case process to determine the appropriate location, functionality and scale to replace the existing Cromwell Memorial Hall near the Cromwell Heritage Precinct.</p>

3.3.1 Investment Objectives

An Investment Logic Mapping workshop was held with the same investor and stakeholder group on the 31 January 2018 to identify the investment objectives and to gain a better understanding of the business needs. The group identified and agreed what the problems are with the current situation and what the desired benefits of change are, along with how those benefits could be measured (KPIs). The output from the ILM workshop is shown in full on the next page.

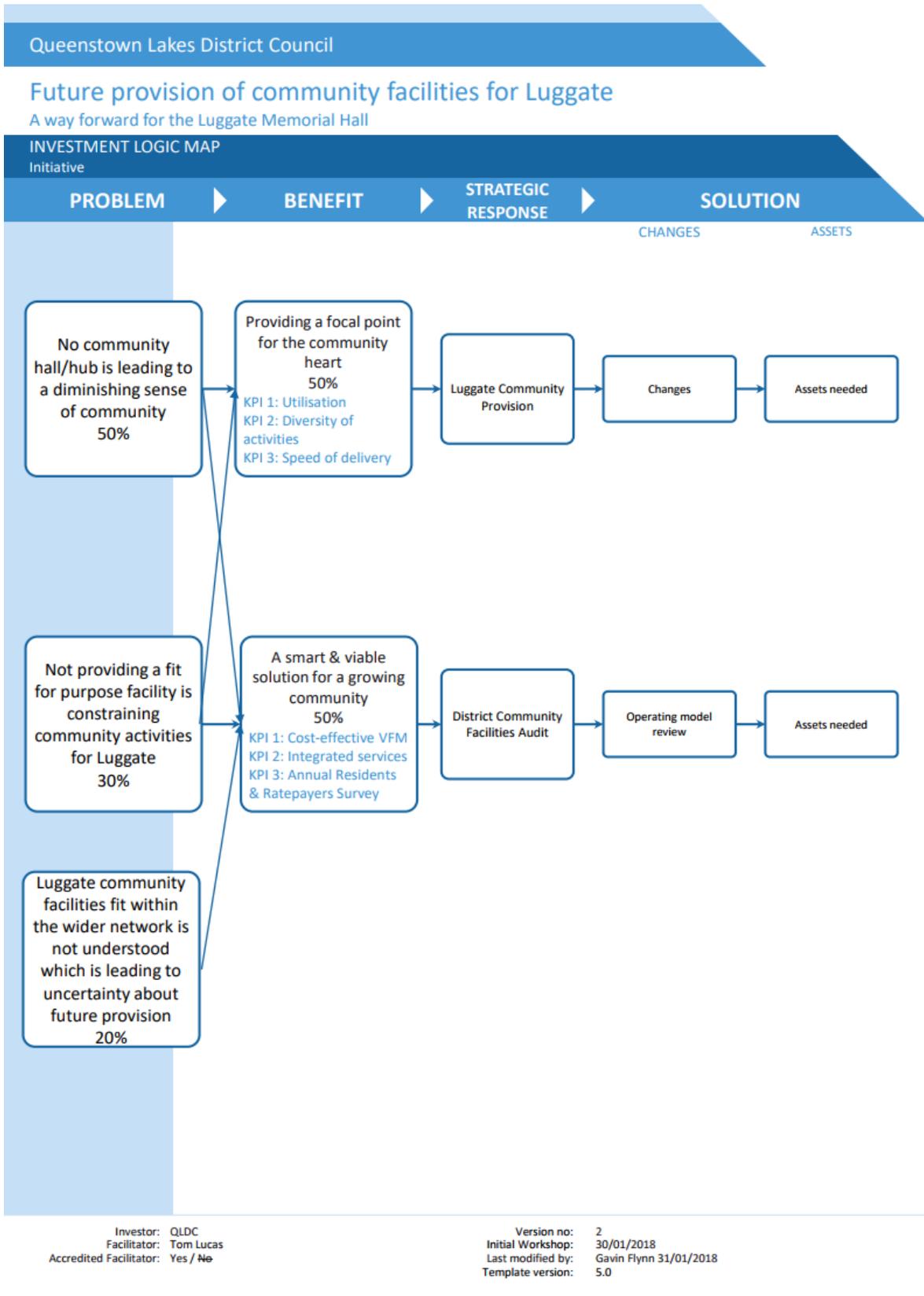
Two key strategic responses were identified by the Project Control Group to address the problems and benefits, these were:

1. Luggate Community Provision – analysis of the types of community groups in the wider area and what their needs are now and looking to the future.
2. District Community Facilities Audit – review of how the Luggate residents utilise the community facilities both in Luggate and the wider area. This may lead onto a review of the operating models if this was deemed to be current gap.

Investment Logic Map

Figure 9 on the following page maps out how the Luggate Memorial Hall could become the focal point for the community, which is the key benefit in the map.

Table 12: Luggate Memorial Hall Investment Logic Map



3.3.2 Existing Arrangements and Business Needs

Table 13: Summary of the existing arrangements and business needs

Investment Objective One	Providing a focal point for the community heart (50%)
Existing Arrangements	<p>There are currently two community facilities in Luggate. The fire station (which has a very small meeting room available) and the Luggate Cricket Clubrooms in the Luggate Domain. This is predominately used as the cricket club’s changing and toilet facilities. There is limited congregation space and the facility is in a flood plain. The school closed in 1950 and the Luggate Church (1926) was sold by the Presbyterian Church in 2012. The historic Luggate Tavern (1869) provides the main meeting point for residents and visitors.</p> <p>The nearest community facilities are the Hawea Flats Hall, Wanaka Recreation Centre in Northlake subdivision and the Wanaka Centre (performing arts venue) in the Wanaka town centre. The Lowburn Hall which is in Central Otago district is approximately 35 kilometres towards Cromwell.</p>
Business Needs	The community needs to have a focal point for coming together in or near the Luggate township.
KPIs	<p>KPI 1: Utilisation</p> <p>KPI 2: Diversity of activities</p> <p>KPI 3: Speed of delivery</p>
Investment Objective Two	A smart & viable solution for a growing community (50%)
Existing Arrangements	<p>Luggate has an estimated population of 324 people with ability to grow to another 200 people within the current residential zoning. It is seen as more affordable housing option than nearby Wanaka with 25% of its occupants living in rental accommodation (Source: http://www.realestateinvestar.co.nz/Invest/luggate). This has changed the demographics of the community in recent years from a more aging population to one with more young families.</p> <p>The potential of the Wanaka airport to grow and take pressure off Queenstown has been mooted as one of the shortlist options in the recent Queenstown Airport Corporation Master Plan Options document. If this was chosen as the preferred option then this would make Luggate which is 3.7 kms away, the ideal worker accommodation option.</p> <p>Luggate forms part of the Upper Clutha trails and is ideal stopping point for cyclists on day excursions from Wanaka and Albert town. In the future this trail network is set to continue to Cromwell.</p> <p>The development pressures which Luggate and the District is under will be heightened further once water and wastewater reticulation is delivered. These are programmed to be operational by the middle to late 2019.</p> <p>The Luggate Community Plan which included an action plan was completed in 2003. Unfortunately, a limited number of actions were implemented from</p>

	<p>this Plan. QLDC Planning and Development Department are scheduled to review the zoning requirements for the District’s Township zoning under the District Plan review programme, but no date has been set for this exercise.</p>
Business Needs	<p>A planning exercise to match the demand and future supply of housing and business (with and without three waters infrastructure servicing) is required to refine the future community facilities needs of the community.</p>
KPIs	<p>KPI 1: Cost-effective VFM KPI 2: Integrated services KPI 3: Annual Residents & Ratepayers Survey</p>

3.4 Potential Business Scope and Key Service Requirements

The potential business scope and key service requirements were identified and assessed by stakeholders at the facilitated case for change workshop held on 22 February 2018.

Table 14: Potential business scope and key service requirements

Service Requirements (in decreasing order of relevance compared to the investment objectives)	Scope Assessment			
	Minimum Scope	Intermediate Scope	Maximum Scope	Out of Scope
Hall	250-person capacity (existing)	300-person capacity	350-person capacity	500-person capacity facility
Meeting or Supper Room	Yes	Yes	Yes	
Commercial kitchen	Yes	Yes	Yes	
Public Toilets incorporated within the replacement build		Yes	Yes	
Sports Court			Two sub-options considered with sports court option.	Sports court viewing area Covering the tennis/netball courts
Other Council or community services such as a community library or museum			Two more ambitious options considered these elements	Council service centre.
Commercial lease out of part of the facility such as a café or traveller restaurant			Two more ambitious options considered these elements	
Landscaping	Yes	Yes	Yes	Relocation of the courts or playground
IL3/EDC (Welfare Station) fit out	Yes	Yes	Yes	IL4 fit out
Carparking/access	Yes	Yes	Yes	Sealed carparking unless required by resource consent.

3.5 Main Benefits

The Project Control Group agreed the following benefits at the longlist workshop on 22 February 2018.

- Providing a focal point for the community heart 50%
 - KPI 1: Utilisation
 - KPI 2: Diversity of activities
 - KPI 3: Speed of delivery

- A smart & viable solution for a growing community 50%
 - KPI 1: Cost-effective VFM
 - KPI 2: Integrated services
 - KPI 3: User Satisfaction

Table 15: Analysis of potential benefits

Main Benefits	KPI	Measure	Description	Baseline
Providing a focal point for the community heart	Utilisation	Average occupancy rate	Annual Residents and Ratepayers Survey	60% Target
	Diversity of activities	Hall Bookings	Different types of activities using the hall.	2016/17 there were 18 different activities in the Hall.
	Speed of delivery	Time taken to deliver community facilities for Luggate	Community facilities provided for in reasonable timeframe	IBC – 6 months Design – 8 months Fundraising – 9 months Construction – 9-12 months
A smart & viable solution for a growing community	Cost-effective VFM	Cost to deliver hall activities vs revenue	Community facilities contribution	Luggate Hall subsidy ratio
	Integrated services	Amalgamation indicator	Delivery of several council and community services under one structure.	Existing hall has civil defence welfare capabilities and public toilet on the outside near entrance.
	User Satisfaction	Satisfaction for community halls	Annual Residents and Ratepayers Survey	85% target

3.6 Main Risks

Risks result from uncertain events that either improve or undermine the achievement of benefits. The main risks that might create, enhance, prevent, degrade, accelerate or delay the achievement of the investment objectives are identified and analysed below.

Table 16: Initial risk analysis

Main Risks	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and Risk Management Strategies
Low level of political and community appetite/support	High	Medium	Create a good communications plan to manage community expectations.
Scope management	Medium	Medium	Use BBC throughout project lifecycle and front load community engagement to lock down scope.
Funding availability	High	Medium	Develop relationships with third party funders to prime them for future funding applications
Poor project management	High	Low	Complete Project Execution Plan and other PM processes.
Poor governance	High	Medium	MoU with QLDC & Luggate Residents Assoc.
Deliverability	Medium	Low	Use BBC with good optioneering.

3.7 Key Constraints and Dependencies

The proposal is subject to the following constraints and dependencies. These dependencies will be carefully monitored during the feasibility study stage.

Table 17: Key constraints and dependencies

Constraints	Notes
Budget ready for 2018/19 Annual Plan	Scope of project and estimated costs to be finalised by December/January 2019 to be included in Council's Annual Plan considerations.
Dependencies	Notes and Management Strategies
Community facilities research	Being completed in December 2018. Draft findings included within this business case when ready.
District arts and culture strategy	Considering the Wanaka Ward. Initial discussions with one of the hall's art users, the Festival of Colour event is that they choose to host events at the existing hall as it was quirky and different. Their feedback was that if the hall was a standard hall design with no interesting features then it would be unlikely that they host future Festival of Colour events there.
Regional sports and recreation strategy	Revised Draft 3 findings considered in the business case. There are limited opportunities to address gaps within this strategy. If there is a level floor, then indoor bowls could be included in the design brief. The other sports competing with indoor space in the Wanaka Ward are netball, basketball and futsal. Netball is moving to more indoor venues through the autumn-winter-spring periods. This will require considerably more indoor space. Future consideration of how much land space is required at the Wanaka Recreation Centre to cater for netball and other growth sports would seem a more appropriate location.

4 The Economic Case – Exploring the Preferred Way Forward

4.1 Critical Success Factors

The following critical success factors were identified by PCG at the facilitated options workshop held on 20 April 2018.

Table 18: Critical success factors

Generic Critical Success Factors	Broad Description	Proposal-Specific Critical Success Factors
Strategic fit and business needs	How well the option meets the agreed investment objectives, related business needs and service requirements, and integrates with other strategies, programmes and projects.	Alignment with District Plan, Community Services reviews, Emergency Management & Reserve Management Plan amendment.
Potential value for money	How well the option optimises value for money (i.e. the optimal mix of potential benefits, costs and risks).	High level assessment of whether this is the right solution, at the right time and at the right price.
Supplier capacity and capability	How well the option matches the ability of potential suppliers to deliver the required services and is likely to result in a sustainable arrangement that optimises value for money.	Is this a sustainable arrangement, considering Council owned land and ability to acquire any additional land.
Potential affordability	How well the option can be met from likely available funding and matches other funding constraints.	Ability to community fundraise large component as well as affordability for District ratepayers.
Potential achievability	How well the option is likely to be delivered given the organisations ability to respond to the changes required and matches the level of available skills required for successful delivery.	Ability and skills to deliver considering land acquisition, design, consenting and construction.

4.2 Longlist Options and Initial Options Assessment

A wide range of options was tested by PCG at the facilitated options workshop held on 20 April 2018.

4.2.1 Options identification

Under the five dimensions, stakeholders have identified a comprehensive long list of in-scope options as follows.

Table 19: Possible longlist options classified by the five dimensions of choice

Dimension	Description	Options within each Dimension
Scale, scope and location	In relation to the proposal, what levels of coverage are possible?	<ul style="list-style-type: none"> • Private provider in Luggate • Community hall in reserve location same site • Community hall in reserve location different site • Community hall in different Luggate location
Service solution	How can services be provided?	<ul style="list-style-type: none"> • Subsidised transport service to Wanaka/Hawea facilities • Retrofit same location no additional functions • Off the Shelf Design, different location within reserve, public toilets contained within the building • Bespoke Design, different location within reserve, public toilets contained within the building
Service delivery	Who can deliver the services?	<ul style="list-style-type: none"> • QLDC Project Management • QLDC Joint Venture • External Provider
Implementation	When can services be delivered?	<ul style="list-style-type: none"> • Staged • All at once
Funding	How can it be funded?	<ul style="list-style-type: none"> • QLDC Full Funding • QLDC and Third-Party Grants • QLDC, Third-Party Grants & Lease arrangement • Lease arrangement

4.2.2 Longlist options assessment

The PCG worked through a wide range of options using the process outlined above and evaluated these against the investment objectives and critical success factors. This resulted in the two options being identified as the preferred way forward:

- Replace with 300-person capacity ‘TotalSpan’ multi-purpose community hall including supper room with additional kitchen, accessible public & hall toilets and Civil Defence welfare station (IL3) in the Luggate Reserve
or
- Replace with 300-person capacity bespoke design multi-purpose community hall including supper room, accessible public & hall toilets and Civil Defence welfare station (IL3) in the Luggate Reserve.

The summary assessment of the longlist options is included below. A more detailed analysis is included in the annex.

Table 20: Summary of longlist options assessment

Dimension	Do Minimum	Intermediate	Bigger Change		
What: What community facilities are we trying to provide?	Status Quo - Do Nothing	Community Facilities provided privately or outside Luggate	250-person hall capacity, supper Room, full accessible and Civil Defence welfare station	300-person hall capacity, supper room, full accessible and Civil Defence welfare station	350-person, Supper Room, Accessible, Civil Defence welfare station, Library Café
	Continued for VFM	Discount	Possible	Preferred	Possible
Where: Where could we site it?	Status Quo – Existing location or within reserve	Existing plus acquire next door property	Luggate Domain	Luggate – alternative site	
	Preferred	Possible	Discount	Discount	
How: How could we provide community facilities?	Subsidised van service to Wanaka or Hawea	Retrofit seismic improvements & insulation, wiring and door/window locations	Replace with a well designed Totalspan type shed	Replace with TotalSpan type shed with additional structures	Replace with bespoke design multipurpose community hall
	Discount	Possible	Possible	Preferred	Preferred

4.2.3 The options

Option 0 – The status quo or do-nothing option

A base case option must be included and is used as a baseline for comparing marginal costs and benefits of alternative investment options or courses of action. It provides the benchmark for determining the relative marginal value for money added by the other short-listed options under consideration.

Usually this is the "status quo" or "do nothing" option. In some cases, maintaining the current level of services is not a viable option going forward. In the case of significant change or service delivery failure, some restorative action may need to be assumed to be taken and the baseline costs and benefits adjusted accordingly.

Description

This option is not to provide community facilities and demolish the existing Luggate Memorial Hall.

Advantages

The main advantages are cost as QLDC does not have to provide community facilities in Luggate and other facilities can be more fully utilised.

Disadvantages

The main disadvantages are that the community does not have access to community facilities that they have had since 1954 and that there is less ability to meet and gather for community related activities.

Conclusion

This option would reduce the social cohesion, wellbeing and attractiveness for people living in Luggate.

Option 1 – Retrofit existing facility

Description

This option is to seismic upgrade the existing hall and provide building code required upgrades such as accessibility and electrical.

Advantages

The main advantages are that it keeps the historic and memorial aspects of the building.

Disadvantages

The main disadvantages are that it may still not be fit for purpose for the future of Luggate community (i.e. the heating, layout and general building performance does not encourage new users).

Conclusion

This option would not be value for money and a long-term solution for Luggate’s community facilities provision.

Option 2 – Replace with a ‘Totalspan’ type hall structure

Description

This option is to provide basic replacement of the Hall to a 250-person capacity using a building company familiar with large scale structures and rural materials / aesthetics in the reserve site.

Advantages

The main advantages are that it is scaled for the community and can be delivered in a fast-tracked manner (less design time and cost).

Disadvantages

The main disadvantages are that it may age quickly and not be adaptable for new existing activities (such as hosting concerts) due to size limitations.

Conclusion

This option could be a fall-back position if community funding was not able to be obtained.

Option 3 – Replace with a ‘Totalspan’ type hall with additional structures

Description

This option is to provide replacement of the Hall to a larger 300-person capacity using a building company familiar with large scale structures and rural materials / aesthetics in the reserve site.

Advantages

The main advantages are that it is scaled for the community, offers additional capacity, functionality and can be delivered in a fast-tracked manner.

Disadvantages

The main disadvantages are that it may age quickly.

Conclusion

This option could be a fall-back position if community funding was not able to be obtained.

Option 4 – Replace with bespoke design multi-purpose community hall

Description

This option is to provide replacement of the Hall to a 300-person capacity using a bespoke designed multi-purpose community facility.

Advantages

The main advantages are that it will deliver more specifically to the current and future needs of the community, will be more sustainable and aesthetically be a better fit within the reserve.

Disadvantages

The main disadvantages are that it will cost more than a TotalSpan type options, which may take longer to fundraise and build.

Conclusion

This option provides the best value for money as compared against the investment objectives, community needs, risks and whole of life costs.

Option 5 – Replace with bespoke design multi-purpose community hall with library and café

Description

This option is to provide replacement of a larger Hall to a 350-person capacity using a bespoke designed multi-purpose community facility with additional facilities of a library and café on an extended reserve.

Advantages

The main advantages of this more ambitious option are that it functions more as a daily community hub and can therefore provide more types of uses, increased occupancy and community interaction.

Disadvantages

The main disadvantages are that it will cost more to design, build and operate. There might be opportunities to operate with volunteers but the cost of operating a satellite library facility with the Wanaka Library would still to be substantial with limited revenue. Council prefers not to operate commercial facilities like cafes that compete with private enterprise.

Conclusion

This option delivers more functions and was the assessed as the highest against the investment objectives. However, in the overall assessment it has come in as the second-best value option owing to the question of affordability with higher whole of life costs with additional land acquisition and operating costs. There is more political and funding risk attached with sourcing third party funding.

In the shortlist multi-criteria analysis phase two sub-options were added. These included;

Option 4a – Replace with bespoke design multi-purpose community and sports hall

Description

This option is to provide replacement of the Hall to a 300+ person capacity using a bespoke designed multi-purpose community and sports facility.

Advantages

The main advantages are that it can deliver more indoor sport functionality and have greater capacity for larger events with the extended sports hall.

Disadvantages

The main disadvantages are the potential duplication of sport facilities in the Wanaka Ward with the recently completed Wanaka Recreation Centre, larger space to heat and a reduction in the acoustic qualities with more sport protection interior.

Conclusion

This option provides a substantial increase in footprint, design and build cost. With no school at Luggate it is questionable whether the indoor sport facility would get the regular needed use to justify the extra investment.

Option 5a – Replace with bespoke design multi-purpose sports & community sports hall with library and cafe

Description

This option is to provide replacement of the Hall to a 350+ person capacity using a bespoke designed multi-purpose community and sports hall with library and café on an extended reserve.

Advantages

The main advantages are that it can deliver more community hub functions including indoor sport, library and café. With increased functionality there is more opportunity to re-establish clubs like tennis and netball.

Disadvantages

The main disadvantages are the potential duplication of sport facilities, larger space to heat, reduction in the acoustic qualities and building that takes up a considerably larger footprint on the reserve.

Conclusion

This option is the most ambitious and provides a substantial increase in footprint, design and build cost. Whilst it delivers well on the investment objectives and community needs, the high cost and increased risks make it a less favourable option for further assessment.

4.3 The Shortlisted Options

Table 21: Format for the stakeholder presentation of the shortlist options

	Programme 0	Programme 1	Programme 2	Programme 3	Programme 4	Programme 4a	Programme 5	Programme 5a
	Do nothing	Seismic Upgrade and General Renovation - 250 Person Occupancy	Lifespan/Totalspan Shed - 250 Person Occupancy	Lifespan/Totalspan Shed with Kitchen, Storage and WC's - 300 Person	Bespoke Multipurpose Community Hall - 300 Person Occupancy	Bespoke Sports & Community Hall - 300 Person Occupancy	Bespoke Multi Purpose Community Hall + Library + Café - 350 Person	Bespoke Sports & Community Hall + Library + Café - 350 Person Occupancy
								
Objectives	8	7	6	5	3	4	1	2
Costs	1	2	3	4	5	7	6	8
Needs	8	6	7	5	4	1	3	1
Risks	8	6	1	1	1	6	4	5
Overall Ranking	8	5	4	3	1	6	2	7
Capital Cost	\$ -	\$ 1.9m	\$ 2.0m	\$ 2.7m	\$ 3.1m	\$ 7.5m	\$ 4.3m	\$ 9.0m
Cost/Ratepayer	\$ -	\$ 206	\$ 217	\$ 292	\$ 335	\$ 813	\$ 468	\$ 982
GFAM2	283	283	280	380	380	1200	580	1400
Build Type	Existing	Basic	Basic	Basic	Bespoke	Bespoke	Bespoke	Bespoke
Occupancy	200	250	250	300	300	300+	350	350
Kitchen	N	N	Y	Y	Y	Y	Y	Y
Public Toilets	N	N	N	Y	Y	Y	Y	Y
Café	N	N	N	N	N	N	Y	Y
Library	N	N	N	N	N	N	Y	Y
Sport	N	N	N	N	N	Y	N	Y

Note: Following the presentation of these results to the stakeholder meeting on 8 May 2018 more comprehensive cost estimates have been received. These increased the preferred option from \$3.1m to \$3.8m.

On the basis of this analysis, the recommended shortlist for further assessment is as follows:

- Option 1: Status quo option (Closed Hall - retained as a baseline comparator)
- Option 2: Seismic upgrade with general renovation (do minimum option)
- Option 3: Lifespan/Totalspan style community hall (less ambitious option)
- Option 4: Bespoke multi-purpose community hall (the preferred way forward).
- Option 5: Bespoke multi-purpose community hall, library and cafe (more ambitious option).

4.3.1 Testing the robustness of the options analysis

Sensitivity analysis is a form of quantitative analysis that examines how net present values, benefits, costs or other outcomes vary as individual assumptions or variables are changed. This approach is used to test the robustness of the options analysis.

The options analysis is sensitive to the following the Benefits/Objectives and Costs. When the change of the weightings of those components that the preferred option changes.

Table 22 shows the following scenarios were tested where each criterion had its weighting doubled and halved. Option 4 remained the preferred option for all but two scenarios. The base scenario is equally weighted at 25% for all the criteria.

Table 22: Sensitivity testing results

	Programme 0 Do nothing	Programme 1 Seismic Upgrade and General Renovation - 250 Supper Room	Programme 2 Lifespan/Totalspan Shed - 250 Supper Room	Programme 3 Lifespan/Totalspan Shed with Kitchen, Storage and WC's - 300 Supper Room	Programme 4 Bespoke Multipurpose Community Hall - 300 Supper Room	Programme 4a Bespoke Sports & Community Hall - 300+ Supper Room	Programme 5 Bespoke Multi Purpose Community Hall + Library + Café - 350 Supper Room	Programme 5a Bespoke Sports & Community Hall + Library + Café - 350+ Supper Room
Base	8	5	4	3	1	6	2	7
50% Objectives	8	7	4	3	2	6	1	5
50% Costs	4	5	1	3	2	7	6	8
50% Community Needs	8	7	5	3	1	4	2	6
50% Risks	8	5	4	2	1	7	3	6
12.5% Objectives	6	5	3	2	1	7	4	8
12.5% Costs	8	7	4	3	1	6	2	5
12.5% Community	7	5	4	2	1	6	3	8
12.5% Risks	8	5	4	3	1	6	2	7

4.3.2 The preferred option

The preferred option is Programme 4 of a bespoke design multipurpose community hall with capacity for 300 people to congregate because it achieves the best overall rating against the investment objectives/benefits, community needs, risks and value for money criteria.

4.4 Exploring the Preferred Option

At this early stage in the project it was considered an opportune time to investigate the build quality options and in particular consider how the benefits and costs of a Passive House standard compared to a more conventional build quality.

4.4.1 Why the Passive House standard?

A core purpose of the Building Act 2004 is to ensure that “buildings have attributes that contribute appropriately to the health, physical independence, and wellbeing of the people who use them”. Our older buildings often do not deliver well in this regard, but surprisingly very few new buildings are up to the task, either. Too many buildings have questionable indoor environmental quality, require large amounts of precious energy to maintain even a substandard level of comfort, and pollute the environment in the process.

The Passive House standard is first and foremost about delivering on a promise: a comfortable, well ventilated building that needs very little energy. Passive House is a fabric first approach to achieving healthy and comfortable buildings. The fabric (or thermal envelope) typically has a long-life cycle, so it makes sense to prioritise your planning and investment here.

Central to all ‘Green Building’ standards is reducing the energy footprint of a building and the Passive House standard is a leader in this area. For example, LEED² (Leadership in Energy and Environmental Design) buildings are found to use 25-30 percent less energy than non-LEED buildings. Passive House buildings can slash the heating energy consumption of buildings by up to 90 percent, and overall energy consumption by 60 to 70 percent. Hence obtaining the Passive House standard puts you in great stead to achieve other certifications/aspirations, such as net zero energy, should there be the desire to do so.

Table 23 highlights what the potential energy savings are for a residential dwelling in the Wakatipu region for different construction standards versus the Passive House standard.

Table 23: Energy demands for different building standards

Wakatipu Region	Specific Heat Energy Demand	Cost for a 150sqm house per year to heat based on 0.29cents/kW
Older Housing Stock	Older Housing Stock 200 kWh/m2/annum (or higher)	\$8,700 p/a +
NZ Building Code Minimum	150 kWh/m2/annum	\$6,525 p/a
Typical NZ house with better insulation	100 kWh/m2/annum	\$4,350 p/a
Energy Efficient House (TGA Minimum design)	50 kWh/m2/annum	\$2,175 p/a
Passive House Standard	15 kWh/m2/annum	\$652.50 p/a

Source: The Comfort Equation, Team Green Architects.

4.4.2 What is the Passive House standard?

A Passive House is a building for which thermal comfort can be achieved solely by heating or cooling of the fresh air volume required to provide good indoor air quality anyway. Central to achieving the standard is

² Developed by the U.S. Green Building Council (USGBC), LEED provides building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

achieving a specific energy demand (space heating and cooling) of ≤ 15 kWh/m²a or a maximum heat load of ≤ 10 W/m².

The Passive House standard has gained a well-deserved reputation for accurately predicting asbuilt performance of all types of projects and delivering it. Its success hinges on a robust design process, employing proven methods and onsite verification.

Being a community project, it is considered important to demonstrate the benefits of any increased capital costs, hence the strict modelling and certification gives confidence that the intended benefits are achieved.

Table 24: Passive House certification

G

etting certified: the only way to be sure!



Source: Everything you always wanted to know about Passive Houses in New Zealand, Passive House Institute NZ.

4.4.3 How can we assess the benefits and costs?

To evaluate the Passive House concept against a more conventional build it was considered necessary to advance a ‘proof of concept’, to firstly give confidence that the Passive House standard can be achieved and to evaluate the cost implications.

The ‘proof of concept’ study consisted of rapidly developing an architectural concept design and then undertaking Passive House concept modelling using the Passive House Planning Package software (PHPP). Passive House concept modelling is focussed on establishing if the design meets the thermal requirements of the Passive House standard, rather than the total energy requirements. It is the thermal requirements that determine the building envelope specification, including windows, and ventilation specification. This gives an accurate picture of how the design will perform in terms of comfort, heating requirements and any overheating risk or cooling requirements.

The study is for the purposes of developing the client brief and the business case. As such, there are a number of limitations to the study and the final client brief will be developed at a later stage.

The concept design and feasibility study by VIA Architecture are included in Appendices 8 and 9.

4.5 Economic Assessment of the Build Quality

The initial assessment suggests that a Passive House standard will better meet the needs of the community, resulting in greater utilisation and overall improved financial viability of the project. This is outlined in the summary of the multi-criteria analysis below.

Table 25: Multi-criteria analysis of build quality options

	Standard Build	Passive House Standard	Comments
	Bespoke Multipurpose Community Hall - Standard Build Quality	Bespoke Multipurpose Community Hall - Passive House Standard	
Gross Floor Area (m ²)	401	401	Equals 348.5 TFA
Occupancy (people)	230	230	
Kitchen	Commercial	Commercial	
			
Providing a focal point for the community heart <i>KPI 1: Utilisation</i> <i>KPI 2: Diversity of activities</i> <i>KPI 3: Speed of delivery</i>	80%	90%	Greater utilisation expected with improved comfort levels
A smart & viable solution for a growing community <i>KPI 1: Cost-effective VFM</i> <i>KPI 2: Integrated services</i> <i>KPI 3: Annual Residents & Ratepayers Survey</i>	70%	75%	A smart solution to deliver on changing expectations
Capital Cost	\$ 3.8m	\$ 4.2m	
Whole of Life Cost	\$ 7.6m	\$ 7.8m	
NPV	\$ 2.4m	\$ 2.8m	Includes grants @45%
			Improved performance, utilisation & funding
Needs	2	1	
Risks	1	1	
Overall Ranking	2	1	

4.5.1 Key Assumptions

The ‘proof of concept’ has shown that to achieve the Passive House Standard it is going to be much easier to achieve if the building is orientated more to the north than possible in its current location. Therefore, the concept design and cost estimates have been based on Location B (see Appendix 8) which effectively assumes the building is located on or near the existing tennis courts. The advantage of this is that it should provide greater integration with the existing reserve and it frees up the existing location for alternative use such as car parking or commercial activity. At this stage the cost of relocating the tennis courts (around

\$400k) has not been included as there is further work required to determine the final building location and future court requirements.

The concept design has been based on a treated floor area (TFA) of 348.5m², which equates to a gross floor area (GFA) of 401m². Guidance suggests that this is suitable for occupation of around 230 people. Some feedback has been received stating that the storage and stage areas may be on the small side. At this time, it is believed that the current budget estimate is appropriate and in the following design phases consideration can be given to removing the internal store and locating this outside the main building envelope. This would enable the stage to be expanded without significantly affecting the building performance and budget estimate.

Following the feasibility study, it has been requested that a commercial standard kitchen is included. The additional costs involved have been included in the budget estimate and it has been confirmed with the Passive House experts that certification should still be attainable with the increased ventilation and thermal cell requirements.

4.5.2 Justification for Passive House Standard

In summary the main advantages for pursuing the Passive House standard are:

- Improved comfort levels in the building which should lead to increased utilisation.
- Energy savings.
- Improved building performance which may lead to reduced maintenance costs.
- Potential to promote the Passive House standard around the district and even further afield as this would be the first community facility built to the Passive House standard in New Zealand.

To try and avoid optimism bias the economic analysis above has been modelled conservatively as highlighted by the points made below:

- Residential Passive House builds typically achieve around 90% energy savings over NZ Building Code Minimum builds. In this instance energy savings of around 60% have been assumed.
- A commercial grade kitchen has been assumed which adds further additional cost and complexity to achieving the Passive House standard. If the kitchen was reduced to domestic level appliances, then the Passive House build premium of \$365k could be reduced.
- Bookings based on around 1000 hours per annum have been assumed with no increase for the Passive House Standard.
- Third party funding of 45% for the standard build quality has been assumed with no uplift for the Passive House standard.

Another way to consider the additional investment in achieving the Passive House standard is to consider what increased revenue is required to achieve cost neutrality with the standard build quality option. This increased revenue could come from increased utilisation through booking fees and increased funding support from third party funders through grants.

Table 26 below shows that with a 15% increase in booking revenue (~\$3,500 p.a) and a 15% increase in grants from \$1.72m to \$1.98m then cost neutrality can be achieved. It is considered that increases of this magnitude are not unrealistic and could well be achieved.

Table 26: Return on investment evaluation

	Conservative	Comments	Cost Neutral	Comments
Investment Cost	\$365,000		\$365,000	Cost premium for Passive House Standard
Present Value of Costs	\$357,000		\$357,000	Cost premium for Passive House Standard
Present Value of Benefits	\$77,000	From energy savings only	\$357,000	From energy savings, +15% in bookings & +15% in grants
Net Present Value	-\$280,000		\$0	

4.6 Risk and Uncertainty

4.6.1 Risk assessment

At the facilitated workshop on 8 May 2018, stakeholders identified and evaluated the key risks that might create, enhance, prevent, degrade, accelerate or delay the achievement of the investment objectives. The results of this assessment are detailed below.

Table 27: Risk assessment and risk management strategies

Risk	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and Risk Management Strategies
Ability to attract third party funders	High	Low	Luggate Community Association with assistance from the Community and Events Facilitator to approach funders to coordinate a joint funder presentation.
Involvement of the community in the development of the design & funding.	Medium	Low	Risk of the community not being involved in the design of the new facility could reduce the success of funding and political support.
Increase funding support from Council	Medium	High	Funding application to lift QLDC funding from the project was declined as part of the LTP process. A separate workshop and funding report is to be submitted to increase the existing \$1m funding.
New – Capacity and capability of contractors to achieve the Passive House standard	High	Medium	Capacity and capability is building in the district, but additional training and supervision may be required to achieve certification.

<p>New – Final building location may increase budget requirements</p>	<p>Medium</p>	<p>Medium</p>	<p>Scope creep will have to be well managed within contingency allowances. Budgets from other activities may be available to better integrate into the existing reserve and road network. Sale of land could be considered to cover any cost increases.</p>
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This risk analysis was also used to inform the development of the risk register, attached to this business case.

5 Commercial Case - Preparing for the Potential Deal

5.1 The Deal – What we need to buy/fund

To progress this project forward, a feasibility study and procurement of design services are proposed that will further develop the preferred solution in the following areas:

- Site assessment including geotechnical and contamination assessments
- Evaluation of the demolition costs and risks
- Confirming with QLDC Planning and Development Department the future growth scenario for Luggate and surrounds.
- Design Brief including Passive design elements
- Concept and developed designs
- Community Engagement with Luggate Community including possible open day to discuss designs

To support the development of the feasibility study and ensure it is a robust piece of work it is recommended that the following professional services are engaged.

- Planning services – to understand and plan for resource consent application and potential reserve management plan amendment (possibility of using internal staff and combine with community engagement phase).
- Design services
 - Concept Design – lodge Project Information Memorandum (PIM) to establish if resource consent is required.

Following completion of the feasibility study from decision makers to proceed the following services will be required.

- Design services
 - Preliminary Design – lodge for resource consent (if required).
 - Developed Design – documentation for tender and building consent
- Construction contract

5.2 The Procurement Strategy

The procurement strategy can be discussed in two phases.

The first phase is to support the development of design brief and procurement documentation to secure suitable qualified design professionals to deliver the concept, preliminary and developed design. It is recommended to use a one-step open competitive tender with importance placed on context, functionality and Passive design. This first phase can follow Council's standard procurement processes, with agreed set of skills and services to be procured. It is possible that the design services contract would have a hold point after the concept or preliminary design to wait for confirmation of third party and Council funding.

The second phase will be to approach the construction market to seek suitable qualified construction and building company and subcontractors to deliver the building and associated works. It is recommended a one-step open competitive tender due to the amount of construction activity currently experienced in the Queenstown-Lakes district. Opportunities should be explored with the preferred tenderer to review the design and proposed methodology using a constructability basis to ensure value for money and efficiency are extracted before works begin. It is also preferable to start works at the start of the earthworks season in October and finish before winter if possible. Upon completion of the evaluation of demolition material it may be more prudent and timely to seek a separate contract with a qualified demolition contractor to handle difficult materials like asbestos. The evaluation should also be assessed on how any materials could be saved and stored for repurposing in the new building.

For both phases it is recommended that tenders are invited from designers and contractors with proven track records in the Passive House space. Capability in this space is increasing in the district and a competitive process should be successful.

It is recommended that smart building methodology and procurement opportunities, such as prefabrication off-site, are investigated to achieve potential project benefits around time and cost savings.

The proposed timeline for the procurement is included in the draft development programme in Appendix 11.

5.3 Implementation and contract management

The community representatives from the Luggate Community Association have a strong desire to 'move forward with pace'. It is proposed that funding is applied for via a special report to Council following workshop with the Wanaka Community Board. This would seek QLDC project contribution (55%) and allocate budget for the feasibility study, design costs and engagement.

It is also proposed that a dedicated project manager is engaged to driver this project forward at pace once there is confirmed QLDC funding.

6 Financial Case - Affordability and Funding Requirements

6.1 Outlining the Funding Approach

The original Luggate Memorial Hall entailed a huge community effort in raising money and undertaking the build process. To engender a similar community ownership approach, it is proposed that Council through the Community and Events Facilitation section of Corporate Services support the Luggate Community Association in developing a Luggate Hall fundraising and engagement committee. At the 8 May 2018 Stakeholder meeting it was suggested that it would be worthwhile in inviting the potential third-party funders (see below) to a joint meeting to discuss the funding approach and discussing the information and requirements would need to be met to achieve a successful funding bid.

Marie Day the Community and Events Facilitator has supplied the following funding information about the large funding organisations and what their funding dates

Central Lakes Trust (CLT)

Central Lakes Trust does not have closing dates for grant applications. Applications from organisations for grants will be considered by the Trust on a regular basis, although applicants must allow up to three full months for a decision from the time a fully completed application has been submitted to the Trust.

Guidelines: http://www.clt.net.nz/uploads/1/0/9/9/109962971/master_application_guidelines_april_2016.pdf

Early indication from CLT suggests that funding in the range of 30-40% may be available.

Otago Community Trust (OCT)

OCT does not have closing dates for grant applications.

Application assessment process: Once it arrives into the Otago Community Trust system, the administration team checks to see you have submitted all the requested information.

The application is then passed on to one of the Grants team, who will look at the application. The assessors and advisors will look to see the application meets the eligibility criteria and is not requesting an excluded item.

It will also look to see what difference the project will make and how the organisation is placed to deliver the project. The Trust may seek additional information by letter, phone or a meeting.

It will also look to see how strongly the application aligns with the Trust's funding framework.

A report, which summarises the application, is presented to Trustees. The Trustees will make the final decision on supporting or declining applications.

Formal written notification of the Trustee's decision on the application is expected two to three months after applying. This will be outlined in any conditions required you to fulfil before receiving the donation.

Further information on their website: <http://www.oct.org.nz/how-to-apply>.

Early indication from OCT suggests that depending on other funding they could top up the funds needed. Further discussions are required to understand exactly what this could be.

Department of Internal Affairs (DIA) – Lottery Community Facilities Grant

Important dates for Lottery Community Facilities Grant: https://www.communitymatters.govt.nz/ask-us/view/1283?t=18944_26553

First 2018/19 round opens 4 July 2018, closes 29 Aug 2018

Second 2018/19 round opens 16 Jan 2019, closes 13 March 2019.

More details about this grant: <https://www.communitymatters.govt.nz/lottery-community-facilities/>

Discussions are still undergoing with DIA at this stage.

Energy Efficiency and Conservation Authority (EECA)

An initial contact with EECA was made regarding the opportunity for funding considering the Passive House standard and future energy savings. At this stage funding support looks unlikely but further discussions are planned to investigate this further.

6.2 The Financial Costing Model

6.2.1 Financial costing approach

At this indicative stage, the following assumptions have been made in the financial analysis.

- 45% third party funding
- QLDC managed facility
- Traditional procurement model of separate design and construction tenders
- Includes all design consultants, resource/building consent and development contributions
- Does not include:
 - Major changes to the Luggate Reserve (i.e. replacement of the tennis courts or formalised parking)
 - Internal project management and legal support
 - Any temporary hall facilities

Note – there was a further rough order cost estimate of \$400,000 which allowed for relocation of the sports courts/playground and formalised carparking. The analysis or consideration of this amount has been deferred to the later design stages once the preferred location is agreed.

The proposed funding arrangements propose fundraising for the third-party funding in the first quarter of 2019 whilst the design is being finalised in 2018/19. There may be a natural pause in the final letting of the construction contract until the 45% goal of fundraising has been completed. QLDC contribution and confirming the new project sum still needs to be confirmed via a funding report and change to the 2018/19 Annual Plan.

The detailed cost estimates prepared by RLB can be found in Appendix 10.

6.2.2 Impacts on the financial statements

The financial impacts of the project over the next 10 years are shown below in Table 28.

Table 28: Financial costing model

	2018/19	2019/20	2020/21	2021/22	2023-2028	10 yr Total
Capital expenditure	\$475,000	\$3,710,000	\$0	\$0	\$38,000	\$4,223,000
Operating expenditure	\$0	\$15,000	\$33,000	\$33,000	\$196,000	\$277,000
Depreciation	\$0	\$0	\$84,000	\$84,000	\$502,000	\$670,000
Total expenditure	\$475,000	\$3,725,000	\$117,000	\$117,000	\$736,000	\$5,170,000
Grants	\$0	\$1,719,000	\$0	\$0	\$0	\$1,719,000
Revenue	\$0	\$0	\$24,000	\$24,000	\$141,000	\$189,000
Non-funded depreciation	\$0	\$0	\$84,000	\$84,000	\$502,000	\$670,000
Total revenue	\$0	\$1,719,000	\$108,000	\$108,000	\$643,000	\$2,578,000
Funding required	\$475,000	\$2,006,000	\$9,000	\$9,000	\$93,000	\$2,592,000

Consistent with current policy it has been assumed for community facilities council will not seek to fund the depreciation expense associated with these assets.

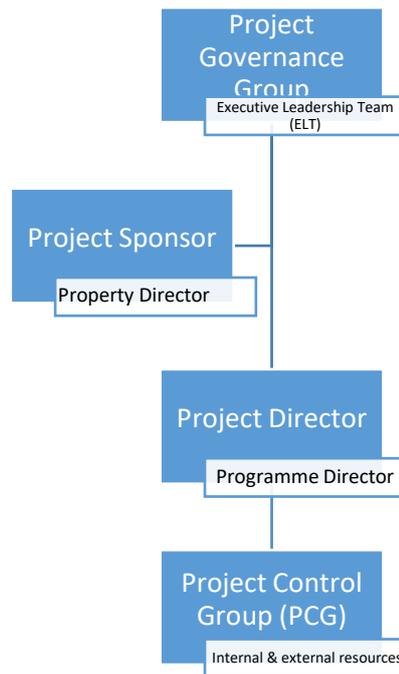
7 Outlining the Management Case

The management case confirms that the proposal is achievable and details the arrangements needed to both ensure successful delivery and to manage project risks.

7.1 Project governance and reporting

The proposed governance structure and the reporting arrangements for the project are as follows:

Table 29: Governance and reporting structure



7.2 Project management and assurance

If the structure above is used within QLDC, the key governance and management roles, as identified in the organisation structure, are outlined below:

Role	Responsibility
Project Governance Group (PGG)	<p>The Project Governance Group will have a governance role, ensuring that the project is delivered to the required standards and that QLDC reporting requirements are complied with.</p> <p>The is proposed that the PGG to be comprised of the QLDC Executive Leadership Team (ELT).</p>
QLDC – Project Sponsor	<p>As Project Sponsor, responsibilities include but are not limited to:</p> <ul style="list-style-type: none"> • providing the project’s strategic direction and overview • monitoring progress against the project’s objectives • providing the communication link between the stakeholders, Project Governance Group and Project Control Group
QLDC – Project Director	<p>As Project Director, responsibilities include but are not limited to:</p> <ul style="list-style-type: none"> • successfully delivering the project • ensuring risk is effectively identified and managed
Project Control Group (PCG)	<p>The Project Control Group will work together to help deliver a successful project and comprises a team with appropriate skills and diversity for this scale of works:</p> <p>Internal:</p> <ul style="list-style-type: none"> • Project Sponsor – Property Director • Project Director – Programme Manager • Members – GM Property & Infrastructure, Community and Events Facilitator; Corporate Services, Parks Manager/Senior Parks Planner <p>External:</p> <ul style="list-style-type: none"> • Project Manager • Feasibility Study writer

7.1.1 Project roles and responsibilities

For the next phase of the project it is proposed that dedicated external project manager is engaged to help drive the project forward. The project manager would report to the PCG.

7.1.2 Project plan and milestones

The following key milestones have been identified:

Council approval of the Indicative Business Case & future funding – November 2018

Completion of the Concept Design and Feasibility Study – Mid 2019

Applications for third party funding December 2018 – May 2019

A more detailed summary of the project plan is included in the project execution plan.

7.3 Communications and stakeholder management

A community engagement is proposed in late 2018 once completion of the concept design.

As completed during the indicative business case development, leveraging stakeholder groups such as the Luggate Community Association will be a key part of informing and engaging a wide audience, alongside regular main stream updates (such as the QLDC website and monthly newsletter). Key groups to regularly inform and gain guidance from will be:

- Wanaka Ward Councilors and Wanaka Community Board members
- QLDC Executive Leadership Team
- Disability advisory representatives
- Third party funders such as the Central Lakes Trust, Otago Community Trust and the Lottery Community Facilities Grant

7.4 Next Steps

This indicative business case seeks formal approval from council to proceed to progress the implementation of the preferred option (4) of a replacement of the Luggate Memorial Hall with a bespoke multipurpose community facility built to a Passive House standard. The next steps to enable this to be realised are;

1. Council approval of the Indicative Business Case & future funding – November 2018
2. Engagement of a preferred designer – Early 2019
3. Applications for third party funding December 2018 – May 2019

Appendix One: Issues and Opportunities summary

Future provision of community facilities for Luggate

A way forward for the Luggate Hall

ILM Problem	Item	Issues
1	1.	Seismic assessment has closed the hall (Time)
1	2.	Hall at the end of its structural life
2	3.	Poor building performance (Heating & Cooling)
2, 3	4.	Spaces available not well matched to demand
2	5.	Road side access & parking is a safety concern
2, 3	6.	Population growth is likely to increase demand
2, 3	7.	Changing and due to changing demographics
2	8.	No permanent suitable civil defence centre (ICP, triage, welfare)
2	9.	Lack of flexible spaces
2	10.	Site layout is limiting functionality (Poor connectivity with reserve activities)
2, 3	11.	Hall is no longer big enough for events
1, 2, 3	12.	Demand relocation is not understood
1	13.	Loss of community hub (Bringing people together)
1, 3	14.	No current community buildings in Luggate
2	15.	Toilets location is problematic
2	16.	Septic tank future is limited
1, 2	17.	Affordability is going to be a real challenge (upgrading existing triggers environmental and building code compliance costs)

From an ILM workshop held on 30 January 2018 at the Wanaka Recreation Centre

In attendance:

Tom Lucas, Rationale Ltd (Facilitator)
Gavin Flynn, Rationale Ltd (Business Case writer)
Peter Hansby, QLDC (Sponsor)
Richard Pope, QLDC (Investor)
Rob Darby, QLDC (Project Manager)
Marie Day, QLDC (Community & Arts Facilitator)
Calum MacLeod, Deputy Mayor & WCB
Quentin Smith, Councillor & WCB
Ross McRobie, Councillor & WCB
Graham Perkins, Luggate Community Association (Chair)
Rod Anderson, Luggate Community Association (Deputy Chair)
Graham Taylor, Luggate Community Association
Dave Hawkins, Luggate Community Association

Appendix Two: Luggate Memorial Hall usage (August 2016- July 2017)

**Total: 114 days
(1 day out of 3.)**

- 23 Playgroup sessions
- 12 Dance classes
- 18 Tai Chi classes
- 12 Yoga classes
- 6 Commercial Kitchen hire days
- 1 Luggate Community Market Day
- 1 Luggate Community Midwinter Dance
- 1 Luggate Community AGM
- 1 Luggate Village Services & Luggate Homeowners AGM's
- 1 Forest & Bird AGM
- 1 week of Festival of Colour performances
- 4 days of Choral a-Capella workshops
- 1 Don McGlashan/Shayne Carter Concert
- 1 QLDC Annual Plan Presentation evening
- 21 Dog Obedience classes
- 1 70th Birthday Party
- 2 Weddings
- 1 Funeral.

Appendix Three: Community Comments – LTP engagement (September/October 2017)

Top 5 themes from Luggate Community (verbatim comments)

**1. Want speedy replacement of Luggate community hall.
Related comments:**

- Functional hall with parking and safer area for children.
- A local historical display facility. This could be included in new community centre.
- A space for cultural events such as music, plays, singing; i.e. hall (safe!)
- After school care facility. Could be included in new community centre.
- Build a new hall by end of 2019 (start in 2018).
- Community hall - safe access and car parking area.
- Community rooms for activities such as - meetings, play groups, yoga/tai chi, eating facilities.
- Hall - 2/3 meeting rooms, café (tenanted), commercial kitchen replaced.
- Hall - enough storage space for user groups.
- Hall situation sorted quickly.
- Investigate retaining the mudbricks from the Luggate Hall to use as a feature in a new community centre.
- Is it possible to save the special sound qualities of the current hall and build strengthen around it. This hall should be treated as taonga.
- Luggate Hall needs to be available in the short term rather than the long term.
- Mixed use community rooms. E.g. small group meeting rooms, library.
- New hall complex (x2)
- New hall including sports/gym.
- Replace the hall after considering the way it will be used by the community.
- Speedy hall solution (x2)
- Use yertz [sp?] as a contemporary centre for civil defence or a combination of marquee and containers.
- We need a safe place for Civil Defence.
- We need facilities for cooking and having shared meals. Food prep.
- Marquee to stand in for Hall. Urgent!
- Marquee!
- New hall ASAP. Idea of marquee excellent idea. ??? Relocatable in short term.
- New hall please! Marquee in interim.
- Temporary structure until the hall issue is sorted out. New hall.
- The hall needs to be given a high priority for our community, in its central location.
- Buy section next door to build extend hall.
- Move tennis courts to expand options for hall site.
- New community facility (hall). Better access and parking, possibly alternative location.
- Graham Taylor's [sp?] Marquee idea is a really great possibility.

(31 comments)

2. Want lower road speed limits, better road design and more footpaths to improve community safety and accessibility in Luggate.

Related comments:

- Luggate - TO DO NOW - Lower speed limit right through town.
- Main road 50km speed restriction. Safe traffic management.
- Move speed signs out further from Luggate and along Church Road.
- Speed restrictions in built up area. Pedestrian crossing.
- Speed restrictions in the built-up areas.
- Done better, improved footpaths along the main road. Safe options for parking and crossing roads.
- Footpaths along main road
- Footpath from Park Gates into town.
- Footpath on main road from Luggate Park to school bus stop.
- Footpaths - especially in older areas.
- Footpaths needed next to the main road - safety issue.
- More footpaths connecting parts of town.
- Pavements along the main road soon.

(13 comments)

3. Want more/better/safer cycleways/walkways in and around Luggate.

Related comments:

- Walkway on both sides of Luggate Creek connected by bridge over creek with links with Devils Nook Track/cycleway.
- A footbridge over Luggate Creek from Luggate Park Creek. Track across Church Road. Second way out!
- A footbridge over Luggate Creek from Luggate Creek Track in Luggate Park across to Church Road. Useful in emergency.
- Civil Defence - Hall vs. Fire Station. Creek in between so another footbridge needed.
- Continued development and maintenance of walking/bike tracks. Connecting as far as Cromwell at least.
- Roothing with cycleways.
- Walking and bike tracks that are well maintained and connected.
- Pedestrian / Bike add on to Red Bridge.
- Council support of historic walks around Luggate.

(9 comments)

4. Want more trees and upgraded public reserves/recreation areas.

Related comments:

- Footbridge repaint.
- Beautify/tidy Creek Bank Kingan Road.
- Kingan Road Reserve river banks from bridge to swimming hole - Disgrace.
- Willows on Luggate Creek - clean up the dangerous and ugly dead wood.
- Community Garden? A place where children can learn about and experience hands on gardening - vegetables, flowers, trees.
- Children's playground - toilets, more climbing and exploring. Look at what is currently being successfully used by children in other centres.
- We want to see the area development at the Red Bridge supported by Council both financially and equipment e.g. diggers.
- Re-plant the missing trees in the Park subdivision.

(8 comments)

5. Want improve waste water and water supply for Luggate community.

Related comments:

- Fair use of sewage. Fair sharing of costs for water.
- Sewerage line to Project Pure.
- Sewerage system for whole of village immediate.
- Sewerage.
- Speedy sewerage plan handover to Council.
- Restrictors removed from bigger blocks with irrigation. If restrictors remain household facilities cannot be used adequately e.g. hand washing after toilet use if flushed.
- Water

(7 comments)

Unique/interesting idea:

Red bridge historic reserve.

Appendix Four: Community Facilities Research - Luggate community groups (Source: Tonic Consulting)

Group Name	Frequency of Use/size of group	Current Status	Future Use	Requirements	Comments
Tai Chi taichi@snap.net.nz	One hour a week for six month blocks-stopped in winter due to the cold. 10-12 participants/up to 15.	Not operating as doesn't have alternative	If demand would do additional classes	Heat pump	Current size of available space works well
Upper Clutha Community Arts Council	Used it for an upholstery workshop (one weekend)	Use a range of venues	Would look at using it again in future for workshops	For purposes of the upholstery workshop they needed: Hard floor Access to space to work on large items Access to the kitchen	They like to spread their activities around different facilities in the region
Dog Training	Two types of classes: -Nose work -Dog Training 1 or 2 sessions a week at 1 hr each 6-8 dog owners and their animals	Not operating the dog training/nose work classes as couldn't find an alternative-issue of cost Has been able to continue puppy training at a Vet's premises.	Would look at using the new facility. Is another woman who is interested in running classes also I would take essential oils workshops if right kitchen space available	Needs to be warmer Smaller sized room for meetings	Very convenient facility-have access to both indoor space and outdoor space (use the tennis courts). Was very cold in there in the winter There is badminton and bowls equipment in the hall-question of whether people would use this if it was not so cold Have heard feedback that people have asked for 3 phase power for lighting Jenny Moss-Good contact for play group/early childhood Building is also the Civil Defence post Building has also been used for a venue for welding training
Alexandra Orchestra Alan Hogan Ajhogan05@yahoo.co.nz	2 x 2hrs rehearsals as part of 3-month build-up to concert. Do this twice a year. They are based in Alex but to support their members they like to spread the rehearsals around the District.	Using other venues	Would consider using it again	Accessible pricing Acoustics	Important of the fantastic acoustics in the space Hard to get access to the Wanaka Centre Perception of people having to drive to Luggate Other contacts:

					Helen Carter-music teacher Anne Marie Wall-Music Teacher
Festival of Colour New contact is Laura Williamson Laura@festivalofcolour.co.nz	Run over 6 days every two years. Used the Hall as part of this. Would also use it for occasional one-off shows outside this	Using other venues	Would look at it but with new build hard to recreate what made the hall special-this is why we used it.	Acoustics Character Technical facilities Access to kitchen Break-out room Some kind of backstage dressing room Flexibility of chairs	Amazing acoustics-Jubilation Choir quote: has best acoustics in the Country. Really enjoyed the lovely vibe about it and just the right size. New facility in Hawea not that great for our needs. Lake Wanaka Centre can be too big for some events and at same time not big enough for our whole Festival. Will provide you with our contact in Wellington who has real interest in the Luggate hall (to send me details)
Acapella Group: Contact has changed-Details to be forwarded.	Used it for weekend workshops-50 to 60 people 2 weekends a year. Now also doing a concert once a year March and September	Using other venues	Using Rippon Hall-they have adjusted their rates for groups. Have used Presbyterian Hall and Hawea Flat but not as good a feel as Luggate	Having a space outside in the sun Good heating Is it possible to save with some of the wooden floor and look at the way that the ceiling is designed to assist with acoustics	Has a fantastic sound for unaccompanied signing and non-electrified music. Kitchen was also important. Is accessible to the pub
Pilates	Once a week- 1 hr class and ½ hr set up Classes capped at 10people	Have a new venue in Cromwell	Group shifted permanently to Cromwell		Hall possibly a bit big There was a girl who used the hall for ballet practice
Siomara Yoga	Once a week for a period of three months-four to six people at a time	Not operating	Would use it again but would need to be warmer	Would be good to have access to a smaller, warmer space. Wooden floor is good but would be good to also have a space with carpet flooring. Sound system or if not plugs for equipment.	
Eve Lea- eveylea@gmail.com Has organised a community market in the hall previously and has been part of organising Luggate Community Mid-Winter Dinner	Used hall for a community market that showcased the products and produce of local people. Was successful and plans were underway to hold another one when the hall closed. Eve has plans to run cheese and bread making classes and is keen to be able to do this in the new facility. She has also been thinking about monthly Sunday Suppers in the Hall as a way of	Waiting for access to new space	Keen to access new facility	-Kitchen space with ability to run classes from. -Main entrance going out onto green space/away from the main road. Safety issues with the current entrance straight-out onto a car park close to the road. This would be more user friendly for children. -Access to meeting rooms. -Single level -Easy to heat -Affordable --Veranda space	Concern that the only place that the community has to gather is the hotel. Concerned that a lot of people are missing out because of the lack of space. Kitchen was a key asset in that space. At the market time people came in from the Community and sold food and the proceeds from this went back into the Community Association.

	bringing people together.				Hall has been used in the past for Badminton.
Book club-Judy Thompson judy.thompson@xtra.co.nz	Currently meeting in private homes. Did try holding it at the hotel but didn't really work out-too noisy.	Meeting in private homes	Would be interested in using a new community facility	For our group we are looking for a lounge size space to hold 10 people. Meet once a month between 7.30pm -9.30pm. Access to a kitchen	Be good to have some smaller spaces available and better heating. Being back from the main road would be good. Historic aspects such as some of the mud bricks, the Roll of Honour and pieces of the rimu flooring should be incorporated into a new facility. Recycling rimu flooring would be great.
Playgroup-Sarah Ballard (no longer in the area)	Used the facility once a week for about six months On average 4 people would come to the session	Sarah has left the district and seems group is in recess-working on finding another contact to speak with		More storage for toys Easier access	The availability of the hall was a good factor.
Mahjong Club-need to secure contact through Yvonne Perkins to get more details	Nine people currently meeting in a private home	Not known at this stage			
Amelia Dubar/Mel Parsons	One off-travelling event	One -off			
Don McGlashan	One off Festival of Colour event	One-off			
Fortune Theatre	Used it as one -off as Lake Wanaka Centre Double booked. Fortune Theatre closed last week/	One-off			

Missing out on Arts on Tour events including Autumn Arts Festival

Appendix Five: Summary Presentation of the Longlist Options Assessment and Scope

LUGGATE COMMUNITY FACILITIES Long-list Options Assessment														
Description of Option:	Scope Options (What)					Scope Options (Where)				Service Solution Options (How)				
	SC-1	SC-2	SC-3	SC-4	SC-5	SC-A	SC-B	SC-C	SC-D	SS-1	SS-2	SS-3	SS-4	SS-5
Description of Option:	Status Quo - Do Nothing	Community Facilities provided privately or outside Luggate	250 person, Supper Room, Accessible and Civil Defence welfare station	300 person, Supper Room, Accessible and Civil Defence welfare station	350 person, Supper Room, Accessible, Civil Defence welfare station, Library Cafe	Luggate town - existing site	Luggate town - existing site plus acquire land next door to extend reserve & carparking	Luggate town - Luggate Domain	Luggate town - alternative site	Subsidised van service to Wanaka or Hawea	Retrofit seismic improvements & insulation, wiring and door/window locations	Replace with a well designed Lifespan/Totalspan type shed	Replace with TotalSpan type shed with additional structures	Replace with bespoke design multi purpose community hall
Potential value for money - right solution, right time at the right price	No	Yes	Yes	Yes	Yes	Yes	Partial	Partial	Partial	Yes	Partial	Yes	Yes	Yes
Supplier capacity and capability - is it a sustainable arrangement (external)	Yes	Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Potential affordability - are there no funding constraints	Yes	Partial	Yes	Partial	Partial	Yes	Partial	Partial	Yes	Yes	Partial	Partial	Partial	Partial
Potential achievability - ability and skills to deliver (internal)	Yes	Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Summary of Advantages and Disadvantages:														
Overall Assessment:	Continued for VFM	Discount	Possible	Preferred	Possible	Preferred	Possible	Discount	Discount	Discount	Possible	Possible	Possible	Preferred
Short-listed options:														
Status Quo											Status Quo - Do Nothing			
Do Minimum	250 person, Supper Room, Accessible and Civil Defence welfare station					Luggate town - existing site				Retrofit seismic improvements & insulation, wiring and door/window locations				
Do Minimum	250 person, Supper Room, Accessible and Civil Defence welfare station					Luggate town - existing site				Replace with a well designed Lifespan/Totalspan type shed				
Preferred	300 person, Supper Room, Accessible and Civil Defence welfare station					Luggate town - existing site				Replace with TotalSpan type shed with additional structures				
Preferred	300 person, Supper Room, Accessible and Civil Defence welfare station					Luggate town - existing site				Replace with bespoke design multi purpose community hall				
More Ambitious	350 person, Supper Room, Accessible, Civil Defence welfare station, Library Cafe					Luggate town - existing site plus acquire land next				Replace with bespoke design multi purpose community hall				

Luggate Hall									
 Investor: Richard Pope Facilitator: Tom Lucas Initial Workshop: Version No.: Last Modified by:									
Programme Options									
Programme Response	Description	Programme 0 Status Quo	Programme 1 Do minimum	Programme 2 Less ambitious	Programme 3 Mid ambition	Programme 4 Intermediate	Programme 4a Ambitious	Programme 5 More Ambitious	Programme 5a Most ambitious
Programme Description		Do nothing	Seismic Upgrade and General Renovation - 250 Person Occupancy	Lifespan/Totalspan Shed - 250 Person Occupancy	Lifespan/Totalspan Shed with Kitchen, Storage and WC's - 300 Person Occupancy	Bespoke Multipurpose Community Hall - 300 Person Occupancy	Bespoke Sports & Community Hall - 300 Person Occupancy	Bespoke Multi Purpose Community Hall + Library + Café - 350 Person Occupancy	Bespoke Sports & Community Hall + Library + Café - 350 Occupancy
GFA (m2)			283	280	380	380	1200	580	1400
Retrofit			✓		✓				
Internal fit-out			✓	✓					
Code of compliance upgrade			✓						
Land purchase							✓	✓	
Bespoke build						✓	✓	✓	
Additional amenities									
New shed				✓					
Additions	Kitchen, supper room			✓	✓				
Public toilets					✓	✓	✓	✓	✓
Other public facilities								✓	✓
Commercial	Reserve use							✓	✓
Basic amenities									
Sewer connection			✓	✓	✓	✓	✓	✓	✓
Landscaping			✓	✓	✓	✓	✓	✓	✓
IL3/EDC fit out			✓	✓	✓	✓	✓	✓	✓
Carparking/access			✓	✓	✓	✓	✓	✓	✓
Passive design			✓	✓	✓	✓	✓	✓	✓

Appendix Six: Multi Criteria Assessment of Shortlist

Luggate Memorial Hall

Insetto: Richard Page
 Facilitator: Tom Lucas
 Intra Workshop: 20/04/2018
 Version No: 1
 Last Mod By: GF

rationale >			Programme options							
			Programme 0	Programme 1	Programme 2	Programme 3	Programme 4	Programme 4a	Programme 5	Programme 5a
			Status Quo	Do minimum	Less ambitious	Mid ambition	Intermediate	Ambitious	More Ambitious	Most ambitious
			Do nothing	Seismic Upgrade and General Renovation - 250 Person Occupancy	Lifespan/Totalspan Shed 250 Person Occupancy	Lifespan/Totalspan Shed with Kitchen, Storage and WCs - 300 Person Occupancy	Bespoke Multipurpose Community Hall - 300 Person Occupancy	Bespoke Sports & Community Hall - 300 Person Occupancy	Bespoke Multi Purpose Community Hall + Library + Café - 350 Person Occupancy	Bespoke Sports & Community Hall + Library + Café - 350 Person Occupancy
Relative Importance of objective			10%	50%	58%	68%	75%	73%	83%	80%
Investment Objective 1	Providing a focal point for the community heart KPI 1: Utilisation KPI 2: Diversity of activities KPI 3: Speed of delivery	50%	0%	60%	65%	75%	80%	80%	90%	90%
Investment Objective 2	A smart & viable solution for a growing community KPI 1: Cost-effective VFM KPI 2: Integrated services KPI 3: Annual Residents & Ratepayers Survey	50%	20%	40%	50%	60%	70%	65%	75%	70%
Total Cost										
Land Purchase				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Infrastructure - Budget Allowance				\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 250,000
Construction Works				\$ 1,700,000	\$ 1,770,000	\$ 2,280,000	\$ 2,470,000	\$ 5,450,000	\$ 3,010,000	\$ 6,700,000
Furniture, Fixings and Equipment (Loose FF&E)				\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 300,000	\$ 250,000	\$ 350,000
External Works - Budget Allowance				\$ 250,000	\$ 350,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000
Resource/Building Consent(s)				\$ 21,000	\$ 33,000	\$ 37,000	\$ 39,000	\$ 68,000	\$ 48,000	\$ 81,000
Development Contributions				\$ -	\$ -	\$ 60,000	\$ 50,000	\$ 120,000	\$ 80,000	\$ 140,000
Consultant Fees				\$ 400,000	\$ 370,000	\$ 480,000	\$ 580,000	\$ 1,030,000	\$ 720,000	\$ 1,260,000
Project Contingency (10%)				\$ 400,000	\$ 430,000	\$ 540,000	\$ 580,000	\$ 1,150,000	\$ 730,000	\$ 1,410,000
Total Capital Cost				\$ 3.0m	\$ 3.3m	\$ 4.1m	\$ 4.4m	\$ 8.8m	\$ 5.6m	\$ 10.8m
Whole of life costs										
GFA (m2)				283	280	380	380	1200	580	1400
Cost/m2				\$ 10,800	\$ 11,700	\$ 10,800	\$ 11,700	\$ 7,300	\$ 9,600	\$ 7,700
Number of ratepayers				9177	9177	9177	9177	9177	9177	9177
Cost/ratepayer				\$ 332	\$ 357	\$ 449	\$ 484	\$ 961	\$ 609	\$ 1,176
Community Needs										
Ability to meet overflows from other venues			100%	L	M	M	H	H	H	H
Improved building performance			100%	L	M	M	M	H	H	H
Attracting residents and visitors to Luggate			100%	L	M	M	M	H	H	H
Retention of history and reuse of materials			100%	L	H	M	M	M	M	M
Safety and accessibility improvements			100%	H	M	H	H	H	H	H
Improved utilisation of reserve (courts, playgrounds etc...)			100%	L	L	L	L	M	H	M
Attractiveness to third party funders			100%	L	M	L	M	M	H	H
			100%							
			100%							
			100%							
				0.30	0.47	0.43	0.50	0.60	0.67	0.63
Risks										
Political			100%	H	M	M	M	M	H	M
Environmental			100%	L	L	L	L	L	L	L
Social (Safety & design, community support)			100%	H	H	M	M	M	H	M
Technological			100%	L	M	L	L	L	M	M
Economic (wider risks to Luggate)			100%	H	M	M	M	M	L	L
Legal			100%	H	H	L	L	L	M	M
				0.78	0.72	0.50	0.50	0.50	0.72	0.56
Dis-benefits										
Indicative Activity				0.09	0.01	0.05	0.07	0.11	0.04	0.10
Ranking				8	5	4	3	1	6	2
Overall Assessment:										
Recommendation:										
Carry forward the shortlist for further feasibility include concept design, community engagement and securing funding.										

Appendix Seven: MCA - Passive House Standard

Luggate Memorial Hall - Passive House Consideration

			Programme options			
			Programme 0	Programme 4	Programme 4a	
			Status Quo	Standard Build	Passive House Standard	
Do nothing			Bespoke Multipurpose Community Hall - Standard Build Quality	Bespoke Multipurpose Community Hall - Passive House Standard		
Gross Floor Area		m ²		401	401	
Occupancy				230	230	
Kitchen				Commercial	Commercial	
		Relative Importance of objective	%	0%	75%	83%
Investment Objective 1	Providing a focal point for the community heart KPI 1: Utilisation KPI 2: Diversity of activities KPI 3: Speed of delivery	50%		80%	90%	
Investment Objective 2	A smart & viable solution for a growing community KPI 1: Cost-effective VFM KPI 2: Integrated services KPI 3: Annual Residents & Ratepayers Survey	50%		70%	75%	
Total Cost						
Enabling Works				\$ 95,000	\$ 95,000	
Infrastructure				\$ 200,000	\$ 200,000	
Construction Works				\$ 2,150,000	\$ 2,515,000	
Furniture, Fittings and Equipment (Loose FF&E)				\$ 100,000	\$ 100,000	
External Works				\$ 130,000	\$ 130,000	
Resource/Building Consent(s)				\$ 105,000	\$ 105,000	
Consultant Fees				\$ 540,000	\$ 540,000	
Project Contingency				\$ 500,000	\$ 500,000	
Total Capital Cost			\$ -	\$ 3.8m	\$ 4.2m	
Whole of life costs (WoLC)			\$ -	\$ 7.6m	\$ 7.8m	
Net Present Value (NPV)			\$ -	\$ 2.4m	\$ 2.8m	
Number of ratepayers				9177	9177	
WoLC/ratepayer				\$ 824	\$ 846	
Community Needs						
Ability to meet overflows from other venues	100%	L	H	H		
Improved building performance	100%	L	M	H		
Attracting residents and visitors to Luggate	100%	L	H	H		
Retention of history and reuse of materials	100%	L	M	M		
Safety and accessibility improvements	100%	H	H	H		
Improved utilisation of reserve (courts, playgrounds etc...)	100%	L	M	H		
Attractiveness to third party funders	100%	L	M	H		
		0.30	0.57	0.67		
Risks						
Political	100%	H	M	M		
Environmental	100%	L	L	L		
Social (Safety & design, community support)	100%	H	M	L		
Technological	100%	L	L	M		
Economic (wider risks to Luggate)	100%	H	M	M		
Legal	100%	H	L	L		
		-0.78	-0.50	-0.50		
Indicative Activity						
		-0.12	-0.02	0.00		
Ranking						
1-8		3	2	1		

Appendix Eight: Passive House Standard Concept Design

Appendix Nine: Passive House Standard Feasibility Study

Appendix Ten: Cost Estimates

Appendix Eleven: Draft Development Programme May 2018 (Source: RCP)

