

Report to elected members
for their decision on
annual plan consultation.

Marton Civic Centre

Project Sponsor: Gaylene Prince

Project Manager: Adina Foley

Subject: Marton Civic Centre
To: Elected Members
From: Adina Foley
Date: 28 February 2023
File: 4-CM-5-020-2021

I. Better Business Case Methodology

In 2010 NZ Treasury Identified Systematic Problems with Public Sector Decision-making which included late scope changes, pet solutions looking for problems, undefined and untracked benefits, little consideration of genuine strategic alternatives, lack of stakeholder engagement, lack of supplier relationships, and millions of dollars wasted on poorly justified projects.

When the BBC was developed by NZ Treasury the following requirements were considered:

Requirement	Resulting in...
Systematic	Avoid missing or under-weighting key steps
Disciplined	Managing optimism and anchoring biases
Tests a wide range of options	Avoiding pet solutions
Evidence-based	Providing rigor to the narrative
Staged	Providing point for checking in with decision-makers
Scalable	Fit for purpose effort to avoid over-analysis
Onboards stakeholders	Early and regular engagement
Uses standard and tested tools	Assurance of best practice
Avoids surprises	Managing risks of late challenges
Avoids regret	Pre-challenged recommendations that stick

The BBC process has been designed to enable sound decisions to be made by addressing the context and drivers, defining problems, objectives and needs and at the very last step looking at and designing options.

The five cases look in detail into the following five questions:

- STRATEGIC Case – Is there a compelling case for change?
- ECONOMIC Case – What is the preferred solution that optimises value?
- COMMERCIAL Case – Is the preferred solution attractive to suppliers (and to us)?
- FINANCIAL Case – Is the preferred solution affordable? Can it be funded?
- MANAGEMENT Case – Is the preferred solution achievable? Can it be delivered successfully?

Options Framework within the BBC

The options framework within the BBC aims to identify all possible options by collating all options in a “long list” which then gets reduced to a “short list”.



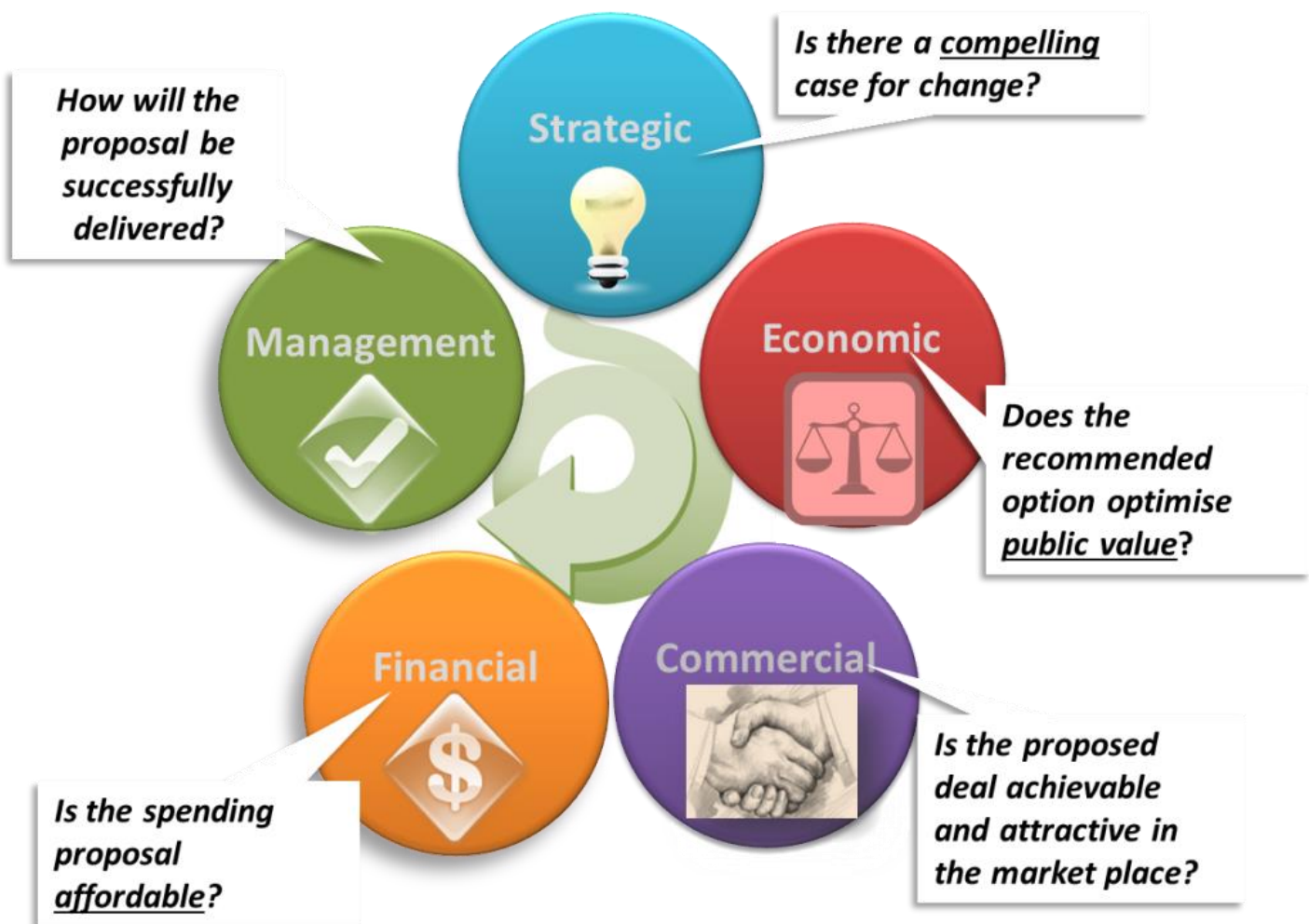
Demonstrating public value requires a wide range of realistic options to be appraised (“the long list”), in terms of how well they meet the spending objectives and critical success factors for the project; and then a reduced number of possible options (“the short list”) to be examined in further detail.

The “short list” must include business as usual, a realistic and achievable “do minimum” that meets essential requirements, the preferred way forward and any other options that have been carried forward. These options are subjected to cost benefit analysis, to identify the option that offers best public value to society (“the preferred option”).

The outcome of the business case process is to present the preferred option to council along with the draft business case. Council then decides on the next steps which may likely include public consultation on the preferred option and the concept designs that have been completed for the preferred option.

Potential benefits for the different parties involved are:

- Council decision-makers gain the assurance that they are doing the right things (business assurance), and in the right way (programme and project assurance)
- Managers can successfully deliver on their strategic plans
- Officials have the tools they need to develop robust, high-quality advice to decision-makers
- Stakeholders have opportunities to engage in the decision-making process.





II. Financial Implications

The Long-Term Plan (LTP) 2021-31 includes a provisional total project budget of \$20,000,000 for the Marton Civic Centre.

The cost estimates for all options are high-level estimates costed by a professional independent Quantity Surveyor and have been all updated to reflect today's costings (February 2023).

Important Notes:

- For all options value engineering may be available to save some costs, for example it could be investigated if there are cost savings possible when only the façade of the town hall is being kept and a new purpose build building is erected behind the façade.
- Out of caution some of the costings may be a little inflated.
- There are potential offsets through grants, property sales and fundraising. However, at this point in time it is impossible to put a confident value to this.

Total Project Cost Estimates include the following:

- Contingency and cost escalation
- \$1,750,000 fitout cost (FEE, IT & AV)



MARTON CIVIC CENTRE

OBJECTIVES

(defined through workshop process)

- 1) MARTON' S TOWN CENTRE IS EVERYONE' S PLACE**
- 2) TRANSFORM THE MARTON LIBRARY EXPERIENCE TO AN INVITING CENTRE FOR LEARNING AND INTERACTION**
- 3) IMPROVE THE CUSTOMER AND STAFF USER EXPERIENCE OF RDC FACILITIES**
- 4) INCREASE EFFICIENCY OF RDC SERVICES**



III. Short-listed options meeting the objectives (updated 28/02/2023)

Objective	Meets objective				
	Option M1 Do Minimum	Option M2/3 New build	Option M4 Aspirational	Option M5 Heritage	Option M6/7 Current Site
1) Marton's town centre is everyone's place	X	✓✓	✓✓	✓✓	X
2) Transform the Marton library experience to an inviting centre for learning and interaction	X	✓✓	✓✓	✓✓	X
3) Improve the customer and staff user experience of RDC facilities	X	✓✓	✓✓	✓✓	✓
4) Increase efficiency of RDC services	X	✓✓	✓✓	✓✓	✓
Capital costs (total project estimate) (options 1, 2, 4, 5, 6)	\$5,410,000	\$31,430,000	\$40,233,000	\$34,370,000	\$27,970,000
Capital costs (total project estimate) (options 3 and 7)		\$33,430,000			\$31,140,000
Temporary Facility for staff if build at current offices for 2 years	\$300,000				\$800,000

IV. Short-listed options Details

Option (M1) "Do minimum"

Keeping up with regulations by strengthening current RDC administrative building and the library, not including any further improvements to either building.

Benefits (Score 3.8/10)

- Lowest cost

Risks (Score 1.8/10)

Disadvantages:

- Does not meet any of the objectives
- No improvement other than strengthening
- Requires temporary offices during construction



Option (M2) Preferred way forward

Construct a new building on the vacant corner of Broadway and High Street on a brown field which will accommodate all RDC administrative staff currently at 46 High Street, a new learning and interaction centre (library) and various meeting spaces for the community.

Benefits (Score 7.8/10)

- Meets and exceeds all objectives
- Does not require temporary offices during construction
- Revitalisation of the town centre
- Purpose build construction results in highest efficiency use of the building

Risks (Score 2.6/10)

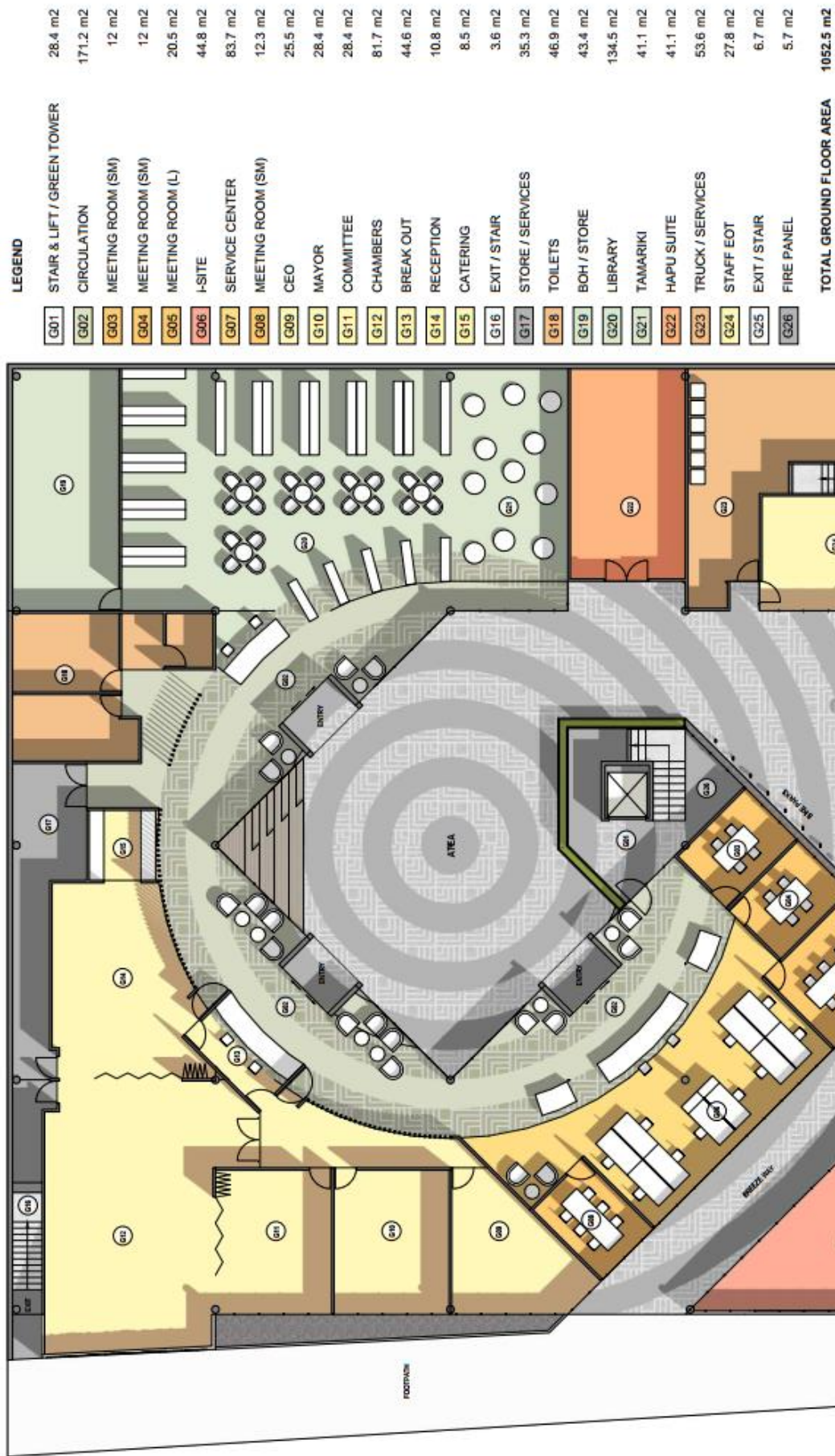
Disadvantages:

- Limited parking

The successful tender submission is attached to this report. Following just a few impressions.



CONCEPT DESIGN PLANS L0 - GROUND FLOOR PLAN



CONCEPT DESIGN PLANS L1 - UPPER FLOOR PLAN





Option (M3) Preferred way forward alternative site

Construct a new building on the corner of Broadway and High Street on the site where of the Cobbler, Abraham and Williams and Davenport buildings stand currently. The new building would accommodate all RDC administrative staff that are currently at 46 High Street, a new learning and interaction centre (library) and various meeting spaces for the community.

Benefits (Score 7.8/10)

- Meets and exceeds all objectives
- Does not require temporary offices during construction
- Revitalisation of the town centre
- Purpose build construction results in highest efficiency use of the building
- Resolves liability issues around the empty corner buildings on Broadway

Risks (Score 2.6/10)

Disadvantages:

- Limited parking
- Demolition consent required (some of the buildings are heritage listed)

No extra design was commissioned due to time restrictions. The idea is that the same building from Option (M2) would be built in the space once the existing buildings are demolished.

Option (M4) Aspirational Business Hub

Construct a new building on the corner of Broadway and High Street which accommodates all RDC administrative staff that are currently at 46 High Street, a new learning and interaction centre (library), various meeting spaces for the community and a business centred hub.

Capital costs (total project estimate):

Benefits (Score 9.6/10)

- Highest benefit score
- Most versatile building
- Meets and exceeds all objectives
- Does not require temporary offices during construction
- Purpose build construction results in highest efficiency use of the building

Risks (Score 3.0/10)

Disadvantages:

- Most expensive option
- Limited parking

No extra design was commissioned due to time restrictions.

Option (M5) Heritage

Renovate the Cobbler, Abraham and Williams and Davenport buildings to accommodate all RDC administrative staff that are currently at 46 High Street, a new learning and interaction centre (library) and various meeting spaces for the community.

Benefits (Score 9.2/10)

- Meets and exceeds all objectives
- Does not require temporary offices during construction
- Revitalisation of the town centre
- Purpose build construction results in highest efficiency use of the building
- Resolves liability issues around the empty corner buildings on Broadway
- Focus on heritage

Risks (Score 3.9/10)

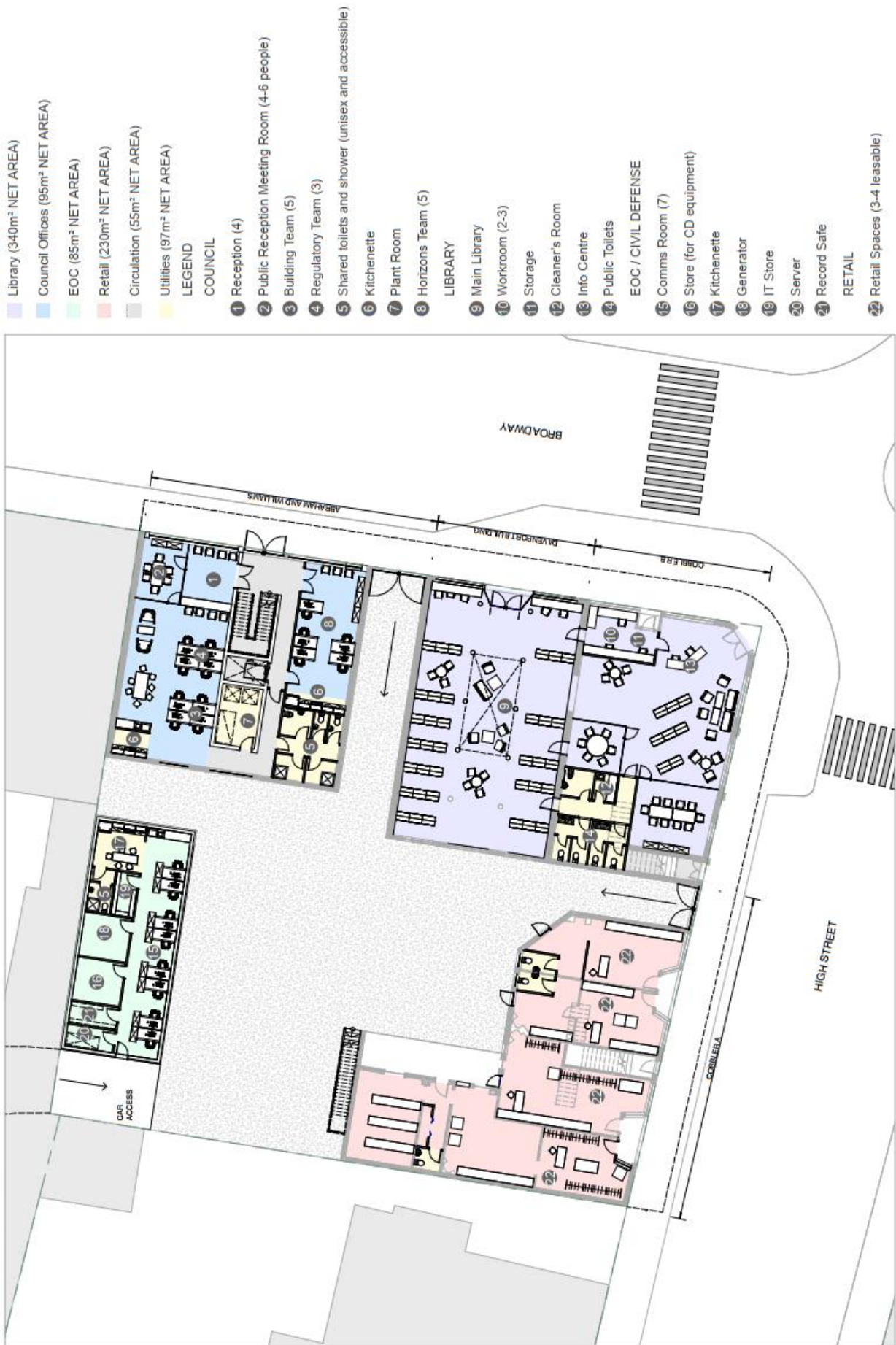
Disadvantages:

- Limited parking





Option A





First Floor

- Council Offices (600m² NET AREA)
■ Circulation (150m² NET AREA)
■ Utilities (165m² NET AREA)
- LEGEND**
- COUNCIL**
- 23 Council Chamber (30-40 people)
 - 24 Councillor's Lounge/ Meeting Room (15 people)
 - 25 Mayor's Office (1)
 - 26 CEO's Office (1)
 - 27 Executive Officer's Office (1)
 - 28 Comms and Customer Services Team Leader (1)
 - 29 Comm & Regulatory Services Group Manager (1)
 - 30 Civil Defense (EMO) (1)
 - 31 Policy and Governance Group (7)
 - 32 Principal Advisor - Infrastructure (1)
 - 33 Roading Team (5)
 - 34 Roading Manager (1)
 - 35 3 Waters Manager (1)
 - 36 3 Waters Staff (2)
 - 37 Admin Staff (2)
 - 38 Infrastructure Team - Mapping, Asset Finder, Solid Waste Manager, hot desk (6)
 - 39 Strategic Property Advisor (1)
 - 40 Finance and Business Support Group Manager (1)
 - 41 Finance Team, Rates Administrator and HR (8)
 - 42 IT & IM Services Team Leader (1)
 - 43 IT & IM Services Team & GIS (6)
 - 44 Meeting Room (4 people)
 - 45 Meeting Room (8 people)
 - 46 Team Room for 60 staff
 - 47 Cleaner's Store
 - 48 Staff Toilets
 - 49 Plant Room

Option A







First Floor

Council Offices (970m² NET AREA)

Circulation (70m² NET AREA)

Utilities (180m² NET AREA)

LEGEND

- COUNCIL**
- 23 Council Chamber (30-40 people)
 - 24 Councillor's Lounge/ Meeting Room (15 people)
 - 25 Mayor's Office (1)
 - 26 CEO's Office (1)
 - 27 Executive Officer's Office (1)
 - 28 Comms and Customer Services Team Leader (1)
 - 29 Community & Regulatory Services Group Manager (1)
 - 30 Civil Defense (EMO) (1)
 - 31 Policy and Governance Group (7)
 - 32 Principal Advisor - Infrastructure (1)
 - 33 Roading Team (5)
 - 34 Roading Manager (1)
 - 35 3 Waters Manager (1)
 - 36 3 Waters Staff (2)
 - 37 Admin Staff (2)
 - 38 Infrastructure Team (6)
 - 39 Strategic Property Advisor (1)
 - 40 Finance and Business Support Group Manager (1)
 - 41 Finance Team, Rates Administrator and HR (8)
 - 42 IT & IM Services Team Leader (1)
 - 43 IT & IM Services Team & GIS (6)
 - 44 Meeting Room (4 people)
 - 45 Meeting Room (8 people)
 - 46 Team Room for 60 staff
 - 47 Cleaner's Store
 - 48 Staff Toilets

Option B



Option (M6) Existing Site wider renovation and strengthening A

An alternative design for strengthening and modernising of the offices at 46 High Street and the library to fit within the existing \$20m Long Term Plan budget.

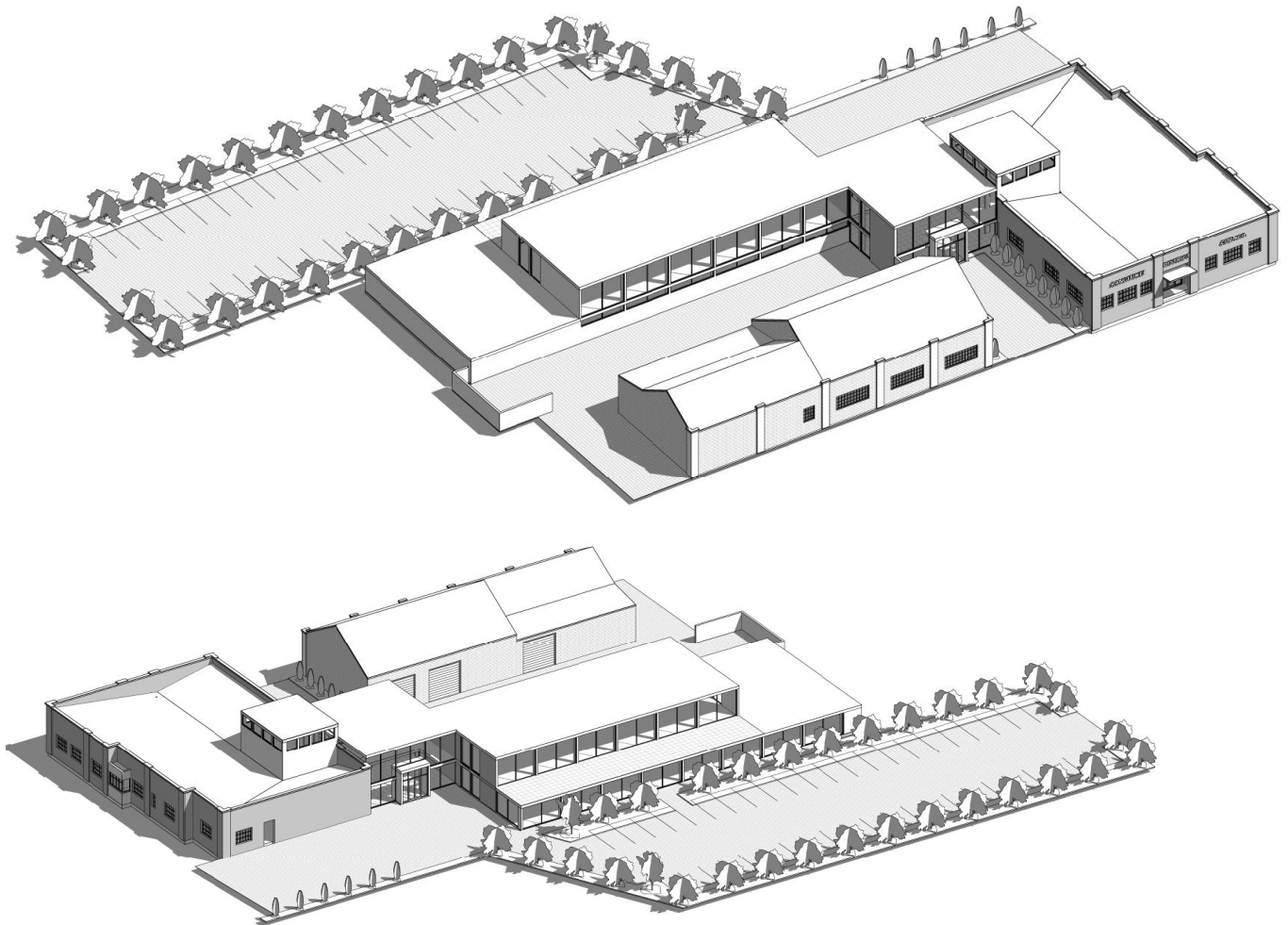
Benefits (Score N/A)

- Meets some of the objectives
- Purpose build construction results in higher efficiency use of the building
- Lots of parking available
- Using existing property

Risks (Score N/A)

Disadvantages:

- Does not meet all of the object
- Does require temporary offices during construction
- Requires temporary offices during construction





Option (M7) Existing Site wider renovation and strengthening B

An alternative design for strengthening and modernising of the offices at 46 High Street and the library to fit within the existing \$20m Long Term Plan budget.

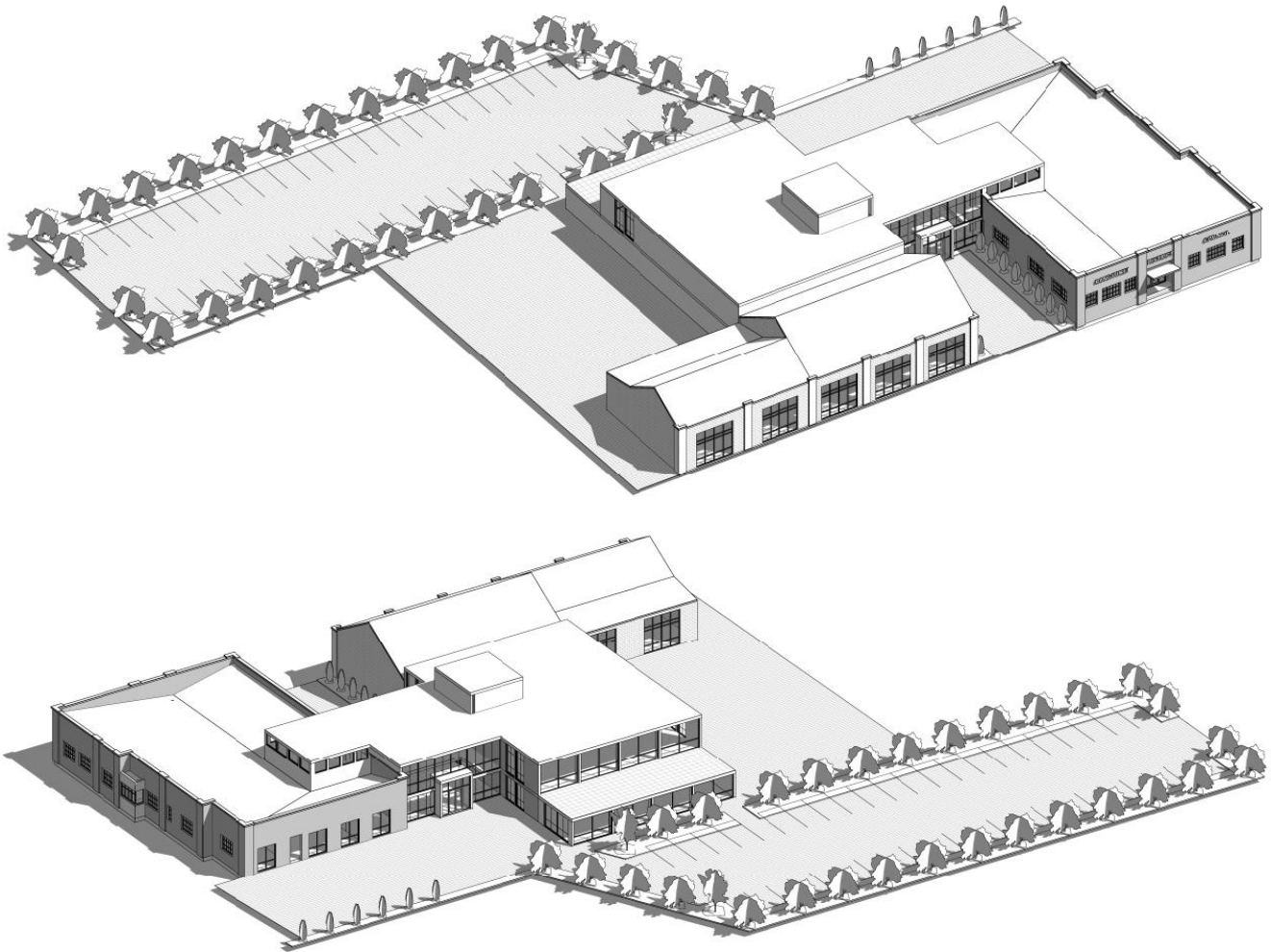
Benefits (Score N/A)

- Meets some of the objectives
- Purpose build construction results in higher efficiency use of the building
- Lots of parking available
- Using existing property

Risks (Score N/A)

Disadvantages:

- Does not meet all of the object
- Does require temporary offices during construction
- Requires temporary offices during construction







DESIGNING
SPACES
TO
TRANSFORM
PLACES

1.0
OPERATIONAL
EFFECTIVENESS

OVERVIEW

The scheme we have derived utilises modern effective office design principles. An ability to offer agile working to the office spaces that about the light and Airey spaces around the ĀTEA. Obvious entry points approach each of the Council functions required. i.e., Democracy, Library and planning / building control.

The circulation zone wraps around the building's frontage on to the ĀTEA and effectively provides the maximum connection to the various Council functions behind using the least possible space while maximising light penetration.

This also facilitates excellent visual surveillance over the ĀTEA. Various fixed functions can be accessed by authorised visitors through control points adjacent to the reception areas. i.e., Democracy & Inspectors/Planners and any meeting spaces attached.

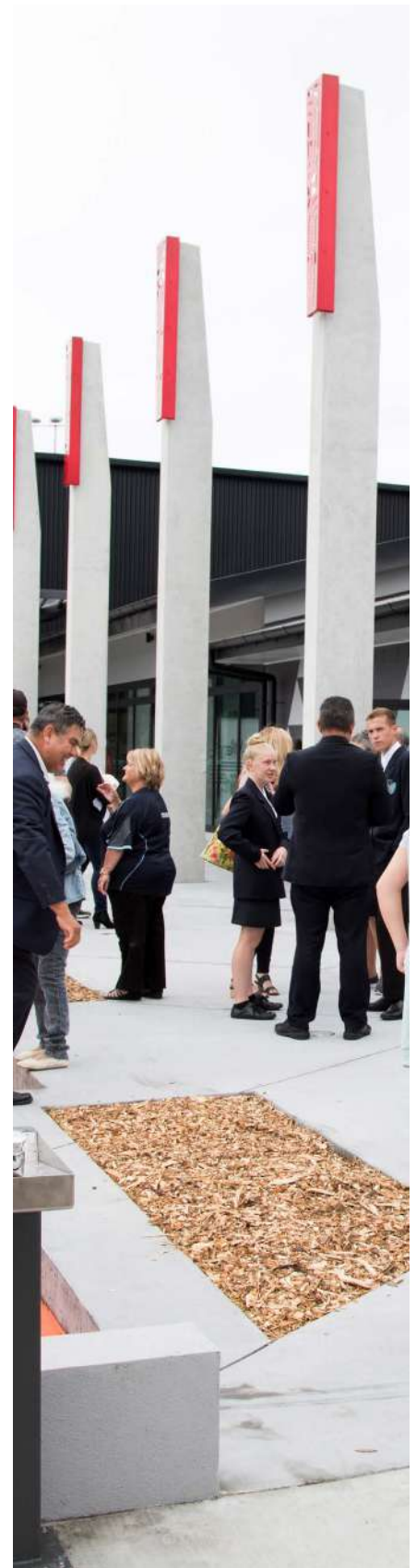
The use of the main stair 'green tower' which is semi open is aimed at encouraging staff exercise and activity and to enjoy fresh non treated air.

All ground floor meeting rooms anticipated potential community use including after hours for he chamber / committee and breakout rooms.

The Hapū suite has its own independent access to allow it to be separately used 24/7 and would have its own toilet and tea bay areas to be self-contained.

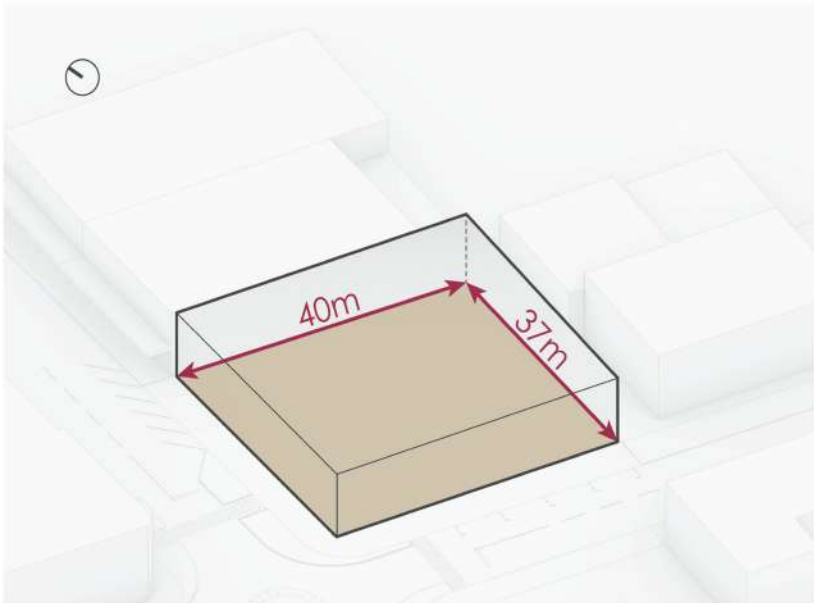
The upper floor provides the balance of the Councils office accommodation for approximately 90 staff. Circulation is arranged around the interior glass walls of the ĀTEA effectively becoming a light well. The circulation will allow an array of breakout and huddle spaces for individuals to work alone / together. Access to all bookable meetings rooms. The concept provides for generally structured open plan workstations in clusters of 6 persons. This then anticipates flexible allocation of desk locations / grouping of staff to suit either fixed or project Teams to relocate or collocate as required.

The staff café is an important component to build Team moral and is proposed for the street frontage it has access to an outdoor terrace with good sun / edible garden planters and looks forwards the Green Tower.



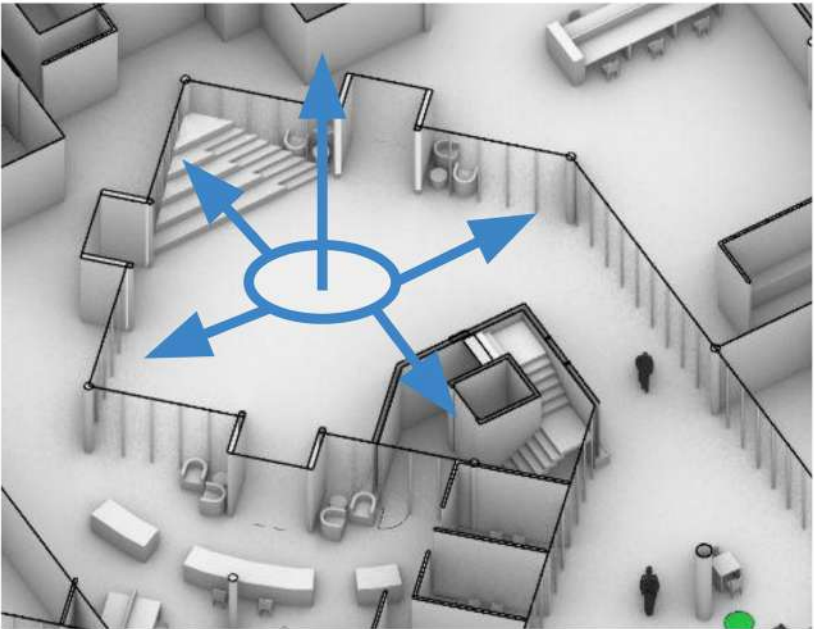
BRIEF COMPLIANCE

SITE & CONTEXT
since the actual site for Marton Civic Centre (MCC) is yet to be established, we believe it is critical that MCC is located in the heart of its CBD – High Street / Broadway Avenue. Hence, we have reimagined the site (40m x 37m) with the context that is similar to the CBD. As a result, it enabled us to communicate our design processes, ideas and narrative for the purpose of this RFP.



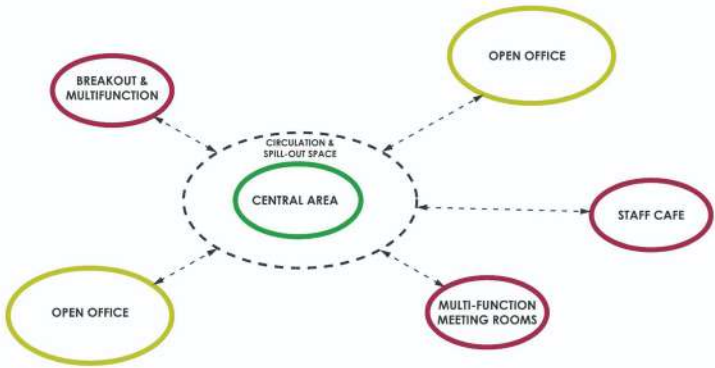
Site & Context

ALL INCLUSIVE DESIGN
We have applied a Human Centric approach using latest architectural strategies to achieve All Inclusive Design outcome. This approach enabled us to tackle Accessibility, Mental & Physical wellbeing, Way Finding, Safety in design and CPTED as one integrated design feature. We have established this by being innovative and by taking what we’ve learned from previous projects and applying that information in fresh ways to Marton Civic Centre (MCC). For example; We have proposed an open-to-air central Ātea that opens up adjacent indoor spaces to the outdoor views and optimises the access to natural light, solar gain and natural ventilation (Refer Pg XXX for micro-climate analysis). It will also improve occupant’s social and communication behaviours. Consequently, central Ātea will have net positive effect on the interior environment, and in turn on the wellbeing & security of the occupants.

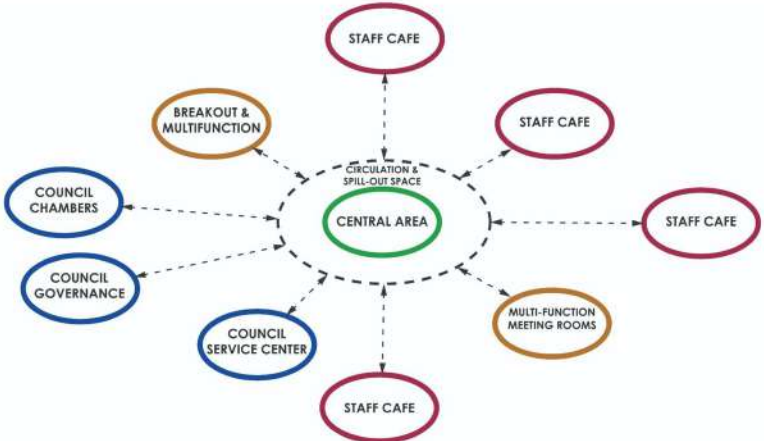


The central Ātea has access to various public programs on the Ground Level. This secures easy way-finding for the visitors. The spaces inside are designed as a barrier free design that are easy to access by differently-abled people. Staircases and elevators connect two levels. Well considered way-finding signs are placed at strategic locations with tactile / braille version where appropriate

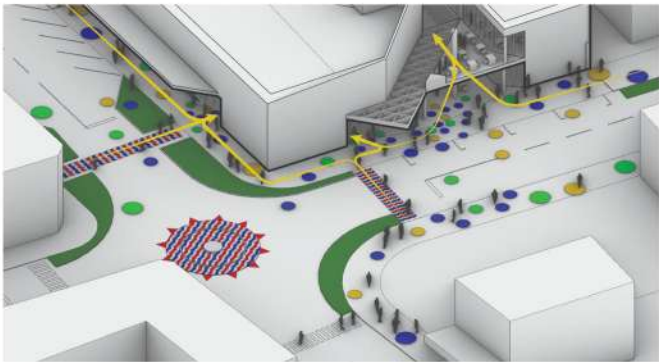
SPATIAL PROGRAM
A high-level spatial program supplied during the RFP that included Council front desk, meeting rooms, council administrative offices, council chambers and library. We have also included Hapū Suites, Information Centre, and Plunket to bring in local issues to the heart of the operation.



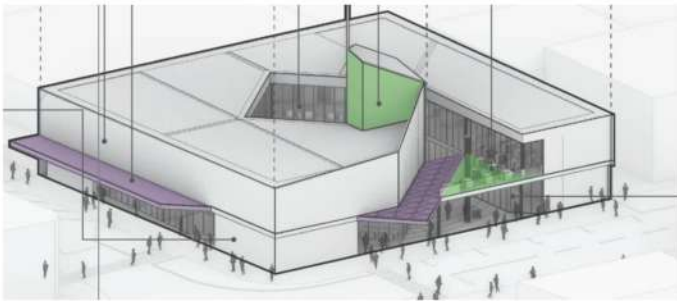
Level L1 Upper Floor Programme



Level L0 Ground Floor Programme



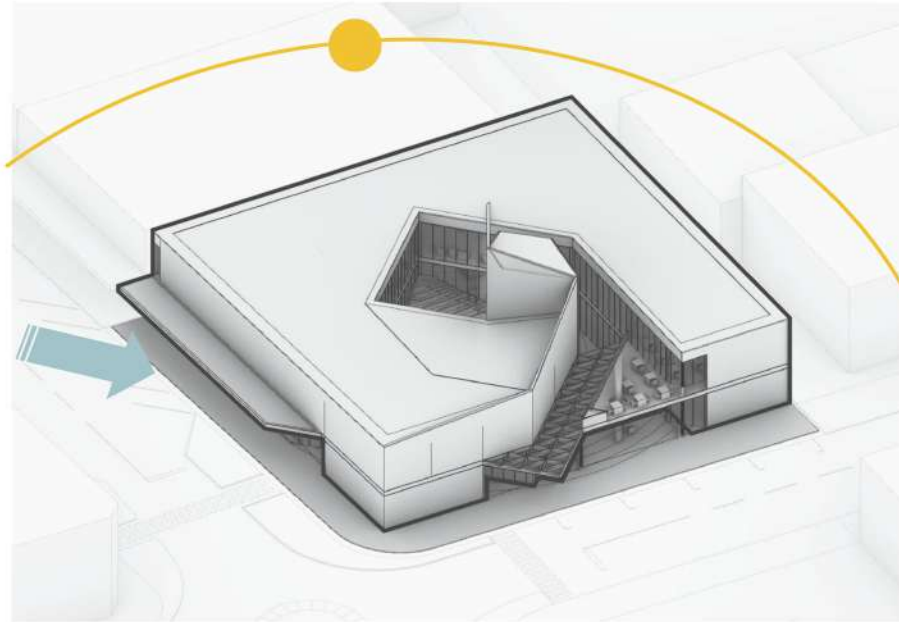
PLACEMAKING
We have applied placemaking approach as a tool for Barrier-Free design. For example, we have extended the Ātea into Breezeways to merge with the foot-path and the street. We propose to work with local artist to create tactile Street Art to manage traffic and at the same time use it as a way-finding tool.



BIOPHILIA
Biophilic design strategies are adopted to increase occupant connectivity to the natural environment through use of Green Wall & Terrace Garden to assist in human comfort and mental Well Being

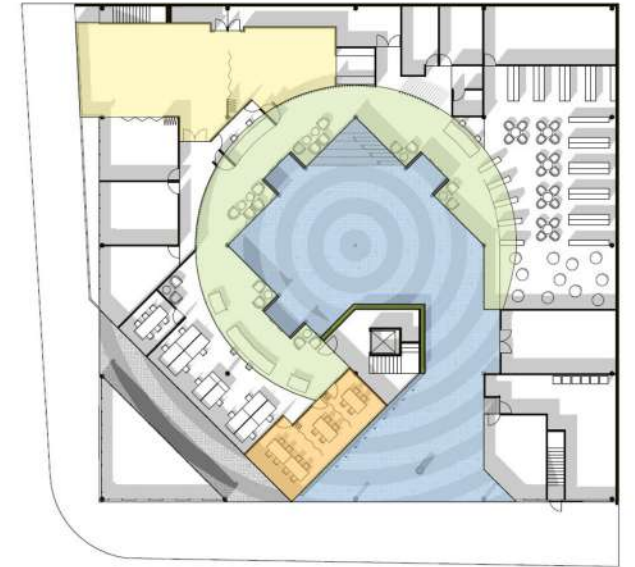
ENVIRONMENTAL CONSCIOUSNESS

We have utilised careful site analysis and local thermal & wind studies to propose a dynamic and coherent design, with spaces designed for comfort, micro-climate and human scale. The comfortable outdoor season is prolonged by carefully placing Ātea such that the structure will protect and gently guide the wind above the Ātea. Refer page 19 for environmental & micro-climate analysis. We have also included sustainable strategies that we consider appropriate to the scale and budgetary parameters of the project. Refer page 32 for sustainability strategy



FLEXIBLE & ADAPTIVE SPACES

Ātea and indoor communal spaces are designed as multi-functional and flexible spaces so that those spaces could be used by multiple groups at once or at various times of the day. For example, Ātea could be used as an outdoor courtyard space by the members of the public during the day time and also for public gathering to signal & celebrate Matariki at the night time. Refer Pg-xx for civic uses of Ātea. The indoor circulation space around the Ātea is both, flexible and multifunction. Inhabitants can spill in to these areas during public activities in the Ātea. The Meeting rooms are designed as multi-function spaces that could, for example could be used for catering and serving tea & coffee. Similarly, Chambers and adjacent committee room is designed as flexible & multi-function spaces that could be used by various groups when Chambers is not in use.



Level L0: Ground Floor Flexible Spaces

PROVINCIAL CONTEXT

Local architecture is one of the most important sources of information to allow us to understand and explain the ideas, views, traditions, customs and neighbourhood relations for Marton. After carefully studying the rural & urban relationship of Marton, we chose not to create a monumental landmark, instead, we aimed to create a 'boutique interface' that seamlessly binds the past, the present and future.



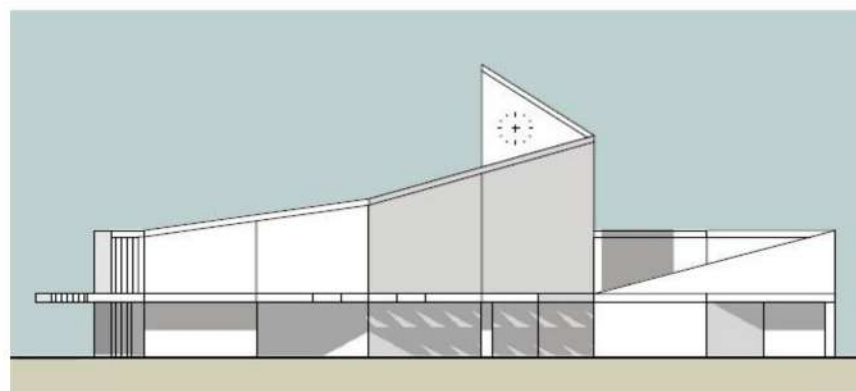
RURAL CONTEXT: SH1 North of Bulls

MANAAKITANGA: BI-CULTURAL PROCESS FOR MULTI-CULTURAL OUTCOME

Our strategy is to peel multiple layers of Marton's Heritage urban fabric that is of predominantly of Edwardian Era (Refer page 14) and then interweave Renaissance - A Western Classical (Pākehā) design grammar with Kaupapa Māori to achieve the bi-cultural end result that is meaningful and backed by well-considered narrative. The aim is to create a building that has a soul, which is appropriate for Marton and its community's future needs. At the same time, it also meets international standards to activate tourism.



URBAN CONTEXT



MARTON CIVIC CENTRE: A Provincial Response

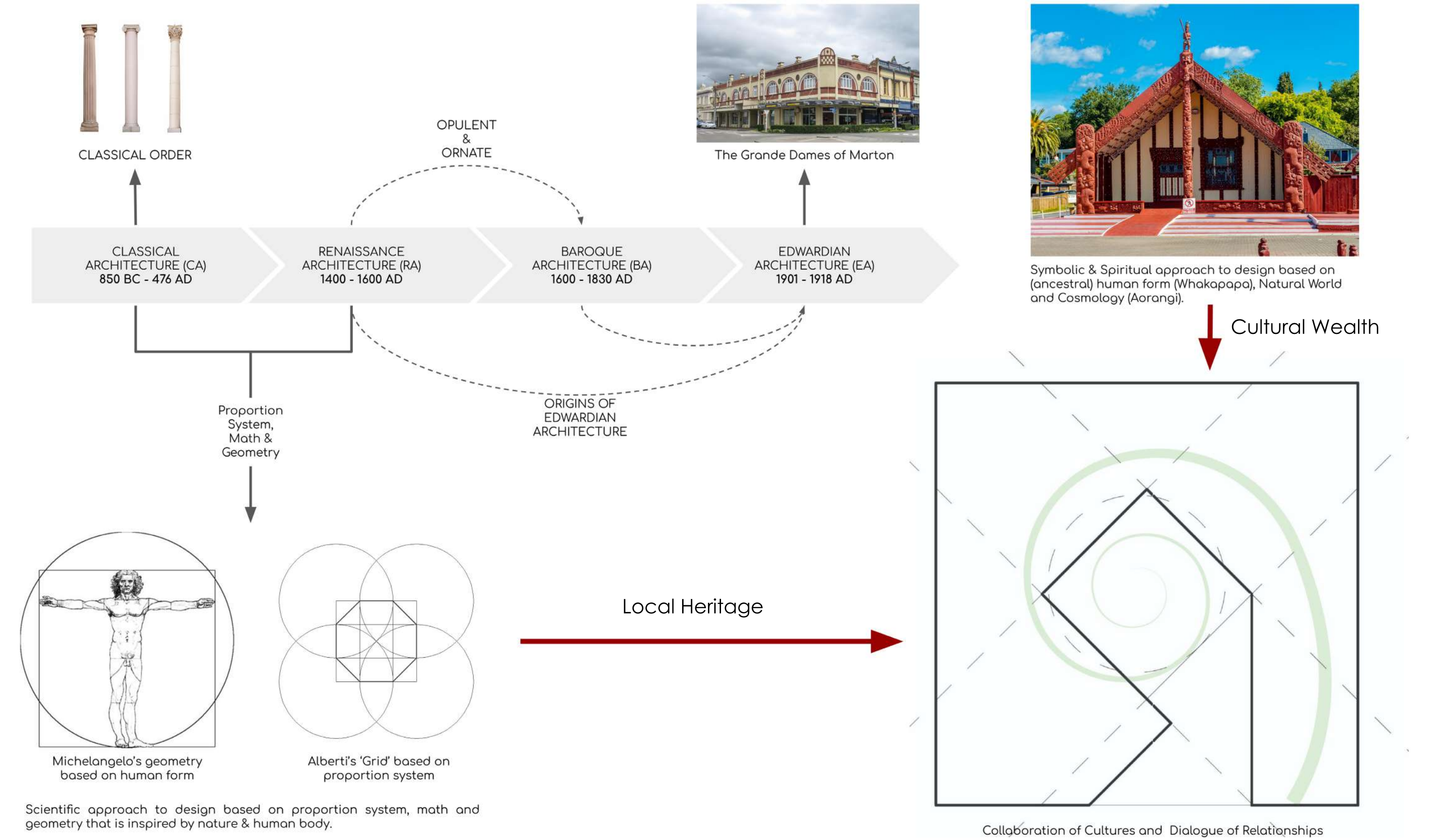


CULTURAL WEALTH

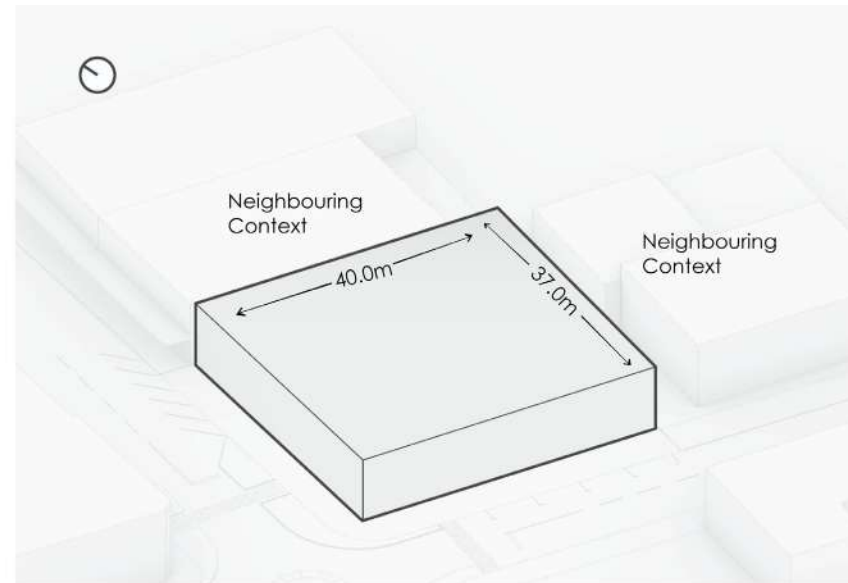


LOCAL HERITAGE: The Great Dames of Marton

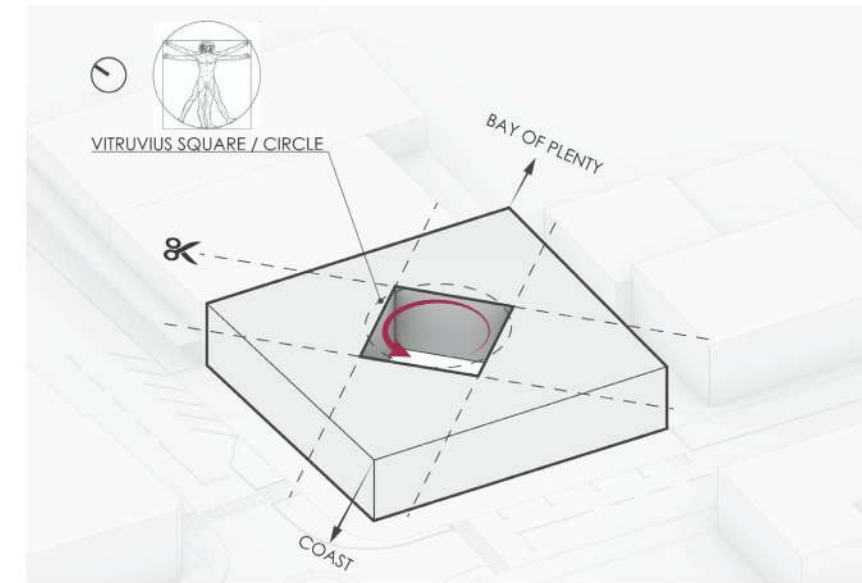
TE RARANGA O NGA MIRO, NGA KORERO
WEAVING THE CULTURAL THREADS



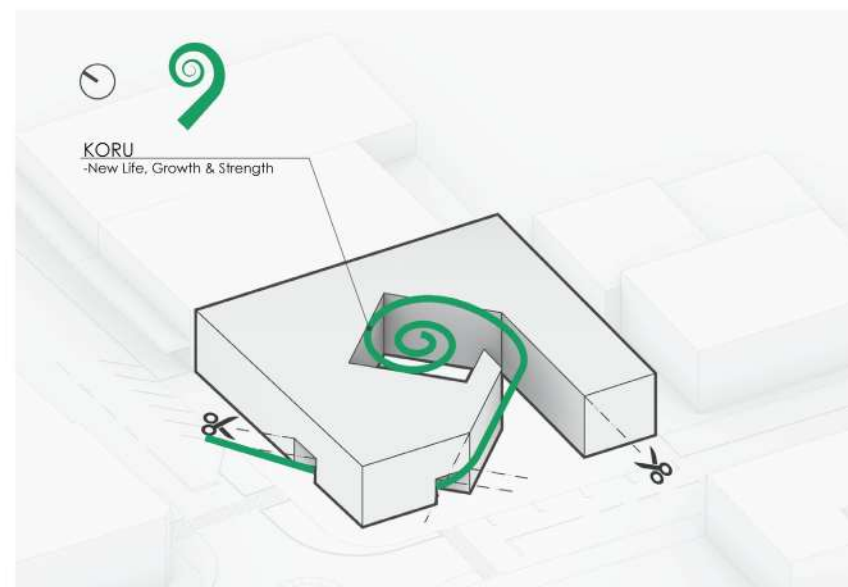
WHAKAIRO SCULPTING OF FORM



1. The Starting Point
- 37m x 40m Junction Site



2. Geometrical principle
Renaissance geometry - at the roots of Edwardian Architecture.



3. New Beginning, Growth & Peace
The Ātea is carved out by integrating the cultural concepts that underlies the proposed civic centre



4. Volumetric gesture
The New Civic Centre is a starting point for new things for a stronger & vibrant future

MAHI TAHI ME KORERORERO COLLABORATION & DIALOGUE

Representation of the cultural concepts underlies the proposed Civic Centre and has been used to inform the spatial arrangement and physical form of the site and building.

Birth, Life, Growth

The MCC is a starting point for new things – combining the potential of a seed with growth over time towards a stronger future

Protection, Sustenance, Support

The concept of protection and nurturing is represented in the new centre with the forms and volumes providing enclosure and safety of the sacred ātea space located at its centre.

Collaboration, Dialogue

The combination of the angular and fluid forms indicates that both cultures are combined in a connected and continuous relationship, working together

Papatūānuku, Ranginui

The indissoluble bond of earth and sky is the environment within which the setting connection of cultures takes place. This is represented in the connection of the pathway from the exterior to the centre which is open to the sky above

Poutokomanawa

At its centre is placed a sculptural element representing the poutokomanawa of the centre and the cultures. This would be a collaboration between storytellers of both cultures to be represented in a physical form that connects the whenua and reaches skyward

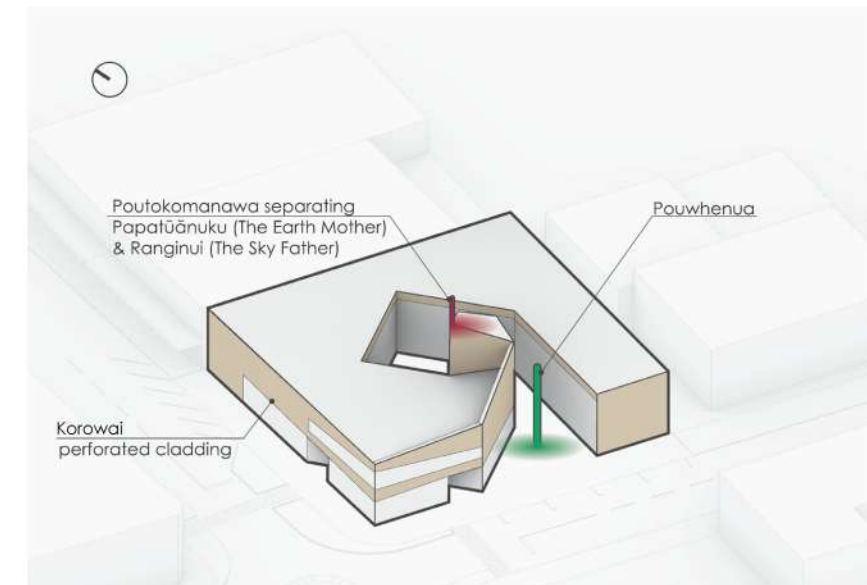
Journey

The new Centre is the latest step on the journey of both cultures in the continued evolution of their collaboration. The historical narrative of the journey so far is told on the building as you transverse the ara or pathway from exterior to interior

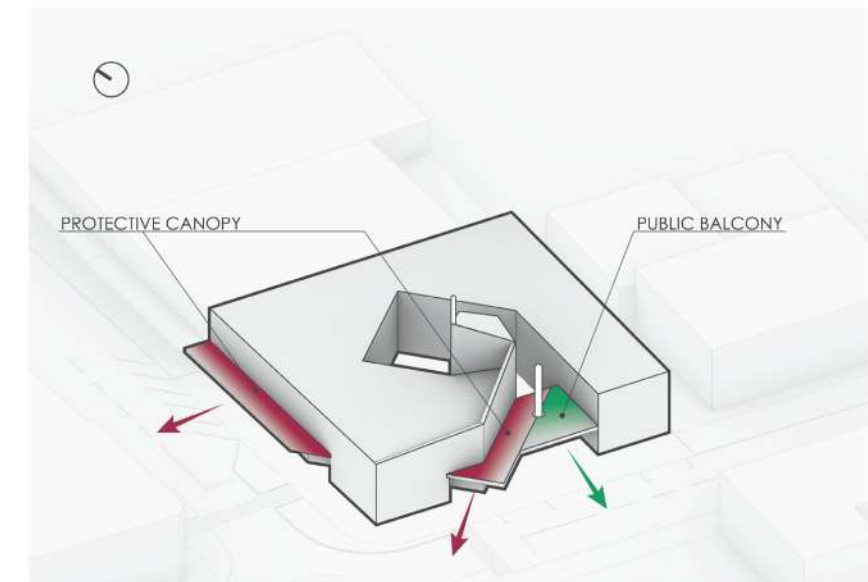
Koru

The koru has been chosen as being symbolic of these conceptual ideas. It is a well-known and identifiable element in Aotearoa culture and captures the thinking discussed here. It is also representative of a continuing and strengthening relationship between cultures

NOTE: Each of the design representation will be further articulated with thorough and collaborative consultation with local iwi, hapū and local artists.

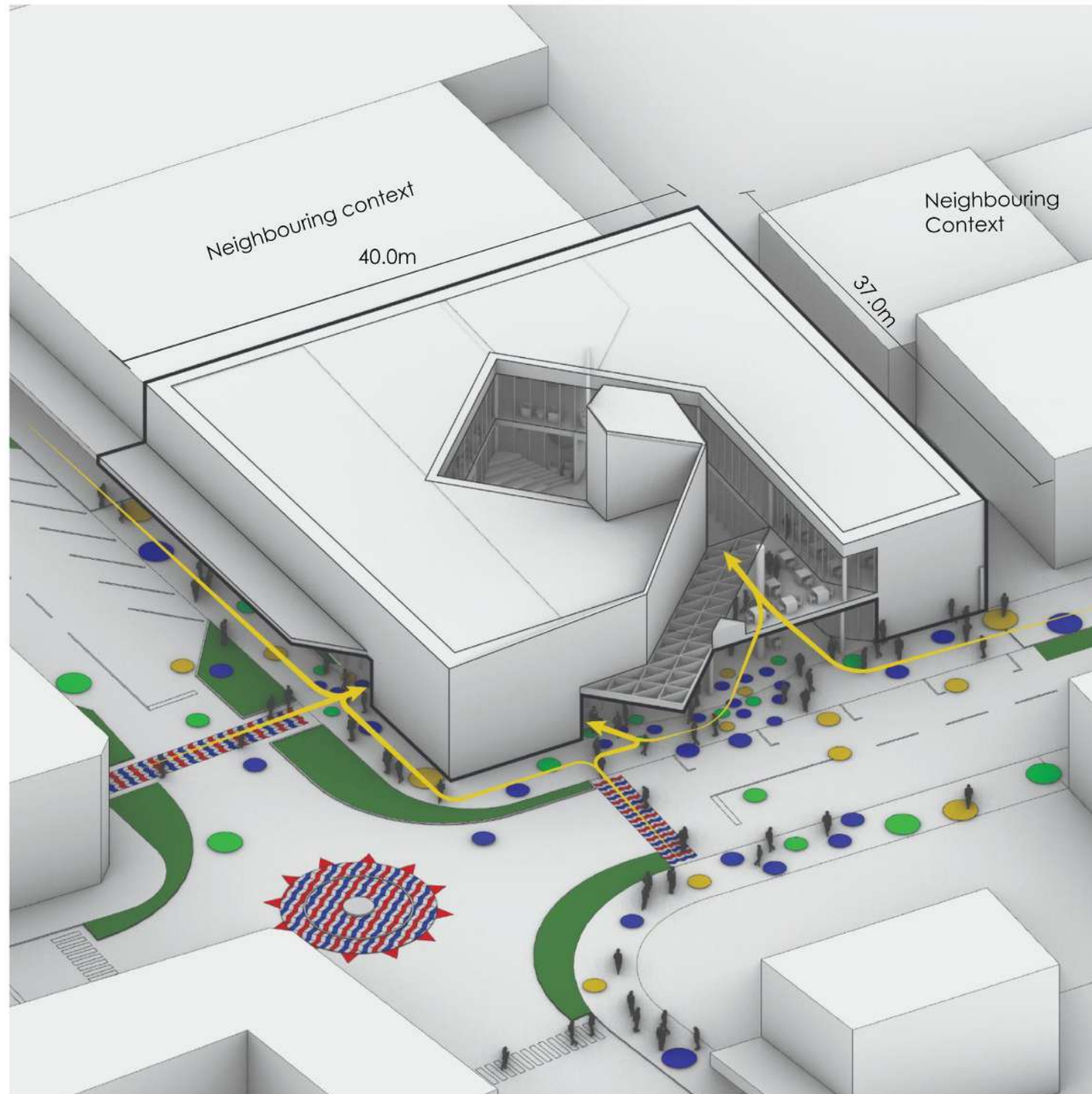


6. The cultural integration of Pou & Korowai
Māori cultural elements that bring the significance to the building and present it as a place open to local communities.



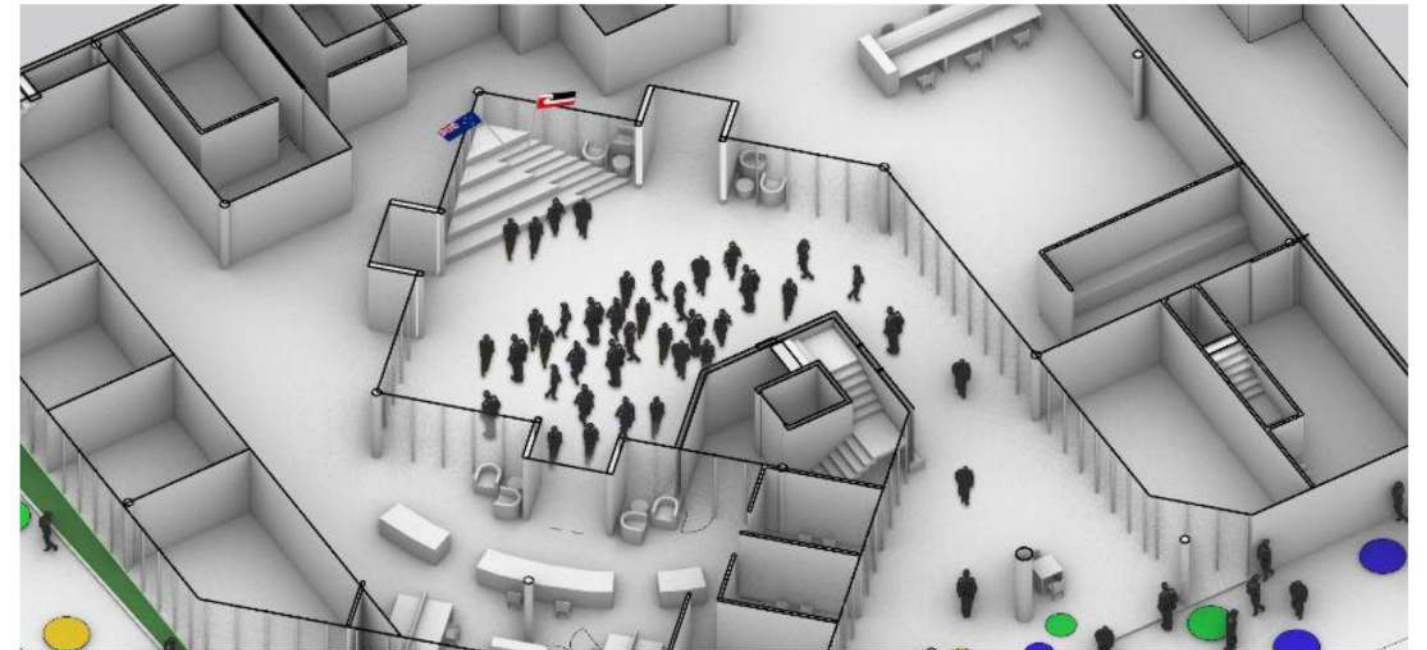
6. Canopies and balconies
- Smart canopies providing protection and shading to public areas.
 - Public balconies extending the internal program towards the exterior space.

ĀTEA CIVIC USE



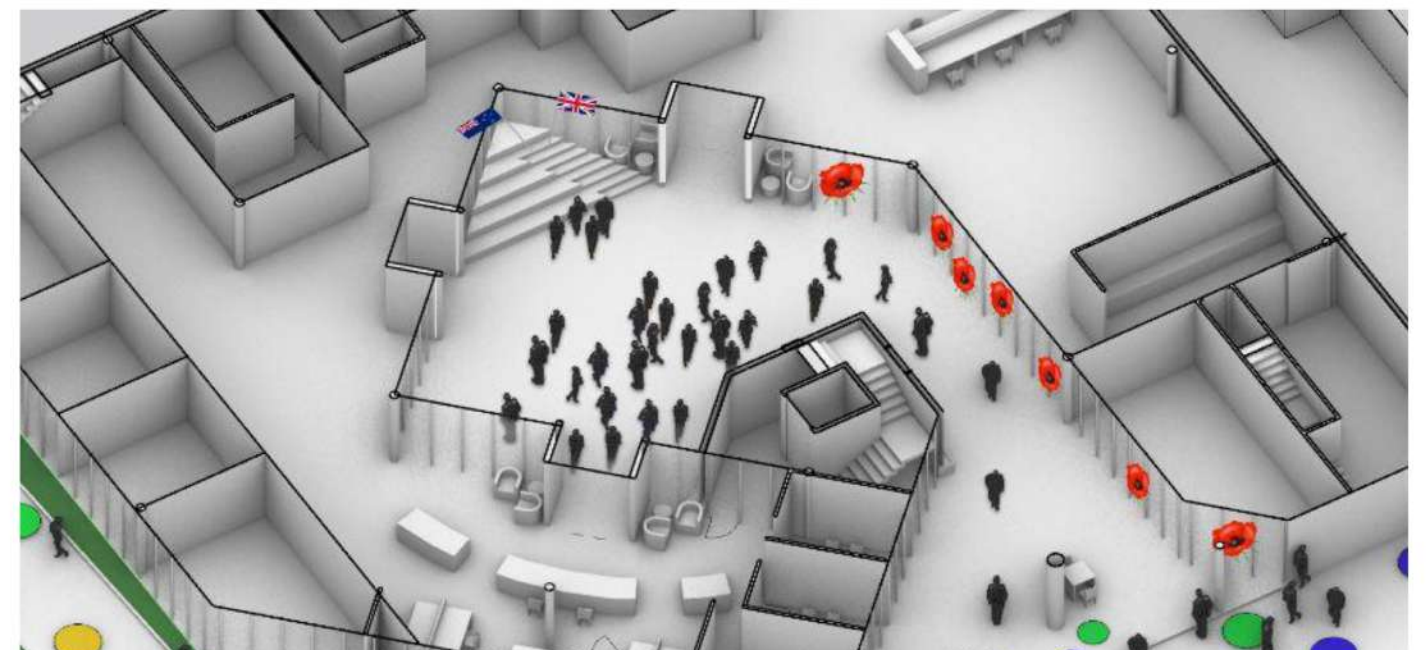
URBAN ACCESS

- Placemaking strategies for traffic management and way-finding for a vibrant CBD junction



WAITANGI DAY:

The mana whenua and the hapū to host Te Tiriti o Waitangi commemoration at the Ātea. Speeches, Hui, Māori arts & cultural performances are held outdoors. Workshops are carried out in the Library (G20), Tea & Coffee served at Multi-Function Meeting Rooms (G03 - G05).



ANZAC DAY DAWN SERVICE:

Council chambers and Library are decorated with poppies. Speeches are held in the Ātea. Coffee & Tea is served in Library (G20) or Multi-Function meeting rooms (G03 - G05)



FUN IN THE SUN & MATARIKI IN THE NIGHT:

Library activities & workshops can seamlessly extend out to the outdoors. People working in the CBD can enjoy lunch in the protected Ātea in the day time. Whereas communities could come together in the night signal & celebrate Māori New Year heralding a time of remembrance, joy & peace.



COUNCIL SWEARING-IN & CITIZENSHIP NATURALISATION CEREMONIES:

Important community milestones to induct new council and integrate new citizens in the community could formally take place in the Ātea. Tea, coffee and beverages could be served in Multifunction space (G03 - G05)



COMMUNITY EVENING FUNCTIONS:

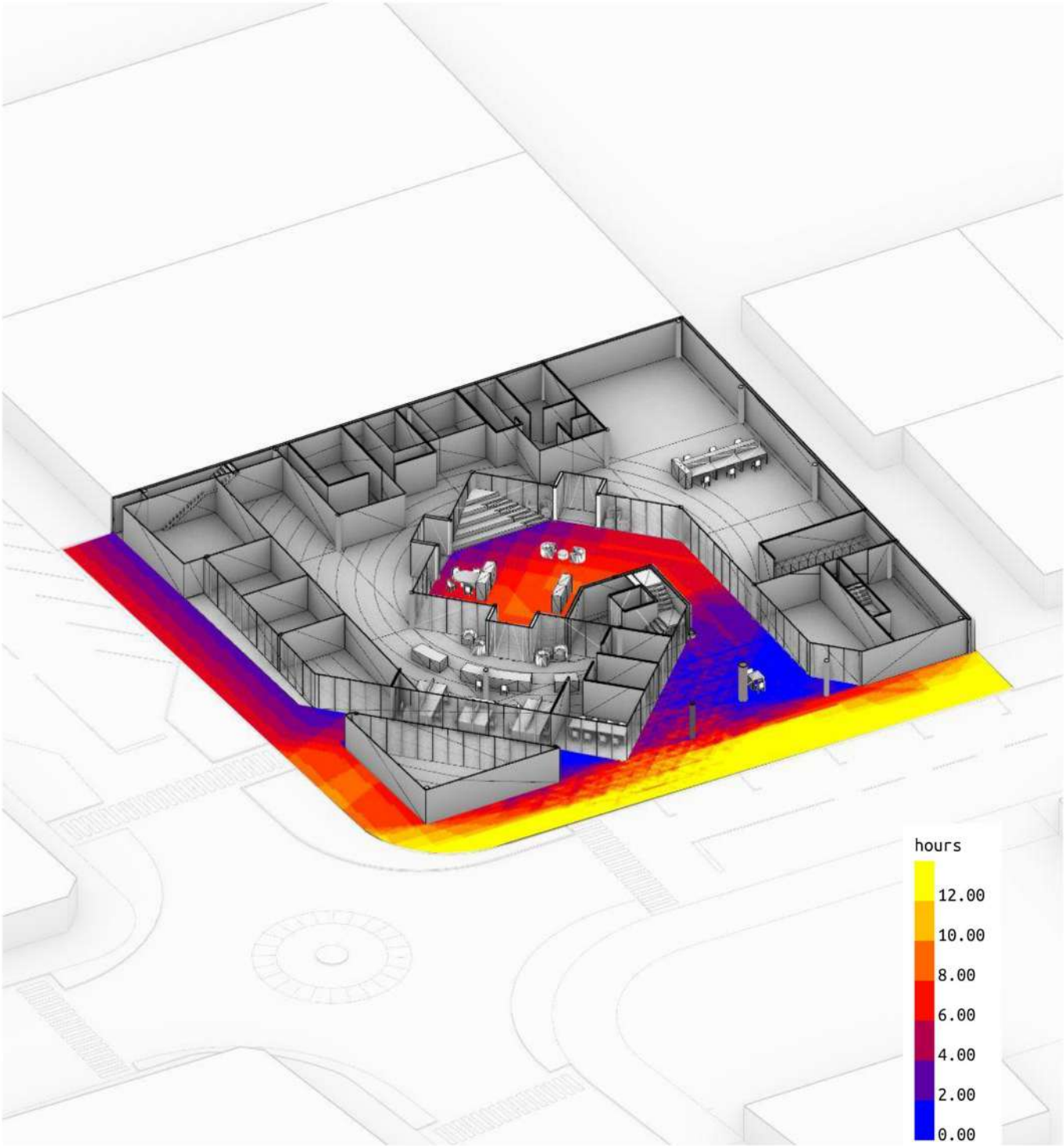
Community functions like local Architecture, Master-Builders and Business awards night can be hosted in the Ātea in conjunction with multifunction & flexible spaces.



OUTDOOR YOGA & FITNESS DAY:

Saturday morning fitness / yoga, great way to start the weekend.

ENVIRONMENTAL ANALYSIS



Direct Sunlight hours in the Ātea (22nd December- Summer Solstice)
The volume, geometry and orientation allows approx 8 - 10 hours of sunlight in the summer season

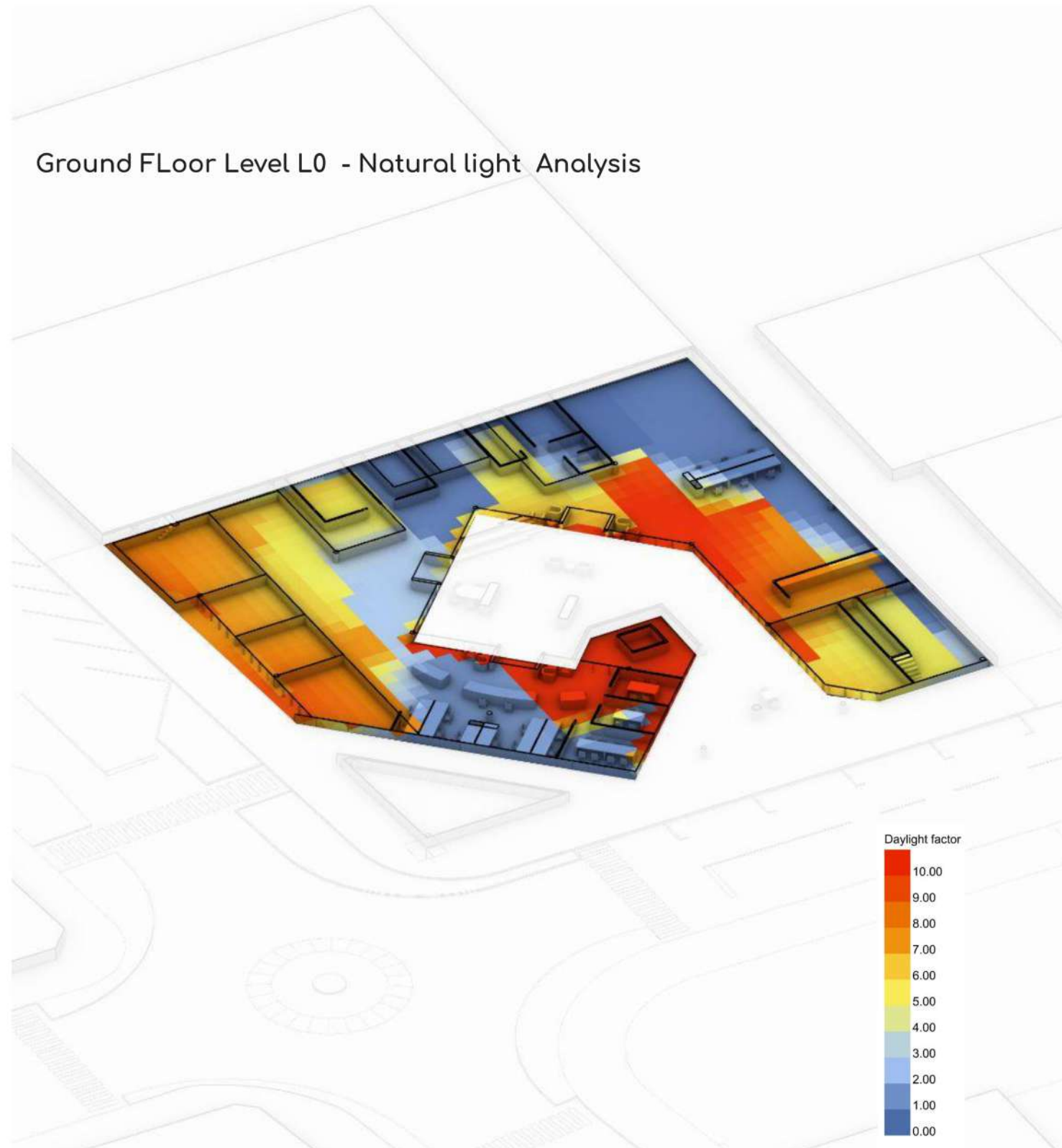
Using computational fluid dynamics, the massing and Ātea is designed around the regions predominant wind (West / North West) pattern to extend the comfortable micro-climate, especially during the warm summer season.



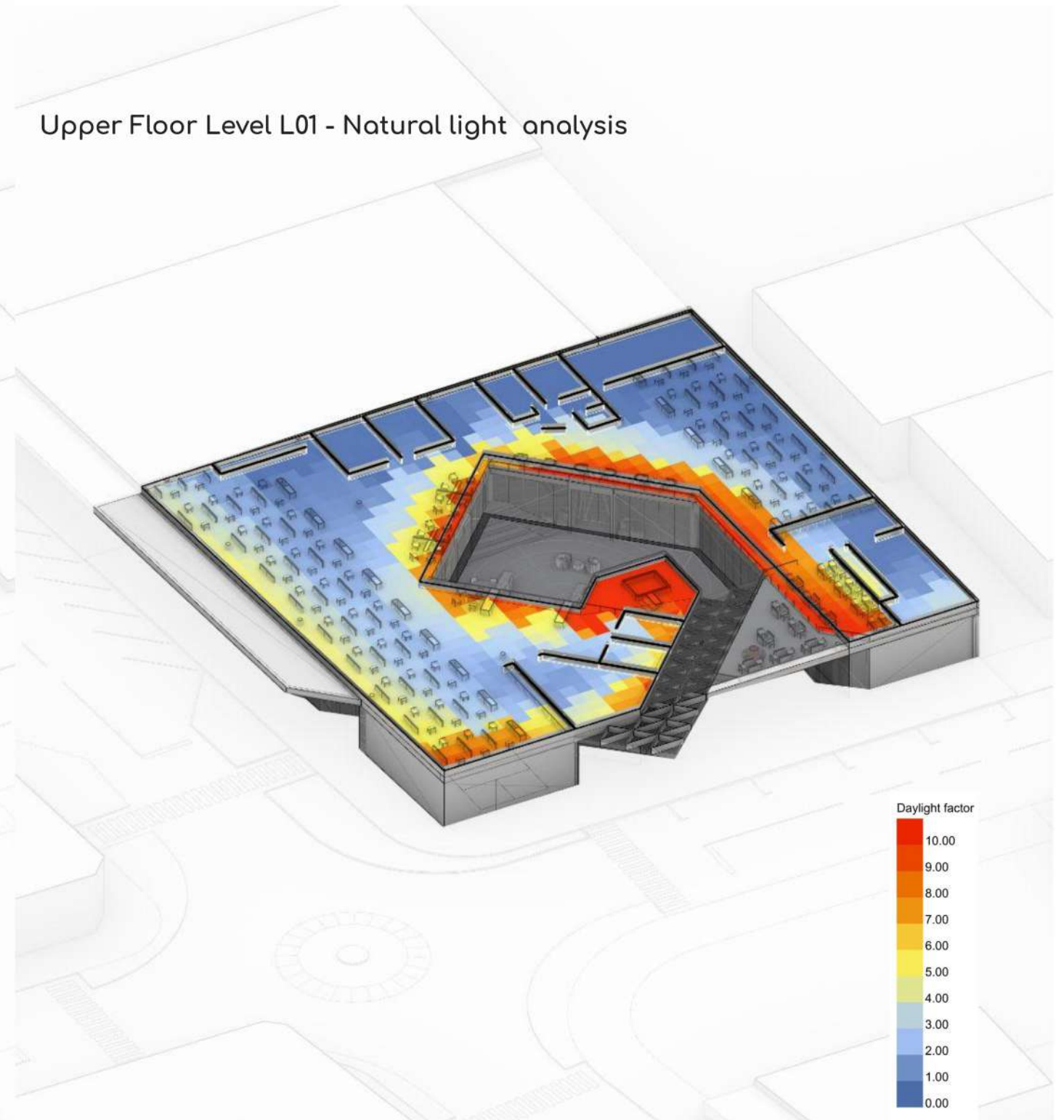
Very good pedestrian comfort
Building volume design takes into account complex computational fluid dynamics analysis to make sure the wind speeds are pleasant throughout all of the public areas.

	Sitting	<2.7m/s
	Standing	<3.8m/s
	Strolling	<4.7m/s
	Walking	<5.5m/s
	Uncomfortable	>5.5m/s

Ground Floor Level L0 - Natural light Analysis



Upper Floor Level L01 - Natural light analysis



Comfortable daylight for the indoor work-place

- Type of glazing as well as the depth of floor plates allow for a very high quality office spaces.
- The Átea enhances the quality of daylight for a 37m x 40m building mass.

CONCEPT DESIGN PLANS
L0 - GROUND FLOOR PLAN



LEGEND

G01	STAIR & LIFT / GREEN TOWER	28.4 m2
G02	CIRCULATION	171.2 m2
G03	MEETING ROOM (SM)	12 m2
G04	MEETING ROOM (SM)	12 m2
G05	MEETING ROOM (L)	20.5 m2
G06	i-SITE	44.8 m2
G07	SERVICE CENTER	83.7 m2
G08	MEETING ROOM (SM)	12.3 m2
G09	CEO	25.5 m2
G10	MAYOR	28.4 m2
G11	COMMITTEE	28.4 m2
G12	CHAMBERS	81.7 m2
G13	BREAK OUT	44.6 m2
G14	RECEPTION	10.8 m2
G15	CATERING	8.5 m2
G16	EXIT / STAIR	3.6 m2
G17	STORE / SERVICES	35.3 m2
G18	TOILETS	46.9 m2
G19	BOH / STORE	43.4 m2
G20	LIBRARY	134.5 m2
G21	TAMARIKI	41.1 m2
G22	HAPU SUITE	41.1 m2
G23	TRUCK / SERVICES	53.6 m2
G24	STAFF EOT	27.8 m2
G25	EXIT / STAIR	6.7 m2
G26	FIRE PANEL	5.7 m2

TOTAL GROUND FLOOR AREA 1052.5 m2

CONCEPT DESIGN PLANS

L1 - UPPER FLOOR PLAN



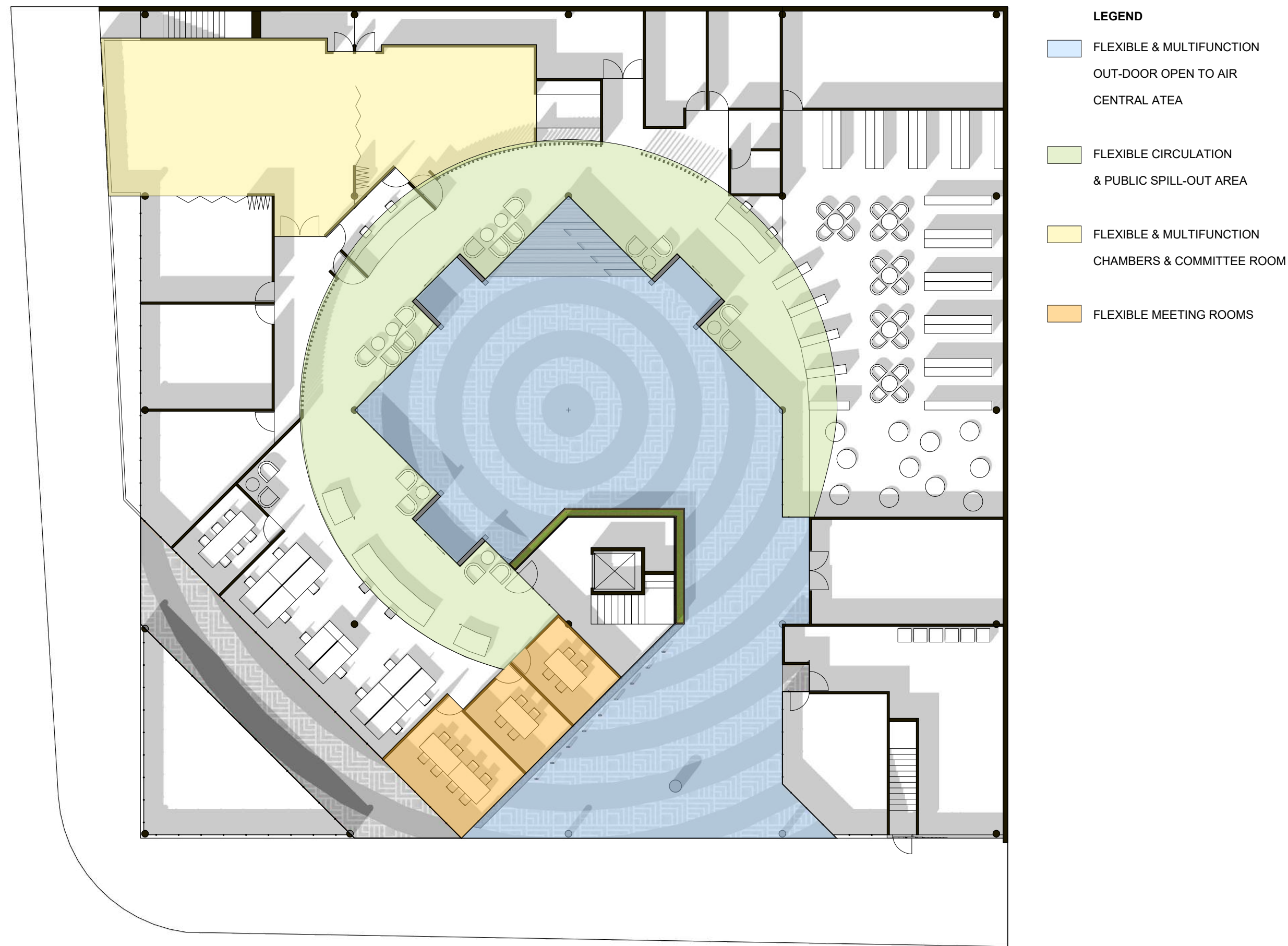
LEGEND

F01	STAIR & LIFT / GREEN TOWER	34 m2
F02	CIRCULATION	280.6 m2
F03	MEETING ROOM (SM)	11.6 m2
F04	MEETING ROOM (SM)	11.6 m2
F05	MEETING ROOM (XL)	43.6 m2
F06	OPEN SPACE OFFICE 'A'	347.1 m2
F07	EXIT / STAIR	5.5 m2
F08	MEETING ROOM (L)	20.2 m2
F09	MEETING ROOM (L)	20.2 m2
F10	TOILETS	46.9 m2
F11	ARCHIVE	43.4 m2
F12	OPEN SPACE OFFICE 'B'	162.2 m2
F13	EXIT / STAIR	7.9 m2
F14	STAFF CAFÉ	110.1 m2
F15	TERRACE	44.9 m2

TOTAL FIRST FLOOR AREA
(excl. GREEN TOWER & TERRACE) **1110.9 m2**

CONCEPT DESIGN PLANS

FLEXIBLE SPACES FLOOR PLAN



STREET ENTRY VIEW



JUNCTION VIEW



ĀTEA VIEW



STAFF SPACES

TO PUBLIC PLACES

LEVEL L0: GROUND FLOOR

The concept directly addresses this aspect of the brief by bringing the building *ĀTEA* into the heart of the building. Visitors transit this feature and can choose the entrance way that answers their need. On entry to the building, they directly faced a concierge style reception area. These multi-person stations will be configured to allow multiple staff to both undertake their regular (and related) duties and directly interact with your customers.

They can direct visitors to take a seat in the waiting area while the relevant staff person is called. They can then arrange access (secured) if necessary to a meeting room etc. Staff coming down from their regular work points on the upper floor can walk down the green tower stairs or use the lift to arrive at the customer or say the service centre counter and meeting rooms as required. This flow, multiple eyes surveillance and access can enhance staff security. As the design evolves this aspect should be reviewed for CPTED and security purposes.

By integrating discrete glass barriers, it is possible to further separate staff from customers if necessary and allow staff retreat via safe paths.

LEVEL L1: UPPER FLOOR

This is considerably simpler. Its not anticipated that public can visit this area and will be controlled entry via lift and the green tower staircase. Having reached this floor overlooking the Atrium, this divides the main staff work points into two sections. Meeting rooms / services / resource areas are clustered in at least two places for ease of access.

The circulation zone around the *ĀTEA* glazing can be laid out with a series of breakout features. A mix of focus or huddle rooms to work individually or in small teams. Some comfort seating, standing high tables and work benches offer a variety of alternative and appropriate places to complete a task.



Revitalising Rangitīkei's Civic Heart



The (draft) Business Case for a Marton Civic Centre

September 2022

The Strategic Case: Making the Case for Change

Introduction to our Proposal

The 2014 Marton Town Centre Plan identified a proposal for a new civic centre in the heart of the Town Centre to act as a catalyst for revitalisation of the Main Street. The original Civic Centre proposal was to bring the library, information centre, council headquarters and emergency operations centre under one roof. It is also intended to include community meeting spaces, public toilets, to integrate outdoor space, and to be a flagship of the Boutique Marton Style strategy.

In 2016, the Rangitikei District Council was presented with an offer to purchase the Cobbler, Davenport and Abraham and Williams buildings, located in the Marton Town Centre. Council consulted with the community on the purchase and a total of 128 responses were received, with the majority in favour. The Council strategically purchased the buildings for \$170,000, with plans to either strengthen the space or demolish it to make way for new facilities.

During the development of the 2017-18 Annual Plan, the Council again consulted with the community about options for developing the site.

Rangitikei District Council commissioned this business case to consider the initial proposal. The purpose of this business case is to provide a robust exploration and objective analysis of the options. It is intended to allow the Council to make fully informed investment decisions that will optimise value to the Council, to the people of Marton, and to the region.

The Proposal in a Nutshell

To consider the rationale and options for developing a Civic Centre in the heart of Marton.

Our Approach

We are using the Government's Better Business Cases™ (BBC) methodology. BBC is the internationally recognised best practice standard to help organisations think, plan and deliver on their strategic plans.

The five-case model is an organising framework that provides a disciplined, step-by-step approach to decision-making. This ensures each of the key aspects of the business case analysis is explicitly and systematically addressed.



This business case development process is applied to:

- demonstrate that the proposed investment addresses genuine needs and is strategically aligned with regional and ratepayer priorities
- systematically consider a wide range of options and recommend a preferred solution that optimises value for Rangitikei District Council stakeholders
- outline plans for procurement of the preferred solution, and
- plan the necessary funding and project management arrangements to successfully deliver the preferred solution.

Our Strategic Context

Rangitikei Overview

The Rangitikei District gets its name from one of New Zealand's longest rivers. The Rangitikei river is 253 kilometres long, stretching from its headwaters in the Kaimanawa Ranges to the South Taranaki Bight at Tangimoana, forty kilometres southeast of Whanganui.

The district comprises 4,500 square kilometres of mainly lush, rural land. It is a diverse district, ranging from the hill country of the upper Rangitikei river to the sand plains on the south coast. The river flows southwards past the towns of Taihape, Mangaweka, Hunterville, Marton and Bulls.

The Rangitikei River is at the heart of Ngāti Apa's traditional lands, that stretch between the Manawatū River in the south and the Whanganui River in the north.

The population of the district was estimated as 15,750 at June 2019. This is up 12% from the 2013 Census and reversed the previous trend of declining population observed since 1996. 3,936 people identified as Māori, an increase of 20% from 2013.

The Rangitikei District Council

The Rangitikei District Council was formed in 1989 by the amalgamation of the Rangitikei County Council, Marton Borough Council and Taihape Borough Council, along with parts of the KIWITEA and Taupō County Councils. The Council is a territorial authority governed by the Local Government Act 2002.

The Council provides a range of services including, roads, wastewater disposal, provision of potable water, stormwater drainage, community facilities, parks and reserves, as well as strategic direction and leadership for the District.

The Council's main corporate office is located at 46 High Street, Marton. In the financial year to 30 June 2021, the Council employed 105 employees and received \$41.9 million in operating revenue, against expenditure of \$37.9 million. At 30 June 2021 the Council's net assets were \$611 million. This included accumulated cash holdings of \$6.99 million due to a significant underspend on capital works.¹



¹ Rangitikei District Council (2021), Annual Report 2020/21, downloaded from <https://www.rangitikei.govt.nz/council/publications/reports> on 24 February 2022.

Marton's Brick-built Heritage

Marton was established in 1866 when three local farmers agreed to sub-divide parcels of their properties to meet the growing demands of settlers.

The land was laid out for the town of Marton - then known as Tūtaenui. The name was changed to Marton in 1869, after the birthplace of Captain James Cook.

By the 1880s, Marton was an important junction between the main trunk line and the railway line connecting Whanganui to Palmerston North. The two main streets, Broadway and High Street were lined with commercial and retail timber buildings, many connected with adjoining walls.

The pressures of a growing population and a series of fires from 1879 to the mid 1920s, led to the original wooden buildings being replaced with larger and less vulnerable, two-storeyed brick buildings. These were constructed in the common style of the period, with ground floor shops, distinctive verandas, and decorative parapets.

Marton's prosperity waned with the restructuring of the railways and the subsequent withdrawal of manufacturing businesses. Without ongoing redevelopment many of the pre-1930s buildings remain, 16 of which are heritage-listed. These brick buildings pre-date the art deco facades of Napier, creating a distinctive point of difference for Marton's heritage precinct.

The focal point for the heritage precinct is the intersection of High Street and Broadway, providing a prominent gateway to Marton's quiet central business area. The former Town Hall and White Hart Hotel were located on the Lower High Street corners of the intersection. These two buildings were demolished and are survived by grassed parks, both Council owned.

In 2016, the Rangitikei District Council was presented with an offer to purchase the run-down Cobbler, Davenport and Abraham and Williams buildings. These are shown as H21/H22, H18 and H29 respectively in the below town map².



² WSP Opus (2016), Marton Community Civic Centre and Heritage Precinct, high-level concept design commissioned by the Rangitikei District Council.

The Council consulted with the community and a total of 128 responses were received, with the majority in favour of the purchase. The Council bought the buildings for \$170,000, with plans to either strengthen or demolish the existing buildings. The current heritage buildings dominate the intersection and the gateway to the Marton town centre.



The town centre has a range of businesses, mainly focused on hospitality and retail. However, there are a number of unoccupied commercial premises. The Marton Town Centre is no longer the thriving and vibrant retail/commercial hub it was in the early 1900s.

Our Strategic Alignment with Government and Council Goals

Alignment with Government's Wellbeing Goals

In 2017 the Government signalled a significant change in policy settings towards a focus on greater wellbeing. Life is about more than just profits and money. Investing for wellbeing takes a broader perspective on increasing the opportunities and the capabilities of New Zealanders to live the lives they have reason to value.

This wellbeing focus uses the Treasury's Living Standards Framework to inform Government investment priorities and funding decisions.

The Treasury vision of “higher living standards for New Zealanders” is based on the stewardship of four capital stocks. Each capital stock – human, natural, social and financial/physical – focuses on a category of assets and resources needed to lift inter-generational wellbeing.

The Four Capitals (natural, human, social, and financial and physical) are the assets that generate wellbeing now and into the future

Looking after intergenerational wellbeing means maintaining, nourishing, and growing the capitals

Natural Capital

All aspects of the natural environment that support life and human activity. Includes land, soil, water, plants and animals, minerals and energy resources.

Human Capital

The capabilities and capacities of people to engage in work, study, recreation, and social activities. Includes skills, knowledge, physical and mental health.

Social Capital

The norms, rules and institutions that influence the way in which people live and work together and experience a sense of belonging. Includes trust, reciprocity, the rule of law, cultural and community identity, traditions and customs, common values and interests.

Financial and Physical Capital

Financial and human-made (produced) physical assets, usually closely associated with supporting material living conditions. Includes factories, equipment, houses, roads, buildings, hospitals, financial securities.



Under the Treasury's four capitals model sit 12 identified domains of wellbeing, five of which are strategically aligned to the civic centre proposal. This proposal can potentially contribute to increased wellbeing by strengthening:

1. Civic engagement and governance - by making it easier to access and engage with Council services
2. Social connectedness - by creating spaces for people to meet, linger and interact.

It could also contribute to improving:

3. Cultural identity - by embedding Te Tiriti o Waitangi principles and a connection to the wider region
4. Subjective well-being - by creating inviting spaces for people to work, live and play
5. Jobs and earnings - by supporting local businesses.



Alignment with the Council's Strategic Direction

Rangitikei District Council is similarly guided by the Local Government Act 2002, which defines the community facing purpose of local government to:

"... enable democratic local decision-making and action by, and on behalf of communities and; ... promote the social, economic, environmental, and cultural well-being of communities in the present and for the future."

These goals are communicated and implemented by key Council strategic planning documents, including the:

- Long Term Plan 2018-28
- Economic Development Strategy, and
- Taihape Town Centre Plan.

Long-Term Plan

The Long-Term Plan 2018-28 identifies the Council's strategy to develop multi-purpose buildings and address earthquake-prone building requirements across the District. New or redeveloped Council facilities are intended to provide fit-for-purpose services for the local communities by integrating learning and information hubs, service centres, meeting spaces, youth spaces and spaces for social agencies. In addition, facilities will enable increased staffing efficiencies. Existing buildings that are no longer required for service delivery are intended to be disposed of.

Economic Development Strategy

The Council is in the process of preparing an Economic Development Strategy. The two key areas of focus are:

- 1) District promotion, and
- 2) Supporting growth

Marton Town Centre Plan

The 2014 Marton Town Centre Plan provides a framework and guide for the future management of public areas in the Marton Town Centre, the timing of the development and Council's role. The Town Centre Plan was developed by Creative Communities for Council in partnership with the local community.

The Town Centre Plan proposed that the Council should develop a new Civic Centre in the heart of the Town Centre. This Civic Centre is intended to consolidate council services, potentially including a learning and interaction centre, information services, Council front desk, meeting rooms and storage spaces for community groups. The Council also intended that the development act as a catalyst for revitalisation of the Central Business Area.

The Town Centre Plan identifies that a new Civic Centre should:

- integrate outdoor and indoor spaces
- be a flagship of the Boutique Marton Style, that the Plan identifies as a key strategy, and
- make the best use of existing Council properties, which would as a consequence, become surplus to requirements.

Marton's Council owned facilities are currently dispersed, many are earthquake-prone, and none are currently located in the Town Centre. The Plan noted that consolidating Council services in the Town Centre could potentially improve community services, increase efficiency and act as a catalyst for revitalisation and leading redevelopment.

Our Legislative Environment

Legislation relevant to this proposal includes the:

Local Government Act 2002

The Local Government Act 2002 outlines the purpose of local government and the role of local authorities. It sets out the responsibilities of Council – which are mainly to provide for the efficient and effective provision of infrastructure and public services for local communities.

Resource Management Act 1991 (the "RMA")

The Resource Management Act (RMA) 1991 sets out the requirements for land use and discharges. The Rangitikei District Plan 2013 is developed under the RMA, setting out the land use rules. Relevant resource consent requirements (if any) will guide the scope and nature of any proposed development.

Building (Earthquake-prone buildings) Amendment Act 2017

The Building (Earthquake-prone buildings) Amendment Act 2017 identifies the Rangitikei as an area of high seismic activity. The Act requires earthquake-prone buildings to be assessed within five years and remediated within 15 years. This means that over the next 20 years all earthquake-prone buildings in Taihape will need to either be remediated or disposed of.

3 Waters Review

Central Government has announced a controversial reform programme to transform drinking water, storm water and wastewater. It is focussed on the challenges facing the sector, including funding pressures, rising environmental standards, climate change, seasonal pressure from tourism, and the recommendations of the Havelock North Inquiry. This Review has the potential to create significant shifts in the nature and type of services that Council provides. Any reform will likely affect the staffing requirements of Council, and consequently impact on the portfolio of Council-owned facilities.

Why Change and Why Now?

The first stage of the analysis is to determine if there is a genuine need for change – why change and why now?

Our business case development approach uses a facilitated workshop process to engage early with key stakeholders to identify and agree the need for investment, outline the case for change and to identify and appraise potential options for achieving the stated objectives.

The goals of these workshops are to:

- engage early and frequently with a group of key stakeholders
- test and challenge our thinking
- enable collaborative thinking, and
- build consensus.

A group of key stakeholders were invited to join the workshop panel, based on their potential interest in, and influence on the successful outcome of the proposal. The panel encompassed senior Council managers, councillors and community representatives, including members from local iwi and the Pacific communities. The list of panel members is included in the appendices.

The first facilitated stakeholder workshop was held on 20 October 2021 to ascertain if there existed a genuine need to invest, and to agree the problem definition. The analytical approach used was to:

- identify threats and weaknesses within the scope of the proposal and the operating environment that needed to be managed, as well as opportunities and strengths that could be built upon
- focus on the vital few issues
- drill down to the underlying causes (by asking “why?”) and consequential effects (by asking “so what?”), and
- determine if there is a compelling rationale or call for action, by answering the questions, why change and why now?

The panel first identified threats and weaknesses within the scope of the proposal and the operating environment that needed to be managed, as well as the internal opportunities and strengths that could be built upon.

Opportunities to Build Upon:

Demographic growth:

- demand for community meeting spaces – both large and small
- demand from small businesses for shared service workspaces
- increased supply of meeting spaces in the Bulls community centre
- evolving needs of Pacific peoples and iwi
- greater population diversity
- family formation, with demands for housing and high-quality education

Marton Rail Hub development:

- a new key logistical hub for the forestry industry
- partly funded from the Government COVID-19 Response and Recovery Fund
- expected to create 83 jobs (during development) and 22 permanent full-time equivalents
- expected to attract new commercial developments.

COVID-19:

- more Council staff working from home during and post-COVID-19
- more flexible arrangements, closer to home

Ohakea Te Whare Toroa development:

- \$250 million hanger complex for the new Poseidon maritime patrol aircraft
- peak of 400 construction workers
- 250 RNZAF staff and families to relocate from Auckland to the region.

Strengths to Develop:

Local access to quality education provision:

- UCOL and Wananga tertiary education and trades provision
- Nga Tawa Diocesan school
- Rangitikei College

Threats to Manage:
Government Policy and Legislative risks: <ul style="list-style-type: none">Ongoing political risks (from changes in Government and changes to existing policy settings)Local Government reform3 Waters reformBuilding Act requires earthquake prone buildings to be remediated to IL4 in 7.5 years Existing retail risks: <ul style="list-style-type: none">impacted by remote working, during and post-COVIDcompetition from online shoppingloss of youth to urban centres
Weaknesses to Address:
Council Administration facilities: <ul style="list-style-type: none">are earthquake-prone and neither fit for purpose for current nor future service deliverydeferred maintenance and past under-investmentinflexible spaces that are “bursting at the seams”subject to constrained technology servicesCouncil services and staff that are dispersed, disjointed and fragmented. Marton Library: <ul style="list-style-type: none">is “tired”, uninviting and has poor flowis neither engaging not meeting user expectationsanecdotal evidence of Marton people travelling to the Bulls Library. Retail demand: <ul style="list-style-type: none">walk-by traffic along Broadway (95+ per day)the distance from State Highway 1 restricts passer-by trafficless than 30 minutes’ drive from Marton to the Whanganui shops.

Based upon the identification of the key issues and an analysis of the underlying causes and effects, the stakeholder panel identified and prioritised four problem statements.

A tired and unattractive Town Centre	Outdated Library services	Earthquake prone facilities	Fragmented Council operations
<ul style="list-style-type: none">The tired Marton town centre is unattractive to people as a community space to work, live and play40%	<ul style="list-style-type: none">Changing ways of learning and community interaction are not fully supported by the outdated Marton library services25%	<ul style="list-style-type: none">Rangitikei District Council’s outdated facilities are both earthquake prone and fail to meet user requirements, now and in the future25%	<ul style="list-style-type: none">Council operations are fragmented and disparate, limiting the Council’s ability to leverage operating efficiencies10%

The key output of the thinking of this first workshop was a simple one-page Investment Logic Map (ILM) that concisely communicates the rationale for an investment in change. The completed ILM is attached in the appendices.

A tired and unattractive Town Centre

Marton is the administrative hub and the largest town within the Rangitikei District. Yet Marton is off the beaten track, at least four kilometres and six minutes from the nearest intersection with State Highway One (SH1). Passing car and foot traffic through the town centre is largely limited to locals and visitors. Feilding and Whanganui provide more appealing visitor attractions.

The ageing buildings and unoccupied retail stores in Marton provide the perception of a sleepy rural town centre. There has been limited

reinvestment in the commercial and retail building stock, which is now generally run-down.

In addition, around one third of the commercial buildings in the town centre are earthquake prone and are required to be remediated within the next seven years. Around 17 of these buildings are on the core block of Broadway – between High and Follet streets.

While the heritage buildings hint at an era of long-past prosperity, shopping and relaxing in Marton's commercial centre is less appealing than a 30-minute drive to nearby Whanganui.

The panel considered that revitalising the town centre was the most compelling and important rationale for investment. The panel were cognisant of the significant efforts that had already been achieved by business owners and the community to revitalise the town centre precinct. While the Council representatives also put a high weight on the office accommodation needs of Council staff, the panel agreed to a 40% weighting, relative to the other three problems.

The Council have a significant ownership interest in the town centre, with five sites adjoining the key intersection of Broadway and High Street. Hence the Council is well-placed and has opportunities to lead and influence initiatives to revitalise the town centre.

Council owned town centre properties include:

- 1) 305 Broadway – green space (the “village green”)



- 2) 319 Broadway - park



- 3) 304 Broadway – the Abraham and Williams building
- 4) 312 Broadway - the Davenport building
- 5) 318 Broadway – the Cobbler buildings (A and B)

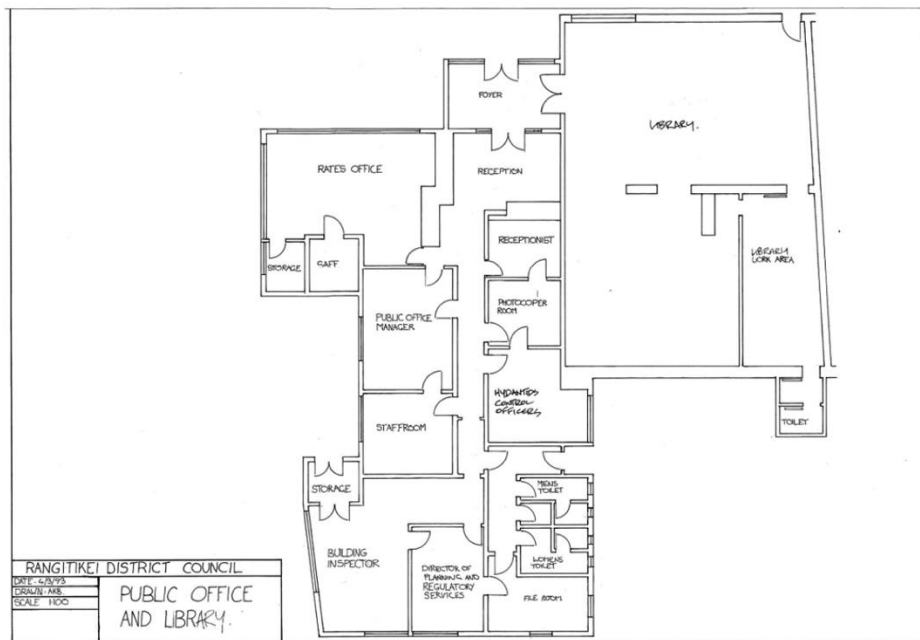


Out-dated Library services

The Marton Library is sited at 31 High Street. The Library is dated, uninviting, and has a poor flow, reflecting a low level of reinvestment in recent years.

While there was panel support for the services provided by the helpful staff, including access to printing and wi-fi, the consensus was that it is neither engaging nor meets the needs of current and future library users. The service offering is dated and there is anecdotal evidence of families preferring to travel to the new Bulls Library.

The building was originally built in 1910 and extended in 1956. The total floor area is approximately 500 m², of which around 190 m² is occupied by the Library. The remainder provides office space for around five Council staff.



The building currently does not have a heritage status.



The Marton Library is an earthquake prone building. The WSP seismic assessment dated 3 December 2021 rated the building as 18% of New Building Standard (NBS). It represents a seismic risk to occupants of more than 25 times greater than expected for a new building, indicating a very-high life-safety risk exposure.

The panel agreed to a 25% weighting for this issue, relative to the other three problem statements.

Earthquake-Prone Facilities

Most of the RDC administration staff are accommodated on the site encompassing 46 High Street and 55 to 59 Grey Street, three blocks and four minutes' walk from the intersection with Broadway. Building inspection staff are housed at 23-25 Hereford Street, 700 metres away.

The three main Council facilities are earthquake-prone and represent a seismic risk to occupants, from high to very-high life-safety risk exposure.

Building	Administration Office	Assets Building	Civil Defence Building
Built	1923	c.1950s	c.1952
Alterations	Extended 1935	c.2006	Storage/ archives added 1982
Floor area	697 m ²	290 m ²	410 m ²
Occupancy	20 (IL4)	20 (IL2)	(IL4)
Seismic rating	15%NBS (GHD, October 2018)	15%NBS (WSP, 12 November 2021)	27%NBS (WSP, 12 November 2021)
Life-safety risk description	Very High risk	Very High risk	High risk

The panel noted that the Council office spaces in the Assets and Administration buildings no longer provide a contemporary, fit for purpose working environment, that reasonably meets the expectations of staff.



The office spaces are:

- out-dated, with deferred maintenance and past under-investment
- inflexible and siloed
- small and constrained (described by one panel member as “rabbit holes” and “bursting at the seams”, and
- subject to limited and constrained technology services.

Like the general state of most the buildings, the Council Chambers in the Administration Building are dated and unappealing for meeting important visitors, officials or guests. There is little space for the public to attend and observe Council meetings, potentially constraining the democratic role of Council.

The panel agreed to a 25% weighting for this problem, relative to the other three problem statements.

Fragmented and disparate Council operations

In the period since many of the current Council facilities were first built, the nature and functions of local government have altered significantly. In 1989, 700 councils and special purpose bodies were amalgamated to create 86 local authorities. Changes in legislation in the 1900s and early 2000s clarified Council's functional responsibilities and provided more flexible powers.

In addition to responding to demographic changes, the current review of 3 Waters could also see further legislated changes in the future operations and staffing of the Council.

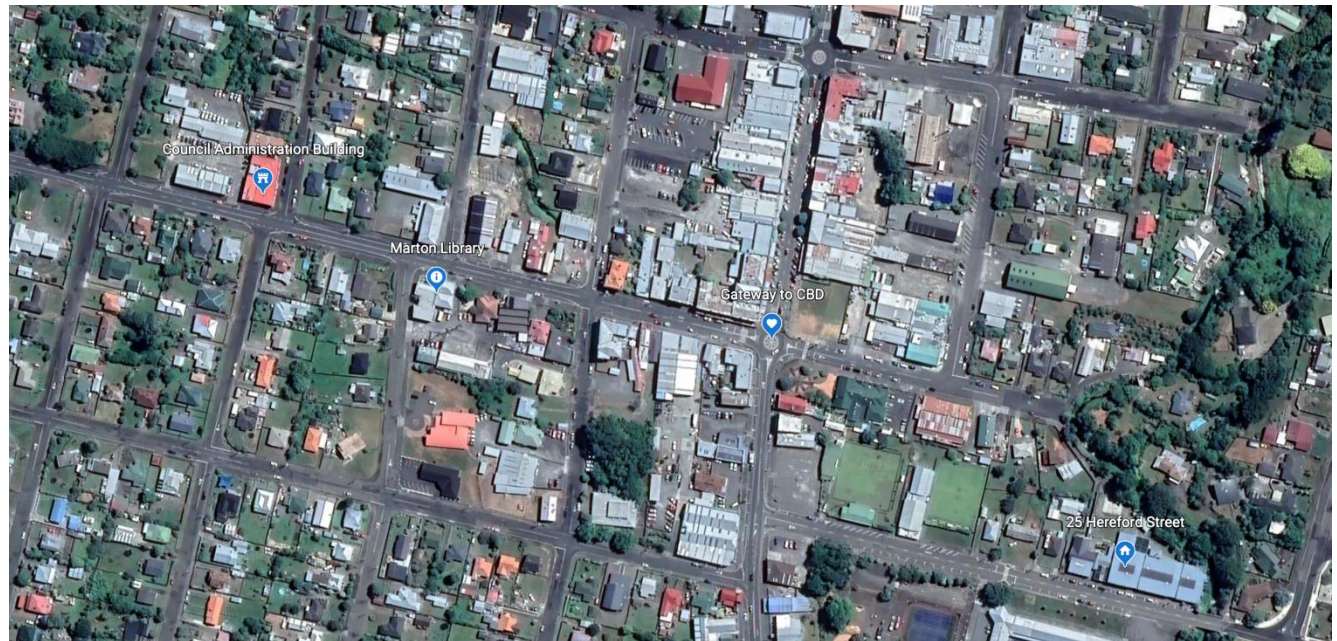
Current Council facilities and operations have developed historically in a reactive approach that utilised available space over the different Council-owned sites. Staff are distributed over the three main Council buildings, shown in the attached Google Earth map. The Council inspection staff at Hereford Street are housed 700 metres from the Council reception in the High Street Administration Building.

The panel discussed how this fragmentation impacts on the community user experience when interacting with the Council. It is often not clear where the respective Council services reside. The initial contact point is intended to be the reception area in the Administration Building.

However, visitors may need to be redirected, or staff required to come from the other buildings. There is also limited waiting space in the Administration Building, and limited spaces for confidential meetings.

The consequence is physical separation of Council teams and operations, limiting opportunities to seek collaboration gains, to leverage operational efficiencies or improve scale economies.

The panel agreed to a low 10% weighting for the fragmentation issue, giving it a lower priority compared to the other three key problems.



What do we want to Achieve?

Our Investment Objectives

This business case considers the rationale and options for developing a Civic Centre in the heart of Marton. The overall goal of the proposal is to contribute to the rejuvenation of Marton as the administrative hub of the Rangitikei District.

The purpose of the stakeholder workshop held on 5 November 2021 was to agree a set of investment objectives that answer the key question “what do we want to achieve”?

Based upon addressing the rationale for change identified as part of the first problems workshop, the stakeholder panel agreed on the four objectives below. These four objectives are outcome-based and clearly communicate stakeholder panel consensus on what we want to achieve from successfully investing in a Marton Civic Centre.

Our Place	To Learn & Interact	Better User Experience	Increased Efficiency
<ul style="list-style-type: none">• Marton's town centre is everyone's place	<ul style="list-style-type: none">• To transform the Marton Library experience to an inviting centre for learning and interaction	<ul style="list-style-type: none">• To improve the customer and staff user experience of Rangitikei District Council facilities	<ul style="list-style-type: none">• To increase the efficiency of Rangitikei District Council services

Objective One: Marton's town centre is everyone's place

The panel prioritised this outcome as their most important priority. The desire is to stimulate investment in the town centre so that the community and visitors would want to consider it their preferred place to work, live and play. The panel envisaged a Marton town centre that would be connected, vibrant, inviting and inclusive.

This outcome also directly aligns with the:

- 2014 Marton Town Centre plan – which provides the framework for place-based development of Marton’s public areas and helps to provide a context for Council’s role and presence in the CBD, and
- Council’s Long-Term Plan – in terms of contributing to addressing the issues with remediating Marton’s earthquake-prone buildings.

At the same time the panel interpreted “town centre” and “CBD” broadly to include potential areas of development extending from Centennial Park to the Memorial Hall.

How would we know that we had been successful? Potential indicators for observing and measuring success for this objective were identified including:

- increased patronage, measured by increases in walk-by foot traffic, longer dwell-times and changes in car-parking usage
- increases in the number and variety of new retail businesses
- reductions in commercial vacancy rates
- increases in retail spending and repeat customers, and
- increases in number and duration of stays in local accommodation.

Some panel members also noted that existing car-parking was limited and would come under additional demand pressure. A four-year time frame was agreed for observing significant change. That is, to the end of 2026.

Objective Two: To transform the Marton Library experience to an inviting centre for learning and interaction

Of the existing Council facilities, the Marton Library is considered a high priority for redevelopment. This is a function of the importance of the Library in engaging and interacting with community, and also its very high seismic risk level. The Library is currently rated as 18% of New Building Standard.

This outcome aligns with both the Long-Term Plan as it addresses seismic risks to public safety, and the Local Government Act 2002 focus on reinvestment in community services. It also provides an opportunity to reconsider the ease of access and amenity value of the Library services.

How would we know that we had been successful? Potential indicators for observing and measuring success for this objective were identified including:

- improvements in the library user experience
- increased patronage
- a broader range of ages of users, and
- increases in the number and range of service offerings.

The panel identified a three-year time frame for observing significant change, to the end of 2025.

Objective Three: To improve the customer and staff user experience of Rangitikei District Council facilities

The main public interactions with the Council are:

- over the counter Council and information services
- Council sessions that enable open democracy, and
- the Marton Library services.

The panel noted the current limitations on the three current physical environments and identified the need for these environments to be more welcoming and inviting.

In addition, creating and providing comfortable working environments for Council staff was seen as critical for attracting and retaining high quality people to work in the District.

This outcome is well-aligned with Council's statutory requirements and the Long-Term Plan.

How would we know that we had been successful? Staff and customer experiences are monitored using satisfaction survey measures. Success is to be measured by significant improvements in the relevant Council satisfaction survey responses.

Objective Four: To increase the efficiency of Rangitīkei District Council services

Efficiency in this case is defined to be the relationship between the goods and services delivered by the Council and the level of inputs employed.³

The panel noted the costs imposed on Council, staff and the public as an indirect result of deferred maintenance, fragmented and siloed services and under-investment in existing building-enabled services. Opportunities to reduce ongoing maintenance and energy costs were noted, as well as the potential for rental income streams from existing Council properties.

This outcome is well-aligned with Council strategies. Indicators that can be used to determine the success of this outcome include space utilisation, space per workstation, or reductions in operating expenditure (for maintenance and energy, for example).

The panel identified a four-year time frame for observing significant change, to the end of 2026.

What Needs to Change?

Business needs are the changes needed to existing services and business processes to achieve our stated objectives. They describe the gaps to be addressed between where we are now and where we want to be. This needs analysis helps us to build a more detailed picture of the desired future state.

The stakeholder panel identified the following business needs, detailed in the summary table overleaf.

³ Efficiency is a measure of performance of the enabling business processes. Increased efficiency can result from reductions in maintenance, energy use, turnaround times, duplication or

compliance. Or can be due to increases in flexibility and space utilisation, resilience or sustainability. Not all efficiency gains result in cost savings.

Where are we now? (our Existing Arrangements)	What do we want to achieve? (our Objectives)	What needs to change? (our Business Needs)
<ul style="list-style-type: none"> Unwelcoming and uninviting Unattractive to locals, workers, businesses, visitors The CBD lacks cohesion Poor amenity value Dated look and feel Lacks vibrancy No "wow" factor Vacant buildings Not enough people Limited convenient car-parking 	Objective One: Marton's town centre is everyone's place	<ul style="list-style-type: none"> More welcoming and inviting Inclusive to all More accessible Higher visibility Promotes sustainability
<ul style="list-style-type: none"> Unwelcoming and uninviting Dated look and feel Lacks vibrancy Static displays Helpful staff Current Library does nothing to inspire creativity or innovation in users Current Library is poorly sited Seismically unsafe No current i-site or equivalent 	Objective Two: to transform the Marton Library experience to an inviting centre for learning and interaction	<ul style="list-style-type: none"> Welcoming and inviting Inclusive to all Enabler of possibilities Supports learning More business friendly Technology-enabled More experiential
<ul style="list-style-type: none"> Fragmented and disparate Non-central Seismically unsafe facilities Dated Not fit for purpose for contemporary service delivery Cramped and siloed Past under-investment in existing building-enabled services 	Objective Three: To improve the customer and staff user experience of Rangitikei District Council facilities	<ul style="list-style-type: none"> Safer More vibrant Technology-enabled
<ul style="list-style-type: none"> deferred maintenance fragmented and siloed services Not fit for purpose for contemporary service delivery Cramped and siloed office spaces 	Objective Four: To increase the efficiency of Rangitikei District Council services	<ul style="list-style-type: none"> Increased flexibility Accessible Technology-enabled More efficient facilities

Scope and Service Requirements

As part of considering the boundaries for potential solutions for achieving our desired objectives, the working group considered service coverage, design and requirements. These were identified as the first part of a Co-design Lab held at the Bulls Community Centre on 10 November 2022. This Co-design Workshop varied from the previous workshops as it engaged with a much wider group of Council, staff and community stakeholders. The list of attendees is attached in the appendices.

The attendees were divided into five user groups and were asked to assume a future state that met the objectives with one or more Council facilities that either delivered or enabled a broad mix of services.

- 1) Future Locals
- 2) Businesses
- 3) Locals
- 4) Visitors
- 5) RDC Whanau

In the first session, each group was asked to break-out, to discuss and identify (from the perspective of the assigned target population) which Council and Community services should be included within the scope of the project? Discussion of solutions and sites was assumed to be out of scope.

Table 1 – Scope – The preferred boundary conditions for considering potential solutions

	Core Must Haves (Do minimum – TOP 3 suggestions)	Out of Scope
Scope of services	Community hub (where people want to be) Business hub Staff and Council meeting spaces Future focused office spaces	Conferences Clubs and sports groups Town hall

	Core Must Haves (Do minimum – TOP 3 suggestions)	Out of Scope
Mix of support services	Support formation of Business group Self-employed spaces Co-work spaces Bookable office spaces Meeting spaces (tech enabled) Local Information Storage areas Banking hub	
Accessibility	24/7 access to some public areas Clean toilets 40+ car-parks	
Recreation Activities	Festivals and Events (eg Chinese new year)	Cinema/ movie theatre
Design of spaces	Develop a vision for Marton Story telling Showcases Marton/ point of difference Captures multi-cultural history Modular and flexible workspaces Doesn't look like a council building Multi-functional/use greenspaces	Smoking areas Stage
Technology Services	Tech enabled	
Seismic and physical safety	67% of New Building Standard	

Potential Benefits from Achieving Objectives

Successfully investing in change to achieve the stated objectives will result in realisable benefits to affected stakeholders. There are five key groups of stakeholders – users, community, visitors, staff and Rangitikei District Council (the Council).

The potential benefits from achieving the desired objectives were identified and classified into four classes or types:

1. **Financial and cash releasing (F&CR)**– gains that can be measured in financial terms and accrue directly to Rangitikei District Council, enabling resources to be reallocated
2. **Financial but non-cash releasing (F&NCR)** – gains that can be measured in financial terms but do not release resources or are indirect (i.e. accrue to other external stakeholders. For example, fiscal benefits to the Crown.)
3. **Quantitative (QUANT)**– can be measured, but not in financial terms
4. **Qualitative (QUAL)**– can be observed but are difficult to measure reliably.

A benefits map is included in the appendices to demonstrate the line of sight relationships to the objectives and potential end outcomes.

Benefits can be either direct to the Council or indirect, impacting on external stakeholders and the community.

Table 2 - Potential Benefits of achieving the desired change objectives

Ref	Potential Benefit (Disbenefit)	Stakeholders impacted	Benefit Type	Notes
B1	<i>Increased visitor numbers</i>	Community, businesses, RDC	QUANT	Measured by visitor nights, foot traffic and retail sales
B2	<i>Increased community users</i>	Community, businesses	QUANT	Measured by car-parking, foot traffic, library counter
B3	<i>Stickier – people linger longer</i>	Businesses	QUANT	Measured by car-parking, foot traffic, retail sales
B4	<i>Increased community awareness</i>	Community, businesses, RDC	QUAL	Surveyed by Council. Contributes to community engagement.
B5	<i>Increased Library users</i>	Community, RDC	QUANT	Measured by library counter.
B6	<i>Improved (Library) user experience</i>	Community, businesses	QUAL	Library satisfaction survey.
B7	<i>Easier access to learning resources</i>	Community	QUANT	Library satisfaction survey
B8	<i>Easier access to business resources</i>	Businesses	QUANT	Library and Council user satisfaction surveys
B9	<i>Improved (RDC) user experience</i>	Community, businesses	QUAL	Library and Council user satisfaction surveys
B10	<i>Improved (RDC) staff experience</i>	RDC	QUAL	Council workplace climate surveys, staff turnover
B11	<i>Increased compliance</i>	Community, businesses, RDC	QUANT	Increase in New Building Standard
B12	<i>Increased (RDC) space utilisation</i>	RDC	QUANT	Ratio of users to floor areas, meeting room occupancy
B13	<i>Reduced RDC operating costs</i>	RDC	F&CR	Utilities and maintenance costs

Potential Risks and Uncertainties

Risks are contingent future events that may or may not have adverse consequences that can hinder or prevent the attainment of our desired objectives. Uncertainty is a measure of what we do not know about future events (including timing, likelihood, and severity of impact). Potential risks were initially identified by the project team.

Table 3 - Potential Risks to objectives by class

Ref	Class	Risk Description	Notes
R1	External - Political	Policy and regulatory change impacts	Government's policy or regulatory changes impact on Council plans. Seek ongoing advice on policy intentions. (accept)
R2	External – Economic	Economy recovery delayed	Delayed economic recovery results in excess and under-utilised facilities. Strategies for utilising excess space capacity (reduce)
R3	External - Social	Continued pandemic restrictions	Post COVID-19 restrictions limit large events resulting in under-utilisation of facilities Pandemic risk planning (accept)
R4	External – Social	User expectations are not met	Council services provided do not meet the expectations of users. Change management and communication (manage)
R5	Council	Loss of stakeholder support	Loss of shareholder support for proposed changes. Early shareholder engagement & consultation (reduce)
R6	Council	Loss of community support	Early community engagement & consultation (reduce)
R7	Council	Loss of key staff	Loss of key staff undermines capability and capacity to implement. Early change management – awareness & inform (reduce)
R8	Council	Decisions are not timely	The Council are not proactive in responding to emerging opportunities and threats. (accept)

Ref	Class	Risk Description	Notes
R9	Project Design	User expectations not met	The facility services do not provide the functionality or experience expected by users. (mitigate).
R10	Project Quality	Benefits realised are constrained by available funding	Insufficient funding could result in de-scoping of capacity and value-enabling design features, eg FFE (furniture, fit-out and equipment). Mitigate with cost controls/ value engineering.
R11	Project Delivery	Disruption to business as usual	Potential inconvenience to staff, loss of productivity and disruption to Council operations. Mitigate with business continuity planning.
R12	Project Duration	Capacity constraints	External suppliers and/or project team members do not have the capacity or capability to deliver on expected milestones. Mitigate.
R13	Project Change Management	Design development	Risks of scope creep and changes in design that fail to meet business needs, including potential for de-scoping to meet budget constraints. Mitigate with detailed design.
R14	Project	Scope of decant more extensive than anticipated	The risk that decanting staff, furniture and (possibly) services from one site to another incurs additional cost, time or difficulty. Mitigate with communications.
R15	Project Capability	Implementation delays	Delays to implementation, including delays in obtaining approvals. Share risks with suppliers.
R16	Project Cost	Costs exceed budget	Development and ongoing operating costs exceed or expected operating savings are not achieved. Mitigate with conservative cost estimation and quantitative risk analysis.

Key Constraints and Dependencies

Constraints describe the limitations on our ability to make change.

Dependencies describe the things that we rely on to achieve our objectives.

This proposal is subject to the following constraints and dependencies, identified during the stakeholder discussions. These are to be closely monitored during the development of business case, the transition period, and the longer-term implementation of transformational change.

Table 4 - Constraints and Dependencies to be monitored and managed

Constraints	Notes
Temporary decant facilities	Possible limitations on the availability of appropriate temporary facilities for decanted Council and Library staff
LEANZ	NZ library standards
District Plan constraints	The Rangitikei District Plan 2013 contains assessment requirements for heritage listed buildings within the Heritage Precinct undertaking works. Also potential height restrictions on new buildings.
Taihape Town Hall and Ohakea construction projects	The demands of concurrent major projects may over-tax the capacity of regional construction suppliers
Council Funding	Possible constraints on fundability if cost escalation higher than expected
Dependencies	Notes
Taihape Town Hall	Scheduling and phasing requirements to manage possible supplier capacity constraints

The Rangitikei District Plan 2013 has specific assessment requirements for any heritage listed building within the Heritage Precinct undertaking works. These requirements focus on the following objective and policies:

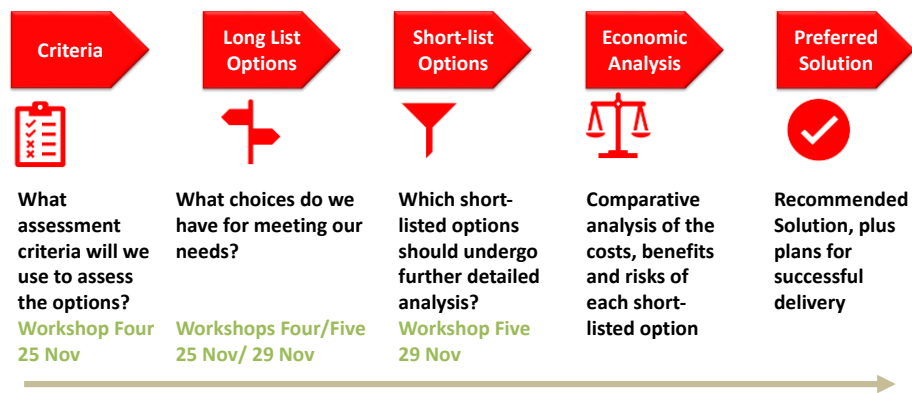
Objective 16B - Recognise and provide for the protection of identified heritage values at building and heritage precinct levels.
<p>Policy A3-2.3 – The historical, cultural and physical heritage values of buildings contained in Schedule C3B are recognised and provided for in resource consent decision-making.</p> <p>Policy A3-2.5 – Proposals to redevelop, modify, demolish or partially demolish heritage buildings in the Marton Heritage Precinct (as listed in Schedule C3B) shall assess the effect on overall precinct values.</p> <p>Policy A3-2.6 – Proposals to redevelop, demolish or partially demolish buildings in the Marton Heritage Precinct (as listed in Schedule C3B) shall be assessed by a design panel facilitated by Council to inform resource consent decision making processes.</p> <p>Policy A3-2.7 – If, after considering the economic feasibility of all reasonably practicable options, all adverse effects of a proposal cannot reasonably be avoided, remedied or mitigated, heritage offsets for any remaining adverse effects will be considered.</p>
<p>Policy A3-2.8 – Heritage offsets must adhere to the following principles:</p> <p>a) Heritage offsets must be enduring. As such, they should be secured in perpetuity by appropriate legal mechanisms</p> <p>b) Heritage offsets must address all residual effects that remain after all reasonably practicable measures are in place to avoid, remedy, or mitigate effects</p> <p>c) Heritage offsets cannot account for deferred maintenance arising from willful neglect or unconsented work</p> <p>d) Offsets must be determined using sound methodologies, fully documented and undertaken by appropriately qualified heritage specialists</p> <p>e) Offsets shall not be considered where the adverse effects apply to a Category 1 place, waahi tapu or other site of significance to Maori, or to a historic building or area outside the Marton township</p> <p>f) The heritage building or heritage site receiving the benefit from the heritage offset must be within the Marton Heritage Precinct</p> <p>g) The design and implementation of heritage offsets and communication of the results to the public shall be undertaken in a transparent and timely manner.</p>

The Economic Case: Determining the Preferred Option

The purpose of this part of the business case is to determine the preferred option that is most likely to optimise value to Rangitikei District Council and the District.

Having established a robust case for change, this section details the workshop and economic analysis undertaken to:

- systematically generate a wide range of feasible options for appraisal (the long list)
- confirm the ranking process to be used for the initial options appraisal
- appraise the long-list options to determine a focused set of short-listed options, and
- undertake more detailed analysis of the short-listed options to determine the preferred solution for meeting our business needs and achieving the desired investment objectives.



Identifying Long List Options & Initial Appraisal

A wide range of initial options was generated and initially appraised by the stakeholder panel in facilitated workshops held on the 8th of June 2022. The workshop process used the Better Business Cases methodology.

The options analysis was broken down into five dimensions of choice. The panel identified feasible choices under the service scope and service solution dimensions.

Table 5 – Long-list options identification and appraisal process

Stage One: Initial Long-list Options Identification and Appraisal		
Service Scope Choices	the “what”	What alternative choices are there for the levels of service and coverage?
Service Solution Choices	the “how”	What choices are there about where and how the services could be provided?
Stage Two: Short-list Options Design		
Service Delivery Choices	the “who”	Who can help us to deliver the above solutions? Possible choices for who can assist in the design, build and operation of the solutions above.
Implementation Choices	the “when”	When and how quickly can the proposed changes be implemented?
Funding Choices	“how funded”	How might the proposed changes be funded?

The Options Appraisal Methodology

The initial multi-criteria decision analysis (MCDA) appraisal of the long-list options filters out those choices and options that should not be prioritised for inclusion in the short-list. For each of the five dimensions, each long list choice is scored by the working group against a set of criteria comprising the three objectives and five criteria success factors.

Table 6 - The five critical success factors agreed by the workshop panel on 25 November 2021

Critical Success Factors	Options Appraisal Criteria Description
CSF1: Strategic fit & Business Needs	How well each option aligns with our strategy, achieves the agreed investment objectives and delivers the related business needs.
CSF2: Value for stakeholders	How well each option optimises value for our ratepayers, iwi, businesses, Council staff and users (i.e., the optimal mix of potential expected benefits, estimated whole of life costs, and residual risks)
CSF3: Supplier capacity and capability	How well each option matches the ability of potential suppliers to deliver the required goods, services and/or works, and is likely to result in sustainable arrangements that optimise value over the contract term
CSF4: Affordability	How well each option can be met from available funding and matches other funding constraints
CSF5: Achievability	How well each option is likely to be implemented given the ability of the Council to access the capabilities required for successful delivery and to manage change.

The critical success factors are attributes that are essential for success. These are confirmed by the panel as a key part of the appraisal process. Where an option or choice fails to meet a critical success factor, it is ineligible to become part of the short-list options and is discarded from further analysis.

The panel appraisal considered trade-offs between the relative advantages and disadvantages of each option and choice, considering available evidence on potential costs, benefits, and risks. The results were moderated for consistency and as additional information became available.

A four-point scoring basis was agreed by the panel as being fit for purpose for the long list options appraisal:

3	The proposed option <u>strongly meets</u> the criteria, in all significant respects
2	The proposed option <u>broadly meets</u> the criteria, in most respects
1	The proposed option <u>may meet</u> the criteria, in some respects
0	The proposed option <u>does not meet</u> the criteria, in any significant respect

Choices were either preferred, carried forward for further consideration as part of the short-list option, or discarded from further appraisal. Note that the business-as-usual option is constructed from the business-as-usual choices in all five dimensions of choice and is always carried forward to the short-list as the baseline comparator for further economic options appraisal.

Post COVID labour shortages and higher construction costs have moderated expectations that the development of the Civic Centre will happen either promptly or without cost. Delays are very likely in scheduling construction works (for both Marton and Taihape). The preferred implementation is a phased development with design completed within 12 months, but the timing of major construction works remains uncertain.

There are limited funding choices. The development is programmed into the Long Term Plan and is intended to be funded from Council balance sheet.

The Long List Options Identification and Initial Appraisal

The following long list options were identified by the stakeholder panel. Further detail of the workshop analysis is outlined in the appendices to this business case.

Table 7 - The long list options identified by the stakeholder panel in the workshops held on 25 and 28 November 2021

Three Dimensions of Choice	Long-list Options by Dimension of Choice					
	Business as Usual	>>>>>>	Intermediate	>>>>>>	More Ambitious	
Service Scope Choices What alternative choices are there for the levels of service and coverage?	SC1: Business as Usual Compliant Council and Marton Library facilities	SC2: Council Focus Upgrade and consolidate Council services, chambers and office spaces. Business as usual Library services.	SC3: Learning and Interaction Focus Redevelop current Library services into a Learning and Interaction Hub. Business as usual Council services.	SC4: Core Council Services: Both Council services upgrade and new Learning and Interaction Centre.	SC5: Community Service Focus: Council services upgrade. New Learning and Interaction Centre and additional community spaces.	SC6: Multi-purpose Civic Service Focus: Including Council, Learning and Interaction, community, retail spaces and business hub services.
Short-listing Recommendation	Business as Usual choice is ALWAYS carried forward as the baseline of the short-list	Discarded from further options analysis	Discarded from further options analysis	Carried forward to the short-list	Preferred Scope Choice – carried forward to the short-list	Carried forward to the short-list
Service Solution Choices What choices are there about where and how the services could be provided?	SS1: Remediate the existing Council and Library buildings on High St	SS2: Redevelop the existing Council and Library buildings on High Street	SS3: New build Civic Centre on existing 46 High Street with consolidated services	SS4: New build on the 304 Broadway site, retaining the existing facades	SS5: Renovate the Cobbler, Abraham and Williams and Davenport buildings	SS6: New build on a suitable greenfields site (the Village Green at 305 Broadway)
Short-listing Recommendation	Carried forward to the short-list	Discarded from further options analysis	Discarded from further options analysis	Discarded from further options analysis	Carried forward to the short-list	Preferred and carried forward to the short-list
Service Delivery Choices Who can help us in the design, build and operation?	SD1: Business as Usual No contracted works are needed other than compliance work	SD2: Design and Construct Single contract for both design and build. Preliminary designs provided for public consultation.		SD3: Traditional Design and Build Separate design and build contracts. Design is fully developed before the construction contract is awarded.	SD4: Modified Design and Build Separate design and build contracts with an overlap to provide for early contractor involvement	
Short-listing Recommendation	Carried forward to the short-list	Discarded from further options analysis		Preferred and carried forward to the short-list	Discarded from further options analysis	

The Short-listed Options

Based upon the initial long list options appraisal, the following short-list options were selected for further, more detailed, comparative options analysis.

Table 8 - The results of the long-list options appraisal – the short-listed options

	Option One (Business as Usual) Remediation of Existing Council Facilities	Option Two: New Build CBD Council Buildings	Option Three: New Build CBD Council & Community Services	Option Four: Heritage CBD Council & Community Services	Option Five: New Build CBD Council, Community & Business Hub
Option Description	A compliance-led remediation of earthquake prone Council facilities at 46 High Street and 31 High Street (the Marton Library). Remedial works and strengthening undertaken under pre-competed supplier panel arrangements.	New build Council administration, chambers, Council and a Learning and Interaction Centre on the greenfields site at 305 Broadway. New building works undertaken under a traditional design and build arrangement.	New build Council administration, chambers, Council and a Learning and interaction Centre, on the greenfields site at 305 Broadway.	Heritage restoration of the Cobbler, Abraham and Williams and Davenport site. Providing Council administration, chambers, Council service, community services and a Learning and interaction Centre.	New build Council administration, chambers, Council and a Learning and interaction Centre, on the greenfields site at 305 Broadway.
Additional capacity	Existing capacity and service levels are maintained.	Provision for 100 Council staff.	Additional community-centred spaces provided.	Additional community-centred spaces provided.	Community and business hub spaces.
Potential site disposals	Cobbler, Abraham and Williams and Davenport site.	Cobbler, Abraham and Williams and Davenport site. Exit 31 High Street site.	Cobbler, Abraham and Williams and Davenport site. Exit 31 High Street site.	Exit 31 High Street site.	Cobbler, Abraham and Williams and Davenport site. Exit 31 High Street site.
Civil Defence HQ	Remediation of the Civil Defence & Emergency Management (CDEM) HQ at 46 High Street to IL4 standard. Not costed in the options appraisal.				
Initial options Appraisal	The Business as usual option is ALWAYS carried forward to the short-list as the baseline	Carried forward for further economic appraisal	Preferred Way Forward – subject to further economic appraisal	The Heritage option – carried forward for further economic appraisal	More Aspirational Option - carried forward for further economic appraisal

Economic Appraisal of the Short-list Options

An analytical approach is used to compare the wider economic, social, natural and human costs, benefits and risks of the short-listed options to determine the preferred option that is likely to optimise the value of the Rangitikei District Council's investment in change. The four short-listed options are appraised using a mix of quantitative and qualitative approaches.

Social Cost Benefit Analysis

The primary purpose of the cost benefit analysis is to assess if the risk-adjusted benefits of each option are likely to out-weigh the costs and determine which of the options is likely to provide the highest net monetary benefits. This form of comparative options analysis considers marginal monetary costs, benefits and risks compared to both the status quo and the business-as-usual option

Key Assumptions

For the purposes of this cost benefit analysis the following assumptions are made.

Analytical approach – The approach is based on the methodology and key assumptions promulgated by the New Zealand Treasury. This analysis encompasses the benefits, risks and costs that can impact on the four capital stocks of national well-being: financial and physical, natural, human and social. Value is interpreted:

- with regard to the national economy as these reflect the perspective of the Rangitikei people, and
- with effect on the as these reflect the value perspective of the shareholders of Rangitikei District Council.

Discount and inflation assumptions – All cost and benefit estimates are discounted at the Public Sector Discount Rate specified by the Treasury of **5.0% per annum**.

As this discount rate is calculated as a real rate that allows for inflation, no separate analysis of the effects of inflation on projected cash-flows is required within the cost benefit analysis. Hence all costs and benefit estimates in the analysis are expressed in today's dollar terms at the start of the assessment period.

Appraisal period - The start date for valuation purposes is assumed to be **1 January 2023**. For the purposes of this analysis, the period over which each of the short-listed options is assessed is assumed to be **25 years**, reflecting the useful, average service life of facilities to their first mid-life redevelopment.

Scope of the analysis – The scope of the analysis is limited to Rangitikei District Council provided services and any additional capabilities needed to achieve the desired objectives and business needs. The perspective is from the eventual provision, regardless of facilities-based enablers.

Taxation and financing costs - All dollar figures are expressed in GST exclusive terms. Depreciation, capital charges, interest and other financing costs are excluded from the economic analysis. Where applicable, these items are included in the later financial case as part of the overall assessment of affordability and funding requirements for the preferred option.

Growth Rates - No allowance is made for either the effects of inflation (including construction cost inflation) or revenue growth. All inflationary effects are implicitly allowed for in the net of inflation discount rate.

Estimated Project Capital Construction Costs

Table 9 – Project Capital Construction Cost Estimates (\$ GST exclusive). Options Three and Four are based upon the White Associates Order of Cost Report dated 22 May 2022

	Option One (Business as Usual) Remediation of Existing Council Facilities	Option Two: New Build CBD Council Buildings	Option Three: New Build CBD Council & Community Services	Option Four: Heritage CBD Council & Community Services	Option Five: New Build CBD Council, Community & Business Hub
Gross Floor Area (GFA, m²)	1,487	1,500	2,017	1,994	2,379
Balconies (m²)	0	0	0	0	
Voids (m²)	0	0	447	0	
GFA Excluding Voids (m²)	1,497	1,500	1,570	1,994	1,994
\$/m² GFA Excluding Voids	\$2,000	\$6,000	\$6,274	\$5,973	\$5,973
Site Preparation	\$0	\$395,000	\$395,000	\$850,000	\$395,000
Infrastructure/ Site Services	\$0	\$575,000	\$575,000	\$625,000	\$575,000
Building Works	\$2,994,000	\$9,000,000	\$9,850,000	\$11,910,000	\$13,609,500
External Works	\$0	\$580,000	\$580,000	\$1,330,000	\$0
Project Delivery	\$310,000	\$2,340,000	\$2,690,000	\$3,820,000	\$3,390,000
Net Construction Costs	\$3,304,000	\$12,890,000	\$14,090,000	\$18,535,000	\$18,519,500
Other Project Costs	\$560,000	\$4,420,000	\$5,240,000	\$6,320,000	\$7,070,000
Escalation (at 6% per annum)	\$390,000	\$1,740,000	\$1,920,000	\$2,920,000	\$2,560,000
Project Contingency (10% for new build; 15% for Heritage)	\$430,000	\$1,910,000	\$2,130,000	\$4,170,000	\$2,820,000
Total Estimated Capital Construction Costs	\$4,690,000	\$20,960,000	\$23,380,000	\$31,950,000	\$30,970,000
Range of costs - HIGH	\$5,200,000	\$23,100,000	\$25,800,000	\$36,800,000	\$34,100,000
Range of costs - LOW	\$4,300,000	\$18,900,000	\$21,100,000	\$30,300,000	\$27,900,000

Capital Construction Cost Assumptions

The construction cost estimates in the table above exclude:

- bulk earthworks and environmental management, in-ground contamination provision and site retaining works
- power supply upgrades, EV charging infrastructure, generators and upgrades
- public infrastructure and streetscape upgrades (apart from \$750,000 as part of Option Four: Heritage CBD Council & Community Services)
- Council related costs include tenant works and requirements
- Demolition of 46 High Street (\$640,000) and 31 High Street (\$230,000).

Assumptions for margins and allowances included are:

- a contractor's margin of 7%
- design development (7.5%), design and professional fees (15%) and resource/consent fees (1%)
- construction cost escalation over 18 months for design and 16 to 24 months for construction
- project contingency of 10% for the new builds and 15% for the Heritage build (option four).

Remediating the Civil Defence & Emergency Management (CDEM) HQ at 46 High Street to IL4 standard is excluded. This development is a project dependency and is out of scope for the comparative options appraisal.

Site clearance, contamination risks and retaining works are excluded, apart from a \$100,000 allowance for the Heritage site in option four. No allowance is made for potential site contamination of the High Street sites.

Decant costs are required during the remediation of the existing Council facilities under Option One. These are estimated as \$500,000 excluding GST, based on two years' office rental plus fitout.

Other Capital Assumptions

Table 10 – Summary of other capital expenditure and disposals (GST exclusive)

Ongoing Capital Expenditure (\$ GST exclusive)		
Audio Visual and IT Equipment	\$750,000	Repeated at 5 yearly intervals. 50% higher for the business hub in Option 5.
Additional FFE, Artwork & Planting	\$1,000,000	Repeated at 5 yearly intervals. 50% higher for the business hub in Option 5.
Disposal Proceeds (GST Exclusive)		
High Street	\$840,000	Disposal of 31 High Street and parts of 46 High Street. Does not include site decontamination.
Broadway	\$240,000	Disposal of Cobbler, Abraham and Williams and Davenport site. Purchased for \$170,000.

Other Operating and Revenue Assumptions

Table 11 – Summary of other capital expenditure and disposals (GST exclusive)

Revenue (\$ per annum, GST exclusive)		
Rates receipts	\$36,000	rates from newly developed buildings
Rental income	\$48,000	Rental income from retail and office spaces. Plus 50% for the use of business hub facilities
Avoided rents	\$11,440	Avoided rentals for existing youth spaces no longer required under options 2 to 5
Operating Expenses (\$ per annum, GST Exclusive)		
Utilities	\$100,000	Energy and other costs. 25% higher for Heritage option 4.
Maintenance	\$50,000	Ongoing facilities maintenance costs. 50% higher for Heritage option 4.

The results of the initial net present value analysis are shown overleaf.

Table 12 – Summary of the Net Present Value appraisal (\$'s GST exclusive)

	Option One Remediation of Existing Council Facilities	Option Two: New Build CBD Council Buildings	Option Three: New Build CBD Council & Community Services	Option Four: Heritage CBD Council & Community Service	Option Five: New Build CBD Council, Community & Business
Appraisal period (years)	25	25	25	25	25
Capital Development Costs	\$3,570,000	\$21,590,000	\$23,380,000	\$31,950,000	\$32,220,000
Present Value of Development Costs	\$3,197,297	\$19,200,158	\$20,815,426	\$27,981,590	\$28,072,828
Present Value of Ongoing Capital Costs	\$250,946	\$2,073,842	\$2,073,842	\$2,073,842	\$4,789,985
Present Value of Operating Costs	\$2,166,299	\$1,621,272	\$1,621,272	\$2,296,801	\$1,621,272
Present Value of Total Benefits	\$0	\$1,031,561	\$1,031,561	\$1,031,561	\$1,290,965
Total Net Present Cost	\$5,614,542	\$23,926,833	\$25,542,102	\$33,383,795	\$35,775,049

Notes to table:

- The figures are based on the assumptions in the previous pages and exclude depreciation, inflation and net financing costs.
- The net present costs indicate that the project and other marginal costs for all four options more than offset potential financial benefits of rationalising current facilities.
- There are significant benefits and risks for each of the short-listed options that cannot be reliably quantified in monetary terms and are appraised separately using qualitative multi-criteria decision analysis (MCDA) techniques in the following pages.

Qualitative Appraisal of Non-monetary Benefits

The benefits for each of the short-listed options were appraised by the working group at the facilitated benefits workshop on 17 May 2022. The non-monetary benefits for each of the short-listed options were appraised using multi-criteria decision analysis (MCDA).

The potential benefits identified in the strategic case were grouped into a focused set of six benefit criteria. These criteria are intended to be meaningful, attributable, and comparable.

Table 13 - Potential Benefit Groupings for Appraisal Purposes

Ref	Potential Benefit (Disbenefit)	Benefits for Appraisal Purposes
B1	Increased visitor numbers	A more attractive place to be
B2	Increased community users	
B3	Stickier – people linger longer	
B4	Increased community awareness	Increased belonging and civic pride
B5	Increased Library users	Improved Library experience
B6	Improved (Library) user experience	
B7	Easier access to learning resources	
B8	Easier access to business resources	Facilitates business growth
B9	Improved (RDC) user experience	Improved council services
B10	Improved (RDC) staff experience	Improved working environment
B11	Increased compliance	Improved compliance
B12	Increased (RDC) space utilisation	N/a – included in cost benefit appraisal
B13	Reduced RDC operating costs	N/a – included in cost benefit appraisal

Then the working group:

- scored each option against each of the benefit criteria, using the scoring basis detailed in the table below
- determined relative percentage weights to be assigned to each criterion using pairwise comparison techniques to ensure a more analytically robust analysis. Individual working panel weights were averaged, and
- combined the ranked scores with the weights to give overall relative weighted non-monetary benefit scores for each of the four options.

Table 14 –Summary of the appraisal scoring methodology

Nominal Scoring of benefit criteria against the status quo	Score	Pairwise Comparison appraisal of benefit criteria (for weighting purposes)
potential benefits are expected to be fully maximised by the given option, compared to today's status quo	+5	>>, the first benefit criteria is much more important to the overall appraisal than the paired criteria
significant benefits are expected to be realised	+3	>, more important
nil benefits are expected to be likely to be realised compared to the status quo	0	=, we are indifferent between the two choices of benefit criteria
significant disbenefits expected	-3	<, less important
worst possible outcome is expected for the respective benefit criteria; disbenefits maximised	-5	<<, much less important

Table 15 – Summary of the working group Multi-Criteria Decision Analysis (MCDA) of non-monetary benefits. Significant benefits and disbenefits are highlighted.

Benefit Criteria for Appraisal Purposes	% Weight	Option One Remediation of Existing Council Facilities		Option Two: New Build CBD Council Buildings		Option Three: New Build CBD Council & Community Services		Option Four: Heritage CBD Council & Community Service		Option Five: New Build CBD Council, Community & Business	
		Score	Weighted	Score	Weighted	Score	Weighted	Score	Weighted	Score	Weighted
A more attractive place to be	20%	-3	-0.60	0	0.00	0	0.00	3	0.60	5	1.00
Increased belonging and civic pride	20%	-3	-0.60	-3	-0.60	3	0.60	4	0.80	5	1.00
Improved Library experience	16%	0	0.00	0	0.00	5	0.80	5	0.80	5	0.80
Facilitates business growth	12%	0	0.00	0	0.00	0	0.00	3	0.36	3	0.36
Improved council services	12%	0	0.00	0	0.00	5	0.60	5	0.60	5	0.60
Improved working environment	10%	-3	-0.30	-3	-0.30	3	0.30	5	0.50	5	0.50
Improved compliance	10%	3	0.30	3	0.30	5	0.50	5	0.50	3	0.30
TOTAL WEIGHTED SCORE (out of 5)	100%		-1.20		-0.60		2.80		4.16		4.56
% of Maximum Potential Benefits			-24%		-12%		56%		83%		91%

In summary, the analysis indicates that:

- no-monetary benefits are slightly maximised by a new build multi-purpose civic centre on the greenfields site at 305 Broadway (the Village Green)
- significant marginal benefits are achieved by incorporating community spaces into the overall design (in addition to the core Council and Learning and Interaction Centre Services)
- the most significant marginal benefits are in maintaining heritage assets and character (option four), compared to the new build (option three)
- maintaining the current arrangements (option one) would result in further disbenefits emerging over time as both the public and staff become increasingly dissatisfied with temporary facilities and services
- a high weighting was given to contributing to the development of the Marton town centre as appealing and attractive place for people to gather and interact
- the group noted that the extra space required for option five would necessitate the addition of a third story. This was likely to create consenting issues and was seen as a disbenefit.

Semi-Quantitative Appraisal of Non-Financial Risks

The key risks for this investment proposal were identified and appraised by the working group. This analytical process included:

- identification of residual risks by category; external environment, organisational and programme change risks
- scoring of likelihood and consequence by reference to the agreed risk tolerance matrix (see below), and
- reviewing for reasonableness and robustness.

Table 16 – Risk tolerance matrix

PROBABILITY	IMPACT				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Almost Certain (5)	Moderate	High	High	Extreme	Extreme
Likely (4)	Moderate	Moderate	High	High	Extreme
Possible (3)	Low	Moderate	Moderate	High	Extreme
Unlikely (2)	Low	Moderate	Moderate	Medium	High
Rare (1)	Low	Low	Moderate	Moderate	High

For each risk, the short-listed options were comparatively scored between one and five for both likelihood and consequence. The scores were assumed to reflect the nature of the current risk, prior to the specific risk treatments outlined in the risk register attached in the appendices.

The weighted scores represent the product of the likelihood and consequence of each of the risk events. The scores were aggregated to give overall scores for each of the four short-listed options.

The semi-quantitative risk appraisal undertaken by the working group demonstrates that:

- Option Four exposes the Council to the highest residual risk. The existing buildings may contain asbestos and have other issues that will require additional remedial works. Building within an existing heritage building is more complex, partly reflected by the additional contingencies present in the cost estimates.
- In the event that value engineering is required to meet budgetary requirements, the heritage benefits of option four and the business benefits of option five are more likely to be descoped.
- more complex and expensive project options inherently have higher risks of delayed implementation and cost overruns, and
- there is high level of inherent market uncertainty that could impact on construction costs and capacity constraints

Table 17 – Appraisal of key risks by (adjusted scores from 1 to 25)

	Option One Remediation of Existing Council Facilities	Option Two: New Build CBD Council Buildings	Option Three: New Build CBD Council & Community Services	Option Four: Heritage CBD Council & Community Service	Option Five: New Build CBD Council, Community & Business
External	8.5	7.0	6.0	9.5	7.0
Council	4.5	8.3	9.8	12.0	10.5
Project	4.3	5.8	6.5	10.1	7.8
Overall	5.4	6.7	7.2	10.4	8.3
	Moderate/ low	Moderate	Moderate	High	Moderate/ high

Table 18 – Appraisal of key risks

Risk Description:	Option One (Business as Usual) Remediation of Existing Council Facilities			Option Two: New Build CBD Council Buildings			Option Three: New Build CBD Council & Community Services			Option Four: Heritage CBD Council & Community Services			Option Five: New Build CBD Council, Community & Business Hub		
	Likeli	Cons	Score	Likeli	Cons	Score	Likeli	Cons	Score	Likeli	Cons	Score	Likeli	Cons	Score
Policy and regulatory change impacts	3	4	12	3	2	6	3	2	6	3	4	12	3	2	6
Economic recovery delayed	4	2	8	4	3	12	4	3	12	4	4	16	4	3	12
Continued pandemic restrictions	3	2	6	3	2	6	3	2	2	3	2	6	3	2	6
Loss of community support	4	2	8	2	2	4	2	2	4	2	2	4	2	2	4
Loss of stakeholder support	3	2	6	3	3	9	3	3	9	4	3	12	3	3	9
Loss of key staff	3	2	6	3	2	6	3	2	6	3	3	9	3	2	6
Decisions are not timely	2	2	4	4	3	12	4	3	12	5	3	15	5	3	15
Loss of funding support	1	2	2	3	2	6	4	3	12	4	3	12	4	3	12
User expectations not met	4	2	8	3	2	6	2	2	4	2	2	4	2	2	4
Design scope creep	1	2	2	2	2	4	2	2	4	4	2	8	3	2	6
Benefits are descoped	2	2	4	3	3	9	4	3	12	5	4	20	4	3	12
Disruption to business continuity	3	2	6	2	2	4	2	2	4	2	2	4	2	2	4
Capacity constraints	2	2	4	2	2	4	2	2	4	3	3	9	3	3	9
Scope of decant more extensive than anticipated	2	2	4	3	2	6	3	2	6	3	3	9	3	2	6
Implementation delays	2	2	4	3	3	9	3	3	9	5	3	15	3	3	9
Costs exceed budget	1	2	2	2	2	4	3	3	9	4	3	12	4	3	12
TOTAL Weighted Score (minimum 16, max 400)			86			107			115			167			132
Adjusted Risk Score (minimum 1, maximum 25)			5.4			6.7			7.2			10.4			8.3

The Preferred Option

The results of the combined economic option appraisals are shown below.

Table 19 – Summary of the Social Cost Benefit Analysis of the Short-listed Options (\$ GST Exclusive)

	Option One Remediation of Existing Council Facilities	Option Two: New Build CBD Council Buildings	Option Three: New Build CBD Council & Community Services	Option Four: Heritage CBD Council & Community Service	Option Five: New Build CBD Council, Community & Business
Appraisal period (yrs)	25	25	25	25	25
Capital Development Costs	\$3,570,000	\$21,590,000	\$23,380,000	\$31,950,000	\$32,220,000
Cost-benefit analysis of monetary costs and benefits (\$s, GST Exclusive):					
Total Net Present Cost	\$5,610,000	\$23,930,000	\$25,540,000	\$33,380,000	\$35,780,000
Multi-criteria analysis of non-monetary benefits:					
Adj Benefits Score (0 to 10)	3.8	4.4	7.8	9.2	9.6
Multi-criteria analysis of risks					
Adj Risk Score (0 to 10)	1.8	2.4	2.6	3.9	3.0
Overall			Optimises Public Value		

The analysis shows that

- investing in Option Two compared to the Business as Usual option incurs \$18.32 million in net costs plus a small increase in risk exposure (0.6), in return for a relatively small margin in benefits (an increased score of 0.6, representing only 10% of the achievable marginal benefits possible)
- investing an additional \$1.61 million in Option Three results in a slight increase in risk exposure (0.20) but returns a significant increase in benefits (an increased score of 3.4, representing just under 60% of the achievable marginal benefits possible from the Business as Usual Option)
- investing a further \$1.61 million in Option Four results in a significant increase in risk exposure (1.3), but with diminishing marginal benefits (an increased score of 1.4, 24% of achievable marginal benefits), and
- finally investing a further \$2.40 million in the most ambitious Option Five, reduces the Council's risk exposure by 0.9, but provides very low marginal benefit gains (0.4, around 7%) compared to Option Four.

Hence the best overall value is obtained by selecting **Option Three: New Build CBD Council & Community Services**.

Appendix One: Investment Logic Map

The investment logic map is a one-page graphical story that provides the logical line of sight from the “why” – the rationale for action, to the “what” – what needs to change to contribute to the three high level outcomes. This map is a key deliverable of the series of facilitated workshops with the stakeholder panel.

RANGITIKEI DISTRICT COUNCIL

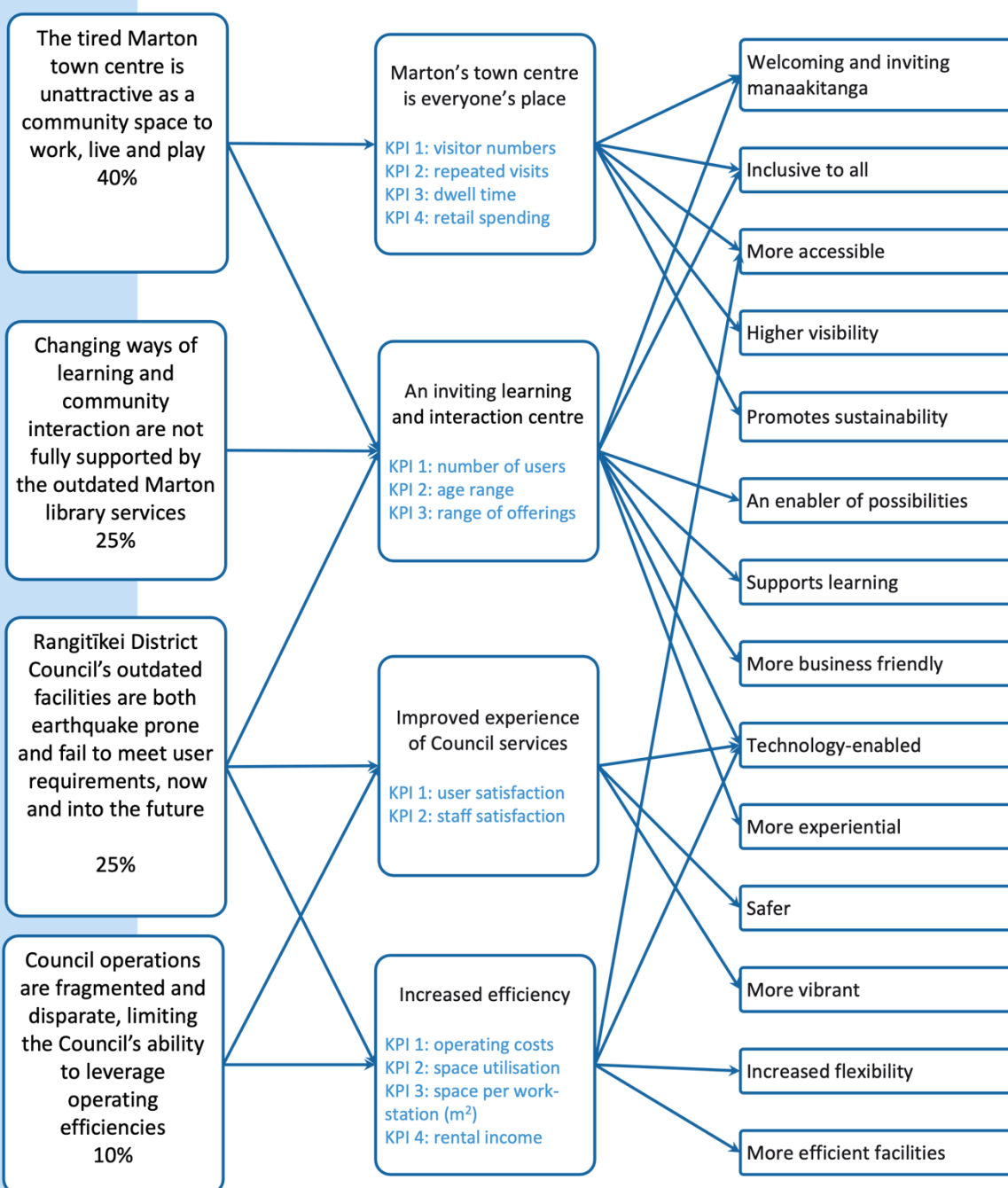
Rejuvenating Marton's Role as the Hub for Rangitikei

INVESTMENT LOGIC MAP:

PROBLEM DEFINITION

BETTER OUTCOMES

BUSINESS NEEDS



Appendix Two: The Stakeholder Workshop Process

Overview of the Workshop Process

A key part of the approach is the use of facilitated workshops to engage early with key stakeholders to initially identify and agree the need for investment, the case for change and to identify and assess potential options.

These workshops are critical to developing the strategic and economic cases. They are intended to:

- enable early engagement with a group of key stakeholders
- test and challenge our thinking
- enable collaborative thinking, and
- build consensus.

The workshop timetable is shown below.



The Stakeholder Panel

The following stakeholders were invited to join the workshop panel. They were invited because of their potential interest in the network of provision and their potential influence in the outcome of the proposal for change. An additional Co-design Lab was held on 10 November with a broader set of attendees.

Name	Details	Problem Definition 20 Oct	Case for Change 5 Nov	Options Identification 25 Nov	Options Assessment 29 Nov
Arno Benadie	Chief Operating Officer, Sponsor				
Gaylene Prince	Group Manager, Community Services				
Cr Nigel Belsham	Deputy Mayor, Head of Finance and Asset Committees				
Cr Dave Wilson	Councillor		apology		
Nevin Palauni Kuki	Community representative – James Cook School Board Member				
Grant Huwyler	Group CEO for Te Rūnanga o Ngā Wairiki - Ngāti Apa		apology	apology	apology
Lucy Collier	Community representative		apology		
Emily Rayner	Community representative				
Adina Foley	Project Manager				
Lequan Meihana	RDC Strategic Advisor for Mana Whenua			apology	apology
Jaime Riebel		n/a	n/a		
Lewis Weatherall	Director, Business Case Consulting Limited, Workshop facilitator				

Workshop Three: The Co-Design Lab

Workshop three was intended to engage Council, staff and community leaders more widely. The goals were to:

- engage on progress to date, and
- to collect attendee views on Council and Community needs and priorities.

The attendees were asked to assume a future state with:

- one or more Council facilities
- .. that either deliver or enable a broad mix of services/uses
- Welcoming and safe/ inclusive for all
- Vibrant and fit for purpose

Discussion of solutions and sites was assumed to be out of scope for the discussions. The attendees were split into five focus groups:

Group	Group Chair	Initial Focus	Alternative Focus	Members
1	Nevin Kuki	Future Locals	Visitors	Peter Beggs, Clare John, Fi Dalgety, Jaime Reibel, Katrina Gray, Carol Gordon, Gill Duncan, Dave Wilson, Nardia Gower, Melanie Bovey, Andy Watson, Karin Cruywagen, Sharon Grant, Brian Carter
2	Nigel Belsham	Businesses	Future Locals	
3	Lucy Skou	Locals	RDC Whanau	
4	Gaylene Prince	Visitors	Locals	
5	Arno Benadi	RDC Whanau	Businesses	

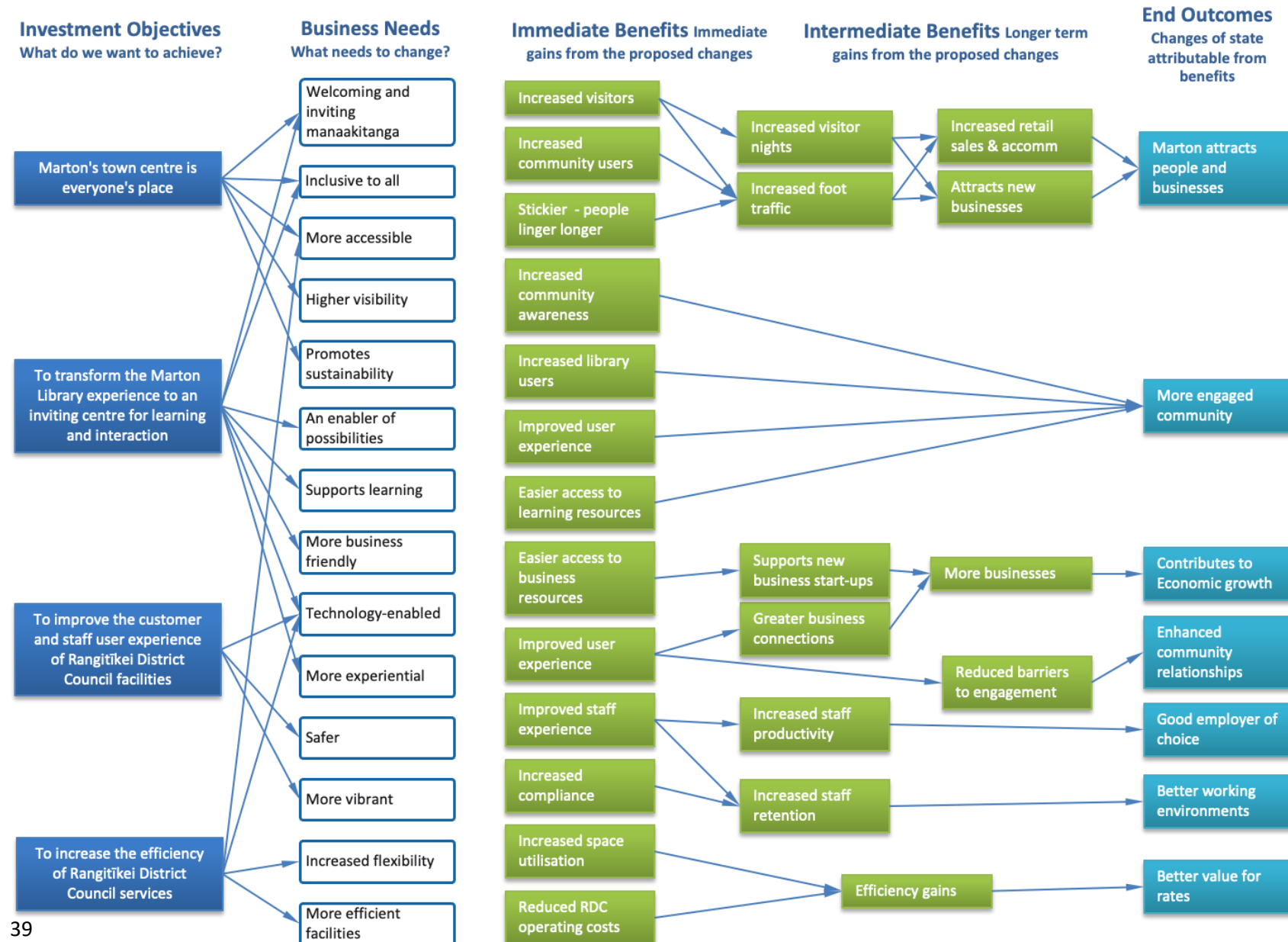
In the first session, each group was asked to break-out, to discuss and identify (from the perspective of the assigned target population):

- which Council and Community services should be included within the scope of the project? (i.e. service desk, offices, i-Site, community meeting spaces, people spaces, parking, visitor attractions/events, Plunket rooms, business hub..?)
- what are your service requirements? (i.e. design features, themes, artworks, accessibility, acoustics, technology support, signage, safety, after-hours access, co-location...?)

As a follow-up exercise, the focus groups were asked to re-examine their analysis by changing their perspective to an alternative target population.

In the report-back phase, the groups were asked to present their discussion and write-ups. In the closing session the attendees were asked to review all the information/issues presented and individually indicate their top 3 individual preferences (i.e. top priorities).

Appendix Three: The Benefits Map



Appendix Four: Scope and Service Requirement Notes (from the Workshop 3 whiteboards)

	Core Must Haves (Do minimum – cf top 3 suggestions in bold)	Desirable (Intermediate)	Nice to Haves (More Aspirational)	Out of Scope
Scope of services	<ul style="list-style-type: none"> Community hub (where people want to be) Business hub Staff and Council meeting spaces Future focused office spaces Learning and Interaction Centre CD/EM spaces Chambers/ public gallery 	<ul style="list-style-type: none"> Pop-up retail Driver licensing/ OTC ratepayer services Visitor info CC reception/ service desk (triage) Youth/study spaces NGOs & community groups (CAB, age concern, plunket, rotary etc) Well-being spaces 	<ul style="list-style-type: none"> Retail spaces full business support services 	<ul style="list-style-type: none"> Conferences Clubs and sports groups Town hall
Mix of support services	<ul style="list-style-type: none"> Support formation of Business group Self-employed spaces Co-work spaces Bookable office spaces Meeting spaces (tech enabled) Local Information Storage areas Banking hub 	<ul style="list-style-type: none"> Stimulate start-ups Business printing/ copying/ PCs Support start-ups Careers advice Cultural awareness 	<ul style="list-style-type: none"> Brokering - users to services (Enabler of possibility) Employment services 	
Accessibility	<ul style="list-style-type: none"> 24/7 access to some public areas Clean toilets Increased pedestrian foot traffic Accessible parking 40+ car-parks 	<ul style="list-style-type: none"> Central location Self-service Changing rooms (showers?) Parents rooms 	<ul style="list-style-type: none"> Free shuttles (disability, airport) Self-help kitchenette Staff dog areas 	
Recreation Activities	<ul style="list-style-type: none"> Festivals and Events (eg Chinese new year) 	<ul style="list-style-type: none"> Farmers and craft markets Arts displays Marketing/ Information Shopping/factory & garden tours Cycle/walkway 	<ul style="list-style-type: none"> Artisan products Craft beers Craft learning spaces 	<ul style="list-style-type: none"> Cinema/ movie theatre
Design of spaces	<ul style="list-style-type: none"> Develop a vision for Marton Story telling 	<ul style="list-style-type: none"> Theme – river/ district Way-finding and signage adaptable 		<ul style="list-style-type: none"> Smoking areas Stage

	Core Must Haves (Do minimum – cf top 3 suggestions in bold)	Desirable (Intermediate)	Nice to Haves (More Aspirational)	Out of Scope
	<ul style="list-style-type: none"> Showcases Marton/ point of difference Captures multi-cultural history Modular and flexible workspaces Doesn't look like a council building Multi-functional/use greenspaces 	<ul style="list-style-type: none"> Attractive Accessible acoustics Indoor/outdoor, green spaces Well-lit Inclusive (culture, heritage) Sustainability leadership 		
Technology Services	<ul style="list-style-type: none"> Tech enabled Short-term workstations 	<ul style="list-style-type: none"> EV chargers Free wifi E-bike hire Technology help-desk Bike/scooter parks Power points everywhere 	<ul style="list-style-type: none"> ICT hub High-speed internet Rolling screens 	
Seismic and physical safety	<ul style="list-style-type: none"> 67% of New Building Standard 	<ul style="list-style-type: none"> 100% of New Building Standard Security monitoring 24/7 CPTED – crime prevention through environmental design 	<ul style="list-style-type: none"> 100% of New Building Standard 	

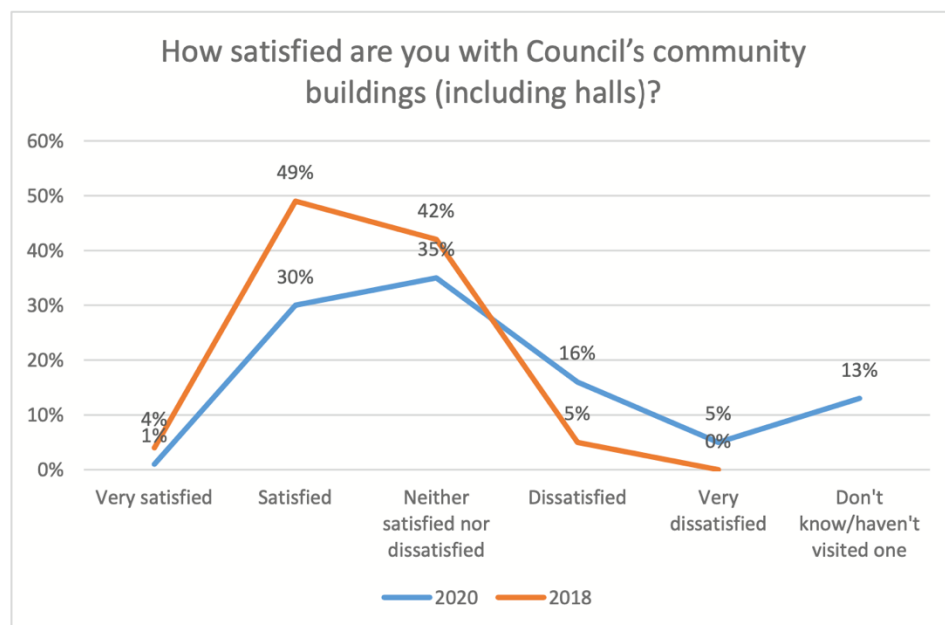
Appendix Five: White Associates Order of Cost Report (dated 22 May 2022)

Design Proposal	DGSE	Team Architects	Warren & Mahoney	WSP Option A
Description				
Gross Floor Area (m ²)	2017	2255	2379	1994
Balconies (m ²)		49		
Voids (m ²)	447		436	
GFA Excluding Voids (m ²)	1570	2255	1943	1994
\$/m ² GFA Excluding Voids	\$6,274	\$5,807	\$7,004	\$5,973
Site Preparation	\$395,000	\$395,000	\$395,000	\$850,000
Infrastructure/ Site Services	\$575,000	\$575,000	\$575,000	\$625,000
Building Works	\$9,850,000	\$13,095,000	\$13,609,500	\$11,910,000
External Works	\$580,000	\$460,000	\$550,000	\$1,330,000
Project Delivery	\$2,690,000	\$3,310,000	\$3,430,000	\$3,820,000
Net Construction Costs	\$14,090,000	\$17,835,000	\$18,559,500	\$18,535,000
Other Project Costs - Design	\$3,330,000	\$4,200,000	\$4,380,000	\$4,380,000
Other Project Costs - Extras	\$1,910,000	\$1,930,000	\$1,940,000	\$1,940,000
Escalation (at 6% per annum)	\$1,920,000	\$2,430,000	\$2,520,000	\$2,920,000
Project Contingency (at 10% for new build and 15% for Heritage)	\$2,130,000	\$2,640,000	\$2,740,000	\$4,170,000
Total Estimated Capital Construction Costs	\$23,380,000	\$29,035,000	\$30,139,500	\$31,945,000
Range of costs - HIGH	\$25.8 million			
Range of costs - HIGH	\$21.0 million			

Appendix Six: Excerpts from the Annual Residents Survey 2019/20

1. Community Buildings

Residents were asked how satisfied they were with Council's community buildings (including halls). 30% (down 19% on 2018) of residents indicated that they were satisfied with Council's community buildings (including halls). 16% recorded they were dissatisfied compared to 5% in 2018. 60% of Hunterville residents were satisfied with Council's community buildings (including halls). **Bulls' respondents had the highest combined level of dissatisfaction (47%) very dissatisfied (13%) or dissatisfied (34%). This is more than likely attributed to the New Community Centre in Bulls.**



	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Don't know
Location						
Bulls	0%	15%	28%	34%	13%	9%
Ratana	0%	14%	57%	14%	0%	14%
Turakina	0%	57%	43%	0%	0%	0%
Marton	2%	32%	35%	12%	4%	15%
Hunterville	0%	60%	20%	0%	0%	20%
Mangaweka	0%	40%	20%	40%	0%	0%
Taihape	0%	31%	35%	19%	6%	9%
Outside the District	0%	0%	100%	0%	0%	0%
Other	0%	33%	50%	8%	0%	8%
Age						
14-18	0%	100%	0%	0%	0%	0%
19-29	0%	32%	53%	5%	5%	5%
30-45	0%	22%	41%	18%	8%	11%
46-54	0%	27%	41%	20%	4%	9%
55-64	0%	29%	29%	19%	6%	16%
65+	3%	38%	31%	14%	2%	12%
Prefer not to answer	0%	0%	20%	0%	20%	60%

Please tell us what you think about Council's community buildings (including halls)?

- I don't necessarily use them often enough to make a good analysis
- regarding Council's property in Marton they look shabby considering the importance of it being a county town. Marton is the first stop from Wanganui or Taihape for visitors. Its clearly obviously poor people live in the vicinity of Marton.
- Not happy with the spending 'blow out' for the new building in Bulls with it seems no repercussions to those who signed our money off!!
- Don't use them
- Don't use inside many of them but outside appearance is fair.
- So disappointed with the size, design and expense of the new building in Bulls
- The cost of the new development being so far over budget illustrates poor stewardship, management and governance. It is hard not to call it incompetence from the public information available.
- A gross budget blow out with little reunification's for the contractors. Absolutely appalling. Also I am not convinced the best interests have been taken into consideration. We should be using NZ products and doing our utmost to ensure that is a priority.,
- Not sure about the ugly hall that does not fit urban design of Bulls.
- New to area, haven't found them yet or used any
- new community centre a waste of ratepayers money that could be used for footpaths and other falling down buildings
- The new community center is a shambles.
- I sit councils intention to work with communities and communicate effectively with communities around purpose and cost?
- The incompetency has been acknowledged re new build cost at Bulls.
- communication around Bulls community Centre average
- hunterville does not have any council community buildings
- Why is so many funds being spent on a facility in Bulls being funded by the whole area

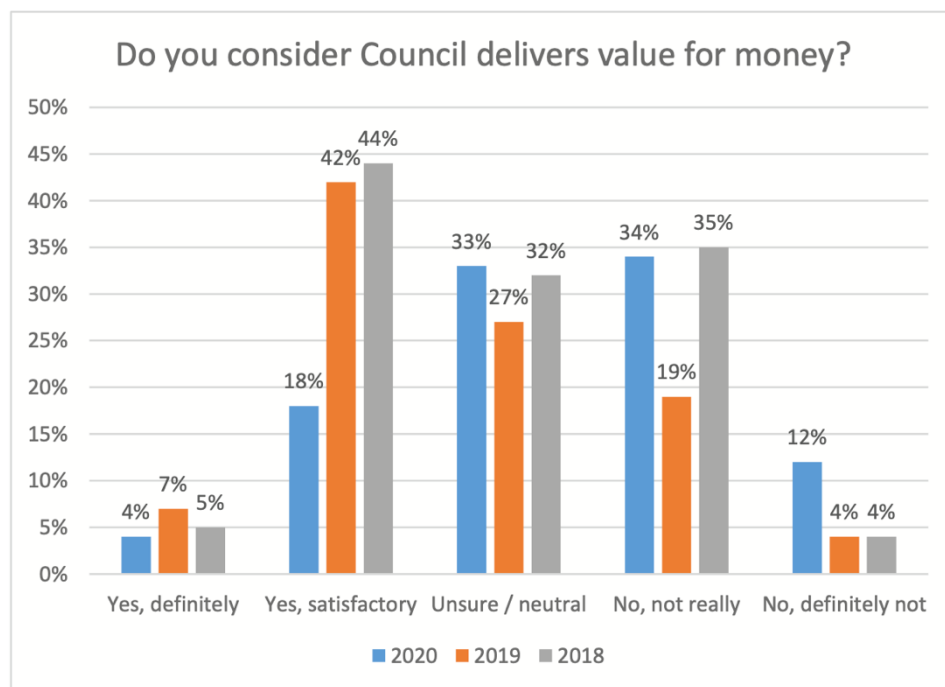
- Have property in Bulls and I think the amount spent on the community hall there is obscene.
- Love to see the Memorial Hall upgraded. Being on the main road it has potential to be a real feature.
- I know the RDC has achieved a good deal in the last year in the area of community areas, and wish I had a big pot of money to help - but sadly do not. The M Hall is very tired and dated. I can remember when it was the buzzing centre of indoor sports etc.....love to see that again.
- Worse than last year, the memorial hall needs a super clean!!!!
- Memorial needs to have plates cups etc supplied
- Marton has too many halls. Are they used frequently?
- Heating in Town Halls main stage area
- Disappointed about the womens club building
- The new build at Bulls is a disaster, and the effects of this disaster will have negative consequences for other urgent works required. The timeline of expenditure is heavily geared to the southern wards, to the detriment of Taihape. The earthquake strengthening timelines set by central government and spend timeframe in Bulls and Marton will essentially leave no time to attend to Taihape.
- they desperately need attention
- You have wasted millions of our ratepayer money on that building in Bulls, which doesn't need to be that huge. And you went over budget.
- The taihape grandstand is being let fall into disrepair. The facilities are third world and could be upgraded

2. Service delivery

Value for money

22% of residents felt that Council either, yes definitely or yes satisfactory, delivered value for money. In comparison, 46% felt to some extent “no, not really, and no, definitely not” Council did not deliver value for money.

Residents from Bulls (66%) were more likely to respond that Council does not deliver value for money.



	Yes, definitely	Yes, satisfactory level	Neutral	No, not really	No, definitely not
Location					
Bulls	0%	8%	26%	40%	26%
Ratana	14%	29%	29%	29%	0%
Turakina	0%	57%	14%	29%	0%
Marton	4%	17%	31%	36%	12%
Hunternville	20%	10%	40%	30%	0%
Mangaweka	0%	40%	0%	60%	0%
Taihape	3%	24%	45%	21%	8%
Outside the District	0%	0%	50%	50%	0%
Other	0%	8%	25%	50%	17%
Age					
14-18	0%	0%	100%	0%	0%
19-29	0%	16%	32%	47%	5%
30-45	3%	8%	36%	29%	25%
46-54	4%	13%	21%	48%	14%
55-64	2%	20%	32%	35%	11%
65+	6%	26%	36%	27%	6%
Prefer not to answer	0%	20%	40%	20%	20%