ARTHUR'S PASS DESTINATION & INVESTMENT FRAMEWORK

June 2020

PREPARED FOR: THE DEPARTMENT OF CONSERVATION

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ABBREVIATIONS

AARR	Average Achieved Room Rate
ALOS	Average Length of Stay
APNP	Arthur's Pass National Park
ASL	Above Sea Level
APNPMP	Arthur's Pass National Park Management Plan
BCR	Benefit-Cost Ratio
CAPEX	Capital Expenditure
COVID-19	Coronavirus Disease
DOC	Department of Conservation
F&B	Food and beverage
FTE	Full-Time Equivalent
IRR	Internal Rate of Return
IVL	International Visitor Levy
IVS	International Visitor Survey
MBIE	Ministry of Business, Innovation and Employment
NPV	Net Present Value
NZTA	New Zealand Transport Agency
PCL	Public Conservation Land
PCL&W	Public Conservation Lands and Waters
PSG	Project Steering Group
RMA	Resource Management Act
SH73	State Highway 73
The Park	Arthur's Pass National Park
TLA	Territorial Local Authority
VC	Visitor Centre
VFR	Visiting Friends and Relatives

EXECUTIVE SUMMARY

INTRODUCTION

The purpose of the project is to develop a Destination and Investment Framework (the Framework) for Arthur's Pass National Park (APNP or the Park). The overall objective of the Framework is to enable coordinated, appropriate, and specific investments to be made for:

- APNP;
- Arthur's Pass village; and
- the journey to/from Arthur's Pass along State Highway 73 (SH73) from Springfield to Ōtira.

A Project Steering Group (PSG) was established including representatives from:

- DOC,
- KiwiRail;
- Ngāi Tūāhuriri Ngāi Tahu;
- Selwyn District Council;
- New Zealand Transport Agency (NZTA); and
- the Ministry of Business, Innovation and Employment (MBIE).

Discussions were also held with local Arthur's Pass village representatives and a stakeholder survey (which received 490 responses) all helped inform the development of the Framework. The Framework has therefore been informed from a process involving significant research and analysis, site visits, stakeholder engagement and surveying, and comparative analysis on best practice examples from other alpine locations nationally and internationally.

The recommendations identified in this Framework have been guided by research, stakeholder engagement as well as the Arthur's Pass National Park Management Plan 2007 (APNPMP) and the New Zealand-Aotearoa Government Tourism Strategy.

STRATEGIC POSITIONING OF ARTHUR'S PASS

For many travellers, Arthur's Pass is currently visited as a brief stopover on the way to/from the West Coast or for car parking for those wishing to do day walks or overnight tramps within APNP. The APNPMP[1] acknowledges that length of visitor stay has progressively diminished over time, with greater numbers of visitors visiting for one day or less[2].

Arthur's Pass is, however, considered to have a far more strategic role to play in destination management for the future as it is well-located to become the following.

- The **gateway to a number of West Coast destinations** both heading south toward Haast and north toward Westport, so what it looks like and messages it portrays, are important in supporting other regional destination development initiatives.
- A **stop and stay destination** by encouraging more domestic visitors to stay overnight but to achieve this will require introducing new accommodation facilities and additional amenities to improve the visitor experience overall.
- A **future international visitor hub** for walks in particular. While COVID-19 restrictions mean that there is no international visitation to New Zealand at the time of writing this Framework, we have projected that (based on a number of assumptions), international visitation may be able to grow gradually and sustainably from 2022 onwards. However, there is no indication that the visitor growth levels seen pre-COVID will be seen for some time, if potentially ever. The suggestions and recommendations within this Framework are, therefore, very timely as they provide an opportunity to assess desirable destination carrying capacity levels with a focus on visitor yield and value, rather than volume.
- A **destination hub with far stronger sustainability principles** applied and striving to find effective and workable partnership opportunities with Ngāi Tahu.
- A **location to encourage greater use by all types of domestic visitors** noting that there are numerous sub-categories of visitor segments noted in the APNPMP whose needs can be better supported through enhanced and appropriately scaled amenities and services.
- A **branded alpine destination** better recognised as one of New Zealand's best walking/tramping locations, with an excellent range of basic to advanced mountain experiences for recreational users.

The importance of Arthur's Pass, therefore, needs to be seen in a far wider context than just the national park and DOC sites along SH73. It is critical in being able to support public and private spending on various tourism projects on the West Coast and in helping to diversify the visitor journey experience around the South Island, by encouraging one or multi-night stays within the Arthur's Pass village and National Park.

[1] Arthur's Pass National Park Management Plan 2007, page 30.

[2] While this is based on 2007 data, this is supported by feedback received through the engagement process that indicates a growing day trip market.

WHY ENHANCEMENTS ARE NEEDED

+ Seasonality

Arthur's Pass is a highly seasonal visitor destination. Outside of the peak seasonal period (which generally runs for 4-5 months), visitation drops back significantly (during the low season, occupancies can run as low as 20%-30%).

Although the weather is a key factor when visitors choose to visit Arthur's Pass, the lack of suitable facilities, limited accommodation and experiences that can be undertaken all year round is a limitation for addressing seasonality. The need is to create amenities and facilities which can help support the local community and address the challenges which high seasonality generates.

+ Lack of Commercial Accommodation

There are limited accommodation options as well as constrained accommodation capacity at Arthur's Pass village. Currently, the village has a total of 20 motel/hotel and B&B rooms. The remainder of room stock comprises hostel-style accommodation, campsites, and DOC huts. During the peak season, feedback received indicates little-to-no spare capacity in Arthur's Pass.

Filling a product gap with a new form of commercial accommodation of sufficient scale, will support existing operators at Arthur's Pass village and locations along SH73 as well as offering greater sustainability and economic uplift for the region. And will help better meet market demand.

All existing accommodation facilities in Arthur's Pass village are smaller scale (the largest property in Arthur's Pass village has only 9 rooms) and most are of medium to basic quality.

An eco-style accommodation facility with greater room capacity (between 70-80 rooms) may offer the potential to encourage different visitor market segments who currently do not visit Arthur's Pass village. This includes smaller scale event attendees, function attendees, small scale conferences and meetings, family functions and lifecycle events along with additional day and multi-day walkers and nature seekers etc.

Offering facilities which can help cater to smaller-scale functions and events will also help address seasonality challenges and also offer existing accommodation providers the potential to also grow off-peak season occupancy levels as a new commercial accommodation facility will not be able to meet the needs of all visitor types and budgets.

+ Strengthening South Island Attractions and Experience Options

It is understood that there are a variety of challenges surrounding future visitor access to some of the South Island's tourism icons (such as Franz Josef and Fox Glaciers, Milford Sound, and other key tourist locations in the South Island). Destination development at Arthur's Pass (and the careful planning of this) is considered important to help encourage sustainable visitor flows, to better support and encourage domestic visitation onto PCL and to help alleviate pressure on existing tourism hot spots in the South Island. What is being recommended for Arthur's Pass should be seen within a far wider tourism and destination development context for the South Island

+ Encouraging New Markets to Experience APNP

DOC has several targets which guide conservation work. These include (but are not limited to)[3]:

- "90% of New Zealanders' lives are enriched through connection to our nature and heritage";
- "New Zealand's unique environment and heritage is a foundation for our economic, social and cultural success"; and
- "New Zealanders and international visitors are enriched by their connection to New Zealand's nature and heritage".

APNP, being the closest national park to a major urban catchment, offers an opportunity to assist DOC in meeting these targets. Currently, however, APNP is only capturing an estimated 1.8% of New Zealanders.

While there are broad-ranging reasons for this, there are several factors identified through this Framework. These include:

- a lack of diversity of product available;
- the high price point when viewing the quality of the built environment (i.e., there is a mismatch between the price point and its quality and the value proposition of Arthur's Pass);
- the village environment is tired and does not adequately encourage visitors passing through to stop and spend time in Arthur's Pass, though the public conservation lands physical attributes are strong and should be far more appealing;
- accommodation capacity constraints during peak visitor periods;
- walking experiences are generally either very simple, shorter hikes or far more advanced and difficult day and multi-day hikes (there are limited options for those wanting longer day walk options of varying degrees of difficulty);
- negative perceptions associated with weather conditions at Arthur's Pass noting its high rainfall; and
- the lack of adequate journey mapping and promotion to encourage more visitors to stop at important and attractive DOC sites along SH73 from Springfield to Otira as part of the overall Arthur's Pass experience.

+ Capacity Issues

Capacity issues are not only occurring in the accommodation sector, but also at various sites on SH73. With a range of day visitors, overnight multi-day visitors and transiting through travellers at

[3] Vision, purpose, and outcomes, https://www.doc.govt.nz/about-us/our-role/vision-purpose-and-outcomes/

different times of the year, determining carrying capacity levels and limits for higher use sites such as the Devils Punchbowl and Kura Tāwhiti need further consideration to both protect and manage the environment and offer a consistent quality visitor experience.

+ Conflict in User Expectations

The survey of stakeholders generated 490 responses from mostly local and regional stakeholders. It highlighted that there are very divergent views and expectations of what APNP users want to see for the future (this includes sites along SH73 which are public conservation lands managed by DOC but outside of the actual APNP). Finding ways to cater for a wide range of different user groups and visitor segments who are not yet visiting Arthur's Pass is needed. *Arthur's Pass and its attractions need to be more accessible and appeal to a wider visitor base of users whilst still meeting the needs of current visitors.*

+ Arthur's Pass National Park Management Plan

The APNPMP has a strong focus on preserving, maintaining, and improving facilities within APNP. As a result, it deliberately limits the development of many forms of visitor activity and supporting facilities to help improve national park facilities for mountainous wilderness-based walking and tramping experiences. While this restricts a wide range of development from occurring on Public Conservation Land (PCL), it should not limit complementary visitor and community amenities and supporting infrastructure being introduced on non-DOC managed and controlled land where this is able to sustainably enhance the overall visitor experience and benefit the local community and local iwi.

+ Growing Competition & Low Quality of Built Environment in Arthur's Pass

Currently, Arthur's Pass is characterised by a 5-star natural environment, but a lower 2-3 star-built environment. Competition from other park (PCL) based destinations[4] will continue to grow. Arthur's Pass cannot be complacent, or it does risk:

- losing relevancy as a national park of high importance and need (especially for many domestic market niche sectors);
- failing to encourage a larger proportion of New Zealanders and visitors to New Zealand to experience APNP, and
- not supporting wider sustainable destination management solutions for helping address issues and challenges in other South Island locations, especially relating to public conservation lands.

+ The Need for New Investment

Stakeholder feedback and our observations and research identify a need for new sustainable investment into a mix of public and private amenities, facilities, and supporting infrastructure. Current facilities and supporting infrastructure within Arthur's Pass are often not delivering suitable and sustainable quality levels and, without new investment, risks impacting negatively on the environment and failing to deliver the APNPMP objectives and values.

COMPARATIVE ANALYSIS OF ALPINE VILLAGES

Looking at other destinations with similar attributes or features offers the ability to analyse critical success factors (or otherwise). As part of this Framework, 14 primarily alpine-based mountain villages/towns have been evaluated (including in NZ, Australia, the USA, and Europe). The following provides a summary of some of the key findings identified through this analysis.

1. VILLAGE LOOK & FEEL IS A KEY SELLING FACTOR

The look and feel of the village are an important factor in positioning the destination. Those which feature/rate highly via travel review websites etc. tend to have a unique and appealing look/feel. They feel like mountain/alpine villages whether they are very small or larger. ***While the natural scenery in Arthur's Pass is stunning and reflects a unique alpine environment, the village's aesthetics do little to support this. The natural environment is 5-star, but the built environment is lower and in need of refresh and enhancements.***

2. DIVERSITY OF EXPERIENCES IS IMPORTANT

Aside from Arthur's Pass, each of the other destinations reviewed, offer a diverse range of experiences/attractions. While they do offer trekking-based experiences, a multitude of other experiences ranging from nature-based adventure experiences to cultural experiences are on offer. These include zip lines, mountain biking, art galleries and museums, food-based experiences etc. As a result, have a broader visitor market appeal. ***Arthur's Pass is currently positioned almost entirely as a walking/ tramping destination. The challenge is that New Zealand has many high-quality walking/tramping experiences. New Zealand currently has ten Great Walk experiences which are heavily promoted, but none of these are situated within or accessed via Arthur's Pass. Arthur's Pass ideally needs to have a unique point of difference (this should leverage off the wide range of walking/tramping experiences on offer, ranging from easy to advanced standards, and from day walks to multi-day -tramping experiences) to reflect its unique point of difference and value proposition.***

[4] Including other alpine areas on both sides of the Southern Alps and in other areas of the South Island where the government may be keen to encourage further private sector investment

3. SCALABILITY OF WALKING EXPERIENCES

Each of the alpine villages assessed offer a wide range of tracks of varying lengths and difficulties. This is particularly the case for those villages which have a strong walking focus. Walks which are circuit-based, rather than lineal, appear to have greater appeal.

Although Arthur's Pass does offer a range of walking experiences, feedback provided indicates these are either: easier short walks (such as Kura Tāwhiti); linear (rather than circuit-based such as Bealey Spur Track); and/or very difficult day or multi-day walks (such as Avalanche Peak Track). There are limited easier to advanced longer day walk (3 – 6 hour) options.

Currently, the two most popular walks in Arthur's Pass and surrounds are the Devils Punchbowl (1-hour return) and the Kura Tāwhiti (20 mins return), both attracting circa 50k visits in 2019. While these walks rate highly, the short nature of them means that visitors can complete both within the same day and head out of Arthur's Pass. To generate stronger economic benefit for the local community from the visitor economy, the opportunity exists to develop more circuit-based (which tend to be more popular than linear walks) and longer short walks and additional day walk opportunities and to help convert some of the day visitors into overnight visitors.

The potential may also exist to better signpost day walks with a consistent signage style, potentially akin to ski signage (green for easiest, blue for intermediate and black for hardest). Detail within the APNPMP indicates regular safety issues have been an historic problem within the APNP. Improving public safety on PCL is a key role for DOC.

4. FOUR SEASON DESTINATIONS

Except for Arthur's Pass, the alpine villages/towns assessed do not operate exclusively as trekking hubs. Rather, they operate as ski/snow sports hubs in winter and recreation hubs in summer. As a result, they are not as impacted by seasonality as Arthur's Pass. Increasingly, ski resorts around the world are looking to further develop their summer product offering to reduce seasonality, appeal to a broader visitor market and helping to address the climate change impacting the length and quality of ski seasons.[5] ***Currently, the peak period for visitation in Arthur's Pass tends to run from November – March, which coincides with the drier summer months. During this period, accommodation tends to be full. Outside these months, however, operators struggle to fill rooms. The weather conditions in Arthur's Pass during winter and the lack of built infrastructure and all-weather amenities make it challenging to encourage stronger visitation during this period.***

5. F&B IS AN IMPORTANT COMPONENT

Food tourism is one of the world's fastest-growing segments.[6] Rather than being a "nice to have" visitors expect that destinations will offer a higher-quality and diverse food offering as part of their product mix. Many of the villages assessed have a broad food and beverage offering through cafes, restaurants, and bars, as well as some offering food tours and food and wine-based events. ***At present, the F&B offering in Arthur's Pass is extremely limited. This sentiment was echoed strongly in the two surveys undertaken. If the profile of Arthur's Pass is to be raised and a sustainable destination hub created, there is a need to expand and enhance the F&B offering to support the local and regional community, along with the various visitor markets who transit through and others who stay overnight.***

6. TIERED ACCOMMODATION OFFERING

Each of the alpine destinations assessed offer tiered accommodation product ranging from backpackers to high-quality 5-star properties. ***Although Arthur's Pass is a smaller destination (in terms of population and visitation numbers) than most of those assessed, there is potential to enhance the accommodation offering so that it can appeal to a far broader visitor market. Currently, the bulk of accommodation at Arthur's Pass rates as 3-star or less (using an international comparative star rating system).***

7. COMMISSIONABLE PRODUCT (IN ADDITION TO FREE PRODUCT)

Because each of the alpine villages assessed (aside from Arthur's Pass) has a broader product base, there is more commissionable product available. This includes paid guided walking and mountain biking tours, along with experiences such as eco tree top zip lines and treetop parks. ***As mentioned earlier in this report, Arthur's Pass lacks commissionable product which can help drive local employment. While having free things to do is important, there often needs to be a balance to ensure the visitor economy is generating sufficient economic benefit and offering greater support for local business viability. Importantly, this does not need to include mechanised or extreme adventure products.***

8. EVENTS ARE AN IMPORTANT DEMAND STIMULATOR

Events are an important mechanism for generating visitation, particularly during non-peak periods. Endurance-style events are common such as ultramarathons and mountain biking events as are cultural and food-themed events. These events are primarily considered destination events, rather than community events. Destination events are those which attract a large proportion of visitors than local visitation. ***While Arthur's Pass has some smaller events (such as the Arthur's Pass Summer Fete) and some which pass through the National Park such as the Coast to Coast), there is a distinct lack of destination events focused on Arthur's Pass and/or the locations and journeys along SH73.***

[5] https://www.outsideonline.com/2038706/summer-new-winter-ski-resorts

[6] https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2019-09/food_tourism_ok.pdf

9. ONE-STOP SHOP VISITOR EXPERIENCE CENTRES

While many of the alpine villages assessed have traditional visitor information centres, there are a few villages which offer visitor experience centres which act as one-stop-hubs and provide visitor information, booking services (for all experiences in the village), access to permits as well as offering a visitor experience/attraction. Traditional visitor centres are facing a decline in visitation not just in New Zealand, but around the world as visitors gather information about destinations online during all phases of the travel cycle. ***The Arthur's Pass Visitor Centre aligns with a traditional visitor centre offering. The potential exists as part of this Framework, to rethink what the VC offers and to integrate future-thinking as part of this regarding what visitors want from visitor centres[7].***

10. ALTERNATIVE FORMS OF TRANSPORT ARE USEFUL

Many of the alpine destinations assessed have cable car or similar infrastructure which enhances recreational experiences and enables visitors to access to additional terrain during summer months. ***Aside from the small-scale Temple Basin Ski Area, there is no lift infrastructure within Arthur's Pass. All walks need to be accessed via vehicle and the exploration of terrain at higher altitudes is limited to more experienced trampers.***

11. CAR-LESS DESTINATIONS

Some of the alpine villages assessed are car-less and can only be accessed via forms of public transport such as train or gondola. This often enhances the walkability of the village and reduces pollution. ***Although an appealing concept, this is unlikely to be possible at Arthur's Pass due to the alignment of SH73. There is, however, potential to enhance the walkability of the village through landscaping improvements, improved parking facilities and new walkways.***


Grindelwald, Switzerland


Murano, Italy


Big Bear Lake, USA


Sils Maria, Switzerland

[7] A major review of the VIN i-SITE network was undertaken in 2019-2020. Amongst other things, this has recommended the need for a new visitor information centre model to better meet both domestic and international visitor needs. It also recognised the opportunity for far greater synergy between i-SITEs and DOC visitor centres and the potential for co-locating these and sharing costs.

SUGGESTIONS FOR ARTHUR'S PASS

+ What is Being Suggested

There is solid market demand for Arthur's Pass as a visitor destination from a range of stakeholders. Figure 1 provides a summary of the various elements which could be considered as part of this Framework. What is being suggested offers numerous benefits to the visitor economy and improvements to benefit the local community, various user groups and stakeholders as well as supporting environmental, social, and cultural sustainability. These have been identified to:

- assist in developing and designing an appealing destination at Arthur's Pass, as a quality walking and tramping hub;
- generate stronger local benefits from the visitor economy;
- overcome some of the issues/challenges occurring currently at Arthur's Pass;
- align with the APNPMP objectives and values wherever possible; and
- deliver on the desires of the many stakeholders consulted.

The suggested development elements, therefore, comprise the following.

- A commercial development node (comprising Elements 1, 2, 3 and 7) recommended for location on KiwiRail land which is not on but is close to the PCL and the Arthur's Pass village.
- Additional infrastructure support (Element 9) to create a far more sustainable overall village at Arthur's Pass including improvements to sewer, stormwater, and potable water.
- Upgrading and relocating elements of KiwiRail infrastructure (Element 5) to optimise the use of their landholdings.
- Enhancements and extension of walking tracks and related amenities within APNP as advised by DOC (Element 6).
- The development of two tramping staging posts (Element 8) at Avalanche Creek Park (opposite Arthur's Pass Chapel) and Devils Punchbowl car park to improve visitor amenities and way finding.
- Potential upgrades to parking, signage, some tracks, landscaping, and other amenities at DOC sites along SH73 from Springfield to Ōtira (Element 6, 8 and 9).

Figure 1: The Suggested Development Elements

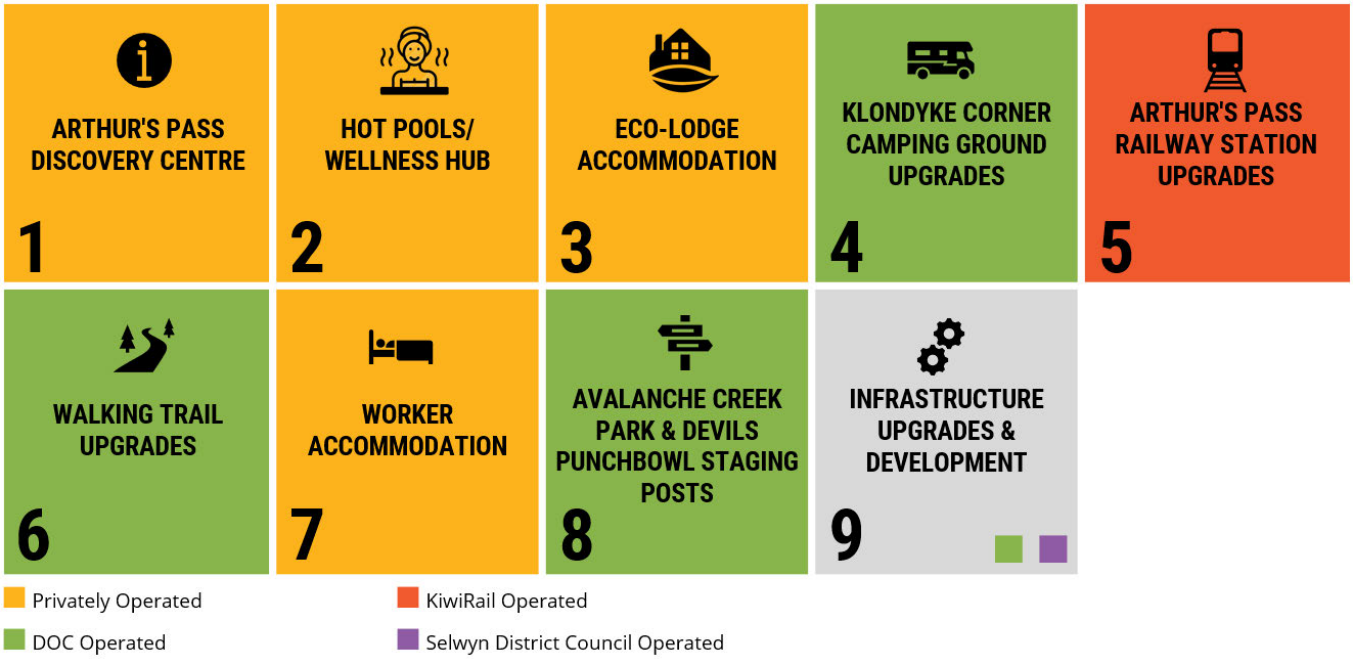
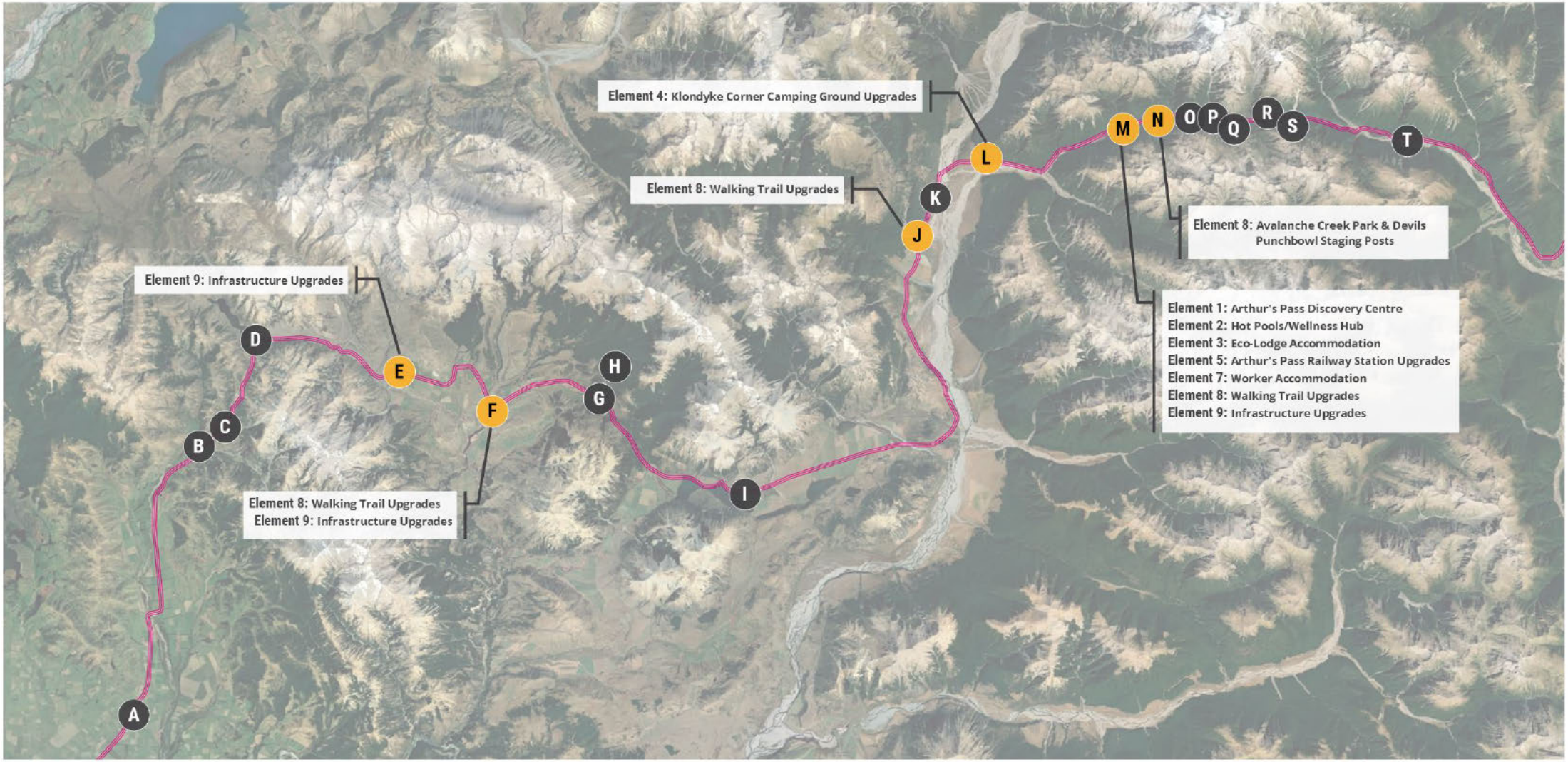


Figure 2 provides a broader context plan for Arthur's Pass and demonstrates the extensive area of focus of this Framework, followed by Figure 3 which provides the proposed Master Plan for Arthur's Pass village. The reference plans are included in Section 9.3 of this Framework.

The Framework identifies community and visitor needs going forward, including the requirement and ability to leverage private sector investment so the financial burden does not just fall to government. The fact that the key infrastructure responsible parties and stakeholders at Arthur's Pass have come together to request and guide this Framework should be considered very positively. There is a different area of focus and need, but they all have indicated a common desire of wanting to see stronger sustainable destination management outcomes achieved for Arthur's Pass and associated economic, environmental, social, and cultural uplift.



KEY

- State Highway 73
- Locations with specific recommendations made
- Key nodes along SH73 journey (without specific recommendations)

- A Springfield Township
- B Historic Staging Post
- C Korowai-Torlesse Tussocklands
- D Top of Porters Pass / Lake Lyndon
- E Kura Tāwhiti
- F Cave Stream Scenic Reserve
- G Craigieburn Forest Park Entry
- H Craigieburn Forest Park
- I Lake Pearson
- J Bealey Spur
- K Bealey Spur Hotel
- L Klondyke Corner
- M Arthur's Pass Village
- N Devils Punchbowl Carpark
- O Jack Hutt
- P Temple Basin
- Q Arthur Dudley Dobson Memorial
- R Viaduct Lookout
- S Otira Gorge Rock Shelter Lookout
- T Otira Township (Stagecoach Hotel)

Figure 2: Arthur's Pass Wider Context Plan

Arthurs Pass Village - Existing elements

- A **Arthurs Pass Train Station**
- B **Arthurs Pass National Park Visitor Centre**
- C **Avalanche Peak Track** (6,609 visitors recorded)
- D **Otira Train Tunnel**
- E **Avalanche Creek Waterfall**
- F **Devil's punchbowl carpark.**
- G **Devil's Punchbowl Track** (48,058 visitors recorded)
- H **Scotts Track** (7,155 visitors recorded)
- I **Cons Track**

Arthurs Pass Village - Upgrades

- A **Element 1: Arthur's Pass Discovery Centre**
- B **Element 2: Hot Pools/Wellness Hub**
- C **Element 3: Eco-lodge Accommodation**
- D **Element 5: Arthur's Pass Railway Station Upgrades**
- E **Element 7: Worker Accommodation**

Element 8: Avalanche Creek Park & Devils Punchbowl Staging Posts

- F Avalanche Creek Park Staging Posts
- G Devil's Punchbowl Car Park
- H Devil's Punchbowl Walking Trails Staging Post

Element 9: Infrastructure

- I Village look and feel upgrades (pavements, landscaping)
- J Village look and feel upgrades (lighting, street furniture)
- K Arthur's Pass Railway Station to Devils Punchbowl pathway link

+ Market Demand

In 2019, Arthur's Pass village received an estimated 155k visits (one unique domestic visitor can undertake multiple visits per annum so the 155k are not all unique). With the impact of COVID-19, projections for 2020 indicate a decline in visits of approximately 77% (to 36k visits), with this unlikely (without intervention or change) to reach pre-COVID levels until at least 2025 if not far later.

This decline in visits and slow recovery is anticipated to have a significant impact on the visitor economy, not only in Arthur's Pass but New Zealand more generally. It will also necessitate an increased focus on the domestic market in the short-medium term.

The development suggested in this Framework has been specifically identified to enable Arthur's Pass to appeal to a broader visitor market and, particularly, stimulating the interest of New Zealanders who may not have had much exposure to APNP. This is particularly pertinent as Arthur's Pass is the closest national park to a major population catchment, Christchurch.

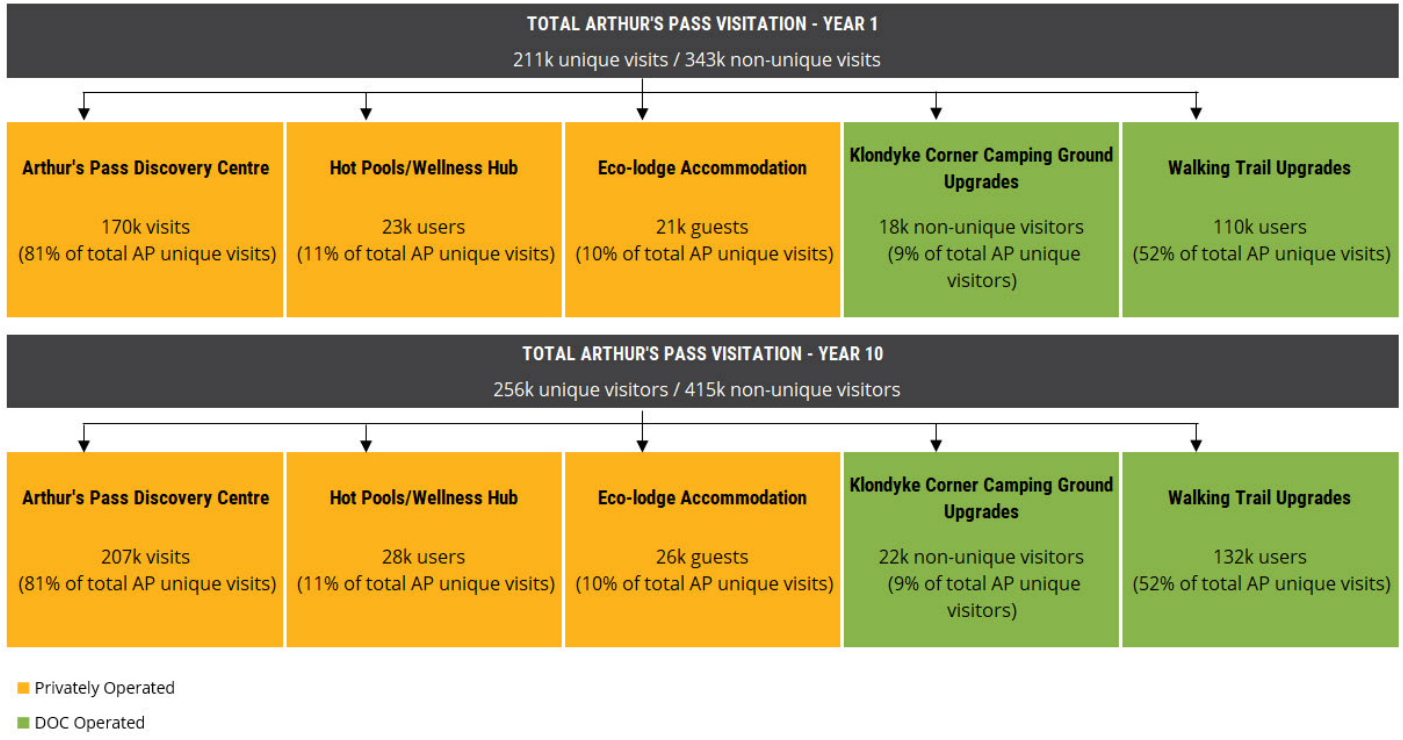
Figure 4 demonstrates that the potential exists to stimulate greater visitation to APNP through the introduction of various new experiences and amenities and the enhancement to existing ones. Importantly, these elements will also assist in growing visitor yield (i.e., visitor spend) through growing the level of commissionable (paid) product and the average length of stay. They are also seen as vital to help address seasonality challenges and the limited 5-month visitation season which currently restricts the viability of various local businesses.

Arthur's Pass and the DOC experiences along SH73 leading up to AP village, have the opportunity and need to become a far more important destination hub. The context for this is not just the journey up from Christchurch especially to the various APNP walks etc. but the significance of the far wider role Arthur's Pass needs to play as a more strategic destination, acting as the gateway to the West Coast, and as the staging post for a wide mix of recreational activities and walking trails, along with multi-day tramping tracks on PCL to appeal to a broader visitor market mix.

The research and analysis completed on future market demand illustrate that through a series of new elements and upgraded infrastructure, market demand for Arthur's Pass could potentially grow from 155k visits in 2019 to 343k visits by 2023/2024 (being the earliest when any developments suggested, could feasibly become operational).

Future market demand estimates reflect the far wider visitor mix which APNP and environs could appeal to, with many new elements able to help encourage visitation throughout the year, rather than focusing on the current summer 5-month visitor period. But as clearly illustrated in Figure 4 below, it is the introduction of enhancements to existing facilities coupled with new amenities and facilities which would be required to drive visitor growth projections.

Figure 4: Total estimated unique and non-unique visitation to Arthur's Pass (Year 1 & Year 10)



+ Indicative Capital Costs

As demonstrated in Figure 5, the total indicative top line capital costs for the elements recommended in this Framework are estimated at [redacted] comprising:

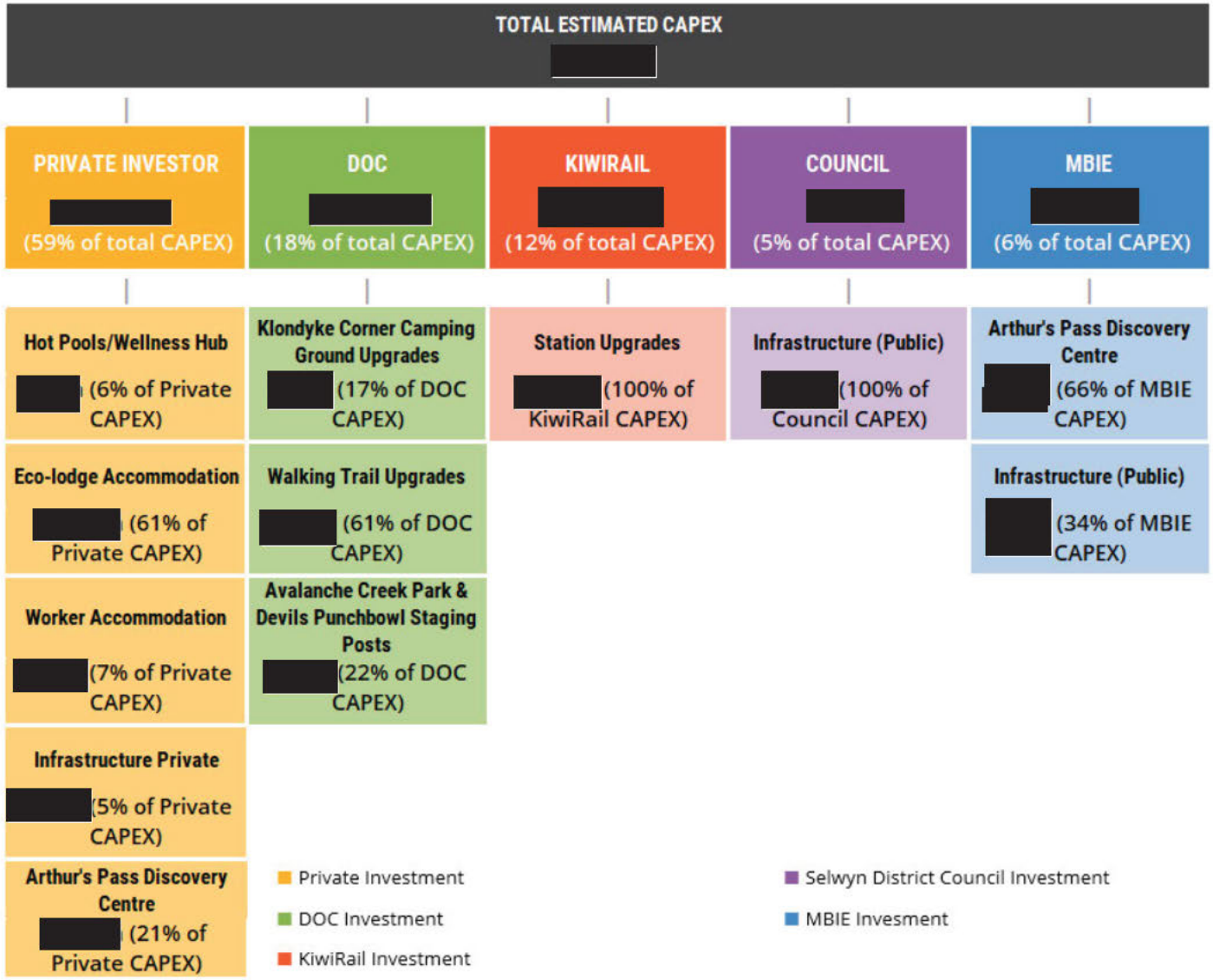
- more than half (59%) of the capital costs identified are estimated to be borne by **private investors** ([redacted];
- 18% ([redacted]) of capital costs apply to **DOC**, with just over 60% of these costs ([redacted] relating to the new and upgraded walking trails and tramping tracks;
- 12% ([redacted]) relate to **KiwiRail** for the upgrade of Arthur's Pass Train Station and relocation of the turntable and associated shunting line;
- 5% ([redacted]) relate to infrastructure utility investment undertaken by **Council;** and
- 6% [redacted] relate to funding support from **MBIE** for part-funding the development (seed funding to leverage private investment) of an Arthur's Pass Discovery Centre and specific infrastructure funding for expanded car parking facilities and signage at DOC sites along SH73.

The capital costs:

- are indicative only and based on other projects undertaken in comparable locations;
- could feasibly change if, for example, a private investor was responsible for the Discovery Centre
- include direct cost estimates from key stakeholders so are at a high level but have been discussed; and
- include a 20% contingency to reflect they are pre-concept design estimates only at this stage so are very top line and indicative only.

Importantly, the potential may exist for some of the other elements of infrastructure attributed to Council and KiwiRail, to also be funded through central government funding programs. However, **at this early stage of project development assessment, these have been attributed directly to the agencies with the responsibility of introducing them**.

Figure 5: Capital cost summary (by stakeholder)



+ Project Value

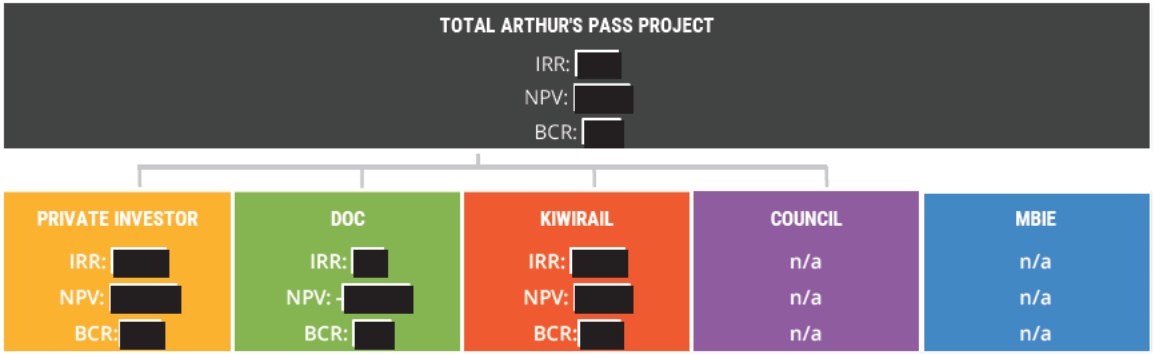
Value from investments is assessed across the four capitals (natural, human, social and financial) and one of the requirements of this Framework has been the need to estimate financial and economic returns for stakeholders involved and to show the impact on their investment. Figure 6 details the overall project value for each stakeholder, offerings its internal rate of return (IRR), net present value (NPV) and benefit-cost ratio as key metrics.

The results indicate the following.

- The project principles, if progressed, including all development, and supporting infrastructure, is expected to generate a range of economic and financial benefits in addition to various social, environmental, and cultural benefits.
- Privately funded commercial projects would be expected to generate positive financial/economic returns [redacted] and attractive annual cash flows which will help stimulate private investment interest.
- DOC funded projects, when combined, result in a negative IRR and NPV and a negative BCR (noting a BCR is considered negative when it is less than 1.0). The negative BCR demonstrates that these elements are important public good rather than commercial projects, with higher capital costs and more modest revenue streams able to be generated.
- KiwiRail funded elements produce a [redacted] However, positive cash flow is able to be created for KiwiRail because of the commercial leasing of part of their site for the private development proposed. There may also be potential to seek government funding support for some of the elements which require to be upgraded and/or relocated.
- Cost benefit results have not been provided for Council and MBIE because the infrastructure and investment attributed to them is not directly revenue-generating for Council and MBIE, but their investment would be essential, to help deliver the various projects identified and associated economic uplift to the region

NZTA investment has not been included at this stage, as further transport planning is required to determine if new passing lane areas are required along SH73, if exit/pull-off lanes are required for some of the higher visited DOC sites along SH73 and including any highway upgrades which may be warranted at AP village specifically. This may be needed to offer improved traffic calming and to address future visitor/pedestrian safety, noting the potential for increased traffic movements and higher visitation if the redevelopment as suggested occurs.

Figure 6: Financial & Economic Impact of Development (over 10 years)



SUMMARY REMARKS

This Framework, therefore, recognises:

- the uniqueness of Arthur's Pass and its outstanding landscape and its potential to appeal to a larger proportion of New Zealanders (leveraging off its proximity to major generating markets);
- the, at times, divergent views of different users of Arthur's Pass on what changes they consider should be undertaken;
- the importance of Arthur's Pass as a strategic destination node to help support a far wider regional context and its sustainability;
- the need to address current challenges through enhancements to infrastructure and the introduction of new development elements;
- the ability to encourage private sector investment where this can be shown to generate sufficiently attractive returns on investment and can leverage off public infrastructure; and
- the need to deliver destination management outcomes which can support the delivery of the New Zealand-Aotearoa Government Tourism Strategy and associated benefits for all New Zealanders, whether they be walkers, trampers or just interested visitors wanting to visit for a multitude of reasons.

The research, analysis and stakeholder engagement undertaken offers an evidence-based approach for this Framework and illustrates that there are very viable options available, worthy of further consideration.

Importantly, an ad-hoc approach to development in this region and/or a "quick-fix solution", which may aim to apply a far lower level of capital investment, is likely to struggle to deliver sufficient benefit (economic, environmental, social, and cultural) and will not offer a sustainable solution or futureproofing which the region warrants.

Finally, the indicative top line schematics provided, are merely offered to illustrate that it is possible to accommodate the various commercial development elements on site at Arthur's Pass, and not on PCL.

1. INTRODUCTION

1.1. PROJECT BACKGROUND

This project was undertaken to develop a Destination and Investment Framework (the Framework) for Arthur's Pass National Park (APNP). The overall objective of the Framework is to enable co-ordinated, appropriate, and specific investments to be made for APNP; Arthur's Pass village; and the journey to/from Arthur's Pass along State Highway 73 (SH73) from Springfield to Ōtira.

The outcomes of the project are to:

- enable "no regrets" decision making with the start point being the environment, the community, and the visitor;
- deliver an investment framework that provides confidence for both government and commercial investment;
- enable a visitor experience that is fit for market and connected throughout the Gateway destination;
- provide a better conservation experience in the National Park including good visitor safety information for the National Park and a reduction in visitor exposure and risk to natural hazards;
- support better management of road safety and associated issues including ensuring there are fit for market and appropriate stopping points along SH73; and
- outline a concept level visual/spatial plan for the future of Arthur's Pass to deliver to the needs to the community and visitors.

The recommendations suggested include post-COVID-19 projections of visitation and associated visitor spend, in addition to historic data provided on visitation to Arthur's Pass village and the various DOC sites along SH73 from Springfield to Otira.

This Framework is one of several initiatives recently announced from the newly formed International Visitor Levy (IVL).[8]

1.2. METHODOLOGY

The strategy sets out a vision and a set of opportunities to grow the tourism potential of Arthur's Pass. This Framework has been developed via a nine-stage process (Figure 7).

It is important to note that this project commenced just before the COVID-19 pandemic. Although one site visit was undertaken by some project team members at the project's commencement, the ability to undertake further site visits and more extensive in-person engagement was constrained by the Stage 4 Lockdown which New Zealand entered in late March 2020. Every effort was made, however, to complete engagement with stakeholders via teleconference, phone, and email.

STAGES ONE TO THREE involved reviewing all literature, completing comparative benchmarking studies, and undertaking the first phase of stakeholder engagement and site visits. This culminated in identifying how Arthur's Pass has historically been positioned as well as developing a robust visitation model for the area.

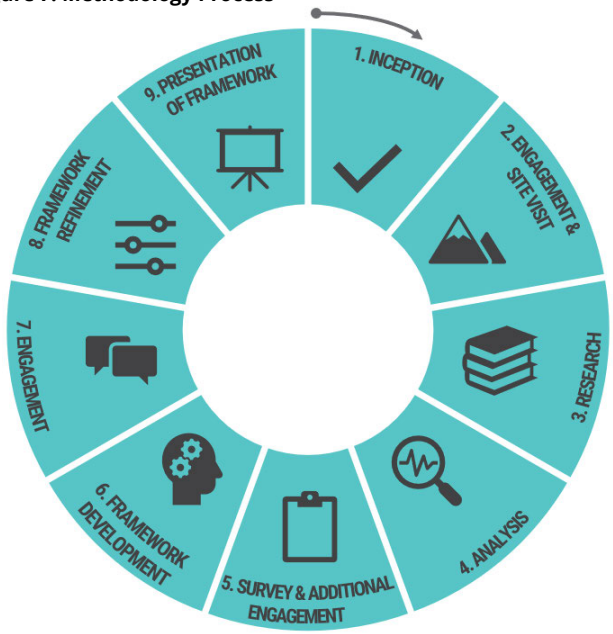
STAGES FOUR TO FIVE were focused on identifying and seeking agreement on the strengths and various challenges associated with growing Arthur's Pass' visitor economy, undertaking surveys with stakeholders as well as identifying preliminary opportunities to consider as part of the Framework.

STAGE SIX involved narrowing down the opportunities identified and modelling these to identify their impact on visitation to Arthur's Pass as well as their associated financial implications.

STAGE SEVEN TO EIGHT included discussion of the draft strategy with DOC and the project steering to garner feedback and integrate comment, where appropriate. Additional opportunities for Arthur's Pass were also identified in this stage and integrated into the final Framework. Further refinements to the draft were made.

STAGE NINE involved presenting the final Framework report, seeking approval and adoption from DOC.

Figure 7: Methodology Process



[8] https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-funding/international-visitor-conservation-and-tourism-levy/projects-funded-by-the-ivl/

2. CONTEXT

2.1. ABOUT ARTHUR'S PASS

APNP - the South Island's oldest national park - is hidden in the heart of the Southern Alps/Kā Tiritiri o Te Moana and extends over 1,184 square kilometres.

Within APNP is the village of Arthur's Pass. The village is situated alongside SH73, one of the South Island's most popular tourist routes, and is a natural stopping point along the journey between Christchurch and Greymouth (via Kumara Junction).

The village is also able to be accessed via the TranzAlpine rail experience, which is operated by KiwiRail. Arthur's Pass is a key stop along the TranzAlpine and is the launchpad for visitors to undertake guided tours down to Franz and Fox Glaciers along the West Coast.

Not only is Arthur's Pass a key link between east and west, but it is also well-known for its immense natural beauty and rare flora and fauna. The National Park provides both a sanctuary for plant and birdlife, and, since becoming a National Park in 1929, has gained a reputation for alpine recreation, walking/tramping experiences and its natural history.

Arthur's Pass is known as "the kingdom of the kea", and a haven for threatened kākāriki and rātā. The conservation story of APNP is one of the most accessible to visitors and the kea is a key attractor for international visitors.

Arthur's Pass is also significant because it is the closest National Park to any major urban centre. It, therefore, has a key role for not only engaging international visitors but also New Zealanders in nature.

While DOC is the project lead, there are a variety of key partners also engaged in the process, particularly those who own/manage land or have infrastructure responsibilities within the area, including (but not limited to): Ngāi Tūāhuriri, KiwiRail, MBIE Tourism, NZTA and Selwyn District Council. These stakeholders are members of the Project Steering Group guiding this Destination and Investment Framework.

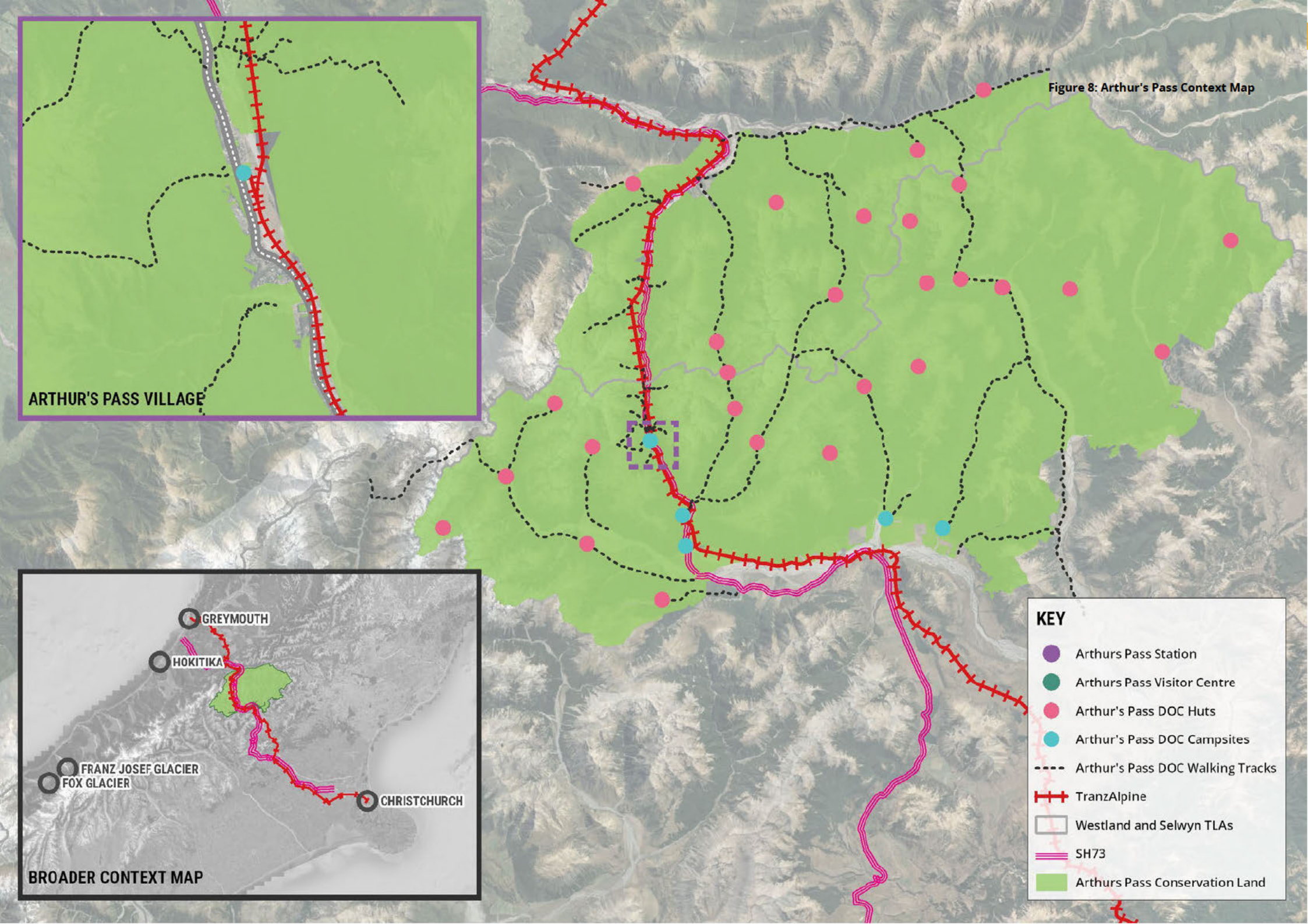


Figure 8: Arthur's Pass Context Map

2.2. LAND OWNERSHIP/MANAGEMENT

2.2.1. Ownership

There are a variety of landowners/managers within Arthur's Pass, including

- DOC;
- KiwiRail;
- Selwyn District Council; and
- freehold land.

Figure 10 on the following page maps the parcels of lands owned/managed by these stakeholders.

2.2.2. Statutory Framework

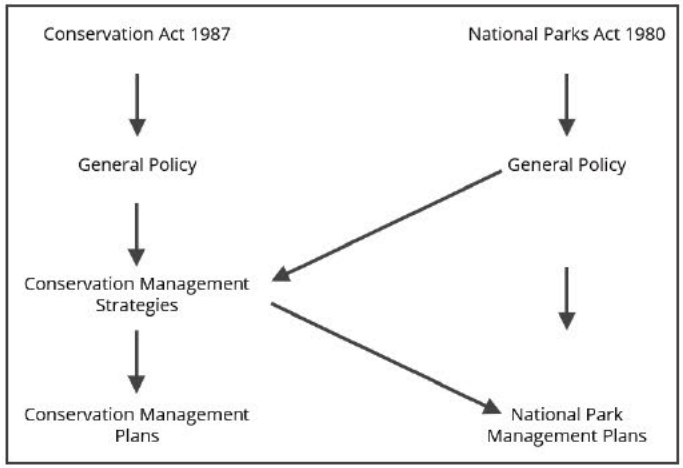
Public Conservation Land (PCL) within APNP falls primarily under two acts, being, the Conservation Act 1987 (shaded ■ in the map) and the National Parks Act 1980 (shaded ■ in the map), with the vast majority being under the latter act.

Figure 9 provides a summary of the statutory framework for the management of public conservation lands and waters (PCL&W).

The Conservation Act 1987 (the Act) creates a hierarchy of documents to guide DOC in its management. The Act is at the top, followed by General Policies and below that are the conservation management strategies and conservation management plans, and other management plans.

A lower-order planning document cannot derogate from a higher-order one; meaning it cannot be contrary to it. The lower in order a planning document is, the greater the level of detail as to management intentions.

Figure 9: Statutory framework for the management of public conservation lands and waters



There are a range of statutory documents which apply to the Arthur's Pass area, being:

- Arthur's Pass National Park Management Plan, December 2007 (APNPMP)
- Canterbury (Waitaha) Conservation Management Strategy, 2016 (CCMS)
- West Coast Tai Poutini Conservation Management Strategy, 2010 – 2020 (WTPCMS)
- Arthur's Pass National Park Bylaws 1981

And, for activities which occur within the APNP, the Arthur's Pass National Park Management Plan 2007 apply. For other public conservation lands and waters (PCL&W) the relevant Conservation Management Strategies will apply, being Canterbury (Waitaha) CMS, 2016 and West Coast Tai Poutini CMS 2010-2020.

2.2.3. District Planning Zones

Selwyn District Council's District Plan also applies to Arthur's Pass, particularly Council-owned/managed land, freehold land and PCL which is managed under the Conservation Act 1987.

Figure 11 provides a map of the District Planning Zones overlayed on Arthur's Pass village. It demonstrates that land in Arthur's Pass falls within two of zones, being Residential Zone (■) and Rural Zone (■).

Figure 10: Arthur's Pass Village Land Ownership/Management

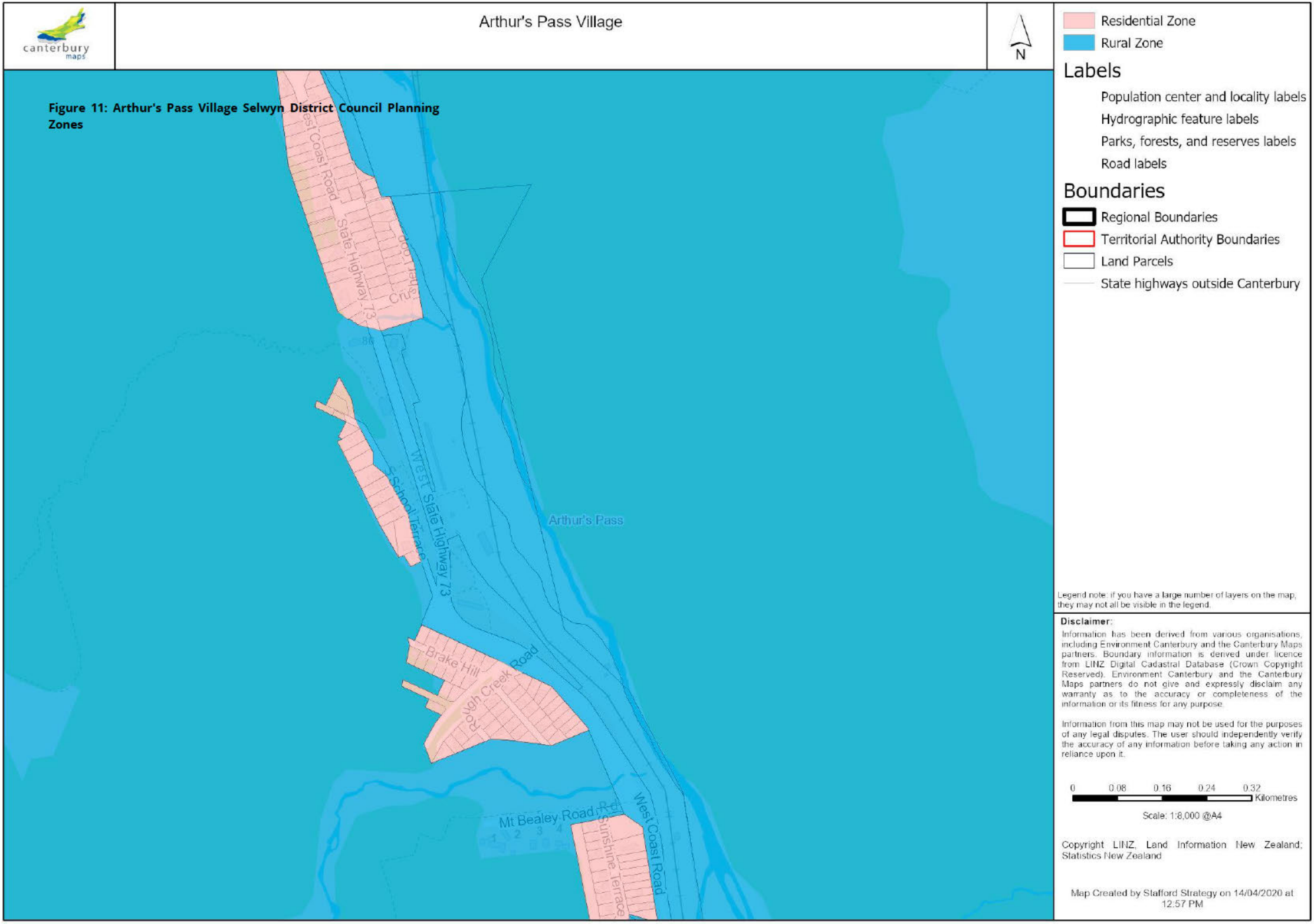


Figure 11: Arthur's Pass Village Selwyn District Council Planning Zones

2.2.4. Arthur's Pass National Park Management Plan 2007

The APNPMP is a guiding document to support the direction of activities and vision for the Park. In developing this Destination and Investment Framework, we have been cognisant of the values and objectives of this guiding document for the National Park and the need to embrace these wherever possible in this Framework.

As such, the APNPMP provides an important context to support the direction of the Framework including specific reference to the following.

- The ecological diversity within APNP and long-term scientific studies which provide the potential to offer greater information for visitors and via a far more compelling way so greater appreciation of the region's ecology etc. is stimulated.
- The east-west regional utility corridor which includes the importance of access via road and rail and the strategic location of APNP as a destination on this corridor between Christchurch and the West Coast.
- The fact that APNP is the most accessible national park in New Zealand (via rail and SH73) and the strong visitor flows which this connectivity has grown over the years.
- The large urban communities and day and overnight visitor markets in Canterbury especially which access APNP as "their backyard".

With respect to its bird species, it is noted that "eleven are acutely or chronically threatened", including (but not limited to): the nationally critical orange-fronted parakeet; the nationally endangered blue duck; kea; South Island kaka; mohua/yellowhead bird; and New Zealand falcon. Finding ways to support improved awareness of these bird species amongst other fauna and flora is an important consideration and for which this Framework aims to find ways to support work in this area.

With respect to geological landforms, it is noted that the area is characterised by extensive altitude variances, the proximity to the headwaters of two very large river systems (the Waimakariri and the Taramakau) and being adjacent to the Alpine Fault, making the region subject to earthquakes. The Framework considers site risks associated with rising river levels and flooding, earthquakes etc.

It is also noted that APNP is within a South Island geothermal belt with the Otehake hot spring and other seepages within the Ōtira, Mingha and Deception valleys. Though these are not identified within the Destination and Investment Framework, the notional connection to a series of (non-geothermal) hot pool spas for weary trampers and day walkers as part of the development options within Arthur's Pass village is a connection which has been made.

The significant precipitation of the region is a feature noting that annual rainfall averages 5,000mm and only marginally reduces to 4,500mm at Arthur's Pass village with estimates of 180 rain days per annum at the village. The intensity of rain events also leads to severe flooding of surrounding streams and rivers. The Framework design work notes this and suggests mitigation measures to avoid flooding especially around areas in the village such as Avalanche Creek.

The APNPMP also notes the historical and cultural heritage significance of the area with "Arthurs and Harper passes were two of the old pathways for Māori travelling east-west to access the pounamu lands of Tai Poutini. Arthur's Pass was the most important route historically and the main utility corridor."

The Park is also recognised as having wide scope for both active and passive public use, providing "accessible opportunities for mountain recreation ranging from bush and river flats to icefalls and perpetual snow in the high peaks." The accessibility of the Park is noted as providing for a range of public user groups broadly classified as:

- passers-through (shortstop travellers);
- day trippers (day visitors);
- people staying in Arthur's Pass village (overnighters);
- campers (overnighters);
- trampers, hunters, and climbers (backcountry adventurers, remoteness seekers);
- skiers (backcountry comfort seekers, backcountry adventurers); and
- multi-sporters (backcountry adventurers).

The Framework has managed to survey a solid cross-spectrum of day trippers, campers, trampers, and hunters, particularly who reflect a closer Cantabrian regional market coming up to APNP to undertake many recreational pursuits and including both day and multi-day stays in both accessible areas to Arthur's Pass village and backcountry areas. This has helped inform the level of stakeholder demand for various visitor products being investigated.

As reported in the APNPMP, the length of stay has significantly changed with fewer people staying overnight so the passing through market has grown as some accommodation facilities have closed over time. The ability to encourage more people to stay overnight, to spend time doing longer or more tramps and appreciating the fauna, flora and geology and history which APNP can offer, is seen as a valuable outcome to strive for.

Because the APNPMP recognises that the easier accessibility of APNP and its mountainous environment has led to one of the highest fatality rates within the New Zealand backcountry, reducing this rate is a priority for DOC. The Framework, therefore, aims to support this goal by better educating visitors to APNP on the challenging mountain environment, the safety requirements needed and how to avoid mishaps wherever possible. The issue of providing better wayfinding (in part) has been noted in survey findings from stakeholders as an area to be considered, especially for locations where less experienced trampers etc. may venture into. However, balanced with this is the need to try and retain the "naturalness" of walking tracks so they do not get overrun with signs and markers.

This Framework is seen, importantly, to support the APNPMP, its aspirations and values.

Table 1 highlights the APNPMP objectives and how the Framework aims to respond to each of these to help support it.

Overall, the Destination and Investment Framework created for Arthur's Pass and the journey from Springfield to Ōtira along SH73 takes into consideration the values and objectives of the APNPMP and aims wherever appropriate, to support these.

The need to introduce new forms of commercial development to help support the "front door" look and feel for APNP and the village are deliberately located on KiwiRail land, which is next to DOC PCL, but which avoids conflicting with any of the APNPMP objectives.

This Framework also acknowledges the important repositioning requirement of Arthur's Pass village as a more attractive and functional destination node, to support links to various West Coast destinations and travel circuits heading both further south (to Queenstown Lakes and Fiordland) and further north (to Buller and Tasman), and to offer a longer-term and far more sustainable visitor experience for all users, whether they wish to utilise services and facilities within the village or not.

Table 1: Aligning with the APNPMP Objectives

APNPMP Objectives	Destination and Investment Framework Alignment
Preservation of the Park's scenery, ecological systems, and natural features by the natural processes inherent to the Park	Commercial and related development is proposed on KiwiRail rather than Public Conservation land and would need to be reflective of the outstanding landscape. Any new infrastructure or enhancements suggested on PCL have been discussed with DOC personal and local Runanga representatives already. A light touch is being proposed
Application of management intervention only when human-induced threats arise that will affect threatened species, critical habitats, and special sites and where resources are available to deal with these threats	The Framework aims to enhance visitor facilities off the PCL and offers track and related upgrades where these have been suggested by DOC.
Preservation of the historic physical evidence of human endeavour associated with the study and enjoyment of the Park's natural features and with travelling through the Southern Alps	The Framework aims to support the preservation of historic physical evidence through protecting sites where identified. Improving the visitors understanding of this within a suitable facility within Arthur's Pass village.
The provision and maintenance of campsites, amenity areas and short walks alongside SH73 and other road access principally for road and rail travellers passing through or briefly visiting the Park or staying in accommodation outside the park	The Framework offers suggestions for improvements needed to support visitor interest and demand for sites along SH73 and within the Arthur's Pass village area.
The provision and maintenance of overnight accommodation and shelter on the main valley tramping tracks principally for family and school groups and trampers with limited experience	The Framework has included suggestions for track accommodation upgrades and shelters based on feedback from DOC
The provision and maintenance of overnight accommodation or shelter away from the main valleys principally for the safety of experienced Park users	The Framework has included suggestions for track accommodation upgrades and shelters based on feedback from DOC
The management of all tributary catchments to the east of the Poulter River Valley, including the Thompson Stream Catchment, as a more remote area, primarily without huts, in which Park users should be fully self-reliant for accommodation and shelter	This was out of scope for the Framework other than the stakeholder survey feedback which highlighted the need for these more challenging tramping areas to be kept as natural as possible. The Framework recognises and supports the needs for remote areas to remain as natural as possible, without compromising tramper/hunter safety.
The use of the Park by the public who know, appreciate, and respect the values of the Park and whose use is with knowledge of and respect for the natural hazards that exist	The Framework includes the development of Discovery Centre (attraction and information source) to promote the Park values and to encourage greater respect for natural hazards, so safety is front of mind. The location is proposed on KiwiRail land directly adjacent to the PCL.
The acknowledging of the Ngāi Tahu history of customary use within the Park and the finding of ways for this use to continue in harmony with national park values	The development of the Framework has involved liaison with local Runanga (Ngāi Tūāhuriri who are part of the project steering group for the Framework. Opportunities for developing a greater understanding of Ngāi Tahu customary use are included, along with opportunities for Ngāi Tahu to participate in revenue-generating opportunities and partnership with DOC.

APNPMP Objectives	Destination and Investment Framework Alignment
The setting of high standards for park preservation when allowing essential regional facilities that pass through or are located within the Park and for the use of stone and gravel from within the Park	The Framework makes provision for quality enhancements to tracks and facilities as advised by DOC
The activities that concessionaires offer enhance their clients understanding and experience of national park values	The Framework aims to improve the overall quality of facilities and amenities especially within Arthur's Pass village and deliberately on KiwiRail land to ensure more commercially and environmentally sound and appropriate development is established to enhance visitor understanding of the Park and to continually support Park values
The expansion of knowledge gained through research in and of the Park and its natural, cultural, historic, and public use values	The Framework supports the sharing of knowledge through the visitor experience centre proposed on KiwiRail land, and the range of face-to-face knowledge sharing along with immersive visitor attractions suggested
The avoidance of activities that do not need to occur within the Park and that are not directly related to national park values	The Framework recommends the introduction of supporting infrastructure and amenities on KiwiRail land where commercial development is permissible rather than on DOC PCL or other DOC related sites
A corridor (the Aitkens to Bealey Spur/Cora Lynn Corridor) where the Park's natural features (including landscape and natural darkness) remain dominant	The Framework suggests that other than improved supporting infrastructure including track upgrades etc. the natural features remain dominant
A corridor where indigenous species and ecosystems are protected and particular values (rata forest, blue duck, great spotted Kiwi, Cockayne transects) receive specific attention	The Framework suggests that the profiling and better understanding of these values are highlighted within the Discovery Centre at Arthur's Pass village and on interpretation boards or online apps which walkers etc can download before entering the corridor
Recognition of the scenic wonder of crossing the Southern Alps and passing from Canterbury to West Coast landscapes	The Framework suggests that the Discovery Centre profiles this scenic wonder and the changing landscapes including fauna, flora, geology etc
Recognition of the modern-day transport and utility modes through the Pass and their development history right back to the pounamu ara hikoi	The Framework suggests enhancements to the overall journey from Springfield to Ōtira (up to the end of the APNP) and through profiling elements of history and cultural heritage at various sites along SH73 where visitors can pull off the highway and undertake walks and tramps to various sites of historic and cultural significance
High-quality utility design and maintenance that is consistent with the preservation of national park values	The Framework development process has included discussions with Selwyn District Council on utility upgrades focused on improvements to sewer systems, waste management, stormwater run-off and potable water supply to make Arthur's Pass village a higher quality sustainable village to meet the needs of the community and other stakeholders.
The provision of utilities to the villages and ski field in accordance with approved concessions	The Framework offers suggestions for improved provision of utilities to the Arthur's Pass village but the supply of utilities to other DOC sites along SH73 was out of project scope including ski fields
Community involvement in respecting and caring for national park values	The Framework has involved surveys of stakeholders including the local community at Arthur's Pass village and in other locations along SH73. The enhancements suggested to Arthur's Pass village especially offers suggestions for village upgrades which reflect survey findings
An Arthur's Pass village and Bealey Spur settlement that blend well with the Park, with the village being a significant "front door" to the Park	The Framework strongly aligns with this objective and recommends a number of village-based enhancements and development (mostly on KiwiRail rather than PCL) recognises that the front door to the Park needs to be enhanced to be far more appealing to a range of park users and is designed to uphold the values of the national park.

2.3. SITE ASSESSMENT

The scope of this Framework extends from Springfield through to Ōtira. The following section provides an overview of the various key sites/locations identified in the project scope. Figure 12 illustrates the sites assessed, followed by Table 2 which provides an overview of each site.

Figure 12: The Site's Assessed

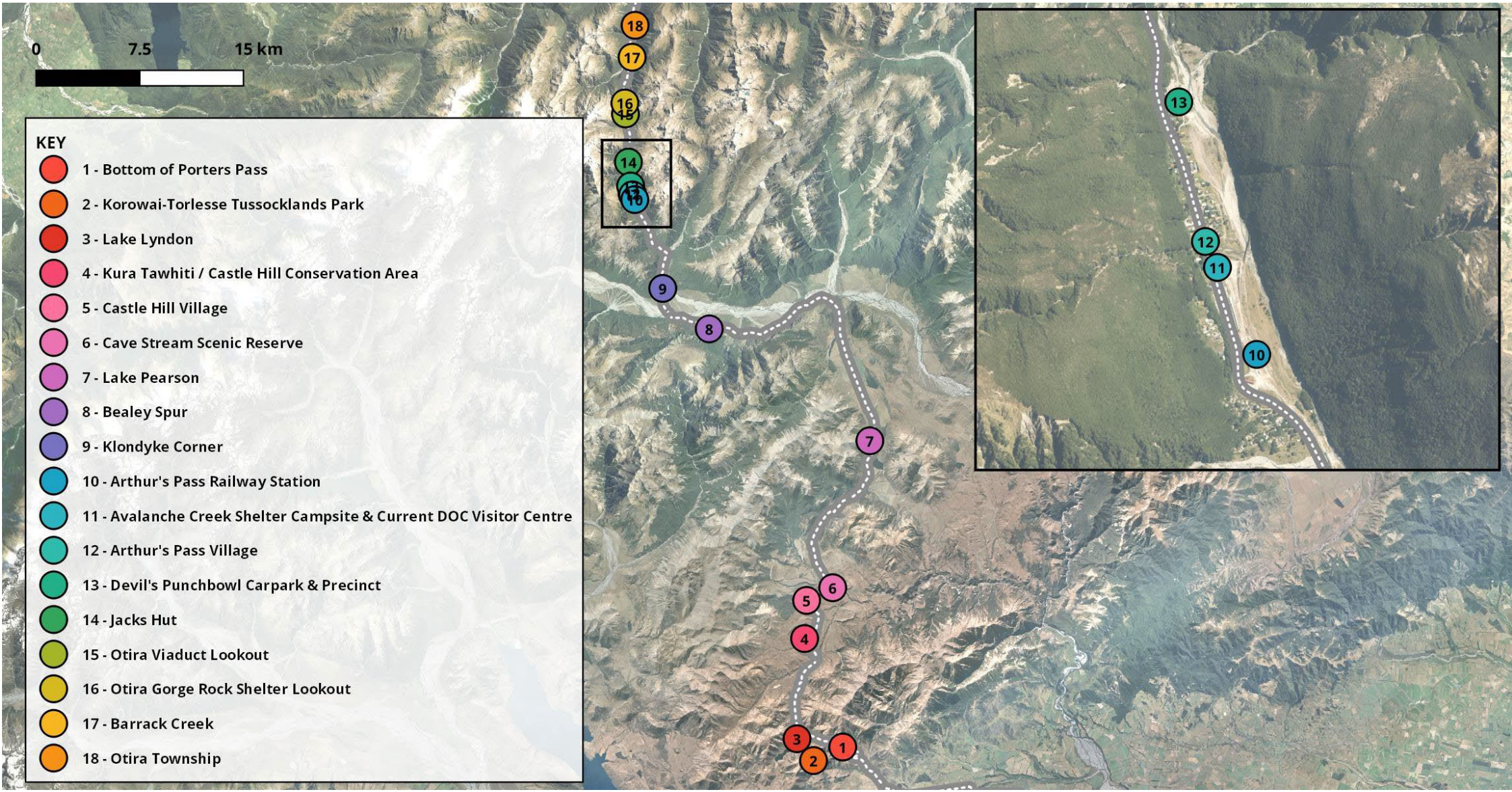


Table 2: Assessment of sites along SH73 to Ōtira

Site/Location	Commentary
1. Bottom of Porter's Pass 	▪ A little-known place where Cobb and Co horses were changed /refreshed before the struggle up the pass ▪ Barren at the moment. ▪ Depending on the narrative, it would need some substantial work to bring forward as a stop. ▪ Cars rarely seen stopped here ▪ Not seen as a priority location at this stage unless a Stagecoach Trail was created and could be the starting point
2. Korowai-Torlesse Tussocklands Park[9] 	▪ Part of the suite of PCL sites heading into 'alps' ▪ A relatively new initiative to include flora other than bush/forest ▪ Walks range from 3 – 5 hours return. ▪ Mountain Biking ▪ Assume low use ▪ Imagine would be a 'local' opportunity as the lure of the pass (porters) is just there.
3. Lake Lyndon & Top of Porters Pass 	▪ Photo spot (first high-country lake for many international visitors) ▪ A high rating on Google maps ▪ Fishing location ▪ Wind exposed ▪ 79km from Church Corner (1:02) drive time ▪ Often has many cars in the car park ▪ First real of sense of "mountain' environment heading from the east. ▪ 2km from the top of Porters Pass (939m asl) and actually higher than Arthur's Pass ▪ The mountains, tussocks, and lake (with ice in late winter) are a stunning entrance to the Waimakariri basin ▪ The 'historic' staging stop is basic and currently has a limited scenic or biological experience

Site/Location	Commentary
	▪ Could be a new major stop ("welcome to the Waimak basin") and could be provided at the Lake Lyndon site ▪ Orientation boards needed ▪ Better shelter required ▪ Landscaping of parking area required (expansive, open, barren and unwelcoming at present)
4. Kura Tāwhiti / Castle Hill Conservation Area  	▪ Major visited site ▪ Strong local Māori partnership ▪ Usage keeps growing, with an overflow of vehicles along SH73 and queues at toilets at peak times ▪ The topuni proclaims the sacredness of the place, asserts Ngāi Tahu's mana over it and gives the Iwi input into how it is managed. According to Ngāi Tahu tradition, Kura Tāwhiti means "the treasure from a distant land" and is an allusion to kumara cultivation in the area. ▪ 86.5 km (1:09) drive time from Church Corner. ▪ Relatively new (but single site) interpretation panels in place ▪ A spectacular site and stopping point for visitors ▪ A solid day trip from Christchurch and a great stroll for many car travellers on the highway. ▪ Good for all ages, and reasonable walking access ▪ Some risks from the highway turn off (on a straight length of road) ▪ Natural and cultural significance.
5. Castle Hill Village 	▪ The Castle Hill Village sits between these two quite proximate sites: 4.2 km beyond Kura Tāwhiti and 3km to Cave stream reserve ▪ This area has potential for a PPP type development with restaurant/café, info centre for the many day visitors who visit these two key sites. ▪ Would take negotiation with the site developers and potential businesses ▪ Anecdotal feedback from local property owners at Castle Hill indicates continuing growth of this Village and a base for various excursions.

[9] https://www.doc.govt.nz/parks-and-recreation/places-to-go/canterbury/places/korowai-torlesse-tussocklands-park/things-to-do/tracks/korowai-torlesse-tussocklands-park-routes/

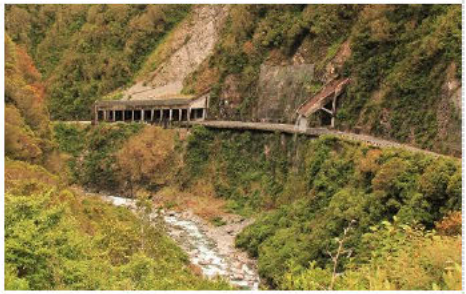
Site/Location	Commentary
6. Cave Stream Scenic Reserve   	▪ A major attraction ▪ Significant visitation ▪ Recent 'upgrades' over the recent past ▪ Short and through the cave walks ▪ Walkthrough the cave requires some equipment, experience, and nerve but an exhilarating experience in nature. "Torches, warm clothing, sturdy footwear" the water is close to a constant 10 C ▪ Close to the site of filming Flock Hill - Chronicles of Narnia. ▪ 92.8 km (1:13) drive time from Church Corner. ▪ Only four minutes further along the road from Kura Tāwhiti ▪ A great site to visit in both summer and winter ▪ Tracks lead down from the spur so one is usually able to find some shelter (from the wind) ▪ Recent work to make a safe turn off from SH73. Reasonable parking, some on-site interpretation. Tracks could be improved, however. ▪ Sympathetic design of shelter in this exposed environment would be desirable, and as some walk the cave a drying changing shelter could be a useful addition. ▪ Easily accessible from the road. ▪ Potential Instagram-able selfies in this area. ▪ Potential for horse trekking (ex-Flock Hill station) around some of these sites.
7. Lake Pearson (Moana Rua) 	▪ There is a DOC campsite here (category: standard) ▪ 80% rating on rankers.co.nz ▪ Can be a windy location ▪ Has been a well-known place for fishing - numerous tracks along the lake's edge ▪ Appears to be primarily very local/regular fishing use (including fly-fishing) ▪ Some tour operators run fly-fishing tours (e.g., one based out of the adjacent Flock Hill station ▪ There was previously a cruise excursion (ex-Lyttleton before the earthquake) comprising: train (to Springfield), Jetboat (Waimakariri Gorge), 4WD (flock hill stations) and road (to Christchurch)

Site/Location	Commentary
	▪ Some windsurfing, however, there appear to be some safety risks ▪ The community has had an ongoing battle to avoid the use of jet skis (noise pollution) and now has a maximum speed of 5 knots[10] ▪ The site is currently well set out for specialised recreationists including bird watching and fishing ▪ Would leave as a second-tier development / but a stopping opportunity for the present
8. Bealey Spur and historic hotel/staging (and ferry) site)  	Track: ▪ The track starts uphill (from the surfaced road) from an unformed car park. There is a walker 'drop off area' ▪ Poor parking and appears to have poor track development/maintenance ▪ Useful site for views of Waimakariri Valley (up (to permanent snows in headwaters) and down (along the eastern boundary of the park). Historic Hotel site: ▪ Hotel (currently closed) and a few properties are situated here ▪ Limited food offerings
9. Klondyke Corner 	▪ Large open area ▪ While situated on the shady side of the valley, this could potentially be a positive in summer. ▪ Could offer significantly better landscaping, site drainage, and site spacing identification ▪ Kitchen facilities are basic and need improvement ▪ No shower facilities but basic non-flush toilet facilities are offered but would benefit from improvement ▪ 3.3km from Bealey hotel and 8km from Arthur's Pass but not too far from the village
10. Arthur's Pass Railway Station	▪ A brief stopping off point for passengers on the TranzAlpine linking Christchurch to Greymouth

[10] https://www.arthurspass.com/index.php?page=165

Site/Location	Commentary
	▪ In need of upgrades and/or replacement as very tired looking ▪ Great views of surrounding valley sides from the platform and the river ▪ Good spot to meet people at ▪ High profile site so ideally is updated-developed to match the look and feel eventually created for Arthur's Pass village and new commercial development elements
11. Avalanche Creek Shelter Campsite and current DOC Visitor Centre 	▪ A cluster of open space areas for stopping and possibly picnicking. ▪ Needs to be more visitor-friendly and with some greater shelter from climatic conditions ▪ The campsite is very small with capacity for approximately 15 vehicles. This should ideally be for day parking only and all overnight camping moved to Klondyke Corner
12. Arthur's Pass village 	▪ The history with both rail and coaching is at a useful juncture here. ▪ Very limited camping here at the present and limited parking as well ▪ The existing Arthur's Pass village currently offers a useful stopping point between Christchurch and the West Coast for travellers and a location for day walkers to enjoy a range of easy to difficult walks. The Arthur's Pass village is also recognised as a starting point for a variety of multi-day tramps into the APNP which is also part of the Te Araroa Trail linking trekking experiences from the top to the bottom of New Zealand. ▪ There are currently limited facilities actually within Arthur's Pass village by way of food and beverage outlets and a limited range of overnight accommodation options as well. Accommodation is noted as full during peak seasons ▪ Though the area is steeped in history and cultural heritage being an important trade route for Māori accessing the West Coast to trade for pounamu etc. and was part of the Cobb and Co. stagecoach

Site/Location	Commentary
	route linking Canterbury to the West Coast, there is little interpretation to reflect this uniqueness. And While the various locations along SH73 offer interesting locations, there is not sufficient interpretative information to support greater visitor interest and demand
13. Devils Punchbowl Car Park and Precinct 	▪ The day walk is the heaviest visited site in the region ▪ The car parking is extensive but unformed, but it is noted that there is funding already to seal this parking area ▪ Some wayfinding would also assist day visitors doing the walk ▪ While keeping the precinct as natural as possible would be desirable, improving landscaping linking the car park to the Arthur's Pass village etc would be desirable, to reflect the importance needed for protecting and preserving the environment
14. Jacks Hutt (and Arthur's Pass Walk, Bealey Valley) 	▪ Arthur's Pass Walk is well placed and loops (by crossing the highway) to the Summit Dobson Nature Walk and Bealey Valley walks. ▪ What could significantly advance the length of stay/walk options in the area (Village or Klondyke) would be a loop track back on the southern side (Turn right off Bealey R) to the village. ▪ Given its status, the Arthur's Pass Walk (previously Bridal Veil Waterfalls Walk) is underused at present ▪ Parking is limited here at the road crossing. ▪ Potential for a more substantial car park and information kiosk might exist at the eastern edge of the Temple Basin car park. ▪ Over time this area could constitute a second 'activity hub' on the border of alpine and eastern vegetation types

Site/Location	Commentary
15. Ōtira Viaduct Lookout 	▪ Limited space, exposed but inspiring ▪ Currently does not appear well maintained (empty signs)
16. Ōtira Gorge Rock Shelter Lookout 	▪ Located at the bottom of the viaduct and old "zig-zag" road. ▪ Tar sealed lay by ▪ Can be windy and wet, but can be stunning on a sunny day ▪ Dated information boards present so need replacing ▪ Kea are wonderful when about ▪ The power pylons are another story of great endeavour at the time, but little has been brought forward of their history. ▪ A popular spot for a "shortstop" comprising two elements: Views of the gorge and road (including seasonal flora in flower (southern Rata ~January); and known to be frequented by the charismatic kea. ▪ Limited car capacity for approximately 5-6 vehicles ▪ Possibility for a sheltered interpretation panel
17. Barrack Creek 	▪ The lower end of the gorge, just before crossing the Rolleston River. Northern side of the road. ▪ Nothing is situated here at present ▪ But an interesting historical setting: the creek enters the Ōtira River from the east. It was so named because police barracks were erected there at the time of the gold escort fiasco. When access was made to the West Coast by the construction of the road over Arthur's Pass, the Police Commissioner in Christchurch took elaborate precautions for the safe carriage of gold from the diggings to Christchurch. A bullet-proof wagon was constructed at much expense, barracks were built at Bealey and Barrack Creek, on either side of the range, and equipped with blocks and chains for prospective criminals, and squads of police were given some week's special training in the art of catching bushrangers. Altogether more than £4,000 was spent. The gold escort travelled only once, and then with about one ounce of gold. All the gold left Westland by boat.[11] ▪ A good location for storytelling
18. Ōtira Town  	▪ Outside the park per se but its history is built around the need to change from steam to electric trains to haul coal through the tunnel ▪ There is some accommodation here but basic ▪ Notable landmarks of this town are the railway, gallery, and hotel. The hotel was originally established in the 1860s as a coach stop for travellers from the West to the East Coast. ▪ At its peak in the 1920s, the township had a population of over 600 people who worked on the rail link that was to connect the West Coast to Christchurch. ▪ The Ōtira tunnel which runs under the Southern Alps from Ōtira to Arthur's Pass and the building of the viaduct (officially opened in 1999) were major engineering feats at the time. ▪ Construction of the tunnel began in 1907 and it opened in August 1923. At 8.5km long, the tunnel is the third-longest in New Zealand and the longest in the South Island. The gradient in the tunnel is mainly 1 in 33 with the Ōtira end over 250 metres lower than the Arthur's Pass end. At the time of its construction, it was the longest tunnel in the world. ▪ Of note to the project, the "national park" follows the Ōtira River 9km to the junction with the Taramakau river (Aikens). The park boundary follows the road on the LHS. ▪ The town is spread out. ▪ A signboard has useful information but is well (hidden) off the side of the road, a simple relocation would be a useful step

[11] http://nzetc.victoria.ac.nz/tm/scholarly/tei-Gov09_01Rail-t1-body-d10-d3.html

Arthur's Pass Destination & Investment Framework

3. VISITATION ASSESSMENT

3.1. HOW THE DATA HAS BEEN COMPILED

3.1.1. Sources Used

There is currently no single dataset which details visitation to Arthur's Pass. To develop a dataset has involved leveraging off several different datasets. These are summarised below.

TLA LEVEL DATA

- Visits dataset created as part of the South Island DMP (see below for further detail on this)
- NZTA Road Counter dataset

ARTHUR'S PASS LEVEL DATA

- NZTA Road Counter dataset for Arthur's Pass Village
- KiwiRail TranzAlpine patronage dataset
- Arthur's Pass Visitor Centre visitation
- DOC Track Counter dataset for tracks within Arthur's Pass
- Feedback from accommodation operators regarding occupancy levels
- Accommodation audit (number of properties, number of rooms, number of beds)

The recently completed South Island DMP provided the first robust tourism dataset since 2011. This Framework has leveraged off the dataset created in the DMP to provide an understanding of the visitor profile to Selwyn and Grey Districts (where APNP is situated) and surrounding TLAs. The dataset used the following sources: the International Visitor Survey (smoothed over 3-4 years to overcome sample size challenges); the *AA Domestic Travel Survey*; MBIE's *Monthly Regional Tourism Estimates* of expenditure; and the *2011 New Zealand Regional Tourism Estimates* to provide an estimate of day trip visitation (uplifted to 2018 figures).

3.1.2. Visits versus visitors

It is important to note that the dataset developed for this Framework reflects ***visits*** rather than ***visitors***. Visits data reflects that one visitor (particularly domestic visitors) may visit Arthur's Pass more than one time per year. For example, someone from Christchurch may travel to Arthur's Pass twice per year. They would, therefore, be recorded as two separate visits, rather than one unique visitor.

Although for the international dataset the term visits has also been applied, it is generally assumed that international visitors would only travel to New Zealand once per annum.

3.2. THE IMPLICATIONS OF COVID-19

The Coronavirus Disease (COVID-19) pandemic will result in significant changes to visitation levels not only for Arthur's Pass but for New Zealand more broadly. At the time of writing this report April 2020), New Zealand is at COVID-19 Alert Level 4.[12] As a result, all international travel to New Zealand is restricted and New Zealand residents are being told to remain at home and to only leave to access essential services (such as medicine and food).

Without a timeframe for when COVID-19 measures may be relaxed, it is difficult to forecast future visitation with a high degree of accuracy. However, it is anticipated that:

- for 2020, international visitation is likely to drop off completely (particularly from March on when New Zealand's lockdown came into effect);
- domestic visitation (particularly overnight visitation) is also likely to drop off as well as a result of lockdown measures; and
- while the domestic market may be quicker to rebound once lockdown measures are reduced, it may take a far longer period to restimulate international visitor demand.

Importantly, there is a need for the effective marketing of Arthur's Pass once the facilities have been enhanced as per the Framework to encourage stronger domestic visitation until international visitation picks back up.

The historic visitation data in this section primarily focuses on the years leading up to and including 2019, before COVID-19. However, Section 10 of this report is focused on forecasting visitor data to understand potential demand for the various elements recommended as part of this Framework. The implications of COVID-19 have been factored into the demand forecasts included, but the uncertainty of how the pandemic might continue, with mutating variations makes forecasting extremely difficult.

[12] https://covid19.govt.nz/government-actions/covid-19-alert-level/

3.3. ARTHUR'S PASS VISITATION SUMMARY

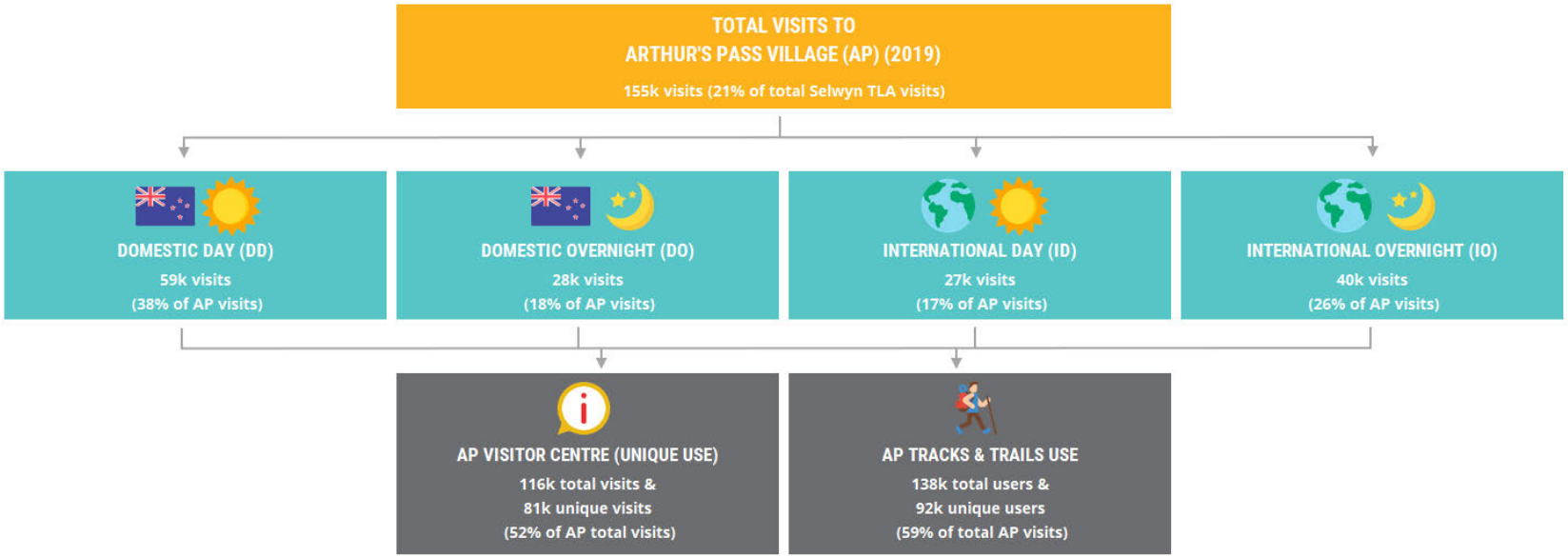
When defining visitation to Arthur's Pass, the following visitor types have been used.

- **Domestic day trip travellers**: Kiwi travellers who may be staying in other areas/regions but who visit Arthur's Pass village as part of a day trip or as part of their journey. These visitors may be stopping for a coffee or to undertake a walk in the area.
- **Domestic overnight travellers**: Overnight travel by New Zealanders who stay in Arthur's Pass for at least one night. This includes those staying in all forms of accommodation throughout Arthur's Pass, including DOC camping grounds and DOC Huts.
- **International day trip travellers**: Overseas travellers who may be staying in other areas/regions but who visit Arthur's Pass village as part of a day trip or as part of their journey. These visitors may be stopping for a coffee or to undertake a walk in the area.
- **International overnight travellers:** Overnight travel by those from a country other than New Zealand and who stay within Arthur's Pass overnight. This includes those staying in all forms of accommodation throughout Arthur's Pass, including DOC camping grounds and DOC Huts

Based on these visitor types, Figure 13 provides a summary flow chart of estimated visits to Arthur's Pass Village. It demonstrates the following.

- It is estimated that Arthur's Pass Village received **155k** visits in 2019. The majority (38%) of these visits came from the domestic day trip ( ) market, followed by international overnight travel ( ), comprising 26% of travel to Arthur's Pass.
- Based on Arthur's Pass receiving just over 87k domestic visits, this equates to an estimated penetration of 1.8% of the domestic New Zealand market. In reality, this penetration is likely to be inflated because there are domestic visitors who travel to Arthur's Pass more than once per annum.
- The DOC Arthur's Pass Visitor Centre attracts an estimated 116k total visits and 81k unique visits (a more detailed breakdown of this can be found in Section 3.4.2.2) – achieving a penetration rate of 52% of total Arthur's Pass visits.
- In 2019, DOC's walking tracks within Arthur's Pass received an estimated 138k users (92k of which are estimated to be unique users). It is considered that visitors who undertake a walk in Arthur's Pass would likely undertake more than one walk (given that many of the walks are shorter, easier walks). There would also be some visitors who would undertake no walks. To allow for this, it has been estimated that, on average, visitors would undertake 1.5 walks (some may do more than one walk, some may do no walks).

Figure 13: Estimated visitation to Arthur's Pass (2019)



3.4. DETAILED VISITOR DATA

3.4.1. Historic TLA Visitation

Figure 14 provides a summary of total visitation to select TLAs in the South Island. These TLAs have been focused on because Arthur's Pass falls within their boundaries (Selwyn and Grey Districts) or because they surround these TLAs. The data includes visitation by domestic day trippers, domestic overnight visitors, international day trippers and international overnight visitors.

Of the seven TLAs assessed, Christchurch receives the vast bulk of visitation, totalling 7.7m visitors. Christchurch is the South Island's main international and domestic gateway, so this result is not unexpected.

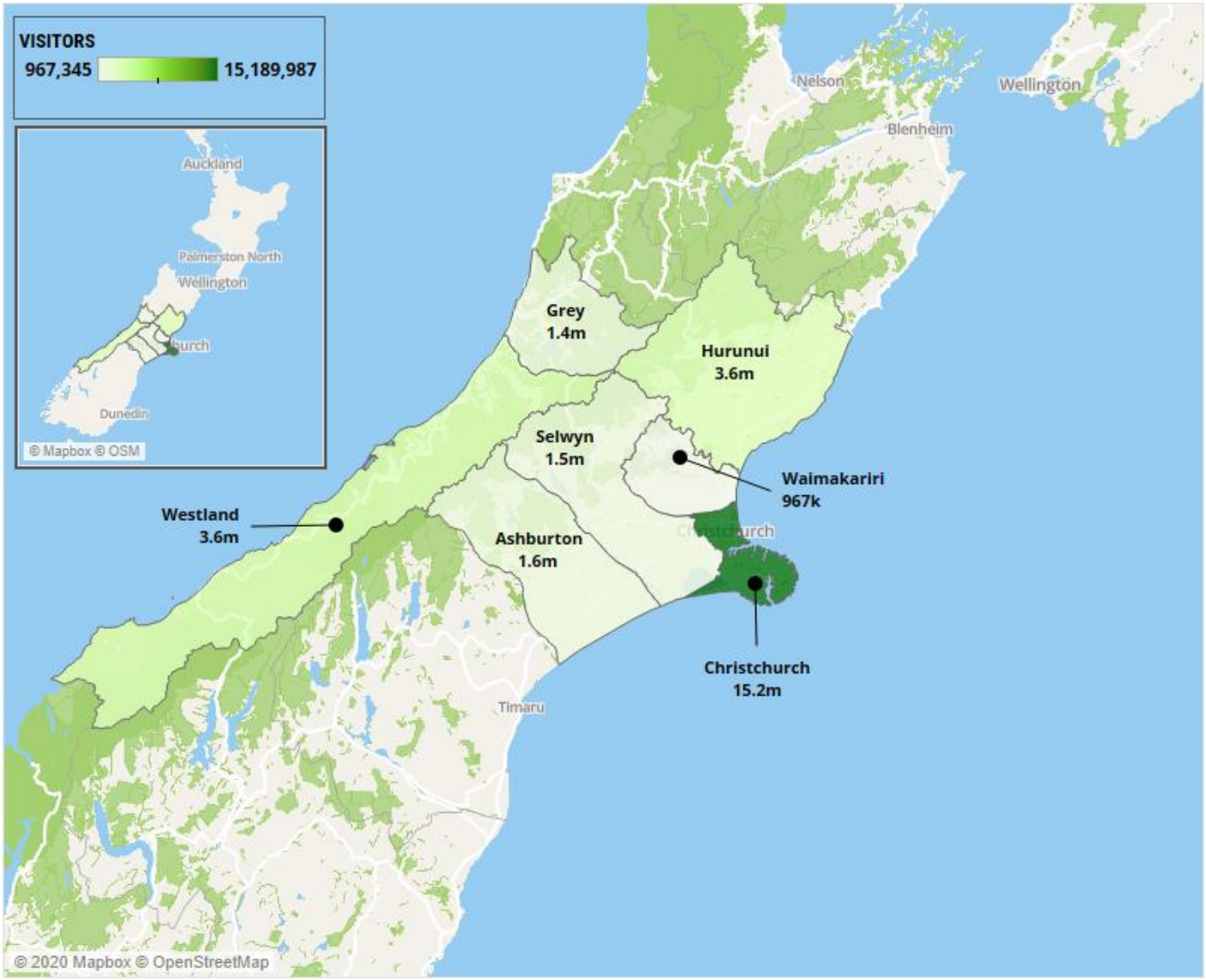
After Christchurch, Westland receives the next largest number of visitors, with 1.8m travelling in 2019. Many of these visitors travel to Franz and Fox Glaciers (although this number has reduced because the access road, particularly to Fox Glacier, has been washed out several times in the last few years) along with Hokitika Gorge and other points of interest.

Selwyn, which is where most of the Park is situated within, received 734k visitors.

Importantly, this data does not represent unique visitation, one visitor may visit two more TLAs during their trip.

Appendix 1 provides more detailed visitation data (including a breakdown by visitor type, age bracket, travel type etc.).

Figure 14: Total visitation to select TLAs (2019)[13]



3.4.2. Historic Arthur's Pass Visitation

3.4.2.1. Traffic Counters

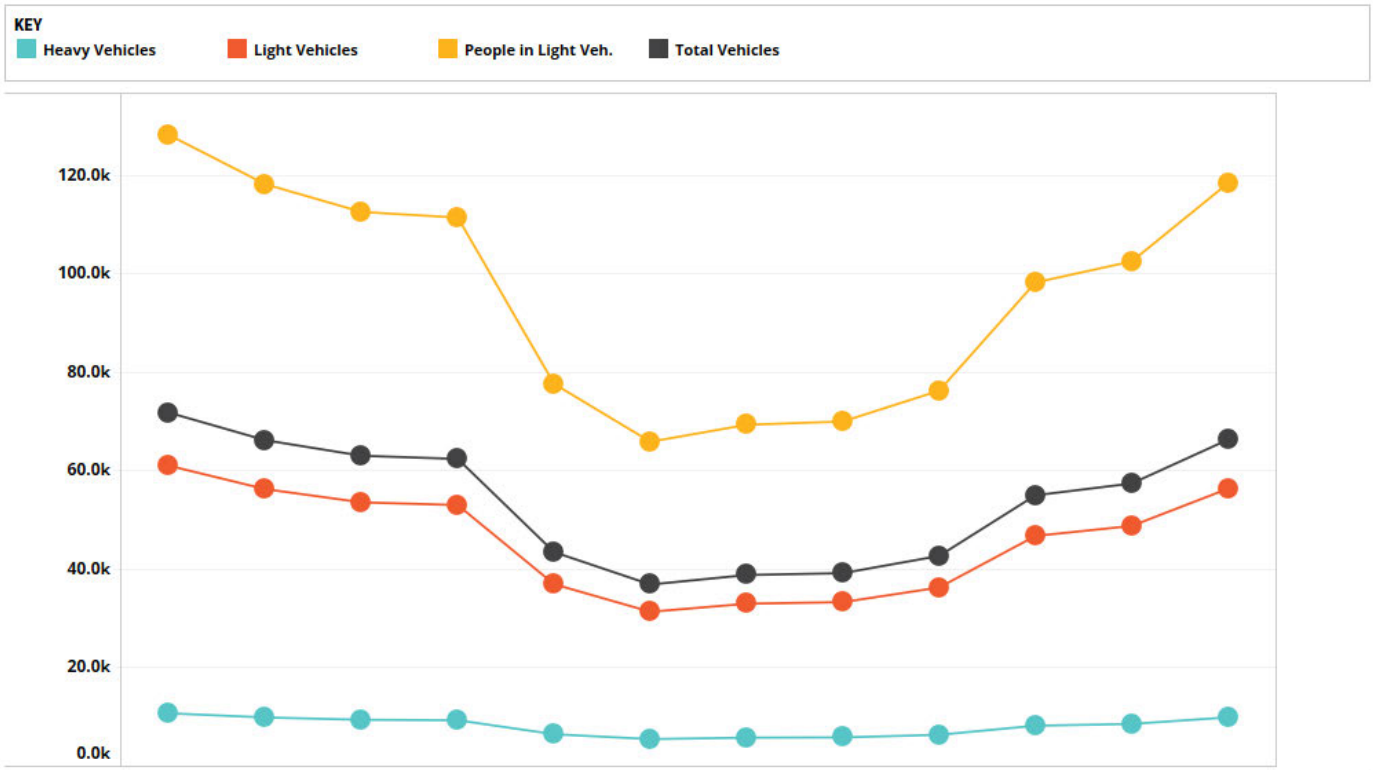
With SH73 being the only access road in and out of Arthur's Pass, vehicle counter data is a useful piece of the puzzle for determining visitation to the area. The New Zealand Transport Agency (NZTA) has many vehicle counters placed throughout the country and one counter, is useful for this Framework and it is situated within the Arthur's Pass village on SH73.

The primary limitation of this dataset is that although the counter data can be separated between light and heavy vehicle utilisation, it is obviously not able to distinguish between local and visitor utilisation.

Figure 15 provides a summary of vehicle count data for 2019. Points to note include the following.

- In 2019, there were an estimated 644k light and heavy vehicles recorded passing in Arthur's Pass village. This includes vehicles travelling in both directions.
- The precise split between light and heavy vehicles was not provided. The ratio between light/heavy at the nearby Springfield Telemetry Site 11 was therefore applied. It is estimated that 85% of movements were light vehicle movements.
- NZTA apply a standard ratio to estimate the number of people travelling in vehicles of 2.1 people per vehicle. Based on this, an estimated 1.15m people travelled in vehicles through Arthur's Pass in 2019.
- The busiest periods for vehicle movements are November – April which corresponds with peak season in Arthur's Pass village.

Figure 15: Arthur's Pass Village Vehicle Counter Data (2019)[14]



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Vehicles	71.8k	66.2k	63.1k	62.4k	43.5k	36.9k	38.9k	39.2k	42.7k	55.1k	57.5k	66.3k	643.7k
Heavy Vehicles	10.8k	9.9k	9.5k	9.4k	6.5k	5.5k	5.8k	5.9k	6.4k	8.3k	8.6k	10.0k	96.6k
Light Vehicles	61.1k	56.3k	53.6k	53.1k	37.0k	31.4k	33.0k	33.4k	36.3k	46.8k	48.8k	56.4k	547.2k
People in Light Veh.	128.2k	118.2k	112.6k	111.4k	77.7k	65.9k	69.4k	70.0k	76.3k	98.3k	102.6k	118.4k	1.15m

[14] Provided by DOC

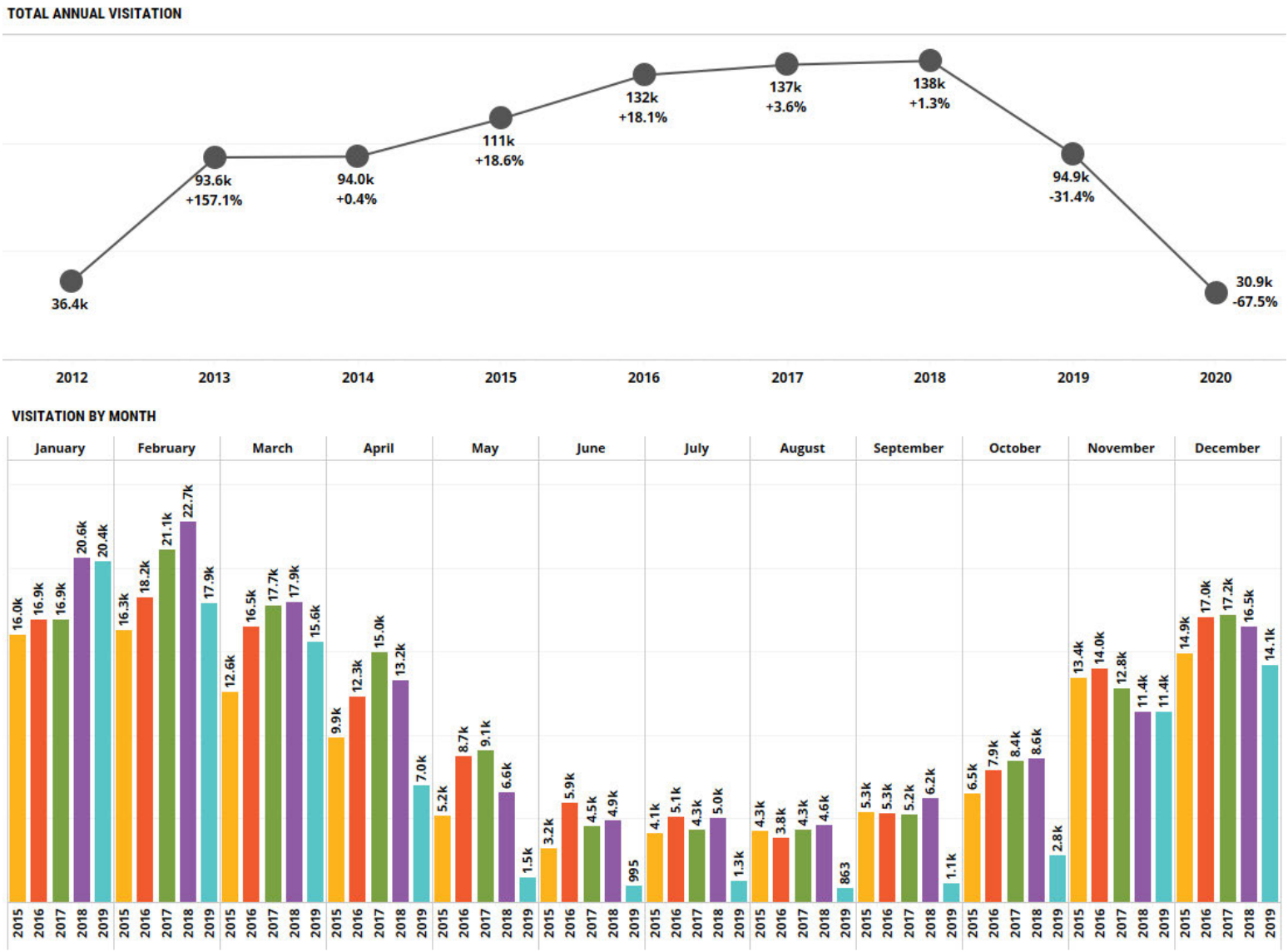
3.4.2.2. Arthur's Pass Visitor Centre (DOC)

DOC has a visitor centre situated directly within the Arthur's Pass township. Up until early 2019, the Visitor Centre (VC) was situated on the southern side of SH73, it has been replaced with a semi-permanent building on the northern side of SH73 due to earthquake strengthening requirements. While the old site had parking issues, the new site has adequate parking, however, only comprises a demountable structure rather than a permanent, purpose-built facility.

In 2018/19, the VC received just under 116k non-unique visitors, down 31% from 2018. These are referred to as non-unique visitors because it is considered that there is a percentage of visitors who utilise the VC more than once during their trip. Figure 16 provides a summary of the estimated unique/non-unique visitation to the VC.

The drop in visitation between 2018 and 2019 is attributed by DOC personnel to the relocation of the VC to a temporary location (the motel's site) in April 2019 which ran through to October 2019. The motel's site which the temporary VC was situated at was away from the main street and was challenging to attract visitors to. In November 2019, the VC was moved to its current location. This is demonstrated in the significant drop in visitation in May through to October in 2019.

Figure 16: Arthur's Pass Visitor Centre Non-Unique Visitation (2013-2019)[15]



[15] Based on door counter, data provided by DOC

Figure 17 shows the seasonality of visitation to Arthur's Pass based on a seven-year average of monthly visitation (between 2013 and 2019). While the VC does not capture every visitor into Arthur's Pass, it is estimated that 57% visitors do visit the VC and, therefore, the monthly VC data provides a fairly robust picture of seasonality within the area. Based on the data (as well as traffic data through Arthur's Pass) the following "seasons" have been defined:

- **Peak season**: December – March
- **Shoulder season**: April & November
- **Low season**: May – October

As explained previously, there is likely to be an element of repeat visitation to the VC. This assumption is based on the likely need for visitors to obtain advice on different track and weather conditions. Figure 18 provides an estimation of what unique versus non-unique visitation into the VC is estimated to be. It is estimated that 30% of visitors to the VC visit twice per annum.

Figure 17: Arthur's Pass Visitor Centre Non-Unique Visitation by Month (7-year average, 2013-2019)[16]

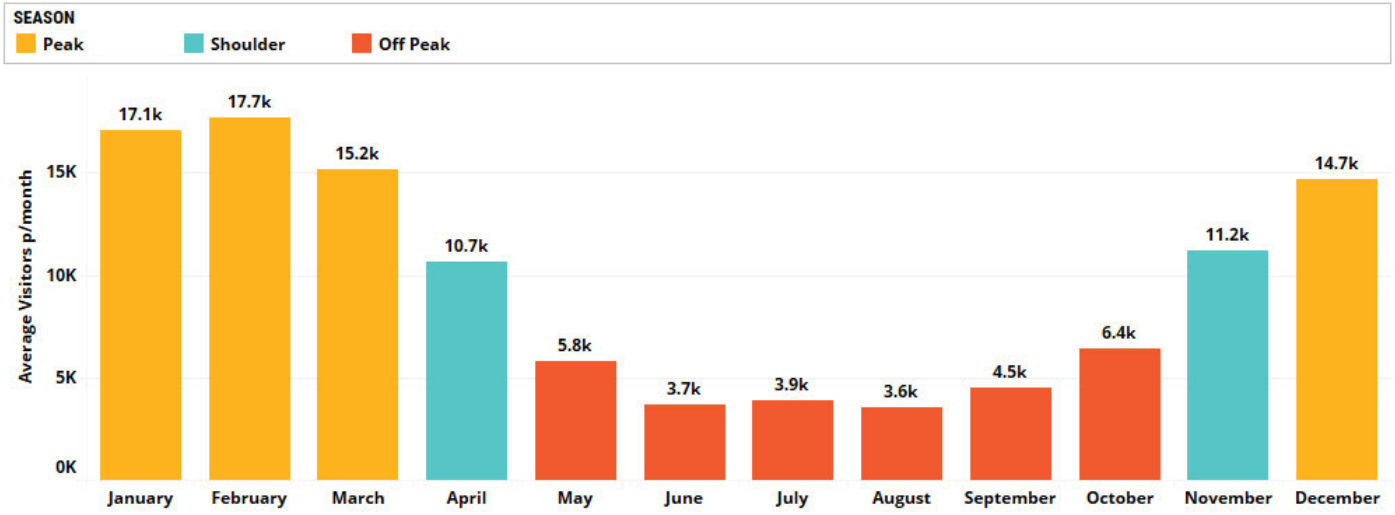
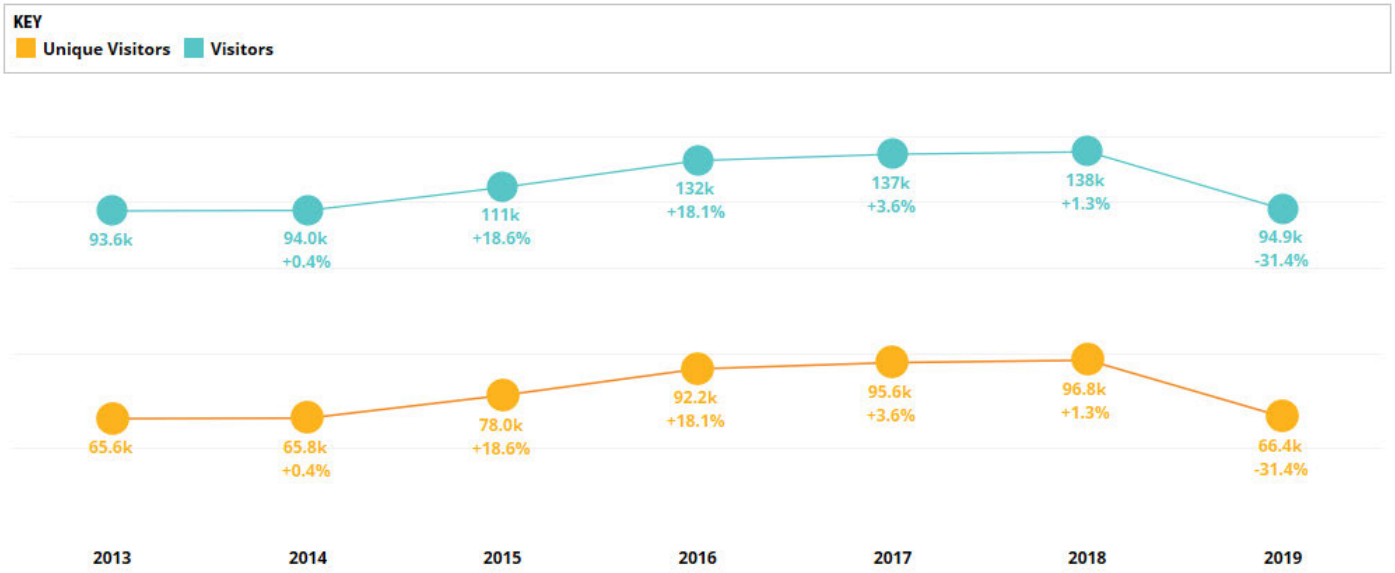


Figure 18: Arthur's Pass Visitor Centre Unique and Non-Unique Visitation (2013-2019)[17]



[16] Ibid

[17] Ibid

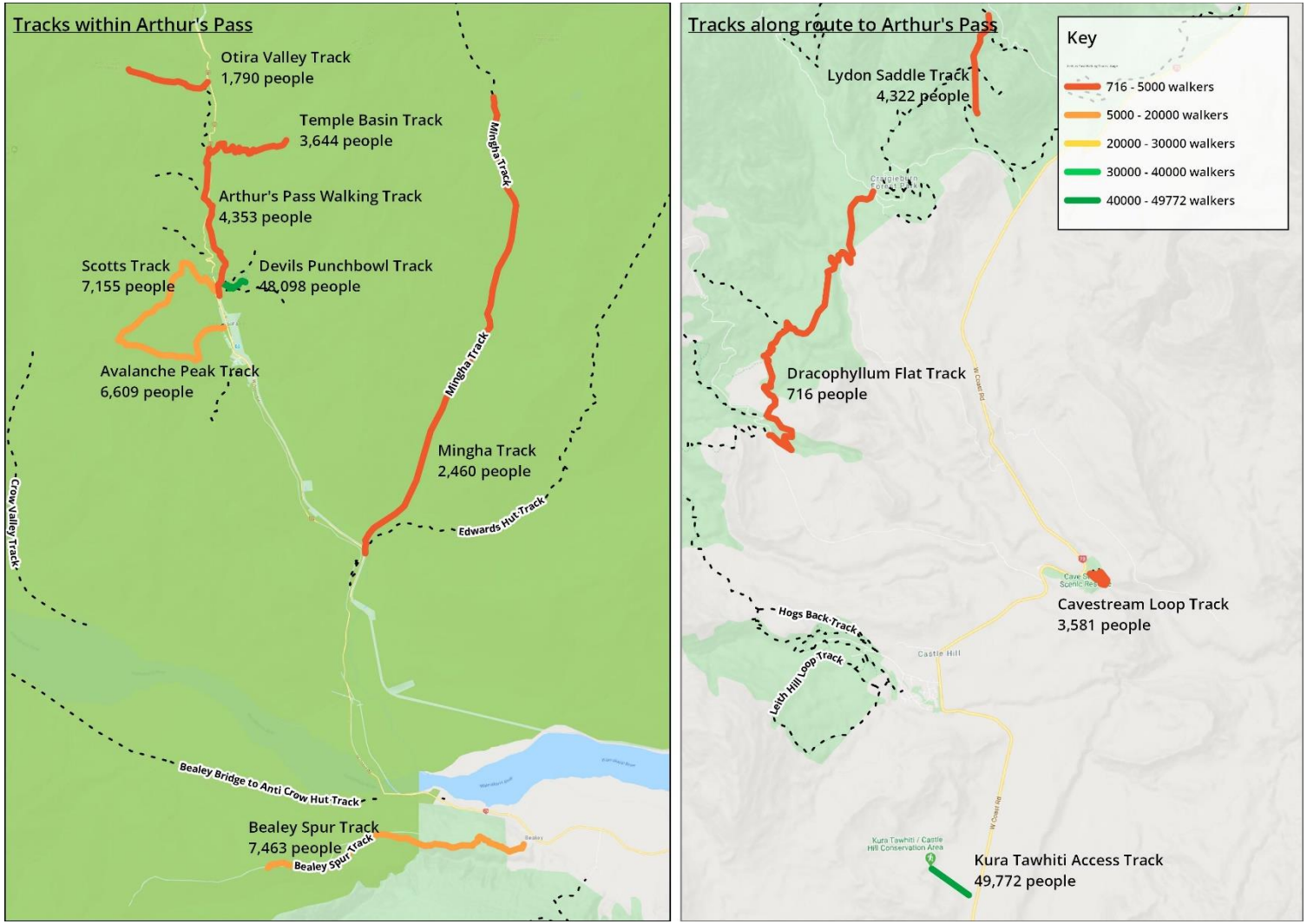
3.4.2.3. Track Counters

Within Arthur's Pass, there are a wide variety of walking trails ranging from beginner to advanced trails and short and longer multi-day walks. As a result, Arthur's Pass is considered to be a walking destination.

Although DOC does not have walking track counters on every walk throughout the area, it does have them on the major trails. Figure 19 provides 2018/19 track counter data for major trails within Arthur's Pass and those along the route to Arthur's Pass.

The data demonstrates that the most popular track was the Kura Tāwhiti Access Track, which attracted just under 50k visitors. This was followed by the Devils Punchbowl Track, which attracted just over 48k people. It is assumed that both tracks are likely to attract the same visitor, that is, a visitor who visits Kura Tāwhiti is also likely to walk the Devils Punchbowl Track. The approximately 50k visitors who do both tracks, therefore, are not unique visitors. Both tracks are graded as "easy" on DOC's website.

Figure 19: DOC Walking Track Counters within Arthur's Pass (2019 FY)[18]

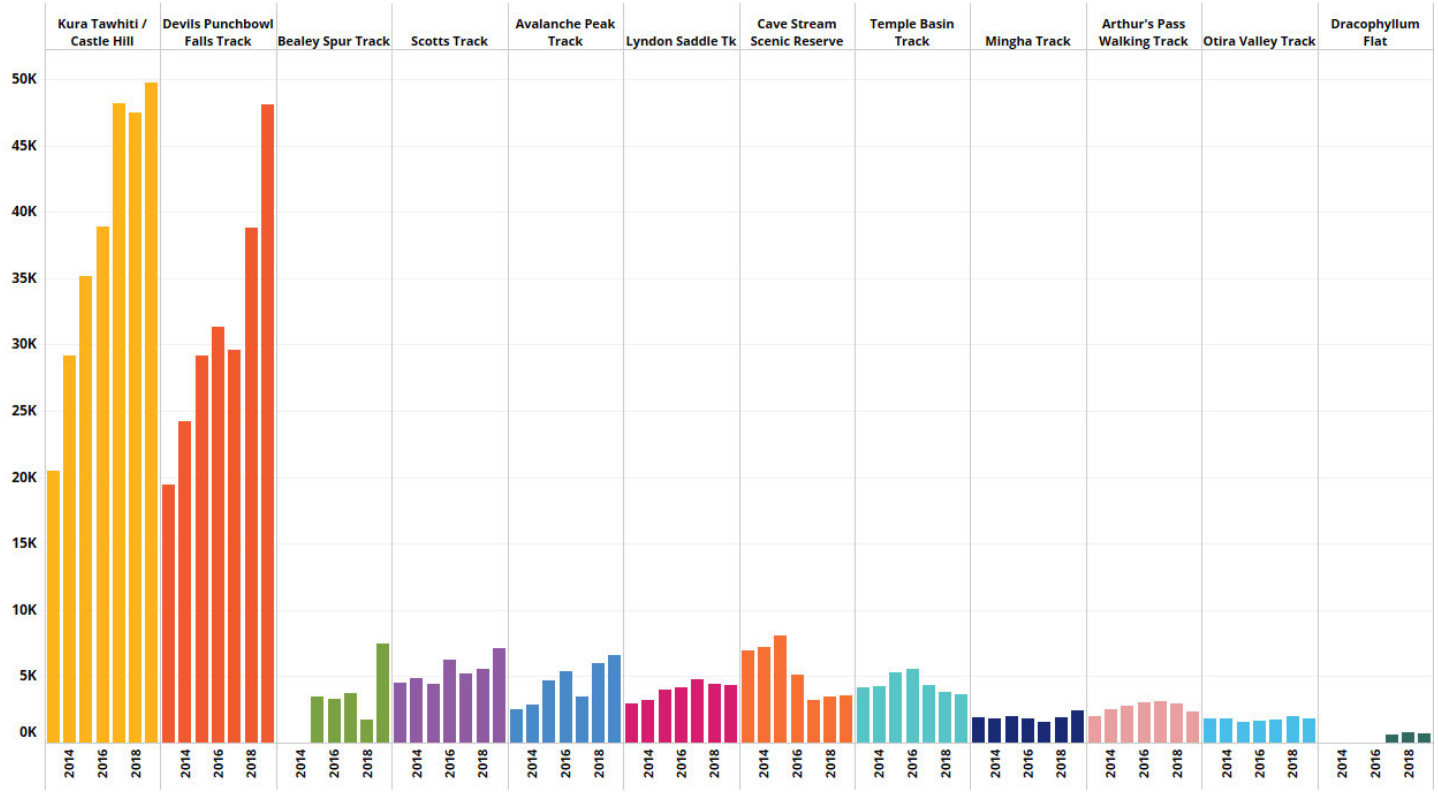


[18] Data provided by DOC

Figure 20 summarises track use between 2013 and 2019 and demonstrates the following.

- Both Kura Tāwhiti and Devils Punchbowl Tracks have been the most popular tracks since 2013 and both of these tracks have continued to experience strong and growing demand (with use increasing by 143% and 147% respectively between 2013 and 2019). These two tracks lead to the two "hero" attractions within Arthur's Pass being the Kura Tāwhiti rocks and Devils Punchbowl Waterfall so it is not surprising that these are the most utilised tracks.
- Cave Stream Scenic Reserve's utilisation has dropped, falling by 49% (3.4k visitors).
- Use of Bealey Spur Track has continued to increase, growing from 3.4k uses in 2015 (the first-year track counter data is available for this track) to 7.5k in 2019.
- Avalanche Peak, Scotts and Mingha Tracks are the three expert tracks. Out of these, Avalanche Peak Track and Scotts Track attract the greatest level of use.

Figure 20: Track utilisation (2013 FY – 2019 FY)[19]



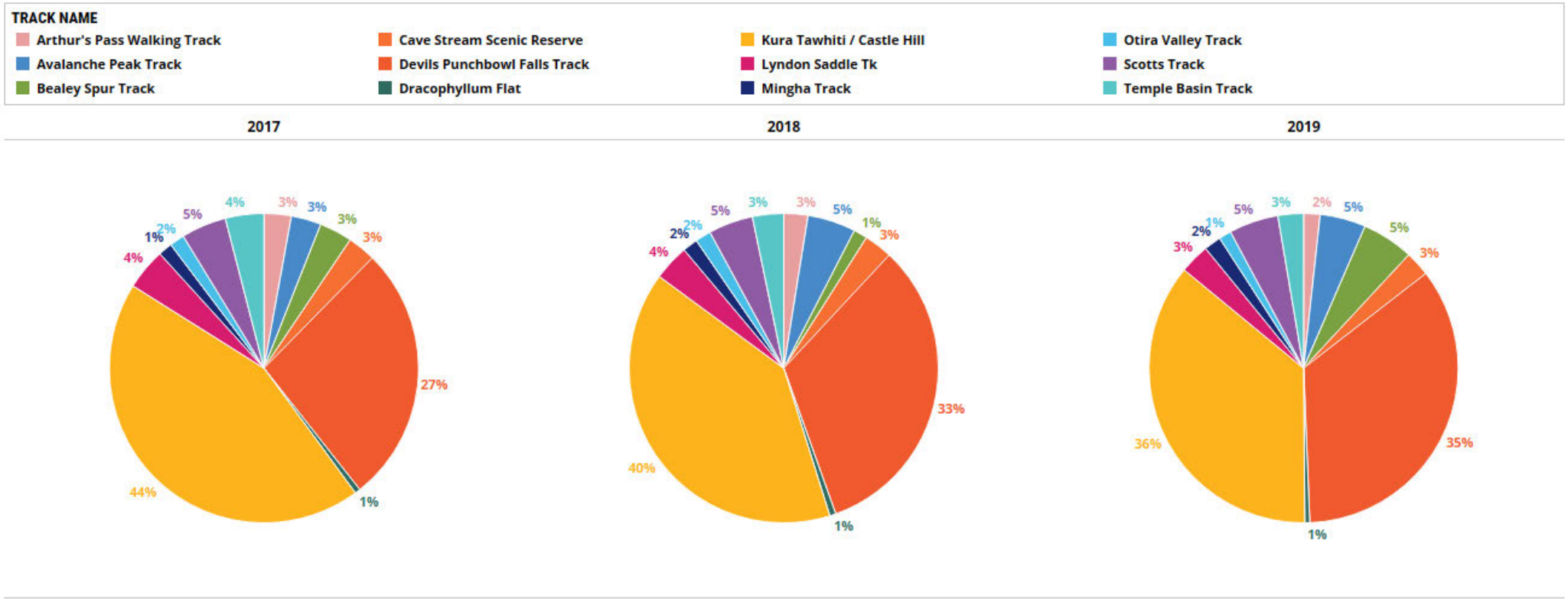
Year	Kura Tawhiti / Castle Hill	Devils Punchbowl Fall..	Bealey Spur Track	Scotts Track	Avalanche Peak Track	Lyndon Saddle Tk	Cave Stream Scenic Reserve	Temple Basin Track	Mingha Track	Arthur's Pass Walking Track	Otira Valley Track	Dracophyllum Flat
2013	20.5k	19.5k		4.5k	2.5k	3.0k	6.9k	4.2k	1.9k	2.0k	1.8k	
2014	29.1k	24.2k		4.8k	2.9k	3.3k	7.2k	4.2k	1.8k	2.6k	1.8k	
2015	35.2k	29.2k	3.4k	4.4k	4.7k	4.0k	8.1k	5.3k	2.0k	2.8k	1.6k	
2016	38.9k	31.4k	3.3k	6.3k	5.4k	4.2k	5.1k	5.6k	1.8k	3.0k	1.7k	
2017	48.2k	29.6k	3.8k	5.2k	3.5k	4.7k	3.2k	4.4k	1.6k	3.1k	1.7k	642
2018	47.5k	38.8k	1.7k	5.5k	6.0k	4.5k	3.5k	3.9k	1.9k	3.0k	2.0k	749
2019	49.8k	48.1k	7.5k	7.2k	6.6k	4.3k	3.6k	3.6k	2.5k	2.4k	1.8k	716

[19] Data provided by DOC

Figure 21 illustrates the use of the tracks by percentage share of total track usage in Arthur's Pass from 2017 – 2019[20]. It shows the popularity of Kura Tāwhiti and Devils Punchbowl tracks, with 36% and 35% of all walkers using these tracks; that Devils Punchbowl has increased its share of use over the period assessed, growing from comprising 27% of usage to 35% of usage; and usage of the other tracks (as a proportion of total use) within the area has remained relatively constant.

Importantly, it also demonstrates that visitors to Arthur's Pass are more attracted to those tracks which have an easier rating (Kura Tāwhiti and Devils Punchbowl). While those walks which are rated as high difficulty are popular with experienced trampers, the size of this niche market is much smaller. The focus should, therefore, be on developing enhanced and new walking experiences that appeal to the far larger, general walking/tramping market who are seeking experiences with an easier to medium difficulty level. APNP already offers several short (20min – 1 hour) options, however, there is a lack of day walking/tramping options (3-6 hours) that cater to this niche market.

Figure 21: Track utilisation by share of use (2017 FY – 2019 FY)[21]



[20] Prior years have not been included because 2017 is the first year that track data was available for every track included.
[21] Data provided by DOC

3.4.2.4. Arthur's Pass Accommodation Utilisation

As illustrated in Section 4.1, the Arthur's Pass area has an estimated 575 rooms/beds across a variety of accommodation properties and types. Based on discussions with these operators, it is possible to gauge an understanding of the level of overnight visitation in Arthur's Pass.

Table 3 provides a breakdown of estimated accommodation utilisation for 2019 and demonstrates the following.

- If all accommodation (of all types) in Arthur's Pass was filled year-round, an estimated 224k guests could be accommodated. However, based on discussions with operators and DOC, Arthur's Pass is clearly a very seasonal destination. During summer months (primarily December – March), accommodation is typically fuller and during off-peak months, accommodation properties tend to experience low occupancy rates.
- Based on the occupancy rates indicated, the number of rooms/beds available, and the assumed average length of stay, it is estimated that 59k visitors stayed overnight in Arthur's Pass in 2019. Of these:
  - 73% stayed during the peak period, 13% in the shoulder period and 14% in the off-peak period;
  - 52% stayed in 'B&B, Bach Rental, Lodge, Motel/Hotel' accommodation, 16% in 'DOC Campsites', 16% in 'DOC Huts' and 14% in 'Backpackers/Dorms'; and
  - an estimated 73% were domestic visitors and the remaining 27% were overnight international visitors.

Table 3: Estimated Arthur's Pass Accommodation Utilisation (2019)[22]

Overnight Visitation	B&B, Bach Rental, Lodge, Motel/Hotel	Backpackers/ Dorm	DOC Hut	DOC Campsite	Totals
Number of rooms/beds	102 rooms	129 beds	204 beds	140 sites	**575**
Average Length of Stay (ALOS)	1 night(s)	2 night(s)	2.5 night(s)	2 night(s)	-
Guests per room/bed/site	2 p/room	1 p/bed	1 p/bed	2 p/site	-
Avg Annual Occupancy Rate - Peak (Dec-March)	95%	95%	10%	95%	-
Avg Annual Occupancy Rate - Shoulder (April & Nov)	35%	35%	5%	10%	-
Avg Annual Occupancy Rate - Off Peak (May-Oct)	30%	15%	1.5%	2.0%	-
Max annual number of guests	74.5k	23.5k	29.8k	51.1k	**179k**
Est. number of guests - Peak	23.4k	7.4k	1.0k	16.1k	**47.9k**
Est. number of guests - Mid	4.3k	1.4k	245	840	**6.7k**
Est. number of guests - Off Peak	11.3k	1.8k	225	515	**13.8k**
Est. number of guests - Total	**39.0k**	**10.5k**	**1.5k**	**17.4k**	**68.4k**
Est. domestic split % (full-year average)	30%	35%	95%	65%	**41.1%**
Est. domestic split #	11.7k	3.7k	1.4k	11.3k	**28.1k**
Est. international split % (full-year average)	70%	65%	5%	35%	**58.9%**
Est. international split #	27.3k	6.9k	73	6.1k	**40.3k**

[22] Room, bed, and site numbers are based off the accommodation audit completed in Section 4.1 of this document.

Estimated occupancy rates are based on discussions with accommodation operators and DOC as well as seasonal visitation figures.

3.5. ARTHUR'S PASS VISITOR FORECASTS (STATUS QUO)

3.5.1. Visitation

Figure 22 provides the status quo visitor forecasts for Arthur's Pass. These forecasts are based on a status quo, or "no change" scenario and, therefore, indicate estimated visitation to Arthur's Pass based on natural growth and if no changes were to occur. They are used as the base for modelling projected visitation based on the various development options identified for Arthur's Pass as part of this Framework.

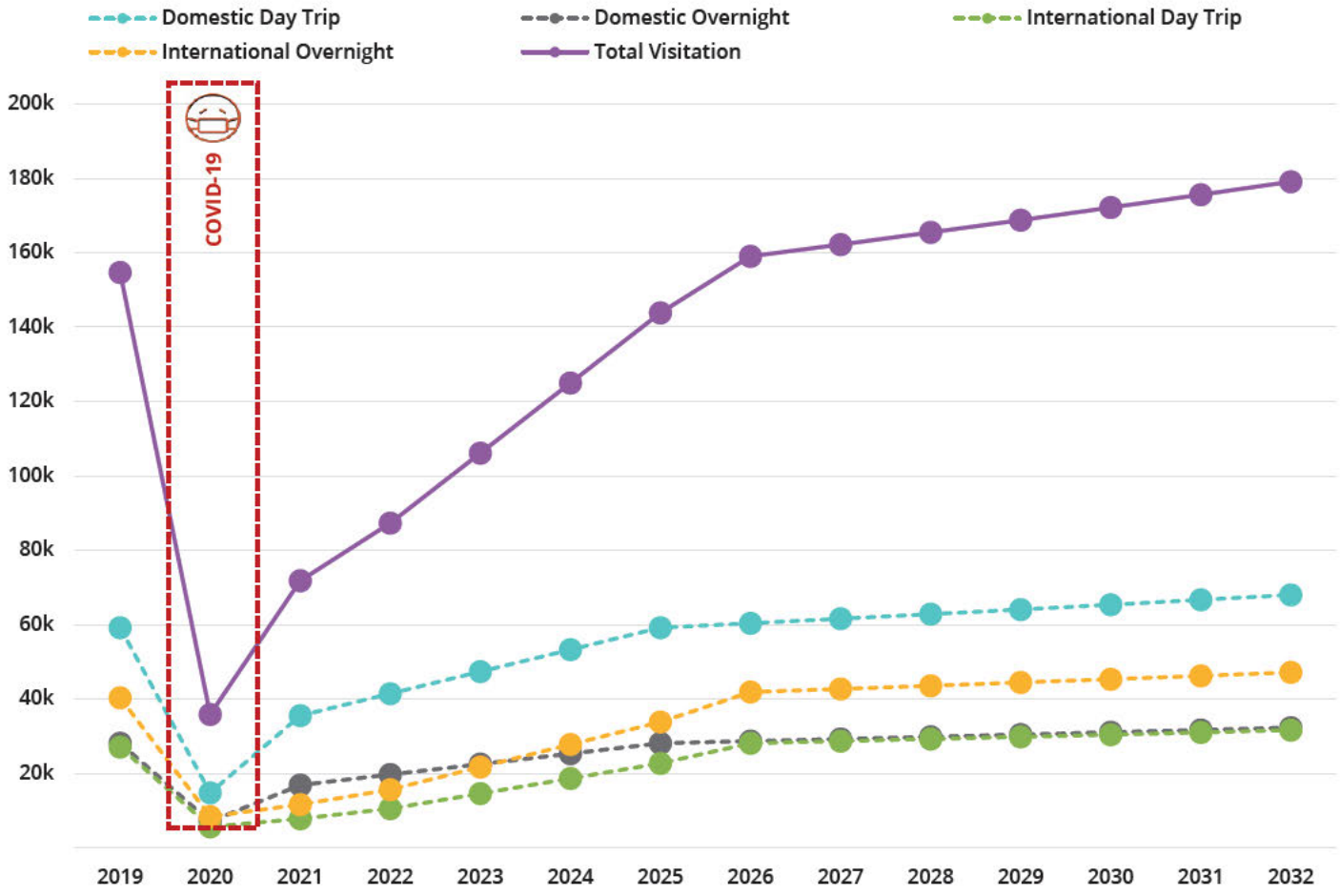
The forecasts illustrate the projected impact on the COVID-19 pandemic on visitation, with a sharp drop in visitation to Arthur's Pass occurring in 2020.

Without a timeframe for when all COVID-19 measures may be relaxed (including the reopening of international borders), it is difficult to forecast future visitation with any degree of accuracy. However, it is anticipated that:

- for 2020, international visitation is likely to drop off completely (particularly from March on when lockdown measures came into effect);
- domestic visitation (particularly overnight visitation) is also likely to drop off as well as a result of lockdown measures but not to the same extent as international; and
- while the domestic market may be quicker to rebound once lockdown measures are reduced, it may take a far longer period to restimulate international visitor demand.

The projections estimate that visitation to Arthur's Pass is unlikely to return to pre COVID levels until 2025 – 2026 at the very earliest.

Figure 22: Arthur's Pass Visitor Forecasts (Status Quo)



	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Total Visitation	155k	36k	72k	87k	106k	125k	144k	159k	162k	165k	169k	172k	176k	179k
Domestic Day Trip	59.2k	14.8k	35.5k	41.4k	47.4k	53.3k	59.2k	60.4k	61.6k	62.8k	64.1k	65.4k	66.7k	68.0k
Domestic Overnight	28.1k	8.4k	11.6k	15.7k	21.7k	27.8k	33.8k	41.9k	42.7k	43.6k	44.4k	45.3k	46.2k	47.2k
International Day Trip	27.1k	7.0k	16.9k	19.7k	22.5k	25.3k	28.1k	28.7k	29.3k	29.8k	30.4k	31.0k	31.7k	32.3k
International Overnight	40.3k	5.6k	7.8k	10.5k	14.6k	18.6k	22.7k	28.1k	28.7k	29.2k	29.8k	30.4k	31.0k	31.6k

3.5.2. Visitor Spend

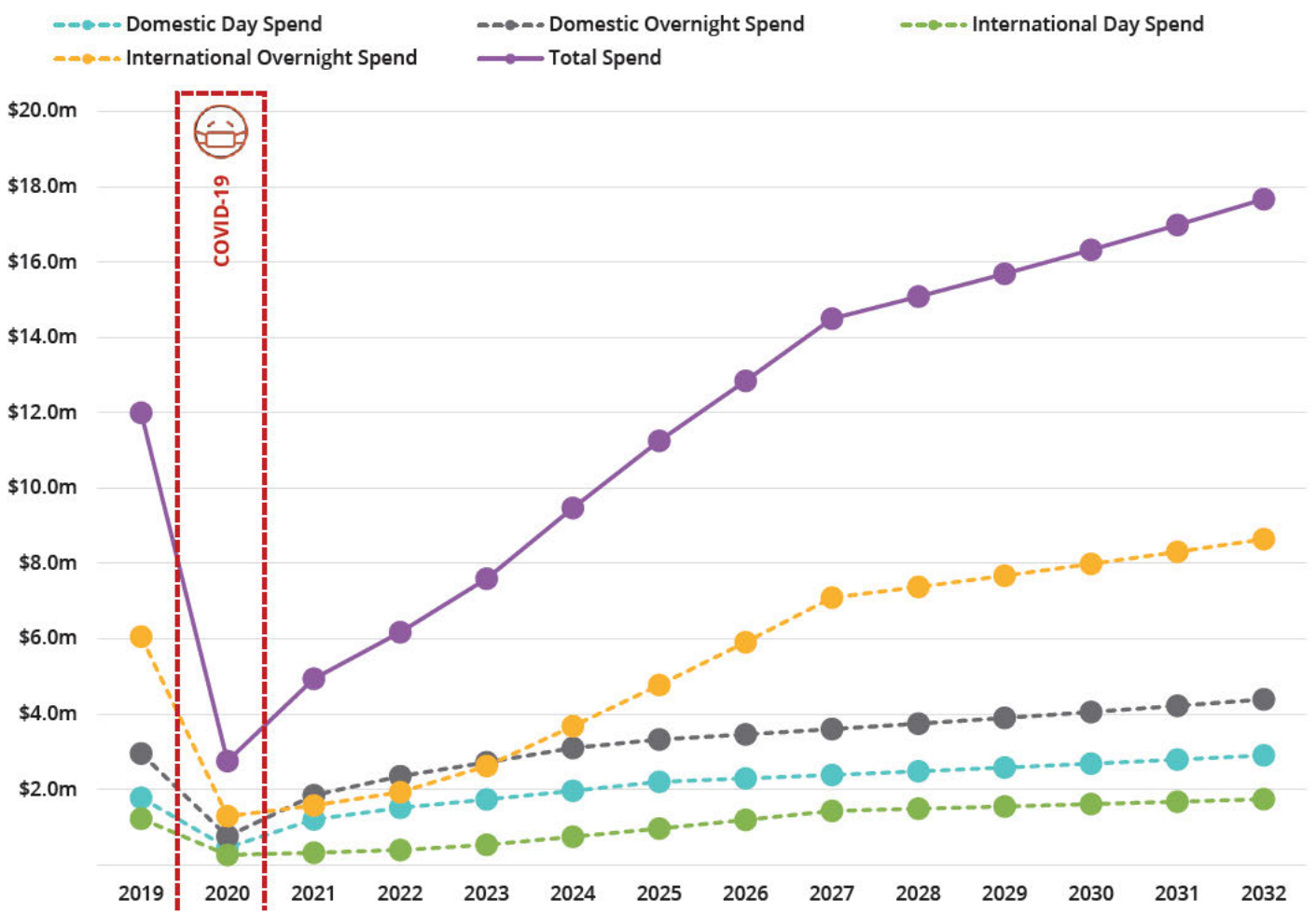
Figure 23 provides visitor spend forecasts for Arthur's Pass over the same period as the visitor demand modelling. Visitor spend is based on average spend per visitor, per trip figures. In 2019, it is estimated that the average spend figures were as follows.

- Domestic Day: $30 per visitor, per trip. This is based on an estimated average spend on petrol and food & beverage product. This is lower than other destinations because Arthur's Pass does not currently have a wide range of paid product visitors can spend on.
- Domestic Overnight: $105 per visitor, per trip. This is based on an estimated average spend on accommodation, petrol, and food & beverage product. Based on engagement with a variety of stakeholders, an estimated 55% (15k) of domestic overnight visitors to Arthur's Pass stayed in commercial accommodation (hotels, B&Bs, dorms) while the remainder stayed in DOC Huts and Campsites (which are generally free). This average spend, therefore, reflects a balance between those utilising free accommodation versus paid accommodation (which averages $150 per night).
- International Day: $45 per visitor, per trip. This is based on an estimated average spend on petrol and food & beverage product. This is slightly higher than the domestic day spend as it assumes international day visitors are less likely to bring packed F&B, and, therefore have a greater propensity to spend on F&B in Arthur's Pass.
- International Overnight: $150 per visitor, per trip. This reflects that an estimated 85% of international overnight visitors to Arthur's Pass stay in commercial accommodation, with the remaining 15% utilising DOC campgrounds and huts. The international overnight average spend is, therefore, more closely aligned with commercial rates.

All average spend figures are inflated by 2% per annum.

Based on the data, and including the impacts of COVID-19, visitor spend in Arthur's Pass is not anticipated to reach 2019 levels ($12.0m) until 2025-2026.

Figure 23: Arthur's Pass Visitor Spend Forecasts (Status Quo)



	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Total Spend	$12.0m	$2.8m	$4.9m	$6.2m	$7.6m	$9.5m	$11.3m	$12.8m	$14.5m	$15.1m	$15.7m	$16.3m	$17.0m	$17.7m
Domestic Day Spend	$1.8m	$453k	$1.2m	$1.5m	$1.7m	$2.0m	$2.2m	$2.3m	$2.4m	$2.5m	$2.6m	$2.7m	$2.8m	$2.9m
Domestic Overnight Spend	$3.0m	$753k	$1.8m	$2.3m	$2.7m	$3.1m	$3.3m	$3.5m	$3.6m	$3.7m	$3.9m	$4.1m	$4.2m	$4.4m
International Day Spend	$1.2m	$259k	$317k	$388k	$527k	$740k	$1.0m	$1.2m	$1.4m	$1.5m	$1.5m	$1.6m	$1.7m	$1.7m
International Overnight Spend	$6.0m	$1.3m	$1.6m	$1.9m	$2.6m	$3.7m	$4.8m	$5.9m	$7.1m	$7.4m	$7.7m	$8.0m	$8.3m	$8.6m

4. PRODUCT GAP ASSESSMENT

To complete a product gap assessment firstly requires undertaking a product audit. The audit looks at the supply of accommodation and tourism product and infrastructure throughout Arthur's Pass.

4.1. ACCOMMODATION AUDIT

Figure 24 and Figure 25 on the following pages provide a spatial summary of the accommodation audit findings for Arthur's Pass. It demonstrates that, of the 60 accommodation properties identified, only 33% are situated within Arthur's Pass township. The remainder are scattered primarily in more remote locations throughout the National Park. This is because these properties mostly comprise DOC Huts.

There are four properties which lie just outside the National Park boundary but have been included because of their proximity to the area.

In total, the Arthur's Pass area offers 60 properties and an estimated 575 rooms/beds. With respect to rooms, it is important to note that:

- room numbers for backpacker properties and DOC Huts include the number of beds, as one room can sleep multiple booking parties in these property types;
- for Campsites it reflects the number of tents/vans each site accommodates; and
- for bach rentals (which can generally only be rented by one party) one room per property is included.

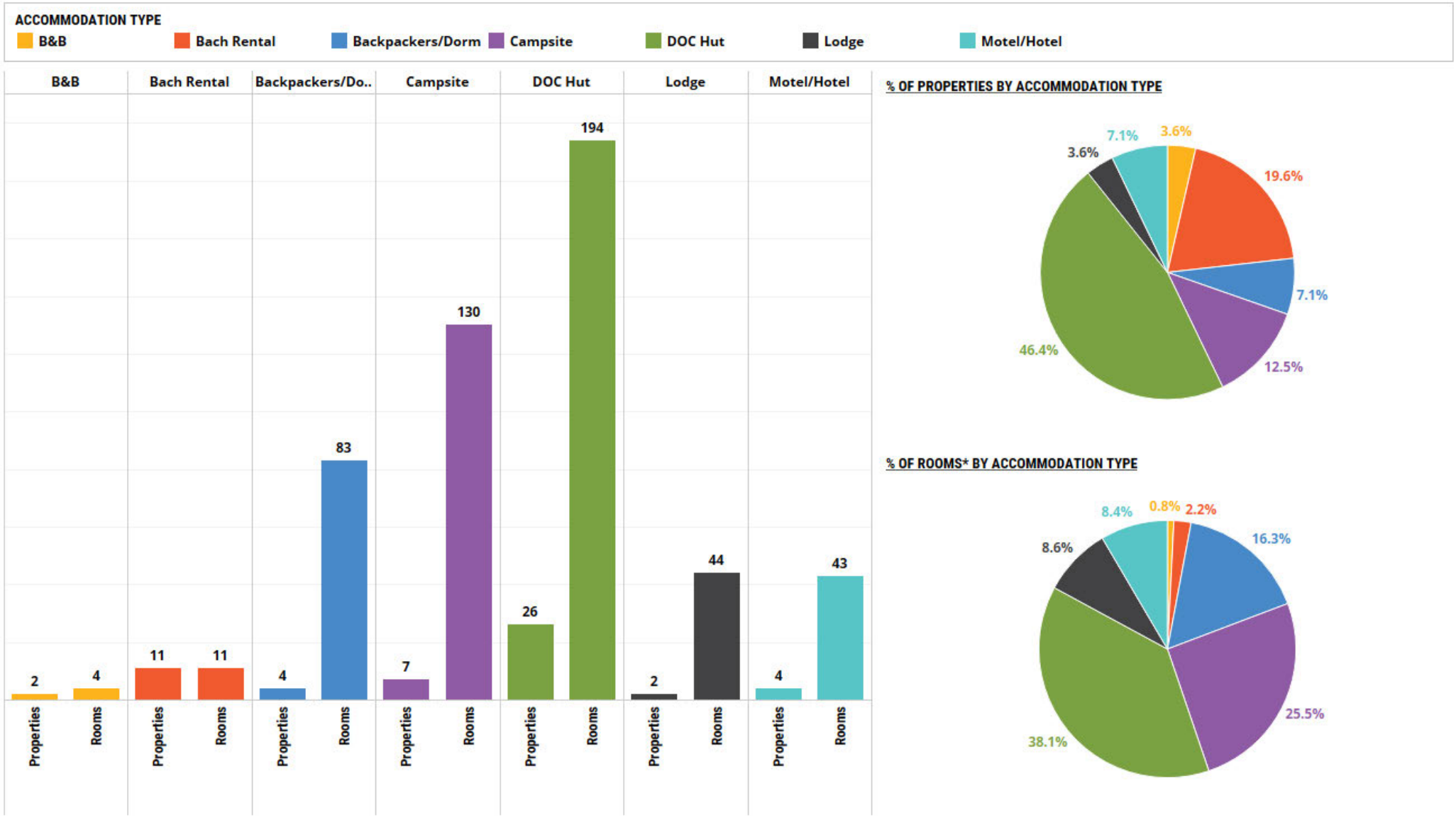
Figure 25 provides a more detailed summary of the area's accommodation offering. It demonstrates the following.

- DOC Huts comprise most properties (45% of properties) and rooms (36% of rooms/beds). These properties are not bookable and operate on a first-come-first-served basis. Most offer heating and basic bunk bed facilities.
- There are an estimated 140 camping sites within the area. Based on DOC feedback it is noted that occupancy at these campsites can exceed capacity during peak months in particular. These sites are non-powered and only one offers toilet facilities. They are not bookable and operate on a first-come-first-served basis.[23]
- The higher quality accommodation stock is primarily offered by motel/hotels and bach rentals.
- While bach properties comprise 20% of accommodation stock and 2% of room stock, it is important to recognise that these properties are not considered permanent accommodation stock. Often bach properties are only available at certain times during the year (i.e., while owners are away and/or not using the bach property).
- There is very limited hotel/motel stock, comprising just under 7% of properties and 7.5% of room stock. Feedback from operators indicates they are at full capacity in peak periods.

To enhance Arthur's Pass as a visitor destination and to improve visitor yield, there is an opportunity to increase the supply of accommodation in the area. There is also an opportunity to consider higher quality accommodation to appeal to a better yielding visitor market which have limited options currently.

[23] Based on information provided on each site through DOC's spatial file.

Figure 24: Arthur's Pass Accommodation Offering and Room Numbers



**** Room numbers for backpacker properties and DOC Huts includes the number of beds as one room can sleep multiple booking parties in these property types. For Campsites it reflects the number of tents/vans each site accommodates.***

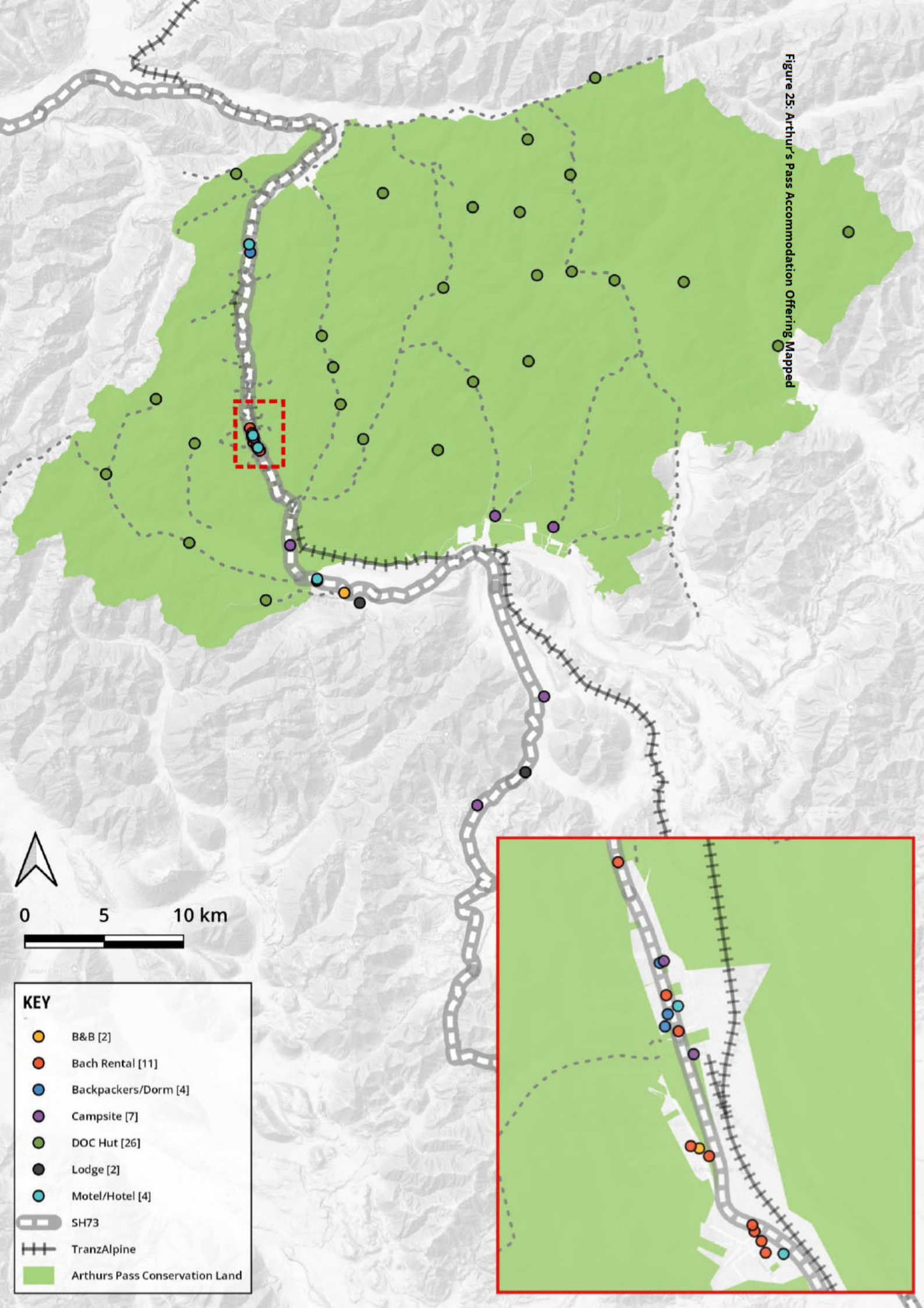


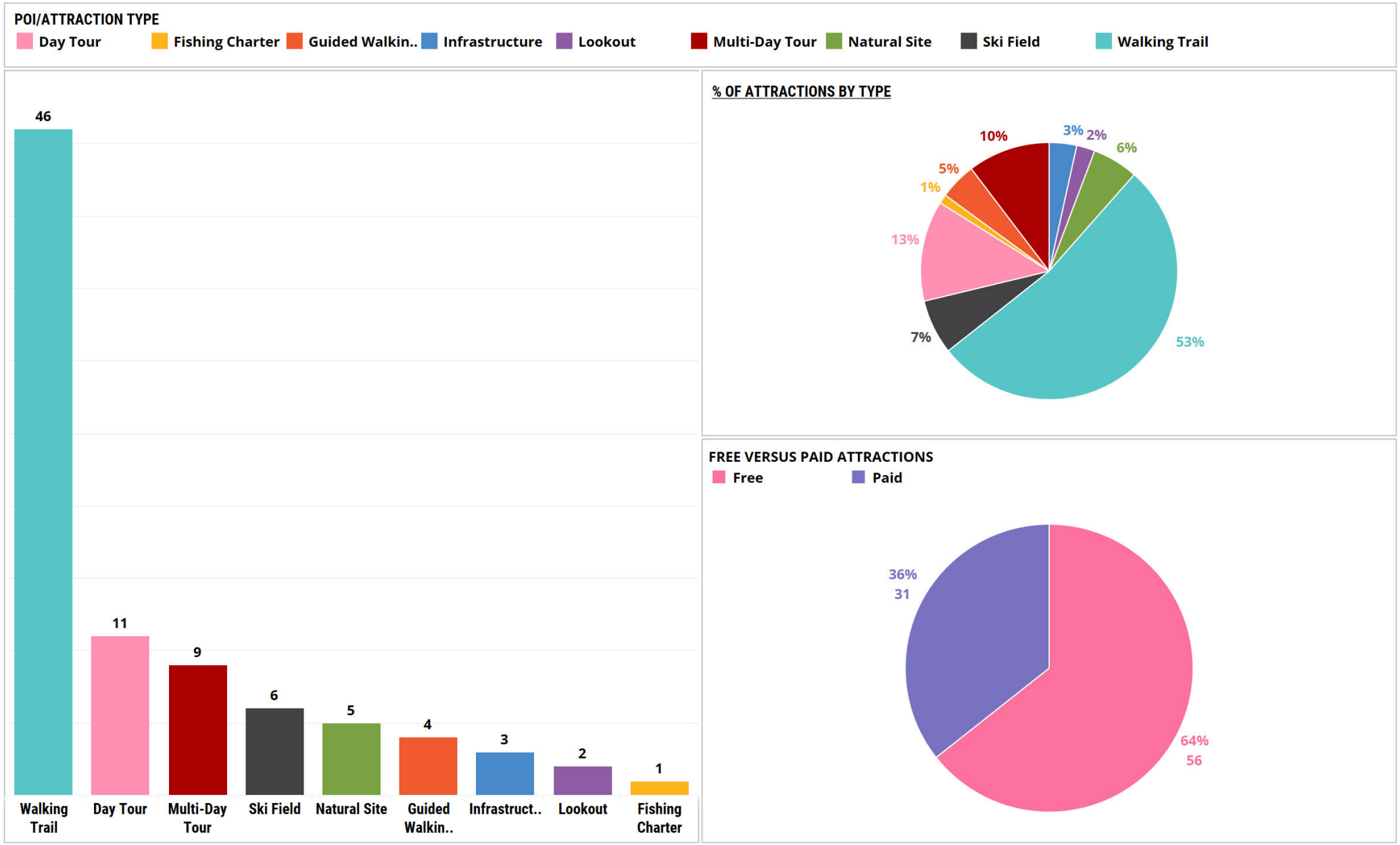
Figure 25: Arthur's Pass Accommodation Offering Mapped

4.2. TOURISM PRODUCT AUDIT

Figure 26 and Figure 27 provides a summary of tourist attractions, infrastructure, and points of interest within Arthur's Pass and in the lead up to the National Park. Together, they demonstrate the following.

- The product includes day and multi-day tour product which, while not being based in Arthur's Pass, travels to the village as part of the associated tour. It is important to note that this tour product is not mapped in Figure 27 because there is no specific location in Arthur's Pass for this product).
- Most attractions/POIs are walking trails, comprising just over 53% of the product identified. In total, there are 47 walking trails, and these are located throughout the National Park (based on information provided by DOC).
- Day tours comprise the next most common attraction (13% of product), followed by multi-day tours (. These include tours run by private operators such as Leisure Tours and Canterbury Trails. Many of these tours include the TranzAlpine as part of their experience. As a result, visitors on these tours currently spend little time in Arthur's Pass (with most TranzAlpine visitors only stretching their legs at Arthur's Pass Station). This is currently a lost opportunity. There is far more value in getting visitors to spend some time in Arthur's Pass, but this is contingent on Arthur's Pass having things for these visitors to do which meet their expectations.
- Of the six ski fields identified, only one is situated within the National Park, Temple Basin Ski Area. Most of these ski fields are smaller-scale ski fields which attract primarily a Kiwi market, as opposed to larger-scale resorts in Queensland (Cardrona, The Remarkables etc.) and Mount Hutt.
- Along with the walking experiences, there are five key natural sites which are often marketed as "must-see" experiences in Arthur's Pass and surrounds such as Devils Punchbowl Waterfall, Kura Tāwhiti and Cave Stream Scenic Reserve.
- There are four guided walking tour operators who are based in (or near) the National Park. Most of these are national or South Island-wide operators who operate in Arthur's Pass amongst many other locations around the country.
- 64% of all the product identified is free product. While having a range of "free things to do and see" is an important factor for a destination, there is a need for a balance if tourism is to contribute more significantly to the local economy and support local jobs, especially for youth and iwi.
- It is important to note that the location of guided walking tours has been placed in the town centre. Most of these operators are based in Christchurch or other city locations and operate within Arthur's Pass amongst many other locations throughout New Zealand. Their office locations are, therefore, not situated within Arthur's Pass.

Figure 26: Arthur's Pass Attractions & POIs



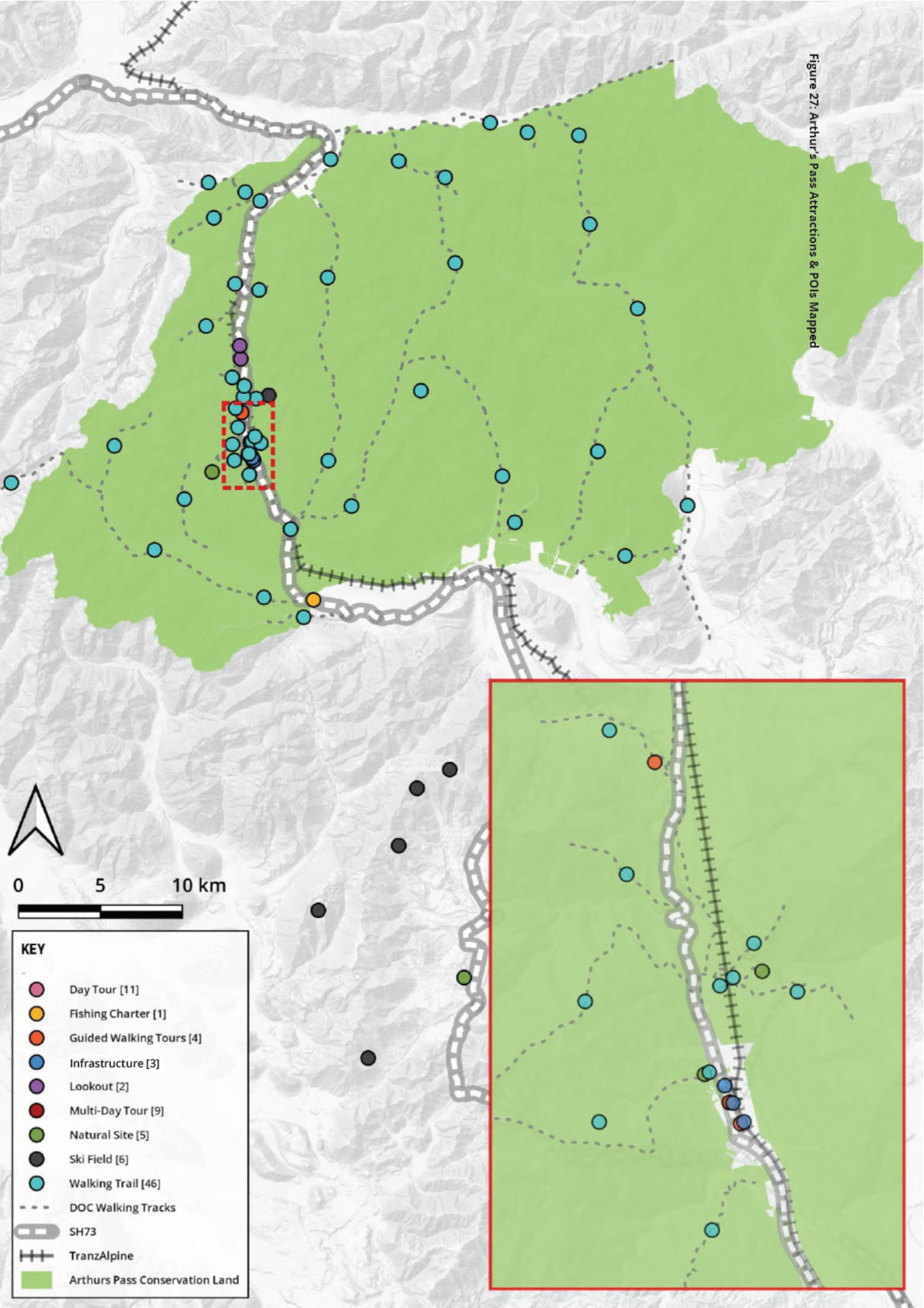


Figure 27: Arthur's Pass Attractions & POIs Mapped

4.3. GAP ASSESSMENT

4.3.1. Methodology

The following gap analysis is based on:

- online data analysis of APNP's product offering;
- site visits to APNP;
- confidential discussions with DOC, industry, and other stakeholders; and
- the project teams' professional experience in the tourism sector.

This gap assessment is an important component of this Framework (coupled with the market demand analysis undertaken) as it provides an opportunity to:

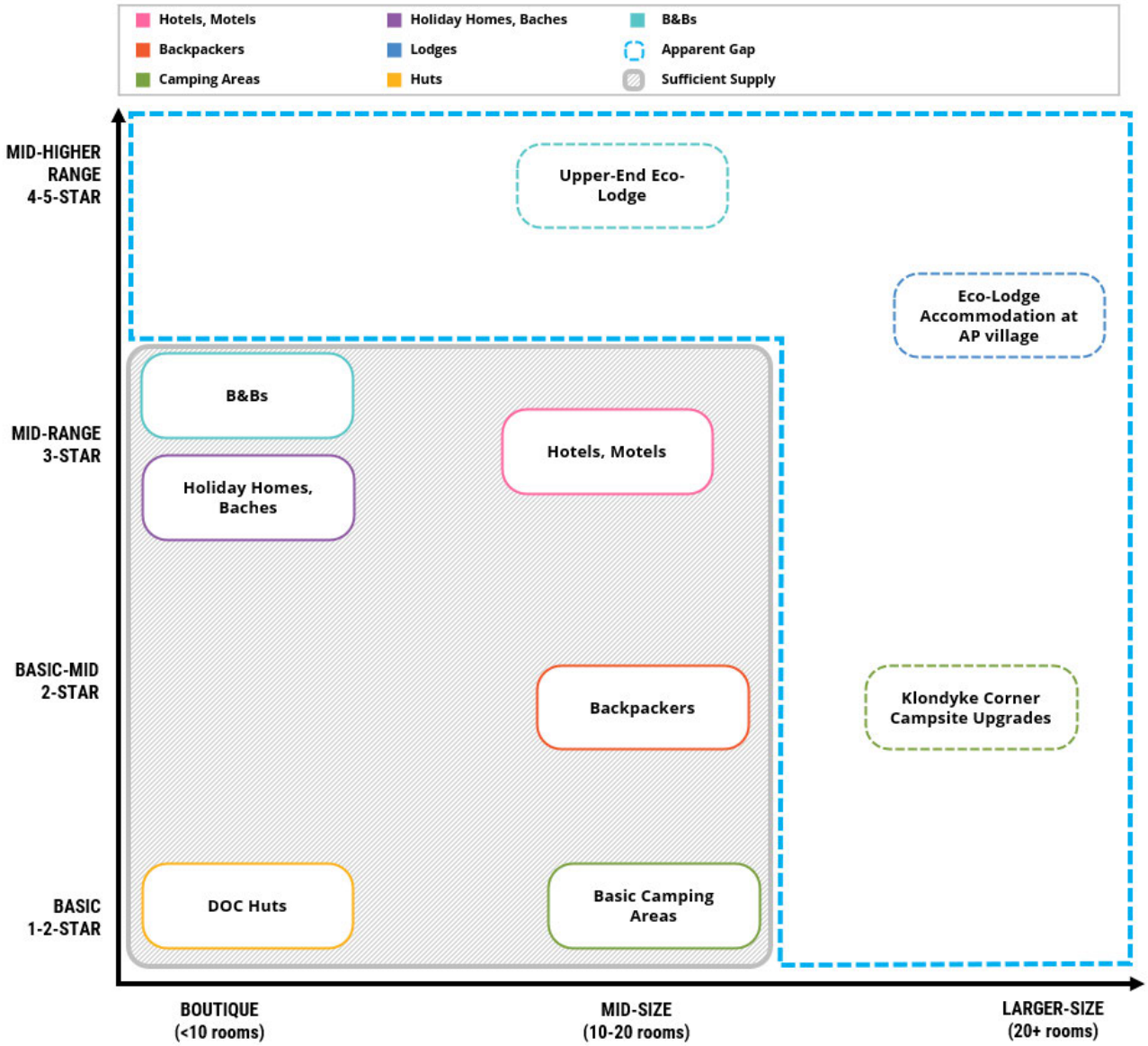
- step back and assess what, if anything, is missing to support the delivery of the objectives of the APNPMP; and
- identify further investment into elements (commercial and non-commercial) and infrastructure to support the positioning of Arthur's Pass as a more strategic destination hub.

4.3.2. Accommodation

Figure 28 provides an accommodation gap assessment for Arthur's Pass. It illustrates the possibility for new and improved accommodation elements which could include:

- a new mid-range fully serviced eco lodge/hotel facility at Arthur's Pass village on private land or KiwiRail land;
- an enhanced camping ground at Klondyke Corner operated by DOC; and
- potential additional higher quality boutique lodge development which private landholders are already planning for away from the Arthur's Pass village.

Figure 28: Accommodation Gap Analysis

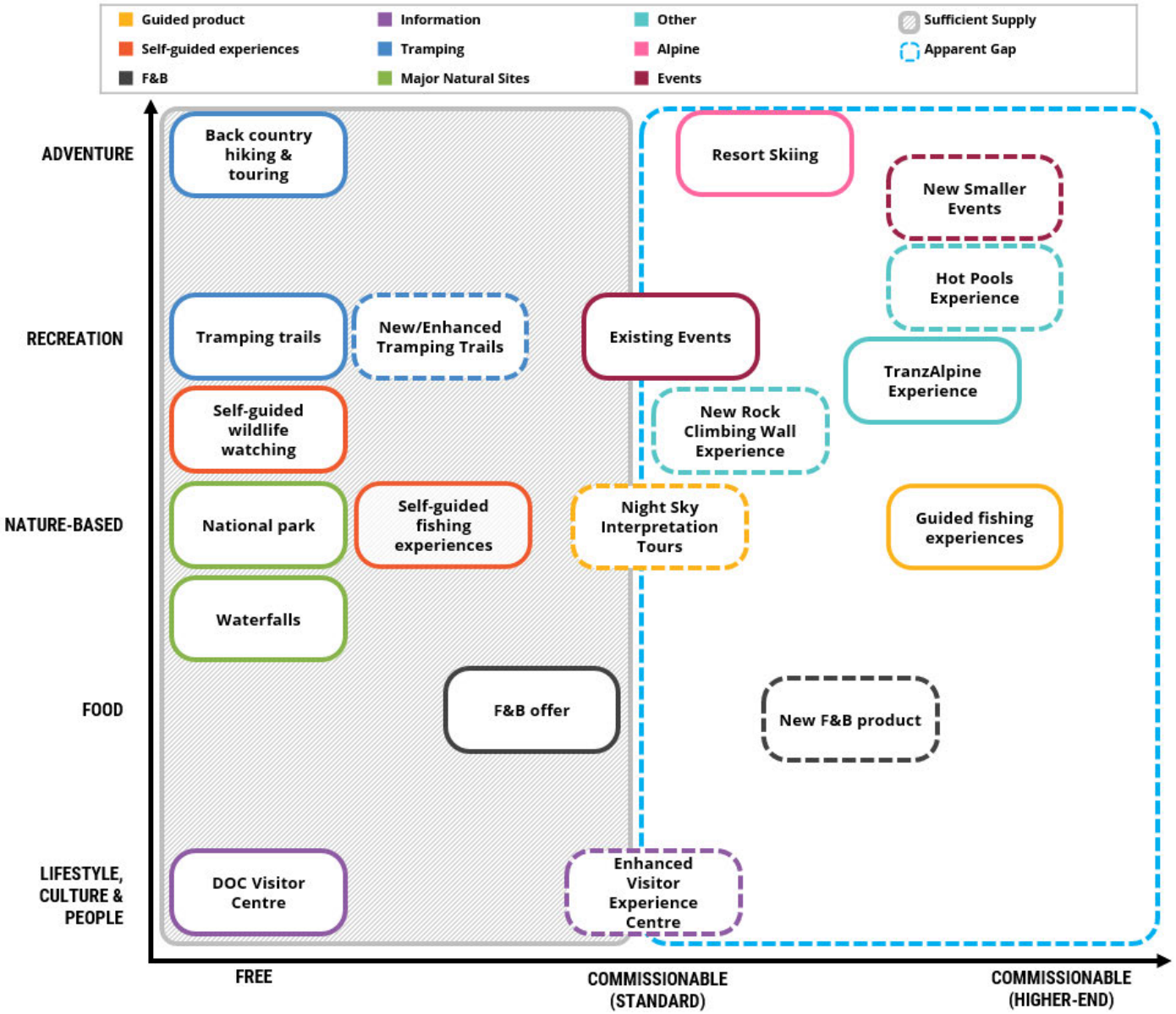


4.3.3. Attractions

Figure 29 provides an attractions gap assessment for Arthur's Pass. It indicates the potential for new and improved attractions and experiences which could include:

- a new quality visitor experience centre which provides information along with other services and experiences;
- additional food and beverage outlets to increase the range of options for locals and visitors and to offer different quality levels and price points as many commented that the current offering is very limited;
- enhancements to some DOC National Park walking trails and tramping tracks (as identified by DOC) to support further variety across different levels of difficulty and including the introduction of loop circuits for various day walks but ensuring that more wilderness and multi-day overnight tracks remain as natural as possible, as requested by various stakeholders;
- potentially introducing new evening-based experiences including night sky tours and experiences, hot pools, and evening dining options;
- potentially introducing low impact recreational facilities such as a rock-climbing wall experience; and
- potentially introducing low and shoulder season smaller-scale events to support all year-round visitation and improve the economic viability of current and future food and beverage outlets and accommodation providers.

Figure 29: Attractions Gap Analysis



4.3.4. Additional Gap Commentary

4.3.4.1. Accommodation and Food and Beverage

The audit undertaken (see Section 4.1), along with stakeholder engagement, indicates that the majority of accommodation on offer (excluding DOC huts) is currently of a 2–3-star standard. There is limited higher-quality accommodation other than a handful of small-scale lodges along SH73, rather than at Arthur's Pass village. Accommodation operators indicate it that during the peak 4-5-month tourist season, they operate at between 95-100%. It is, therefore, assumed that many visitors may be turned away, unable to find overnight lodgings within or close to the Arthur's Pass village.

Outside of the peak seasonal period, visitation drops back to closer to 50-60% occupancy during shoulder seasonal periods and can be closer to 20%-30% during the low season. Therefore, introducing any new commercial accommodation element should ideally aim to fill a product gap which is missing, or which is underrepresented. As all existing accommodation facilities are also smaller scale (the largest property in Arthur's Pass village has 9 rooms), the ability to offer a medium-sized accommodation facility may help fill the product gap and help address seasonality.

A possible facility between 70-90 rooms could offer the potential to encourage different visitor market segments who currently do not visit Arthur's Pass village including event attendees, function attendees, small scale conferences and meetings, family functions and lifecycle events etc. And by offering facilities which can help cater to functions and events, the potential exists to help address seasonality challenges and to offer existing accommodation providers the potential to also grow off-peak season occupancy levels as a new commercial accommodation facility will not be able to cater to all visitors and budget needs.

A new accommodation property may also be able to be developed in stages, with the capacity to grow to an optimum size over time, as market demand increases. What has been suggested, however, is a facility with a level of room capacity to meet the gap in the marketplace, and to offer the critical mass of facilities and rooms to support sufficient returns on investment to support private sector investment. This is particularly important as without the ability to achieve an adequate return on investment, private sector investment would not be forthcoming, and many of the ancillary amenities being suggested, would also be unable to leverage off the accommodation and visitor numbers.

It is, therefore, suggested that a new commercial accommodation facility at Arthur's Pass be considered on KiwiRail land (being the only larger land area outside of PCL) which can help deliver:

- a higher standard of accommodation to fill a market gap;
- a facility to encourage higher visitor yield levels;
- a series of additional food and beverage outlets to offer greater variety and range to support day and overnight casual visitor needs, along with those staying within the proposed accommodation facility;
- to offer a facility and product to appeal to visitors outside of the current summer peak period;
- a facility of adequate scale to support a return on investment which an investor/developer would need to see;
- the extended length of visitor stay within the region desired;
- can grow the visitor markets to APNP and offer facilities to meet greater domestic market diversity and need;
- can support the desired repositioning of Arthur's Pass National Park as a far more strategic location within the broader destination management needs of the South Island national park network, and importantly the ability to help support sustainable visitation, and
- can actively support surrounding businesses by creating wider economic benefits to support local retail, food and beverage and alternative accommodation facilities within the broader region.

4.3.4.2. All-Weather Visitor Attractions and Experiences

While Arthur's Pass village and the surrounding APNP offers free outdoor experiences, there is a lack of:

- all-weather and built visitor experiences to offer all-year-round things to see and do, especially for families and those with disabilities and for the elderly;
- specific evening-based activities and experiences to undertake; and paid (commissionable) product to help stimulate the local visitor economy; and
- improve the destination attractiveness of Arthur's Pass village and delivery of the APNPMP vision, values, and objectives.

With an estimated 165 days of rain per annum, offering indoor experiences to complement and enhance the unique and quality outdoor wilderness experiences possible, is seen as an important outcome. With this product gap identified, it is suggested that the following be considered to help address this:

- an immersive visitor attraction experience as part of a new Discovery Centre to apply augmented and/or virtual reality to bring to life the unique fauna and flora of the region, extinct wildlife (Haast Eagle etc.), potentially elements of cultural heritage (Cobb and Co stagecoach adventures and Iwi trading routes to access West Coast pounamu etc.);
- offering a joint DOC and new formed i-SITE information hub which could act as an information centre for a wider region and offering online, face to face and other information sharing;
- an area to potentially show audio-visual presentations possibly covering historic film footage, feature geology, ecology, and related films etc; and
- offering an attractive café and retail facility within the Discovery Centre to better meet visitor needs.

In addition, a separate hot pools and wellness hub is suggested to encourage longer length of visitor stay and greater visitor appeal (and spend). This facility is expected to be highly appealing to:

- a day visitor market coming for day walks and both passive and active adventure experiences

- an overnight and multi-day visitor market who may be attending events and functions, undertaking tramps through the National Park
- to attract greater visitation in off-peak season periods by offering a further reason to come and visit, especially during autumn and winter and
- to offer both day and evening hot pool experiences.

These visitor attractions and experiences are seen as critical to grow the quality of the visitor experience at Arthur's Pass village, and to support the objectives of the APNPMP.

4.3.4.3. Enhanced Camping Ground Facilities

Currently, there is limited camping (official capacity – as per DOC's website - for up to 10 vehicles) at Avalanche Creek Shelter Camping site and additional and very basic camping at DOC's Klondyke Corner campground. Stakeholder feedback through the surveys conducted indicated desire and demand for improved camping facilities to support existing local and regional visitors to APNP.

In a pristine wilderness environment, and with the need to deliver the objectives of the APNPMP, containing and better managing visitor activities around camping is seen as an important outcome.

Furthermore, stakeholder feedback has indicated the problem of crime and safety with cars regularly being broken into when owners have gone on day and multi-day walks and tramps and left their vehicles in unattended areas.

To better deliver on stakeholder needs and to better protect and enhance the APNP environment, it is suggested that a product gap needs to be filled by:

- Enhancing amenities at Klondyke Corner by adding showers and improved toilet facilities, an expanded and improved camp kitchen, a kids playground area to help attract the family market and introducing a cluster of powered sites but retaining most of the area as natural with unpowered sites
- To offer a parking location so day and overnight visitors can park in a secure area and with the potential for possible transfer mini-bus services to take visitors to/from track heads.

4.3.4.4. Enhancing Safe and Scenic Photo Spots along SH73

While there are numerous existing pullover/layby areas and tracks etc at different locations along SH73 most have been identified as requiring various forms of enhancement. The product gap opportunity is to enhance many of these sites by offering:

- Improved ways to access and egress these sites off SH73 due to the fast-flowing traffic at times
- To improve signage so travellers can understand where these locations are and can make either planned or impulse stops to visit them
- To ensure there are ample car parking sites to ensure vehicle and pedestrian safety
- To provide online marketing of sites and their photo opportunities in different seasons so visitors/travellers can go to specific sites for photo opportunities
- To enhance both directional signage and interpretative signage to offer visitors an enhanced journey mapping experience so they can, for instance, follow the key locations of the Cobb and Co. stagecoach trail or the Iwi trading trail etc., and
- To upgrade viewing platforms and lookouts where key vistas can be found and to be determined by DOC.

Importantly, the destination experience for APNP and Arthur's Pass village starts close to Springfield and follows SH73 not only up to Arthur's Pass village but on to Otira at the western end of the APNP.

4.3.4.5. DOC Hut Network

Stakeholder feedback (and particularly the feedback from the separate trampers survey for APNP) highlighted the desire to offer some enhancements to existing DOC huts within APNP. No suggestions for introducing new huts were made by stakeholders, either in the backcountry or more accessible areas to AP village. Suggestions were made by those responding to the separate trampers survey for: improvements to areas for drying wet gear; improvements to areas for washing; and more regular maintenance.

There was also a strong desire to keep wilderness multi-day tracks as natural as possible, so avoidance of boardwalks and related infrastructure, minimal signage etc. This was often requested by what appears to be more highly experienced trampers who felt the natural wilderness nature of APNP was one of its most redeeming features. A happy balance is required, however, to also ensure trampers avoid getting lost, avoid being put into situations of danger where hazardous areas exist etc.

This element, however, is noted as an opportunity and product gap to reflect that if tramper demand increases as predicted, product enhancements will be needed to help manage visitation to the APNP on a more sustainable basis to protect fauna and flora and also to ensure tramper safety isn't compromised as well.

4.3.4.6. Product Options Considered but Rejected

A variety of other product was assessed but rejected for various reasons. This has included:

- **Ziplines and other built adventure experiences**: rejected due to the need to position these into the APNP and noting the restrictions of the APNPMP, the highly seasonal visitation nature due to climatic conditions and likely level of some stakeholder resistance to these.
- **Adventure courses**: rejected due to the highly seasonal nature due to climatic conditions which would require this to be located indoors to achieve greater usage, and potential outdoor impacts if located within the river flat area of Arthur's Pass village. However, this concept may work if introduced as a seasonal pop-up facility to also tag to a small-scale performance sport event rather than a permanent element. It would be difficult to introduce this element into the DOC PCL so would most likely need to be located on non-DOC sites which are very limited within or near the Arthur's Pass village.

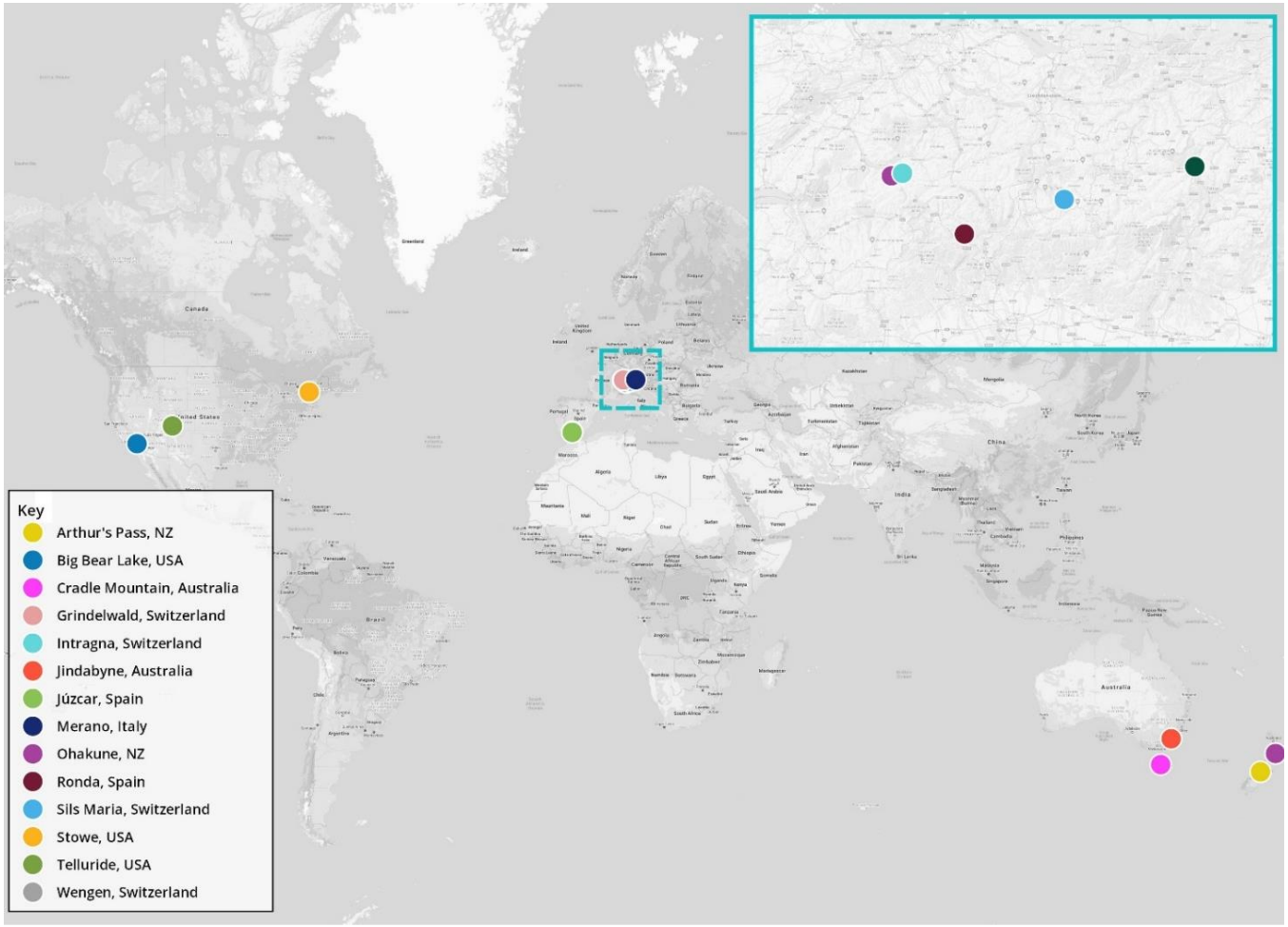
- **Cable cars/gondolas to link to various areas and high point lookouts**: introducing a gondola to take visitors up one of the steep sides of the valley from Arthur's Pass village was rejected as the cost of introducing such an element would be circa $25-30m, assuming an investor could be found. The smaller scale of Arthur's Pass village and the lack of many other attractions to leverage off was seen to challenge visitation requirements to support its financial viability. In addition, the APNPMP would need to be modified to allow for this type of product element.
- **New supermarket/retail facilities**: This element was rejected as it was considered out of scale for what community and visitor markets would need at Arthur's Pass village and would struggle out of peak visitation periods. There are also limited private sites to allow for this within the current Arthur's Pass village and it was not seen as a strategically important element for a proposed development node with new commercial accommodation etc. The small numbers of campers even at peak seasonal periods would likely be insufficient to support this element.
- **Mountain biking trails:** the steepness of terrain and challenges in creating and maintaining such trails within the APNP (if permissible), were seen to outweigh any market demand for this element. It was also seen to conflict with various objectives of the APNPMP.
- **Mechanised recreational sports such as trail bike courses and circuits**: While locations already exist along SH73 where trail bikers access areas, stakeholder feedback indicates this is often in conflict with those looking to undertake walks, mountain biking etc as joint activity areas show signs of user conflict, especially in peak visitation periods. The noise impact and potential safety issues were also seen in conflict with the APNPMP and non-national park DOC reserve areas where trail bike activity is already occurring in locations along SH73.
- **Expanded Ski Field Development:** Although there is a handful of existing ski fields (Porters Ski Field, Temple Basin, Craigieburn, Mount Cheeseman amongst others) along SH73 these are characterised as mostly smaller club fields and would likely need significant private infrastructure investment to expand to cater for far greater skier and snowboarder numbers and wider visitor markets. It is understood that Porters Ski Field is already planning for a larger ski field development but details of this have not yet been made available and therefore are not incorporated into this Framework.
- **Airstrip/helipad:** These were rejected as options for the Framework and specific DOC locations along SH73 and Arthur's Pass village due to safety issues flying in mountainous terrain, inclement climatic conditions for many parts of the year, noise-related expected issues in conflict with the APNPMP, and limited visitor demand for many periods of the year.

5. COMPARATIVE BENCHMARKING

5.1. THE ALPINE TOWNS/VILLAGES ASSESSED

Looking at other destinations with some similar attributes or features offers the ability to analyse critical success factors. As part of this Framework, 14 primarily alpine-based mountain villages/towns have been evaluated, including Arthur's Pass (see Figure 30).

Figure 30: Towns/villages assessed as part of the comparative benchmarking



5.2. THE FINDINGS SUMMARISED & APPLICATION TO ARTHUR'S PASS

Figure 31: Comparative Analysis Key Findings

Some of the key findings identified through the comparative analysis undertaken include the following. They are also further summarised in Figure 31 above.

Importantly, they offer a guide only to how some alpine villages have been able to sustainably develop and offer local communities ongoing infrastructure upgrades etc to help maintain and improve the environmental quality of areas. In no way should the comparative analysis be viewed as a desire to recreate the look and feel of other locations for Arthur's Pass Village. That is not the intent of the comparative analysis research.

1. VILLAGE LOOK & FEEL IS A KEY SELLING FACTOR

The look and feel of the village are an important factor in positioning the destination. Those which feature/rate highly via travel review websites etc. tend to have a unique and appealing look/feel. They feel like mountain/alpine villages, each with their own unique look and feel.

While the natural scenery in Arthur's Pass is stunning and looks like an alpine environment, the village's aesthetics do not resemble this. The natural environment is 5-star, but the built environment is 3-star at best.

2. DIVERSITY OF EXPERIENCES IS IMPORTANT

Aside from Arthur's Pass, each of the other destinations assessed offer a diverse range of experiences/attractions. While they do offer trekking-based experiences, a multitude of other experiences ranging from nature-based adventure experiences to cultural experiences are on offer. These include zip lines, mountain biking, art galleries and museums, food-based experiences etc. As a result, they have broader visitor market appeal though critically, their main theme is as alpine trekking and for some, skiing venues.

Arthur's Pass is currently positioned almost entirely as a tramping destination. The challenge is that New Zealand is full of high-quality tramping experiences. New Zealand currently has ten Great Walk experiences but none of these are situated within or accessed via Arthur's Pass. Arthur's Pass needs to find a unique point of difference (and this may leverage off tramping experiences through value-adding or may require a different focus) to differentiate itself.

3. SCALABILITY OF WALKING EXPERIENCES

Each of the villages assessed offer a wide range of tracks of varying lengths and difficulties. This is particularly the case for those villages which have a strong walking focus. Walks which are circuit-based, rather than linear, appear to have greater appeal.

Although Arthur's Pass does offer a range of walking experiences, feedback provided indicates these are either: easier short walks (such as Kura Tāwhiti); linear (rather than circuit-based); and/or very difficult day or multi-day walks (such as Avalanche Peak Track). There are limited easier, longer day walk (3 – 6 hour) options.

Currently, the two most popular walks in Arthur's Pass and surrounds are Devils Punchbowl (1-hour return) and the Kura Tāwhiti (20 mins return), both attracting circa 50k visits in 2019. While these walks rate highly, the short nature of them means that visitors can complete both within the same day and then head out of Arthur's Pass. To generate stronger economic benefit from the visitor economy, the opportunity exists to develop more circuit-based (which tend to be more popular than linear walks) and longer short walks and additional day walk opportunities to help convert day visitors into overnight visitors.

The potential also exists to better signpost day walks with a consistent signage style, potentially akin to ski signage (green for easiest, blue for intermediate and black for hardest). Detail within the APNPMP indicates regular safety issues have been an historic problem within the APNP which still need to be addressed.

4. FOUR SEASON DESTINATIONS

Except for Arthur's Pass, the villages/towns assessed do not operate exclusively as trekking hubs. Rather, they operate as ski/snow sports hubs in winter and recreation hubs in summer. As a result, they are not as impacted by seasonality as Arthur's Pass. Increasingly, ski resorts around the world are looking to further develop their summer product offering to reduce seasonality, appeal to a broader visitor market and because of climate change impacting the length of ski seasons.[24]

Currently, the peak period for visitation in Arthur's Pass tends to run from November – March which coincides with the warmer summer months. During this period, accommodation tends to be full. Outside these months, however, operators struggle to fill rooms. The weather conditions in Arthur's Pass during winter and the lack of built infrastructure and all-weather attractions make it challenging to encourage visitation during this period. Yet the area is highly attractive as a winter alpine location but lacks the infrastructure to support visitation improvements.

5. F&B IS AN IMPORTANT COMPONENT

Food tourism is one of the world's fastest-growing segments.[25] Rather than being a "nice to have" visitors expect that destinations will offer a higher-quality and more diverse food offering as part of its product mix. Many of the villages assessed have a broad food and beverage offering through cafes, restaurants, and bars, as well as some offering food tours and food and wine-based events.

At present, the F&B offering in Arthur's Pass is extremely limited. This sentiment was echoed in the two surveys undertaken. If the profile of Arthur's Pass is to be raised and a stronger destination hub created, there is a need to expand and enhance the F&B offering. The development suggested, aims to help address this current limitation.

6. TIERED ACCOMMODATION OFFERING

Each of the destinations assessed offer tiered accommodation product ranging from backpackers to higher-quality 4-5-star properties of mostly boutique to mid-range size.

Although Arthur's Pass is a smaller destination (in terms of population and visitation numbers) than most of those villages assessed, there is potential to enhance the accommodation offering so that it can appeal to a far broader market. Currently, the bulk of accommodation at Arthur's Pass rates as 3-star or less (using an international comparative star rating system). This meets the needs of a specific market niche only.

7. COMMISSIONABLE PRODUCT (IN ADDITION TO FREE PRODUCT)

Because each of the villages assessed (aside from Arthur's Pass) has a broader product base, there is far more commissionable product available. This includes paid guided walking and mountain biking tours, along with experiences such as zip lines and treetop parks.

As discussed earlier in this report, Arthur's Pass lacks commissionable product. While having free things to do is very important, there needs to be a balance to ensure the visitor economy is generating sufficient economic benefit and offering greater support for local business viability along with supporting local jobs and other benefits to businesses along SH.73.

8. EVENTS ARE AN IMPORTANT DEMAND STIMULATOR

Events are an important mechanism for generating visitation, particularly during non-peak periods. Endurance-style events are common such as ultramarathons and mountain biking events as are cultural and food-themed events. These events are primarily considered major destination events, rather than community events. Destination events are those which attract a large proportion of visitors rather than primarily generating local visitation.

[24] https://www.outsideonline.com/2038706/summer-new-winter-ski-resorts

[25] https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2019-09/food_tourism_ok.pdf

While Arthur's Pass has some smaller events (such as the Arthur's Pass Summer Fete) and some which pass through the National Park such as the Coast to Coast), there are no medium-scale destination events which are focused on Arthur's Pass or the journey along SH73.

9. ONE-STOP-SHOP VISITOR EXPERIENCE CENTRE:

While many of the villages assessed have traditional visitor information centres, there are a few villages which offer visitor experience centres which act as one-stop-shop hubs which provide visitor information, booking services (for all experiences in the village), access to permits as well as offering a visitor experience/attraction. Traditional visitor centres are facing a decline in visitation not just in New Zealand but around the world as visitors gather information about destinations online during all phases of the travel cycle.

The Arthur's Pass Visitor Centre aligns with a traditional visitor centre offering. The potential exists, as part of this Framework, to rethink what the VC offers and to integrate future-thinking as part of this regarding what visitors want from visitor centres[26].

10. ALTERNATIVE FORMS OF TRANSPORT ARE USEFUL

Many of the destinations assessed have cable car infrastructure which enhances recreation experiences and enable visitors to access additional and at times difficult terrain during summer months.

Aside from the small-scale Temple Basin Ski Area, there is no lift infrastructure within Arthur's Pass. All walks need to be accessed via vehicle and the exploration of terrain at higher altitudes is limited to more experienced trekkers.

11. CAR-LESS DESTINATIONS

Some of the villages assessed are car-less and can only be accessed via train or gondola. This enhances the walkability of the village and reduces pollution.

Although an appealing concept, this is unlikely to be possible at Arthur's Pass due to the alignment of SH73. There is, however, potential to enhance the walkability of the village through landscaping enhancements.

[26] A major review of the VIN i-SITE network was undertaken in 2019-2020. Amongst other things, this has recommended the need for a new visitor information centre model to better meet both domestic and international visitor needs. It also recognised the opportunity for far greater synergy between i-SITEs and DOC visitor centres and the potential for co-locating these and sharing costs.

5.3. THE COMPARATIVE BENCHMARKING FULL FINDINGS

The full findings of the comparative benchmarking are included in Table 4.

Table 4: Comparative Benchmarking of Alpine Towns and Walking Destinations

Village Name, Country	Pop.	Connectivity	Trekking	Other activities/attractions	Accommodation	Additional Info.
Arthur's Pass, NZ 	30	▪ Situated on a major state highway ▪ TranzAlpine train service runs through the town and stops at Arthur's Pass train station	▪ The area is well-known as a walking destination. Walking is effectively the sole focus of the town from a tourism perspective. ▪ Mountain biking is not permitted.	▪ There are several natural sites of significance which can be viewed from the various walking trails but there is little to currently do other than walking/tramping.	▪ Booking.com lists 4 properties, two of which self-rate as 4-star (these properties do not appear to align with international 5-star properties).	▪ Limited parking available within the village centre ▪ Township has a dated appearance – aside from the natural landscape it is not obvious one is in an alpine town
Cradle Mountain Village, Australia 	64	▪ Accessible by vehicle only	▪ The area is a well-known walking destination, with a large number of day walks as well as being one end of the 6-day Overland Track (one of Australia's Great Walks).	▪ Cradle Mountain has positioned itself as a winter destination – a place you go to sit by a fire, warm up, visit luxury spas and go for a variety of walks ▪ Like Arthur's Pass, Cradle Mountain gets occasional snowfall, but it is not a snow sports destination ▪ Many other things to do, particularly in the summer, including horseback riding, canyoning, quad biking, canoeing, fly fishing, mountain biking, boating tours, wildlife tours	▪ Booking.com lists 5 properties, several of which are noted as luxurious properties ▪ There is a branded destination holiday park in the village (Discover Parks)	▪ While the lodges and accommodation properties are highly attractive, the village itself is fairly dated ▪ There is a wider selection of F&B options in Cradle Mountain Village compared with Arthur's Pass Village
Intragna, Switzerland 	~900	▪ Intragna has a railway connection with Locarno, Switzerland and Domodossola, Italy as well as bus connections. ▪ Accessible by vehicle.	▪ 39 different hiking routes - several interesting paths begin and/or end in Intragna itself. ▪ A cable car takes visitors up further where they can have a variety of dining experiences, see smaller clusters of old houses, and undertake trekking experiences.	▪ The small village of Intragna has a variety of interesting sights including a regional Museum of Centovalli and Pedemonte which gives insights into the history and traditions of the region. ▪ The 80-meter-high railway viaduct is also a major attraction of the village. ▪ The village hosts a variety of events throughout the year including food and wine events, floral events etc.	▪ Booking.com lists 18 accommodation properties ▪ Variety of different accommodation properties, primarily B&Bs and smaller properties.	▪ Village design and architecture is highly attractive. The new development is in line with existing aesthetics/look and feel.

Village Name, Country	Pop.	Connectivity	Trekking	Other activities/attractions	Accommodation	Additional Info.
Ohakune, NZ 	4.6k	▪ The Northern Explorer train service passes through the town	▪ Tongariro Alpine Crossing (part of one of New Zealand's Great Walks) can be accessed from the town via daily shuttles (45 min ride). ▪ The Ohakune Old Coach Road (which forms part of The Mountains to Sea cycle) is situated in the area. It is considered one of NZ's best walks to do in half a day. DOC (in partnership with Ohakune 2000 and Project Tongariro) re-developed the cobblestoned Ohakune Old Coach Road and Hapuawhenua Viaduct. ▪ There is also a suite of short walks, half-day full day and multi-day walks available in the area.	▪ Ohakune is a popular base in winter for skiers using the ski fields of nearby Mount Ruapehu and in summer for trampers hiking the Tongariro Alpine Crossing. ▪ During the summer months, Ohakune is also an outdoor playground. Activities include walking, hiking/bushwalking, mountain biking, canoeing, fishing, horse trekking.	▪ Booking.com lists 107 properties for this town. Most are holiday baches. There are 13 properties rated 4 stars or higher. ▪ There is a Top 10 Holiday Park but no other branded properties.	▪ Set within Tongariro National Park
Wengen, Switzerland 	1.3k	▪ Can only be accessed by train, the village is car-free	▪ A hiking hub in summer with a variety of trails accessed from the town and ski lift infrastructure	▪ An alpine hub in winter	▪ Booking.com lists 176 properties, 10 of which are 5-star rated. ▪ There is a diverse accommodation offering including hotels, apartments, resorts, chalets etc.	▪ Village design is consistent with buildings constructed out of timber which provides a postcard look ▪ Residential population grows to 5k in summer and 10k in winter ▪ Thriving F&B scene
Big Bear Lake, California, USA 	5k	▪ Access is via bus or car ▪ No train service operates within the village	▪ 95-plus kilometres of cross-country trails for trekking and biking accessed via the Scenic Sky Chair	▪ Known as a hub for alpine-based recreation, including skiing in winter (at one of the 2 resorts), trekking, mountain biking and boating in summer ▪ Big Bear Discovery Centre offers a one-stop-shop for organising tours, passes, getting permits etc. ▪ Zipline, Segway and tree climbing experience operates in summer ▪ Luge attraction: The Alpine Slide ▪ The lake is also home to nesting bald eagles in winter.	▪ Booking.com lists over 1,000 properties for this village. However, only 22 are noted as hotels/motels. The remainder are holiday homes/apartments.	▪ Many events operate throughout the year ▪ Thriving F&B scene

Village Name, Country	Pop.	Connectivity	Trekking	Other activities/attractions	Accommodation	Additional Info.
Telluride, Colorado, USA 	2.4k	▪ Telluride has its own regional airport, but this is often closed due to weather conditions ▪ Access is via car and bus (there is no rail network) ▪ Within the town itself, there is free public transport and access to the gondola is also free year-round.	▪ Telluride features over 30 hiking trails ranging in difficulty level. Some of the more popular routes include Ajax Peak, Bear Creek Falls, Hope Lake, and Bridal Veil Falls. ▪ Hiking season begins in May and lasts until early October, with waterfalls gushing in June and wildflowers at their peak in early July. The trails range from quick and easy runs to multi-day hiking trips that reach an elevation of 14,000 feet. Nearly all the trails feature waterfalls, wildflowers, and high alpine lakes.	▪ The town is widely recognised as an all-season resort, offering skiing in winter and in summer is an outdoor recreation hot spot, with tourists visiting to enjoy mountain biking, guided and unguided hiking, river rafting, sightseeing and more. ▪ The town has an extensive festival schedule during the summer, including several endurance events. The Hardrock 100, held in July, has a major aid station in the town park. The Fall Tilt, a 12-hour downhill mountain biking event, is held in Mountain Village each September. And the 40-mile Telluride Mountain Run loops the town in a wide swath that includes some of the most difficult and scenic trails in the area.	▪ Booking.com lists 465 properties, 3 of which are 5-star properties. There are 12 hotel properties, 4 chalets and 3 lodges. The remainder are apartments and holiday homes.	▪ The town is a former silver mining camp ▪ The town is alpine themed and has an attractive look and feel ▪ Thriving F&B scene
Sils Maria, Switzerland 	~700	▪ The Furtschellas cable car begins near the village and leads to many ski runs and, in summer, to trails above the tree line. ▪ Car-free except for residents of the valley	▪ Considered the gateway to one of the most impressive landscapes in Switzerland, The Upper Engadine. ▪ Variety of different trails of varying difficulties – 7 can be accessed from within the village. Many others via the gondola. ▪ The largely traffic-free upper valley with its rich flora is the ideal starting point for exploring the mountains. The trails are wide and lead through colourful Alpine meadows.	▪ Besides the tremendous natural experience, there are also many cultural experiences to undertake.	▪ Booking.com lists 35 accommodation properties – 11 of which are 4-star or higher. ▪ There are two branded properties in the village.	▪ Village design and architecture is highly attractive. ▪ Any new development is in line with existing aesthetics/look and feel.

Village Name, Country	Pop.	Connectivity	Trekking	Other activities/attractions	Accommodation	Additional Info.
Jindabyne, Australia 	2,629	▪ Vehicle and bus services only ▪ Ski tube runs up to ski resorts but is situated 20 min drive outside of town	▪ Majority of trekking experiences are located outside of the village, particularly near Thredbo Resort.	▪ Other than skiing in the surrounding resorts, fishing is a popular activity within the village ▪ Thredbo Resort is pushing strongly to develop a summer market, through developing walking and mountain biking trails	▪ Booking.com lists 243 accommodation properties – the majority of which are holiday units/houses – only 7 are hotels/resorts ▪ 1 branded property (Rydges) which self-rates as 4 stars but does not appear to align with international standards.	▪ Extremely seasonal, supported primarily by the 14-week ski season and two main resorts which are situated within Kosciusko National Park ▪ Jindabyne itself is haphazardly developed, there is no clear theme within the town (you do not get a sense that it is an alpine or ski village)
Grindelwald, Switzerland 	3,801	▪ Serviced by trains and cars ▪ There is also a mountain railway which climbs to the Jungfraujoch "Top of Europe" train station at an altitude of 3,454m.	▪ Grindelwald features paths with interpretive signage, waterfalls, and striated limestone walls. ▪ An extensive network of walking and hiking trails in the Grindelwald area includes the gentle, high-altitude route from Männlichen to Kleine Scheidegg, celebrated for its vistas of the Eiger, Mönch and Jungfrau peaks. ▪ The village is part of the famous Bear Trek, an 8-day trek.	▪ Skiing in winter and hiking in summer. ▪ The village is a base for mountain-climbing ascents up the iconic north face of Eiger Mountain. Gletscherschlucht, a glacial gorge.	▪ Booking.com lists 304 accommodation properties – 43 of which are hotels. There are 3 branded properties in the village.	▪ Grindelwald is also known for its nightlife. ▪ Highly attractive alpine village ▪ Hiking season is June - September ▪ The Jungfrau Marathon is a tough mountain race which passes Grindelwald on the way up toward famous peaks.
Merano, Italy 	~41k	▪ Serviced by a train and bus network ▪ Vehicles are permitted	▪ Merano 2000 resort offers many trekking and mountain huts which offer different F&B experiences	▪ Trauttmansdorff Castle encompasses Touriseum, an interactive museum, with exhibits about Alpine tourism.	▪ Booking.com lists 213 accommodation properties – 84 of which are hotels. There are 4 5-star properties which appear to align with high-quality, international standards.	▪ Known for its thermal baths/spas and art nouveau buildings ▪ Village design and architecture is highly attractive. ▪ Any new development is in line with existing aesthetics/look and feel.

Village Name, Country	Pop.	Connectivity	Trekking	Other activities/attractions	Accommodation	Additional Info.
Ronda, Spain 	34k	▪ Serviced by a train and bus network ▪ Vehicles are permitted	▪ The dramatically situated town of Ronda is a base for walking holidays in the mountains of Andalucía ▪ There are more than 12 trails which can be accessed from the town itself. ▪ There are several commercial operators offering trekking tours.	▪ Many historical sites of significance	▪ Booking.com lists 336 properties, 49 of which are hotel properties. There are also 49 4-star rated properties.	▪ The village has a whitewash theme and is highly photographed because of this ▪ 3rd most-visited destination in southern Spain ▪ The village is split in half by the El Tajo gorge
Stowe, Vermont, USA 	4.3k	▪ Train station situated 15 mins from Stowe	▪ Hiking is one of the most popular summer activities ▪ There are a variety of guided hikes	▪ Referred to as a four-season destination ▪ There are several signature events held in each season, along with smaller events ▪ Many galleries and museums are scattered throughout the town ▪ 50 miles of mountain biking tracks, Stowe is often referred to as "mountain biking mecca"	▪ Booking.com lists 139 properties, 7 of which are 4-star rated. ▪ There are 2 branded properties.	▪ In 2016, the town centre was redeveloped (valued at US$90m and part of a larger US$500m redevelopment of the resort)
Júzcar, Spain 	225	▪ Access to the town is via vehicle only	▪ Popular hiking destination in southern Spain	▪ A zip wire operates as part of an adventure route of the village, including climbing walls and other jumps.	▪ Booking.com lists 14 properties, most of which are holiday homes/apartments.	▪ Town entirely repainted in 2011 to promote a movie launch. Although the town was supposed to be painted back to white, tourism surged 10-fold, so the town has remained blue and is known as "the blue village".

Arthur's Pass Destination & Investment Framework

6. SURVEY FINDINGS

As part of this Framework, two surveys were undertaken and widely distributed[27] to stakeholders: The first survey was a general survey to the wider community and those interested in Arthur's Pass and the second was focused on tramping users and groups. In total, both surveys received 490 responses, which is a significant response rate and provides a good sample size. The surveys were focused on the current focus of Arthur's Pass, any challenges which exist and opportunities to enhance Arthur's Pass as a nature-based, environmentally sensitive, visitor destination.

The full survey questions are included in Appendix 2 and Appendix 3.

The feedback demonstrates the following.

- The majority of stakeholders (86%) and visitors are interested to see various forms of change to offer enhanced facilities and amenities at Arthur's Pass village especially
- For trampers specifically, 64% indicated a desire to see improvements, changes to the facilities on offer, with approximately 1/3 indicating there was no need for development
- Overall, stakeholders were satisfied with many aspects of Arthur's Pass village though many expressed a desire for:
  - encouraging more visitors who strongly respond to environmental values linked to outdoor experiences, and its care and sustainability;
  - encouraging a broader range of visitors to experience and appreciate the area;
  - creating experiences for those who prefer challenging natural wilderness;
  - making Arthur's Pass village more attractive;
  - focusing on encouraging overnight stays (including overnight tramping options);
  - encouraging year-round all-weather visitation with new experiences;
  - developing higher quality visitor infrastructure;
  - target lower volume higher spend visitation;
  - more and improved food and beverage outlets;
  - improved camping ground facilities;
  - introducing hot pool facilities;
  - improving parking and safety (noting that many respondents mentioned crime as an issue with cars being broken into);
  - an all-weather visitor attraction experience; and
  - more commercial accommodation options.

It is important to note that the survey respondents reflect a large number of members of tramping, hunting and related clubs and societies, with many residents in Canterbury and with many enjoying the natural wilderness which APNP and the various DOC managed sites along SH73 already offer.

Online meetings were also held with various stakeholders and groups which highlighted a desire to ensure that what was developed, did not impact the APNP wilderness experiences other than in a positive way, and which recognised the need for infrastructure and facility improvements at Arthur's Pass village specifically, to meet both their needs, along with community needs and different visitor markets. Encouraging others to visit was seen as valuable to help encourage wider appreciation and understanding, of the unique ecology, geology and cultural heritage associated with APNP and sites along SH73.

Whilst improvements to Arthur's Pass Village and specific sites along SH.73 were noted as important, many stakeholders wanted to make sure that the natural wilderness experiences which the APNP offers were retained and protected.

This Framework recognises and supports the need to retain the natural wilderness experiences which APNP offers, whilst also noting the need (as reaffirmed by DOC), to ensure that public safety is delivered on and which has been an issue for APNP in the past, as mentioned in the APNPMP.

[27] This included distribution to 40+ stakeholders, who then distributed these to their networks including via social media tramping groups etc.

Figure 32: General Stakeholder Survey Findings Summary

ARTHUR'S PASS GENERAL STAKEHOLDER SURVEY

As part of the Arthur's Pass Destination & Investment framework, we asked nearly 500 Kiwis (the vast majority of which were Cantabrians), across two targeted surveys, what they think about Arthur's Pass currently and if any enhancements could/should be made. This is what we learned from general stakeholders.

CATEGORY OF SURVEY RESPONDENTS

231 responses received

- Recreational users & general visitors — 51%
- Current & former owners (bach, land, house) — 40%
- Operators (accommodation, attraction, F&B) — 9%

SUPPORTIVE OF CHANGE

86% are supportive of some type of upgrade &/or development.

14% would prefer to see it preserved the way it is.

HOW RESPONDENTS RATE ARTHUR'S PASS TODAY

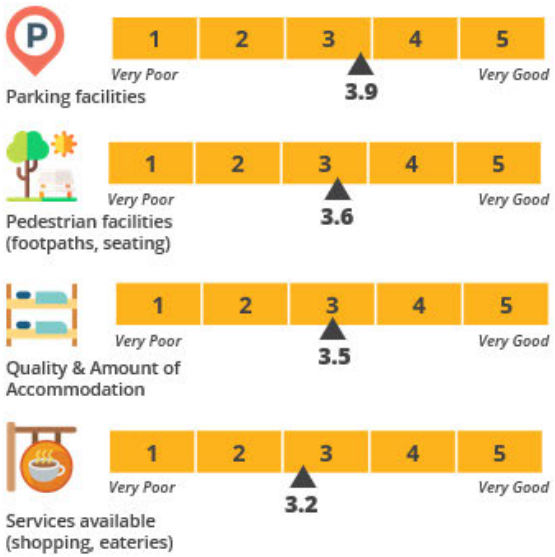
Most respondents are happy with how Arthur's Pass is currently. Recreational users gave, on average, a higher score (7.7) and operators gave, on average, a slightly lower score (7.0).

CHRISTCHURCH'S PROXIMITY TO ARTHUR'S PASS

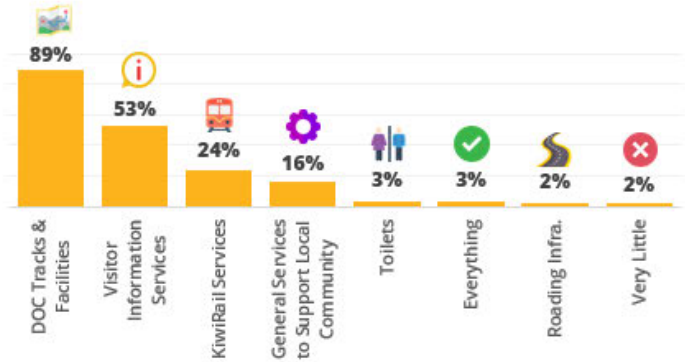
77% Indicated it is an influencer of visiting Arthur's Pass

23% Indicated it is not important

HOW CURRENT FACILITIES & SERVICES RATE



DEVELOPMENT THAT HAS BEEN DONE WELL TO DATE



** Note percentages total greater than 100% because respondents could select more than one response*

BARRIERS TO ADDRESS FOR ARTHUR'S PASS AS A DESTINATION

Aging infrastructure	1st (8.2)*	Limited places to pull over and stop along SH73 en route to the Village	7th (5.2)
Lack of reinvestment into key infrastructure	2nd (7.4)	Lack of sufficient commercial accommodation options	8th (5.1)
Road safety (e.g. safe and easy pull over areas to enable visitors to stop safely)	3rd (7.3)	Climatic factors (heavy rain fall area, cooler climate etc.)	9th (5.0)
Lack of all-weather visitor attractions	4th (6.3)	Restrictions on development options within a National Park environment	10th (4.9)
The overall look and feel of the Village	5th (6.3)	Lack of market positioning of the Village as an important visitor destination	11th (4.9)
Limited supporting infrastructure (e.g. waste management, water quality, electricity supply etc.)	6th (5.4)		

** Ranking (overall score)*

PRIORITY AREAS OF FOCUS

1. Kura Tawhiti/Castle Hill Conservation Area	25%
2. Bealey Spur Track	19%
3. Other (all sites, toilets, short walks, bridges)	15%
4. Otira	13%
5. No need for any focus area (i.e. no development)	11%
6. Cave Stream Scenic Reserve	6%
7. Craigieburn Forest Park (Trails, Mtn Biking, Skiing)	4%
8. Lake Lyndon	2%
9. Roading	1%
10. General Parking (parking security)	1%
11. Klondyke Corner	1%
12. Cass Lagoon Track	1%

THE FOCUS FOR ARTHUR'S PASS GOING FORWARD

** Note percentages total greater than 100% because respondents could select more than one response*

Figure 33: Tramping User Survey Findings Summary

ARTHUR'S PASS TRAMPING USER SURVEY

As part of the Arthur's Pass Destination & Investment framework, we asked nearly 500 Kiwis (the vast majority of which were Cantabrians), across two targeted surveys, what they think about Arthur's Pass currently and if any enhancements could/should be made. This is what we learned from tramping stakeholders and groups.

CATEGORY OF SURVEY RESPONDENTS

259 responses received

General Tramping User	Club/Group User	Lodge User
89%	10%	1%

Of those surveyed, **96%** indicated they had stayed in a DOC hut in Arthur's Pass NP and **50%** had stayed in commercial accommodation in Arthur's Pass.

FREQUENCY OF TRAMPING TRIPS

Number of tramping trips taken to APNP over last 3 years.

DEVELOPMENTS NEEDED TO IMPROVE THE EXPERIENCE (TOP 10 RESPONSES)

Nothing needed	More public transport (inc. to trails & parking)	More train services (inc. more affordable)	Create a new Great Walk within APNP	Better standard of F&B
36%	29%	26%	16%	6%

New Visitor Centre	More family based activities	More nighttime experiences to do	Improved track options & maint.	Better pest control & eco-management
5.8%	5.8%	5%	4.6%	3%

** Note percentages total greater than 100% because respondents could select more than one response*

NEW/VALUE-ADDED EXPERIENCES TO INVESTIGATE

More/improved food and beverage outlets	31%
Improved camping ground facilities	27%
A hot pools experience	19%
Improved parking/safety	14%
An all-weather visitor attraction experience ...	10%
More commercial accommodation options ...	9%
Education/Conservation Centre	1%

** Note percentages total greater than 100% because respondents could select more than one response*

TRACK-SPECIFIC FEEDBACK

Things respondents generally want to see ....

More general track maintenance

More overnight tramping options

More day walking options (of varying difficulties)

Improved signage & track markers

Things respondents generally don't want to see ...

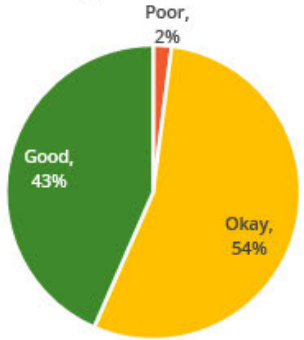
Boardwalks

"Prettying" up the tracks too much

Enhancing the track surfaces too much

TRACK RATING

How trampers rate the current tracks



Rationale for lower-end ratings:

- Lack of maintenance of non-major tracks
- Overcrowding
- Low quality but this is what they expect from Arthur's Pass trails

Rationale for higher-end ratings:

- There are tracks of varying quality so trampers can pick what they want
- Like the rough nature of the tracks
- Track conditions and maintenance
- Appreciation that there are lots of tracks to maintain
- Marked well and easy to follow

HUT-SPECIFIC FEEDBACK

DOC huts received an average quality rating of **6.3** (with 1 being poor and 10 being excellent) from tramping respondents.

The Top 8 responses for how huts could/should be improved

Better drying areas for wet gear	Better bathroom/ washing areas	Larger internal spaces	Better bunk quality	Better cooking facilities	Better maintenance & pest control	Feel there are no improvements needed
34%	13%	10%	9%	5%	4%	36%

** Note percentages total greater than 100% because respondents could select more than one response*

SOME INTERESTING POINTS FROM OPEN-ENDED FEEDBACK

- Crime at trail parking areas is perceived as an issue
- Many current trampers want to see enhancements, rather than new development
- The quality and range of F&B could be improved
- Connectivity is perceived as an issue (including options for linking parking areas to the start/end of trails)
- Freedom camping is viewed, by some, as problematic
- Tourism development should be kept close to SH73
- Feedback indicates that day walks and tracks are either particularly easy or particularly difficult with not much in between.
- Most trampers like the undeveloped nature of APNP and this is why they visit
- The Visitor Centre needs to be redeveloped and modernised
- Responses were very polarised on creating a Great Walk in APNP or avoiding it

7. SITE ASSESSMENT

Location is a critical success factor for almost all sites. A series of site assessment variables were determined to compare the various options for any potential commercial development location. The criteria applied is noted in Table 5 on the following page. These criteria have then been modelled, to offer an objective and quantifiable matrix for ranking each element within the various sites, to then determine the overall preferred development site and the rationale for this.

In discussions with DOC, from a review of the APNPMP and from stakeholder feedback, every effort has been made to find possible sites which offer the lowest potential impact.

7.1. THE SITES IDENTIFIED

The various sites/areas assessed for a potential development cluster in Arthur's Pass are illustrated in Figure 34. In total, 8 sites were identified, 7 of which are situated in Arthur's Pass Village and one being at Klondyke Corner.

Where possible, site boundaries align with official land parcel boundaries. For some, however, boundaries have had to be slightly modified to avoid rivers etc.

Figure 65 and Figure 66 in Appendix 4 contain the sites with PCL and District Planning Zones overlayed for further detail.

7.2. SITE ASSESSMENT CRITERIA

Table 5 provides the site assessment criteria which was applied to identify the best potential site for al development cluster. This includes 20 different assessment components across four criteria categories, including:

- Site Size & Use;
- Planning/Zoning;
- Site Access & Proximity to Activity Centre; and
- Site Look & Feel.

Figure 34: The Sites Mapped

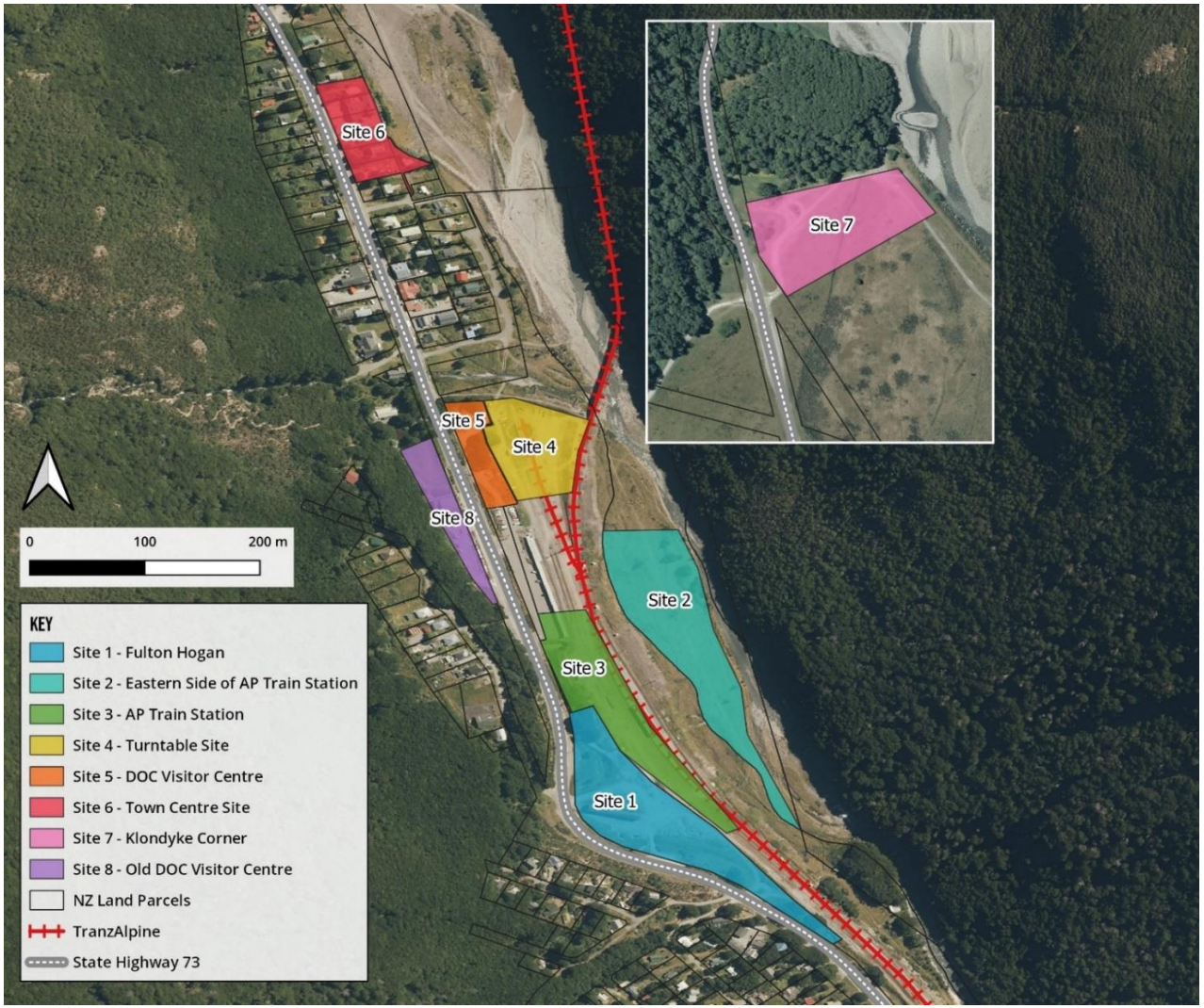


Table 5: Site Assessment Criteria Description

Assessment Criteria	Components	Description	Score Description
Site Size & Use	**Landowner/manager**	Who is the landowner/manager?	Higher ranking for KiwiRail land, low for private land which needs to be purchased
	Site size	What is the estimated size of the site?	Higher ranking for larger sites
	Site size is able to cater to development needs	Is the site of adequate size for the development?	Larger sites ranked higher as easier to accommodate development
	Surrounding land uses	What is the current use of immediate surrounding land and is this compatible with the development?	The desirability of surrounding land uses
	Current use of the site	What is the current use of the site and is this compatible with the development?	Appropriateness of current use of the site and any constraints
	Ability to accommodate sufficient parking on site	Can the site provide access to a range of vehicles e.g., cars, buses, and minibuses?	Higher ranking for sites able to accommodate more parking
	Flood issue	Does the site have an identified flooding issue?	Higher ranking for sites not susceptible to flooding
Planning/ Zoning	**Site zoning (District Plan)**	Is the site's District Plan zone(s) conducive to the development of the facilities identified?	Higher ranking if the site already zoned fit for purpose
	PCL?	Is the site situated within DOC PCL?	Higher ranking if not PCL as this restricts site use
	Surrounding District Plan zoning	What is the District Plan zones that surround the site?	Higher ranking if surrounding sites do not constrain development
	Surrounding PCL?	Is the site surrounded by DOC PCL?	Higher ranking if surrounding sites do not constrain development
	Are there heritage buildings on-site?	Are there heritage-listed buildings on site which could restrict development potential?	Higher ranking if site not constrained by heritage buildings or historic buildings and structures
Site Access & Proximity to Activity Centre	**Access to site**	Is access to the site, by car and foot, easy?	Higher ranking if the site has easy and safe access by vehicles and pedestrians
	Proximity to the town centre	Is the site close to Arthur's Pass town centre?	Higher ranking if the site closer to the town centre
	Proximity to Arthur's Pass train station	Is the site close to Arthur's Pass Train Station?	Higher ranking if the site close to the railway station
	Access to walking trails from site	Is the site close to some of the main walking trails in Arthur's Pass?	Higher ranking if the site closer to major walking trails focussed on Devils Punchbowl
Site Look & Feel	**Site look and feel**	Does the site have an attractive look and feel?	Higher ranking if the overall site is seen as attractive
	Site terrain	Is the site restrictive of development e.g., topography, unstable soils?	Higher ranking if the overall site is easy to develop on so reasonably flat
	Site vistas	Does the site offer attractive vistas of the National Park, mountains and/or river	Higher ranking if vistas from the site to surrounding areas are more attractive
	Access to utilities from the site	Does the site have access to utilities such as electricity, potable water etc.?	Higher ranking if access to utility services is closer and easier to connect to

7.3. THE SITES WITH RANKING CRITERIA APPLIED

Table 6 includes a summary of each site against the assessment criteria. A more detailed table, including the rationale behind the values included, is at Appendix 5.

Table 6: Assessment Criteria Applied

Assessment Criteria for Commercial Development	Assessment Components	Site 1: Fulton Hogan Site	Site 2: Eastern Side of Arthur's Pass Train Station (river side)	Site 3: Arthur's Pass Train Station Precinct	Site 4: Turntable Site	Site 5: DOC Visitor Centre Site	Site 6: Town Centre	Site 7: Klondyke Corner	Site 8: Old DOC VIC site
Site Size & Use	**Land owner/manager**	Private	KiwiRail	KiwiRail	KiwiRail	DOC	Private	DOC	DOC
	Site size	15,000sqm	15,000sqm	13,000sqm	7,500sqm	3,500sqm	5,300sqm	13,500sqm	4,000sqm
	Site size able to cater to development needs	Adequate	Adequate	Adequate	Adequate	Constrained	Constrained	Adequate	Constrained
	Surrounding land uses	KiwiRail, State Highway and DOC	National park	SH73, DOC reserve	DOC reserve, KiwiRail infra	KiwiRail and SH73	Private residential and commercial	KiwiRail corridor, SH73. Selwyn District Council road reserve	KiwiRail corridor, SH73. Selwyn District Council road reserve
	Current use of site	Vacant	Vacant	Train Station	Train facilities	Parking	Residential/Commercial	Camping Ground	Mostly vacant
	Ability to accommodate sufficient parking on site	Limited	Extensive	Adequate	Adequate	Adequate	Very limited	Adequate	Limited
	Flood issue	No issue	Yes	No issue	No issue	No issue	No issue	No issue	No issue
Planning/ Zoning	**Site zoning (District Plan)**	Rural Zone	Rural Zone	Rural Zone	Rural Zone	Rural Zone	Residential Zone	Rural Zone	Rural Zone
	Site within Conservation Estate?	No	No	No	No	Yes	No	Yes	Yes
	Surrounding District Plan zoning	Mixed	National Park	Mixed	DOC, KiwiRail	KiwiRail and SH73	National park and SH73	KiwiRail, SH73. Selwyn District Council road reserve	SH73 road reserve and national park
	Surrounding Conservation Estate?	No	Partial	No	Partial	Partial	Partial	Entire Site	Partial
	Heritage buildings on site?	Yes	No	No	No	No	No	Possibly	No but existing building needs significant strengthening
Site Access & Proximity to Activity Centre	**Access to site**	Okay	Problematic	Good	Good	Good	Good	Good	Good
	Proximity to town centre	400m	300m	315m	100m	140m	10m	800m	250m
	Proximity to Arthur's Pass train station	100m	50m	m	250m	40m	350m	400m	100m
	Access to walking trails from site	500m	400m	400m	300m	300m	300m	900m	400m
Site Look & Feel	**Site look and feel**	Unattractive	Attractive	Potential	Potential	Potential	Okay	Attractive	Attractive but on wrong side of SH73
	Site terrain	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat
	Site vistas	Weak	Strong	Strong	Strong	Medium	Medium	Medium	Medium
	Access to utilities from site	250m	200m	50m	30m	40m	300m	500m	150m

7.4. THE SITES WITH RANKING SCORES

Applying the scores to each component and sites achieves the following ranking of sites (see Table 7). The results demonstrate the following.

- The top-ranked site is Site 4 (The KiwiRail Turntable Site), followed by Site 3 (Arthur's Pass Train Station Precinct – KiwiRail land). Site 8 (the Old DOC VIC site) ranks lowest. It is possible that sites could also be combined to expand the footprint, if acceptable to KiwiRail.
- The three sites with the highest ranking overall are all on KiwiRail land, and it has been assumed that KiwiRail would likely need to lease the preferred site (for a sufficiently long period) to support the value of development proposed for the site. A site lease fee has been provided in the cost benefit analysis (see Section 11.5) as a provisional sum (in the absence of a land valuation for the site selected on KiwiRail land). There are other models that could be explored for development.

Table 7: Assessment Criteria Scored

Assessment Criteria for Commercial Development	Assessment Components	Site 1: Fulton Hogan Site	Site 2: Eastern Side of Arthur's Pass Train Station (river side)	Site 3: Arthur's Pass Train Station Precinct	Site 4: Turntable Site	Site 5: DOC Visitor Centre Site	Site 6: Town Centre	Site 7: Klondyke Corner	Site 8: Old DOC VIC site
Site Size & Use	Land owner/manager	1	4	4	4	2	1	2	2
	Site Size	4	4	4	3	1	2	4	1
	Site size able to cater to development needs	3	3	3	3	1	2	3	1
	Surrounding land uses	1	2	2	2	2	2	2	2
	Current use of site	1	2	3	3	2	1	1	1
	Ability to accommodate sufficient parking on site	2	3	3	2	2	1	3	1
	Flood issue	3	1	3	3	3	3	3	3
Planning/ Zoning	Site zoning (District Plan)	3	3	3	3	1	2	1	1
	Site within Conservation Estate?	3	3	3	3	1	3	1	1
	Surrounding District Plan zoning	3	3	3	3	3	3	3	3
	Surrounding Conservation Estate	3	3	3	3	3	3	3	3
	Heritage buildings on site?	1	3	3	3	3	1	3	1
Site Access & Proximity to Activity Centre	Access to site	2	1	3	3	3	3	3	3
	Proximity to town centre	2	2	2	3	3	4	1	2
	Proximity to Arthur's Pass train station	3	3	3	3	3	2	1	2
	Access to walking trails from site	2	2	2	3	3	3	1	2
Site Look & Feel	Site look and feel	1	3	2	3	2	2	3	2
	Site terrain	2	2	2	2	2	2	2	2
	Site vistas	1	3	3	3	3	2	3	2
	Access to utilities from site	2	2	3	3	3	2	1	2
	Total Score Achieved	**43**	**52**	**57**	**58**	**46**	**44**	**44**	**37**
	Rank	**7**	**3**	**2**	**1**	**4**	**5**	**5**	**8**

8. DESIGN CONTEXT

8.1. OVERVIEW

The design strategies developed concerning this Destination and Investment Framework, seek to enrich and enhance the existing qualities of the journey from Springfield to Otira along SH73, with Arthur's Pass Village as a key destination node in this journey experience.

The journey along SH73 reveals to visitors a sequence of striking visual landscapes, along with several discrete destinations or stopping points along the route. While many of these destinations offer visitors significant natural landscape or cultural experiences, there is a limited sense of a linked-up sequence between them or the journey itself, as a singular experience that a visitor could relate to others as having 'ticked-off' their list.

The principle strategy for achieving a unified experience along the route, is the introduction of a consistent visual, spatial, and material language in the upgrading of existing or addition of new amenities to each of the identified destinations along the route, in addition to the introduction of a possible new visitor precinct within Arthur's Pass village to act as a central hub and service point.

A description of general design principles to be applied in the upgrading of individual destination points along SH73 and for the new visitor hub at Arthur's Pass village are described in Appendix 6. These design principles take into account the environmental and cultural heritage of the place, material and resource efficiency and the deployment of a consistent visual, material and formal language for the SH73 experience as a whole.

The proposed visual, material, and formal languages for the SH73 route, also takes into account the values and objectives of the APNPMP and have been derived from the most successful existing landscape and built elements identified along the route, in particular those at Cave Stream Scenic Reserve and Kura Tāwhiti.

These principles are proposed as a flexible guide to produce formal, material, and visual consistency across the diverse range of destinations along the route. They do not prescribe particular design outcomes for each site, but rather, provide flexibility for interpretation by individual building and landscape designers with the aim of producing a consistent quality of design outcome.

8.2. VISITOR HUB/ARTHUR'S PASS VILLAGE

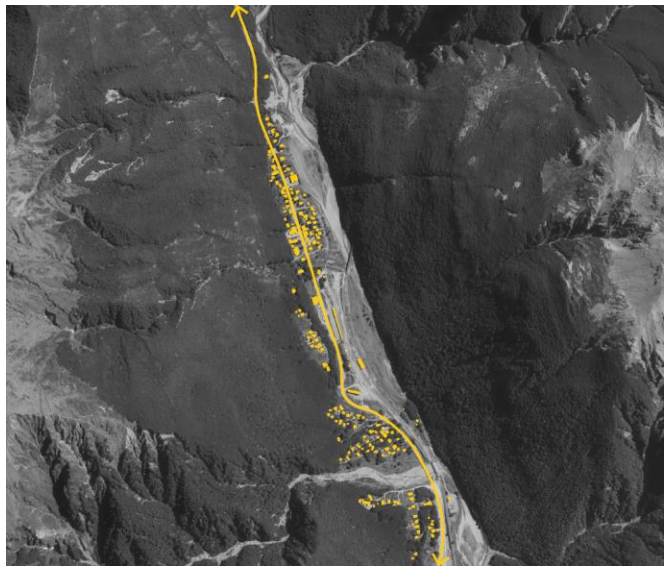
Situated within the Bealey River Valley, Arthur's Pass village is and surrounded by spectacular landscape. While this location offers many significant advantages, including access to spectacular views and the surrounding national park, there are also several environmental and infrastructural challenges for any proposed development within the village as outlined below.

8.2.1. Highway Spine

SH73 running north/south along the western edge of the Bealey River valley forms a spine along which the village has developed. However, the highway also forms a barrier between the portions of the village on either side of the highway and separates the western portion of the village from the river and associated public open spaces, particularly for pedestrians.

Any new development should be located to the east of the highway, facilitating access to the rail station and the majority of walking tracks originating from the village and recognising the location for new development mostly on KiwiRail land.

Figure 35: Highway Spine

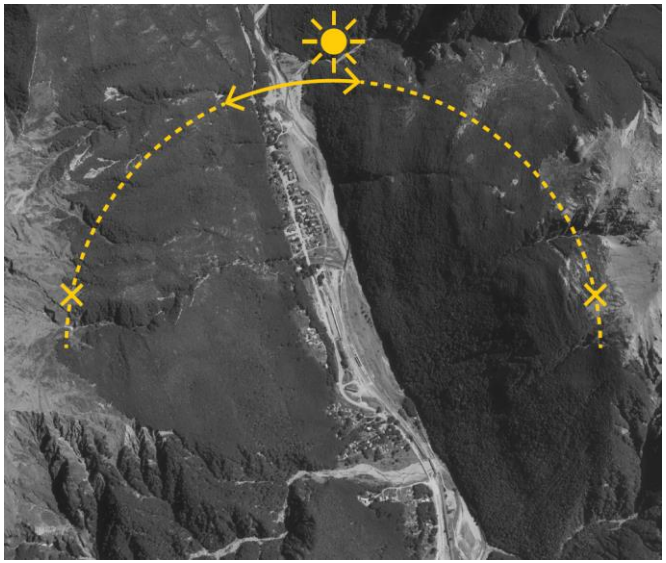


8.2.2. Solar Access and Aspect

The steep walls of the Bealey River valley to the east and west of the village, significantly limit morning and afternoon sunlight within the village, especially in winter. Any new development should be located and oriented to maximise access to a northern orientation to capture the maximum available sunlight.

While the village has access to spectacular views along the Bealey River Valley to the north and south, the steep wall of the valley limit views to the East and West, any new development should be located and orientated to capitalise on the northern and southern view corridors.

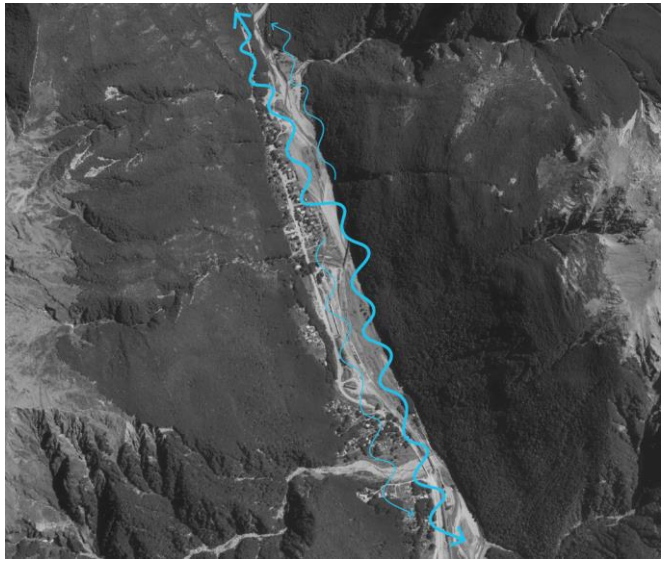
Figure 36: Solar Access & Aspect



8.2.3. Wind

Meteorological data for Arthur's Pass National Park indicates the predominance of strong winds from the north-west through the year. It is assumed that this is broadly consistent with Arthur's Pass village, however, the form of the valley may channel these winds more directly from the north. Any new development should be configured to provide shelter from these northerly winds while maintaining access to views and sunlight to the north.

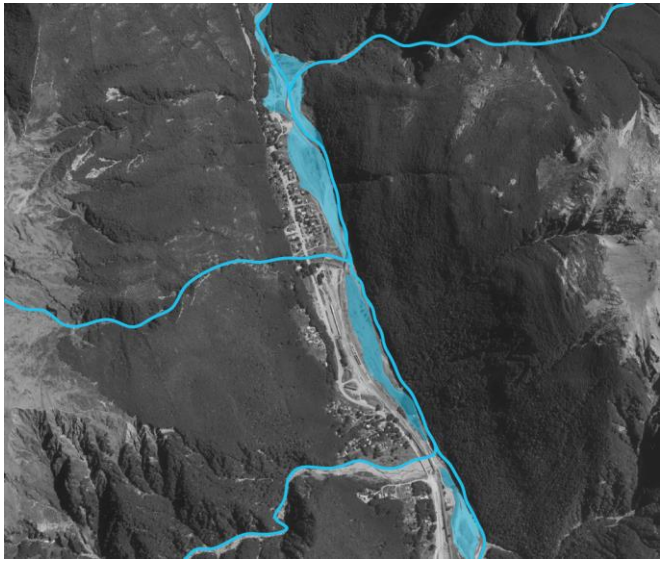
Figure 37: Wind



8.2.4. Flooding Risk

With extremely high rainfall within the village and surrounding national park, it is anticipated that flat and low-lying areas adjacent to the Bealey River may be subject to inundation during peak rainfall events. Any new development should avoid these areas or introduce flood mitigation strategies.

Figure 38: Flooding Risk



8.2.5. Existing and Prospective Tramping Tracks

The village is a great launching point for several existing and potential new tramping walks within the surrounding Arthur's Pass National Park. However pedestrian access from the railway station to some of these tramping tracks requires pedestrians to walk along Highway SH73, causing safety issues.

8.2.6. Infrastructure

The village currently draws fresh water from a stream located to the west of the village and utilises a mix of dispersed on-site (septic) and municipal wastewater treatment systems.

It is understood that the permitted extraction of fresh water from the creek for supply to the village is at or near the capacity. Any new development should minimise draw of freshwater from this source. It is also understood that there may be some additional wastewater treatment capacity in the system located near the existing visitor amenities/car park.

8.2.7. Development site selection

Eight potential development sites were evaluated. However, the preferred site located to the north of the Arthur's Pass Railway Station, currently occupied by a turntable and shunting line was selected for several economic, environmental and infrastructure reasons. The selected site is to the east of Highway SH73, close to the river with very good access to both northern solar orientation and views to the north and south, however, is also protected by existing groins and the railway embankment from potential flooding risk. The site is centrally located near the railway station, existing visitor amenities and the majority of the village, offering an excellent starting point for many of the walks in the surrounding national park. The site is also located near one of the village's existing sewer treatment systems, which may need expansion due to the development, providing potential benefit to the wider community. It is also close to the main stormwater system so enhancements to boost the capacity may also be required.

Figure 39: Existing and Prospective Tramping Tracks

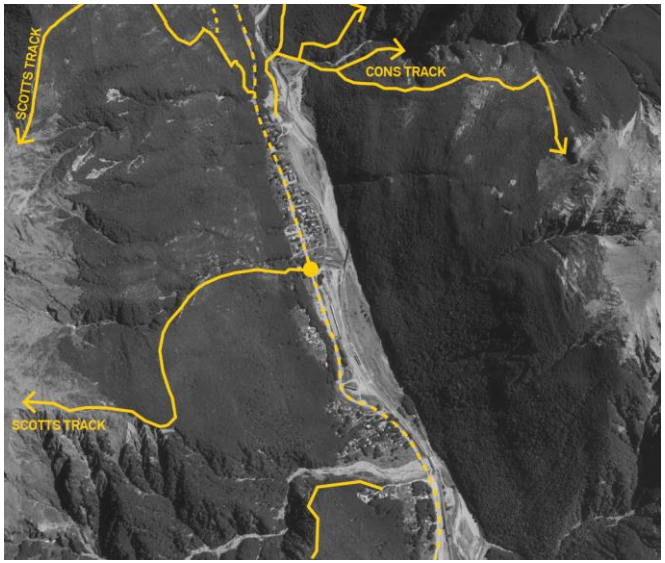
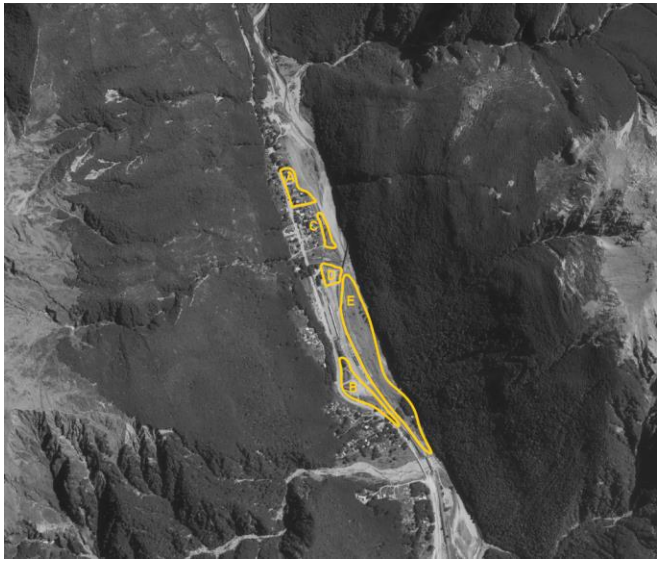


Figure 40: Potable Water Source for Arthur's Pass Village

Figure 41: Development Site Selection

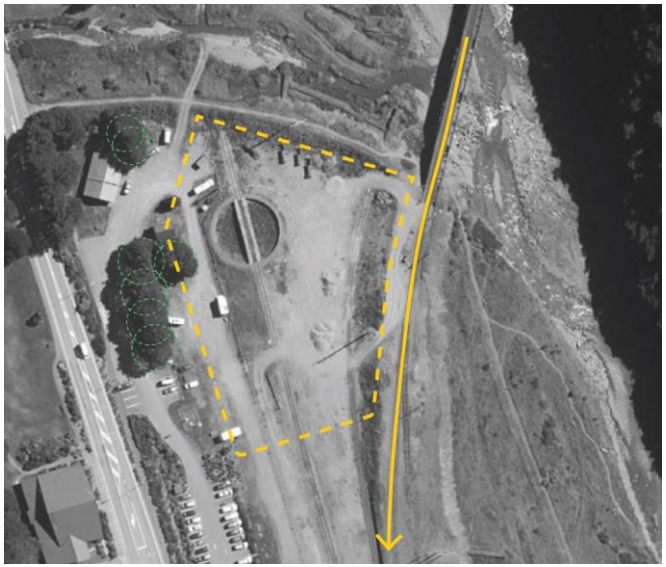


8.3. DESIGN STRATEGIES

8.3.1. Site boundaries

The highest ranked site is bounded by the existing rail line to the east, a bermed embankment adjacent to Avalanche Creek to the north, and a cluster of significant trees to the west forming a visual screen for any proposed development from the highway.

Figure 42: Site Boundaries



8.3.2. Sheltered Forecourt

Locating here would enable a development to wrap around the north and east of the site, providing shelter for arriving visitors from the strong north winds and providing a physical and visual barrier to the active railway line to the east of the site. Location of workers accommodation facilities to the west of the site, could complete a central arrival courtyard, providing active frontages on three sides.

Figure 43: Sheltered forecourt

8.3.3. Separate identities

There are three major operational principles of any development; the Arthur's Pass Discovery Centre, the Eco-Lodge accommodation and the workers accommodation block could be visually identified as distinct forms to the Northeast and West of the site, with the Arthur's Pass Discovery Centre prominently located at the entry to the precinct. The design suggested is just one option, this site lends itself to various options which could offer a larger development footprint.

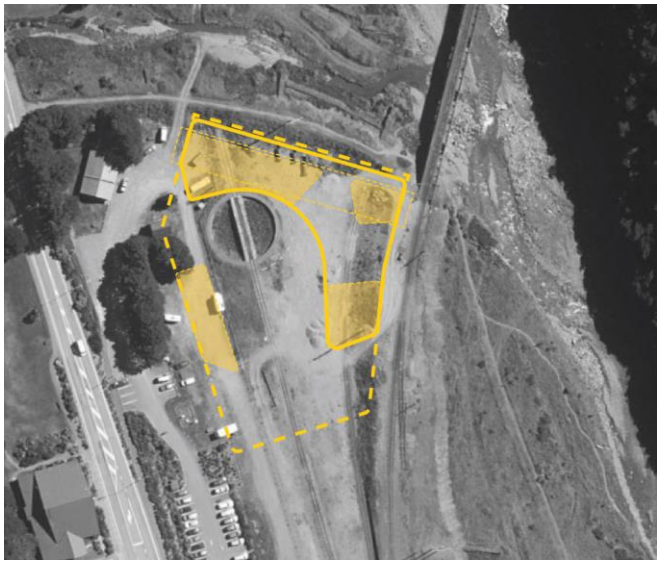
Figure 44: Separate Identities

8.3.4. Connected base

While the suggested Arthur's Pass Discovery Centre and Eco-lodge Accommodation facilities would be visually distinct, a ground level of the development would provide a connected base that delivers shelter from the northerly winds, internal public all-weather circulation between the elements and crucial non-public service access throughout any development.

A connected base also provides for an outdoor elevated terrace between buildings providing for seasonal outdoor dining and night sky observation.

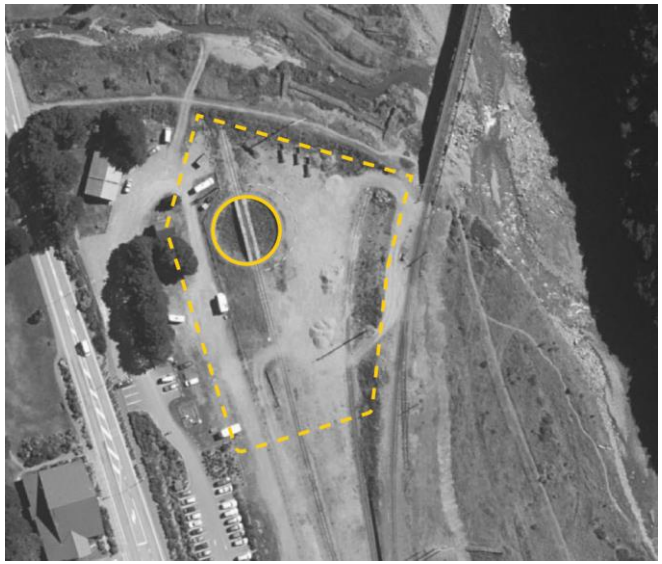
Figure 45: Connected Base



8.3.5. Railway Heritage

Arthur's Pass, and this site in particulars, railway heritage could be celebrated through the retention of the railway turntable pit (the actual turntable can be lifted out and relocated according to KiwiRail) and associated infrastructure in the forecourt of what could be the Arthur's Pass Discovery Centre and Eco-Lodge Accommodation. These retained industrial artifacts could celebrate the role of the railway in shaping Arthur's Pass and contribute to layered storytelling of the history of the site.

Figure 46: Railway Heritage



9. THE SUGGESTED DEVELOPMENT ELEMENTS

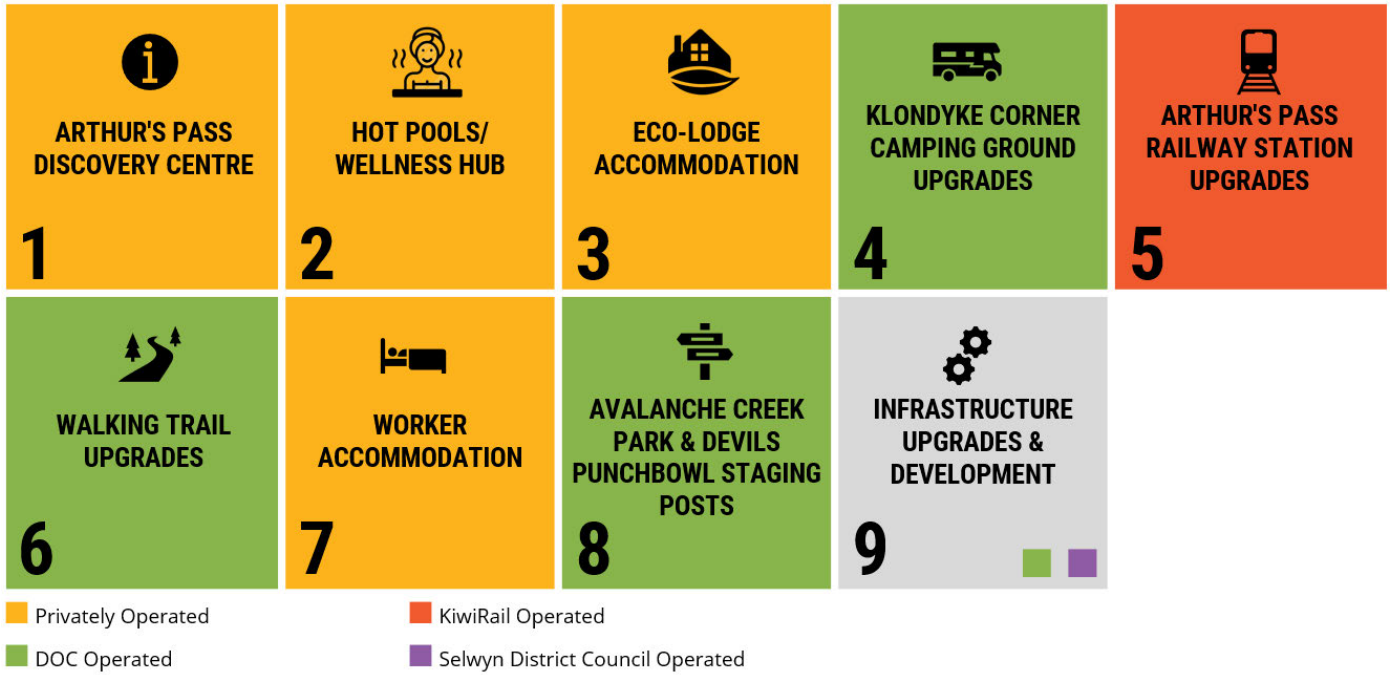
9.1. SUMMARY OF THE RECOMMENDATIONS

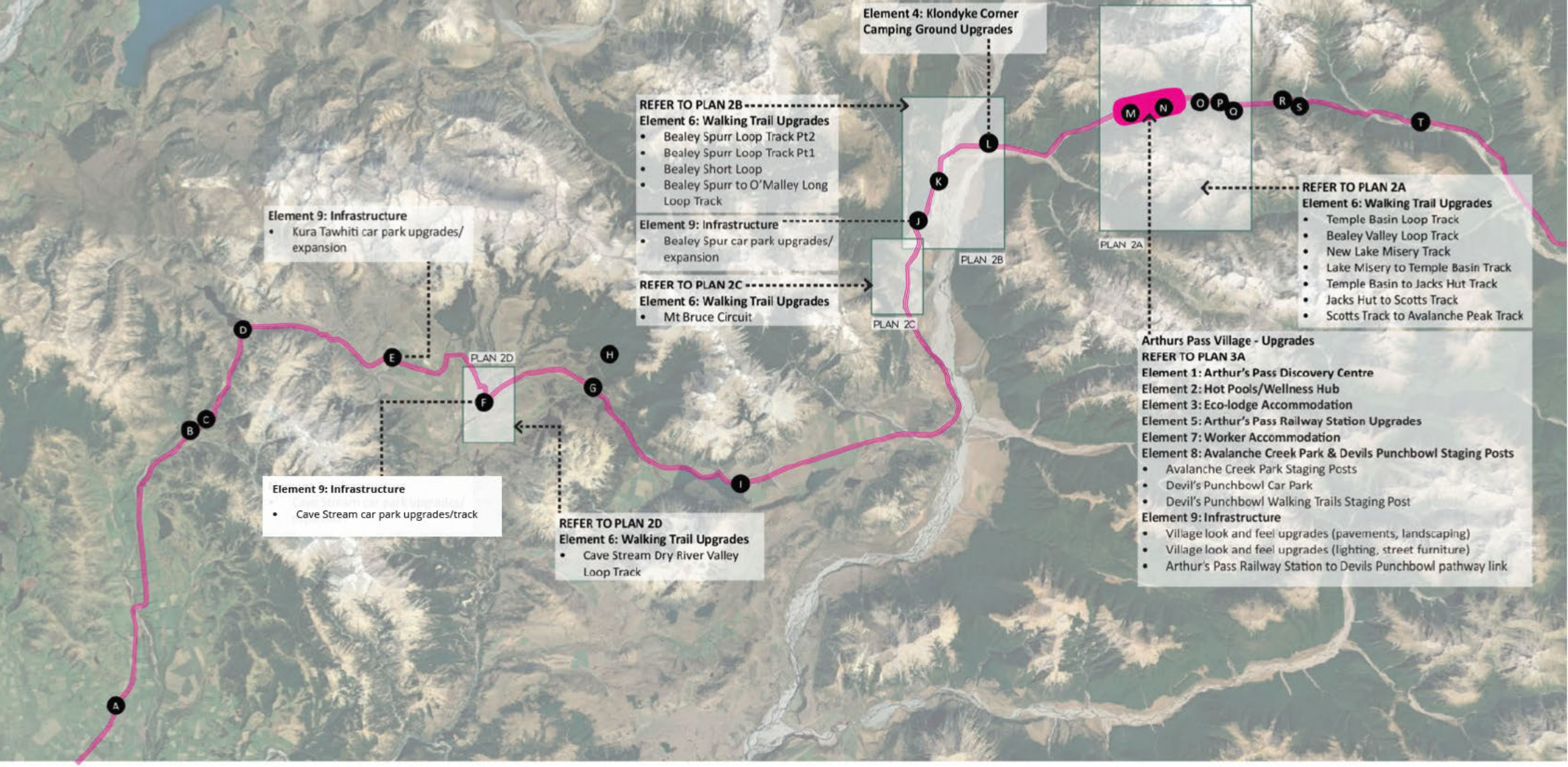
This Investment Framework has identified several suggestions for coordinated investments that could be delivered while supporting and upholding the values of the park, the desires of many of the stakeholders consulted and to generate stronger benefits from the visitor economy to support APNP, iwi, DOC, and the local community. The suggestions have been grouped according to nine possible elements and are summarised in Figure 47.

9.2. THE PROPOSED MASTER PLAN

Figure 48 provides a broader precinct master plan for Arthur's Pass, followed by Figure 49 which focuses in on Arthur's Pass village.

Figure 47: The Recommended Development Elements





- A Springfield Township
- B Historic Staging Post
- C Korowai-Torlesse Tussocklands Park
- D Top Porters Pass / Lake Lyndon
- E Kura Tawhiti
- F Cave Stream Scenic Reserve
- G Craigieburn Forest Park Entry
- H Craigieburn Forest Park
- I Lake Pearson
- J Bealey Spur
- K Bealey Spur Hotel
- L Klondyke Corner
- M Arthurs Pass Village
- N Devils Punch Bowl Carpark
- O Jack Hutt
- P Temple Basin
- Q Arthur Dudley Dobson Memorial
- R Viaduct Lookout
- S Otira Gorge Rock Shelter Lookout
- T Otira Township (Stagecoach Hotel)

Figure 48: Arthur's Pass Wider Master Plan (Context Plan)

Arthurs Pass Village - Existing elements

- A **Arthurs Pass Train Station**
- B **Arthurs Pass National Park Visitor Centre**
- C **Avalanche Peak Track** (6,609 visitors recorded)
- D **Otira Train Tunnel**
- E **Avalanche Creek Waterfall**
- F **Devil's punchbowl carpark.**
- G **Devil's Punchbowl Track** (48,098 visitors recorded)
- H **Scotts Track** (7,155 visitors recorded)
- I **Cons Track**

Arthurs Pass Village - Upgrades

- A **Element 1: Arthur's Pass Discovery Centre**
- B **Element 2: Hot Pools/Wellness Hub**
- C **Element 3: Eco-lodge Accommodation**
- D **Element 5: Arthur's Pass Railway Station Upgrades**
- E **Element 7: Worker Accommodation**

Element 8: Avalanche Creek Park & Devils Punchbowl Staging Posts

- F Avalanche Creek Park Staging Posts
- G Devil's Punchbowl Car Park
- H Devil's Punchbowl Walking Trails Staging Post

Element 9: Infrastructure

- I Village look and feel upgrades (pavements, landscaping)
- J Village look and feel upgrades (lighting, street furniture)
- K Arthur's Pass Railway Station to Devils Punchbowl pathway link

9.3. THE ELEMENTS EXPLAINED

9.3.1. Element 1: Arthur's Pass Discovery Centre

The Arthur's Pass Discovery Centre (the Discovery Centre) is a major feature element under the Framework created for Arthur's Pass. It has been developed to provide the following.

- A new purpose-built visitor information facility to offer important information about APNP and to also provide information about the various interesting and significant points of reference along SH73 from Springfield to Ōtira.
- A facility to replace the current smaller and temporary visitor information centre (see Figure 50) on PCL adjacent to KiwiRail land.

Figure 50: The current DOC Visitor Centre in Arthur's Pass

- A new all-weather attraction experience which could offer visitors the chance to see, through virtual reality (VR) and/or augmented reality (AR), the unique fauna and flora of APNP up close (noting that there are many rare and endangered bird species especially which most visitors would normally not have the chance to see in the wilderness).
- The new visitor attraction could also provide an immersive AR or VR experience to experience, for example, the Haast Eagle, along with other extinct species of native birds and mammals etc. This is potentially more relevant to have such an experience attraction at Arthur's Pass village, as it is the nearest national park in New Zealand to a major urban centre, has several existing threatened species within the Park, would be an interesting and exciting experience to offer New Zealanders especially, to learn through a highly immersive attraction more about the uniqueness of the area (its ecology, geology etc – both past and present).
- A paid visitor attraction experience so it can offer DOC a cost recovery opportunity to support the investment in delivering the attraction experience. Importantly, the rest of the services and facilities would be available on a free basis to all visitors.
- If desired, the immersive attraction experience could also link to the Arthur's Pass Kea Conservation Project.
- Importantly, the proposed Discovery Centre is a key facility to support the APNPMP values and objectives which include changing visitor perceptions and attitudes toward the Park and its numerous attributes.

Figure 51 provides some examples of best practice discovery and visitor centres. The design of the centres has been the result of architectural competitions. Importantly, they showcase and complement the surrounding natural environment. For APNP, any discovery centre would need to be appropriately scaled, so would be much smaller than the examples shown.

Figure 51: Best Practice Discovery Centres[28]

[28] Icefjord Centre, Greenland; Giant's Causeway Visitor Centre, Ireland; and Penguin Parade Visitor Centre, Victoria, Australia.

The Arthur's Pass Discovery Centre has been included in the potential commercial development cluster, which could also include a Hot Pools/Wellness Hub and Eco-lodge Accommodation. A single facility has been proposed for these elements, rather than a cluster of separate buildings, because of climatic conditions and the need for comfortable access between each the elements. They also have strong complementarity.

The Discovery Centre would be well-aligned with the New Zealand-Aotearoa Government Tourism Strategy, delivering on the following key areas of focus.

- **Attractions:**
  - Deliver a state-of-the-art all-weather visitor attraction and immersive experience which delivers infotainment and edutainment.
  - Offer an all-weather attraction which can be undertaken during times of inclement weather.
- **Awareness:**
  - Provide a mechanism to raise awareness of critically important values and objectives which DOC is pursuing nationally and specifically at APNP.
  - Offer all visitor segments access to greater awareness of fauna and flora etc. through immersing visitors into natural environments through virtual and augmented reality which allows the visitor to see and experience wildlife they would not normally ever get to see.
- **Access:**
  - Provide a Discovery Centre that is highly accessible by road and rail, and in a location, which has complementary surrounding facilities and amenities as planned.
  - A Discovery Centre that would be developed to align with building access standards for people with a disability.
- **Amenities:**
  - Offer a range of amenities, visitor information online, face-to-face engagement with DOC personnel, a venue to purchase merchandise from, a café to provide a venue to meet with others, to refresh etc and offering a new all-weather visitor attraction experience.
- **Attitudes:**
  - This element would offer a key facility to help generate an attitudinal shift from visitors to appreciate national parks, our unique fauna and flora and cultural heritage, to a far greater extent through.

The potential exists for the visitor attraction component to be developed and funded by a third party, as it could operate as a commercial element within the Discovery Centre.

9.3.2. Element 2: Hot Pools/Wellness Hub

Stakeholder feedback and comparative analysis indicate a desire and value in introducing appropriate and complementary amenities to support the walking/tramping experiences and other recreational pursuits in the broader APNP and the locations visited along SH73 from Springfield to Ōtira.

Hot pools are considered a value-added element to the overall Arthur's Pass experience, and which could encourage greater day and overnight visitation and yield. Although Arthur's Pass does sit within a geothermal region of the Southern Alps, where a few isolated wilderness locations exist of geothermal springs, what is being proposed within the Arthur's Pass village is a series of man-made hot pools, rather than a geothermal spring experience as the village location is too far from natural springs.

Figure 52: Hot pool experience example[29]

The success of Hanmer Springs and Queenstown's Onsen hot pools (along with others), reflects the traditional strong interest from both domestic and international visitor markets to enjoy the opportunity for a hot pool experience (especially during evening periods) and the link to potential health and well-being benefits which a wellness hub can offer through various therapeutic services.

The Hot Pools/Wellness Hub would be integrated into the commercial development cluster. This is because of the strong complementarity that exists between this element and the others in the commercial development cluster.

A Hot Pools/Wellness Hub element aligns strongly with the Government's Tourism Strategy with the following key areas of focus.

- **Attractions:**
  - Offers a desirable day and evening amenity and attraction to support all visitor markets including day visitors and those staying overnight.
  - Offers an all-weather attraction which can be undertaken during times of inclement weather.

[29] The Onsen, Queenstown, New Zealand

- **Awareness:**
  - Assist in encouraging visitation out of the peak period to reduce seasonality and to help spread visitor loads.
  - May act as a catalyst to help move some of the day visitor markets to overnight visitation by offering packages for accommodation, meals, and hot pool experience.
  - Raise awareness of Arthur's Pass as a stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and, within time, international visitor markets.
- **Access:**
  - Provide an accessible product by road and rail and in a location, which has complementary surrounding facilities and amenities as planned to include more overnight accommodation and of a higher standard.
- **Amenity:**
  - Offer a key amenity for APNP and the village to support greater overnight visitation from all visitor segments and to help boost local visitor spend and employment.
- **Attitudes:**
  - Offer an important value-added element to encourage more people to undertake different day walks and more multi-day walks and to see the hot pools experience as a useful way to relax at Arthur's Pass village after coming back from doing various walks and tramps, which, in turn, may assist in supporting attitudinal shifts by visitors to generate greater interest in the PCL and to encourage greater understanding of the need for greater care of the environment and its long-term sustainability.

9.3.3. Element 3: Eco-lodge Accommodation

The suggested Eco-Lodge Accommodation is considered an important development component to better meet the needs of existing visitor markets and those projected for the future. The accommodation audit completed (see Section 4.1), as well as research and engagement undertaken with existing accommodation providers within Arthur's Pass, indicates that during the peak 5-month period from November to March existing room capacity is often close to 100% occupancy. Feedback indicates there is economic leakage because overnight visitors are lost due to a lack of room stock. The existing room stock in Arthur's Pass village primarily comprises motels and baches for rent along with DOC huts. There are no true hotels or lodge facilities, and a large proportion of the existing accommodation stock would fit within a 2-3-star quality category. There is a mismatch between the quality of the natural environment (5-star) in Arthur's Pass and the built environment (2-3-star).

Anecdotal feedback from accommodation operators indicates that shoulder season occupancy rates have also been gradually strengthening so the low season 4-5 months is the only period where lower occupancy rates are now seen.

To reduce economic leverage from the area), a 70+ room eco-lodge of a 3.5-4-star quality is proposed to:

- encourage far greater overnight visitation to Arthur's Pass village
- stimulate an all-year round visitor market; and
- act as a key component for a proposed commercial development node.

Research and analysis indicate that such a facility could help meet the level of market demand over the 5-month peak demand period for visitation build greater capacity to grow shoulder season periods and offer facilities and amenities to grow a low season visitor base as well.

Figure 53: Eco-lodge property example[30]

It is important to note that the commercial development elements are being suggested for location on KiwiRail land. This is because:

- KiwiRail land is the only land with sufficient scale to allow for a cluster of development elements to be positioned on;
- the land is zoned fit for purpose;
- it is unlikely to be commercially viable to consolidate sufficient privately owned land parcels within Arthur's Pass village to offer sufficient land to cater for all the elements required/desired;
- to introduce commercial development elements within PCL is understood to be very challenging as commercial development would likely necessitate zoning changes along with policy changes within the APNPMP and its overall objectives; and
- the site suggested is seen as an optimal location recognising the various constraints from the other sites investigated and noting the benefits of being close to the Arthur's Pass village, existing major parking, and related infrastructure, and being

[30] Wolgan Valley, Blue Mountains, Australia

close to the railway station (a full site selection analysis has been undertaken and documented in Section 7).

It has been assumed that the Eco-Lodge would need to reflect best practice green building technology, considering the unique alpine environment it is being located in. It offers the opportunity to introduce far better built amenities and facilities to raise the standard of environmental sustainability overall.

The Eco-Lodge, as proposed, could also be part of an integrated development (within a single structure) which would offer the Eco-Lodge and its various rooms and F&B amenities access to the adjoining Hot Pools/Wellness Hub and the Discovery Centre. This integrated development is considered important for the following reasons.

- It would support stronger visitation to each of these elements (if they are clustered and can leverage off one another far more easily);
- It is noted that, according to the APNPMP, the local climate reflects rainfall during half of the days during the year with extremely heavy downfalls at times. Having an integrated development will enable visitors to access each element and remain dry during times of inclement weather.
- It allows for better management of the built environment and avoids the risk of creating too many separate built structures (of different sizes and scales) which may be far harder to control the overall look and feel, and with the need to still create undercover walkways (or alternatives) to link each of the elements together.

It is considered that a new, well-scaled Eco-Lodge will also offer existing community, accommodation, and retail providers in Arthur's Pass village:

- new dining options to support a better range and improved quality of daytime dining options and all-year-round evening dining which currently is not available (and was noted in the major survey as a challenge for Arthur's Pass currently);
- a broader visitor market who may potentially purchase F&B and retail items from suppliers within the Arthur's Pass village which in turn will support greater economic uplift and sectoral profitability;
- the ability to generate more overnight visitation for other accommodation businesses as there will be price points which existing accommodation operators will be price competitive on; and
- may help address low season challenges by encouraging all-year-round visitation including day visitors and overnight stayers visiting for a variety of reasons including new visitor markets who will come for small scale functions, meetings and events which the Eco-Lodges' function rooms can cater for.

The suggested concept design offered is merely one option amongst many which could be considered.

Importantly, the guiding principles for the suggested development, require the various elements to be integrated together (for the reasons previously stated). The commercial viability of an ecolodge accommodation development, requires the estimated number of rooms suggested. This importantly, takes into account likely occupancy levels and achievable room rates.

It is considered that the Eco-Lodge element would align strongly with the Government's Tourism Strategy in the following areas of focus.

- **Attractions:**
  - A desirable day and evening amenity to support all visitor markets including day visitors and those staying overnight.
  - An element which could assist in encouraging visitation out of the peak period to reduce seasonality and to help spread visitor loads.
  - By co-locating the Discovery Centre with the Eco-Lodge, the opportunity exists to also potentially theme the accommodation with elements to reflect the uniqueness of the APNP and to also help profile the fauna and flora at risk, the cultural heritage connections and values, and to profile wildlife under threat and to encourage strong sustainability principles
- **Awareness:**
  - An element which should act as a catalyst to help move more day visitors to overnight visitation by offering packages for accommodation, meals, and hot pool experience.
  - The element would help raise awareness of Arthur's Pass as a stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and within time, the international visitor markets who will return in the medium to longer-term
- **Access:**
  - An asset which is highly accessible by road and rail, and in a location, which has complementary surrounding facilities and amenities as planned of a higher standard
- **Amenities:**
  - A major amenity for APNP and the village to support greater overnight visitation from all visitor segments and to help boost local visitor spend and employment
- **Attitudes:**
  - The eco-lodge would be an important value-added element to encourage more people to undertake different walks and to see the eco-lodge experience as a useful way to relax at Arthur's Pass village after coming back from doing various walks and tramps. In turn, this is seen to support attitudinal shifts by visitors to generate greater interest in the PCL and to encourage greater understanding of the need for greater care of the environment and its long-term sustainability.

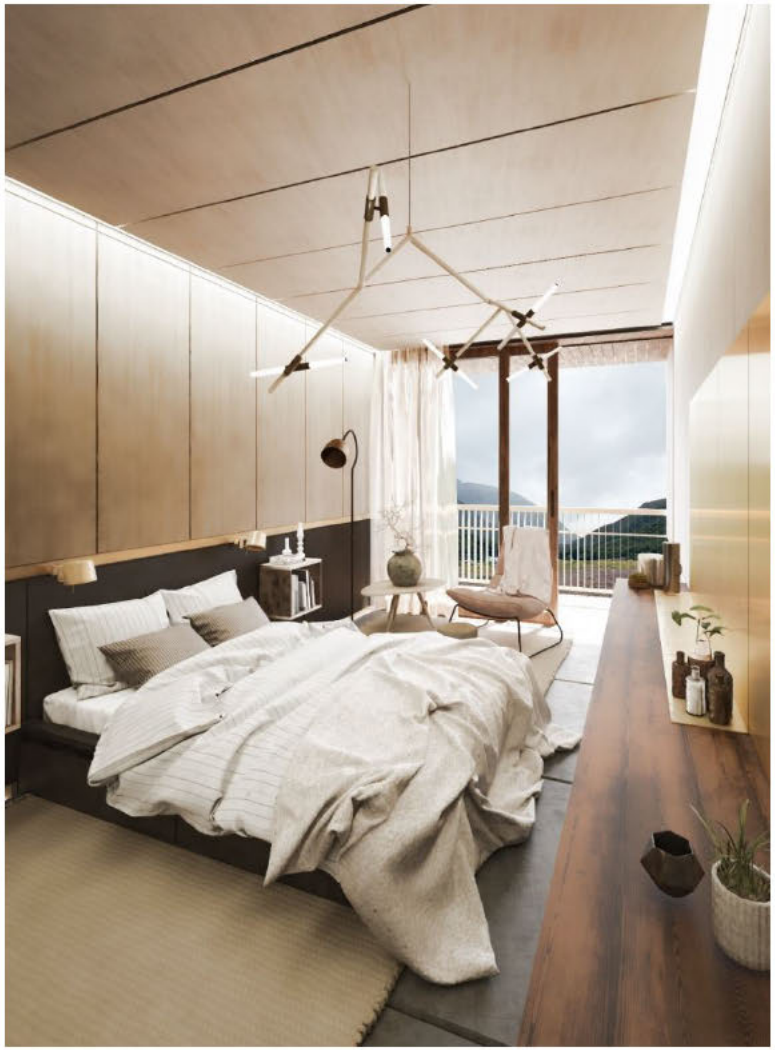
- The potential may exist for local Iwi (Ngāi Tahu and possibly others in partnership with them as has occurred in other locations for commercial accommodation development) to be a commercial partner in the eco-lodge, the worker accommodation facility, the hot pools and potentially the Discovery Centre commercial attraction to support local employment and broader economic uplift for Iwi.

The commercial development precinct plan would need to introduce attractive visual buffers, offering a variety of site benefits as well as delivering sufficient car parking (noting that the concept plans for this have guest at ground level but under the rooms and accommodation facilities.

Any building height would be impacted by the size of the ground footprint, several options exist on KiwiRail land. One site has been used for the purposes of this document.

It is important to note that at this stage, these are merely concept level design ideas to offer indications for what a development may deliver. Imagery used within this document aims to reflect the quality standard which needs to be applied to better meet market demand and to help encourage a wider visitor market to experience APNP all year round.

Figure 54: Lodge Accommodation room concept schematics



9.3.4. Element 4: Klondyke Corner Camping Ground Upgrades

Klondyke Corner Camping Ground is managed by DOC and offers basic camping facilities for a mix of camper vans and tented visitors (see Figure 55). Though the APNPMP limits what can be introduced to this site, it is considered that the site could be developed further with basic amenities (aligning with DOC's Scenic Campsites category[31]), to support greater visitation from domestic visitors especially and access to the PCL.

Figure 55: The current Klondyke Corner Camping Ground & Kitchen Facility

The stakeholder survey undertaken demonstrated that there was keen interest in having an upgraded camping ground at Klondyke Corner for a mix of different visitor markets. Another need noted was having a safe and secure car parking area for those driving up to undertake multi-day tramps within the APNP. Klondyke Corner could potentially offer this facility.

The amenities suggested as part of the upgrades include showers, improved toilet facilities, an improved camp kitchen and powered camping/RV sites (though the vast majority of sites would be unpowered). Improving general site amenities and introducing shower facilities is considered an important factor to better meet the needs of a New Zealand camping market and to encourage greater all-year-round visitation to APNP as well.

In a pristine national park environment and an area where waste management and related infrastructure need to be more tightly managed, an enhanced camping ground facility at Klondyke Corner is also seen to be important to address concerns regarding freedom campers (camping overnight in undesignated areas, dumping rubbish etc.). It is, therefore, considered that upgrading Klondyke Corner along with encouraging all camping visitors to use Klondyke Corner and better regulating freedom camping within Arthur's Pass, will enable the APNPMP objectives to be far better delivered.

The potential may also exist for DOC to partner on the enhancements being suggested with local Iwi, who potentially could be an operator of the camping ground through a possible leaseback arrangement to DOC.

It is important to note that there is currently an existing camping ground area – Avalanche Creek Shelter - which can officially accommodate 10[32] campervans close to the existing DOC visitor centre. Anecdotal feedback indicates that during peak season, capacity is often exceeded and is unregulated. To offer improved site planning and waste management etc., it is suggested that this parking area be designated for day visitors only, so all overnight camper van parking and related camping markets should be encouraged to stay at Klondyke Corner.

The upgrades to Klondyke Corner Camping Ground suggested are seen to strongly align with the Government's Tourism Strategy as it aligns with the following areas of focus.

- **Attractions:**
  - An important amenity to support all visitor markets including day visitors and those staying and doing multi-day tramps through the National Park.
  - It offers a major amenity for APNP and the village to support greater overnight visitation from all visitor segments and to help boost local visitor spend and employment
- **Awareness**:
  - An element that would assist in encouraging visitation out of the peak period to help reduce seasonality and to help spread visitor loads
  - An element which could encourage improved site management and address stakeholder concerns expressed over freedom camping in various locations
  - An improved camping ground element would help raise awareness of Arthur's Pass as a stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and within time, the international visitor markets who will likely return in the medium to longer term. Putting in place better facilities will be an important future-focused initiative to ensure strong sustainability principles can be followed

[31] https://www.doc.govt.nz/parks-and-recreation/places-to-stay/stay-at-a-campsite/facilities-and-fees/

[32] https://www.doc.govt.nz/parks-and-recreation/places-to-go/canterbury/places/arthurs-pass-national-park/things-to-do/campsites/avalanche-creek-shelter-campsite/

- **Access:**
  - An asset which is highly accessible by road and rail, and in a location, which has complementary surrounding facilities and amenities as planned of a higher standard. The increased supply of food and beverage outlets being advocated for, new night-time activities including a Discovery Centre programs and a hot pools and wellness facilities, all help offer compelling reasons to come and stay longer within Arthur's Pass village and at Klondyke Corner
- **Amenities**:
  - An element which should act as a catalyst to help move more day visitors to overnight visitation by offering improved amenities (shower and toilets etc.) so there is greater interest in staying overnight
- **Attitudes:**
  - Improved camping ground amenities are an important value-added element to encourage more people to undertake different day walks and more multi-day walks and to offer a secure base to leave vehicles if undertaking multi-day tramps. In turn, this is seen to support attitudinal shifts by visitors to generate greater interest in the PCL and to encourage greater understanding of the need for greater care of the environment and its long-term sustainability.
  - The potential may exist for local Iwi to be a commercial partner in the camping ground at Klondyke Corner, along with other suggested commercial components being suggested for Arthur's Pass to support local employment and broader economic uplift for Iwi.

9.3.5. Element 5: Arthur's Pass Railway Station Upgrades

Currently, Arthur's Pass Railway Station is a short stop for those travelling (in both directions) on the TranzAlpine service linking Christchurch to Greymouth. Up until the impact of COVID-19, the TranzAlpine was primarily booked by international visitors (comprising nearly 75% of total passengers), reflecting the profile the service has as an important experience for international visitors to undertake in New Zealand. The service is listed on many reviews which list "must-do" rail journeys globally[33].

Post COVID-19, however, the TranzAlpine's passenger mix is going to significantly change (with the service resuming on July 4[34]), shifting to a domestic market. Over the next 5-6 years, however, visitor projections indicate that international visitation to New Zealand will gradually return (subject to a range of assumptions and external factors beyond KiwiRail's control) so by 2025, international visitation could be the dominant user market again.

It has been assumed that, for this Framework, this will be the most likely scenario and that future demand for rail services across the Southern Alps (via Arthur's Pass) will still rely on a strong international visitor component. Due to commercial sensitivities regarding KiwiRail's passenger data, estimated visitor numbers and the expected visitor split between domestic and international rail arrivals into Arthur's Pass railway station, cannot be provided in this Framework. However, it can be assumed that once all of the various development elements proposed for Arthur's Pass village and within the APNP are introduced, there will be a far stronger level of recognition that Arthur's Pass is a destination worthy of a longer day visitor experience and an overnight or multi-day visit.

The existing Arthur's Pass Railway Station (see Figure) is a facility which, while functional, would benefit from refurbishment and modernising. These upgrades would also complement the desire of KiwiRail to offer a more premium product on the TranzAlpine service[35]. The need to upgrade the Railway Station is expected to become far more noticeable if the new commercial development components suggested in this Framework are introduced. This is particularly the case because the preferred location selected for these is on KiwiRail land and reasonably close (circa 300m) to the existing station so a visual comparison will be conspicuous.

Figure 56: Arthur's Pass Railway Station

While a new build (on the existing station site) would likely be more desirable, the capital cost implications of this may be a barrier. As such, upgrading the existing station building as a short-medium term option is an alternative, though the existing turntable and shunting line would need to be relocated in tandem with a new

[33] https://www.lonelyplanet.com/articles/worlds-most-amazing-train-journeys; https://www.telegraph.co.uk/travel/rail-journeys/australasia-best-train-journeys/

[34] https://www.stuff.co.nz/travel/back-your-backyard/121903369/tranzalpine-train-from-christchurch-to-west-coast-to-resume-in-july

[35] https://www.kiwirail.co.nz/what-we-do/great-journeys-of-new-zealand/new-premium-services/

commercial node being proposed. The costs to do this have been included in the capital cost modelling (see Section 11.2).

Although the majority of visitors to Arthur's Pass village (current and projected) arrive by road, there is an expectation that visitor arrivals by train (especially from Christchurch) could grow strongly over time (both domestic and international). Additionally, options for offering rail services to Arthur's Pass village one way and road options the other way could provide a variety of tour package options to benefit a number of transport providers, including KiwiRail, camper van and rental car operators, and coach and minibus services.

The importance, therefore, of having a far more appealing arrival experience via rail, is an important consideration to help ensure that the overall destination look and feel of Arthur's Pass village is far more appealing to all visitors, whether they use all of the new amenities and facilities or not. Rail facilities are a highly visible element of this overall look and feel.

As described within this Framework, there are compelling reasons to strengthen Arthur's Pass as a visitor destination both as an endpoint for a variety of recreational activities, and separately, as a valuable overnight stopping point as part of longer journeys to/from the West Coast and other destination points and circuits including to Queenstown and environs and north to Westport, Buller, and Tasman.

Arthur's Pass, therefore, has an important role as a gateway to many other destinations and a conduit to support new journey options to appeal to both a domestic and eventually an international visitor market. The rail point of arrival, therefore, is a key element in how Arthur's Pass village and the wider APNP, is going to be perceived and valued.

The proposed Railway Station Upgrades suggested align well with the Government's Tourism Strategy by delivering on the following areas of focus.

- **Attractions:**
  - An element which could assist in encouraging visitation through KiwiRail marketing programs in tandem with the eco-lodge and other elements, out of the peak period to help reduce seasonality and to help spread visitor loads
- **Awareness:**
  - The ability to offer an element which could help raise awareness of Arthur's Pass as a stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and within time, the international visitor markets who will likely return in the medium to longer term. Putting in place better facilities now will be an important future-focused initiative to ensure stronger visitor awareness is achievable.
- **Access:**
  - It offers an asset which is highly accessible by visitors, and in a location, which has complementary surrounding facilities and amenities as planned of a higher standard. The increased supply of food and beverage outlets being advocated for, new night-time activities including the Discovery Centre programs and the hot pools and wellness facilities, all help to offer compelling reasons to come and stay longer within Arthur's Pass village and to encourage the packaging of these elements by KiwiRail along with the TranzAlpine rail experience to and from Arthur's Pass village.
- **Amenities**:
  - An important amenity and point of arrival, to support all visitor markets including day visitors and those staying and doing multi-day tramps through the National Park.
  - Being on the edge of the proposed commercial development node which is located on KiwiRail land and close to the station, the upgrades for the railway station need to reflect the same or similar quality being proposed within the commercial development elements so an overall improved look and feel are generated, and which is consistent.
  - An element which could encourage improved site quality and offer a more memorable sense of arrival so the connection to the APNP is strengthened through information details etc.

9.3.6. Element 6: Walking Trail Upgrades

Arthur's Pass is well-known as a walking hub. While there are a variety of trails on offer throughout the APNP, engagement with stakeholders indicate a desire to enhance and grow the walking experiences on offer. The key upgrades noted for each track are listed in Table 8 and are not in any priority order. This is followed by several figures (Figure - Figure) which illustrate the approximate location of the walks.

Table 8: Walking Trail Upgrades (to be confirmed by DOC) – not in priority order

Name	Rationale/Description
1. Temple Basin Loop Track -	• Considered as more of a "nice to have" than essential • Would create a high altitude (above 1100m asl) loop with the Temple Basin Track • Would give more support for upgrading the Temple Basin Track
2. Bealey Valley Loop Track	• Uses an old historic track • Creates a loop off the Bealey Valley Track taking in a spectacular viewpoint at the historic Margaret's Tarn
3. New Lake Misery Track	• Extends the Arthur's Pass Walking Track to link with the Ōtira Valley Track. • Replaces the old track which is subject to flooding and mud • Creates the full day walk from Arthur's Pass Village to the Ōtira Valley Track and back • This track has been surveyed by DOC but was not proceeded with, but the Lake Misery to Temple Basin Track (which has not been progressed) was favoured
4. Lake Misery to Temple Basin Track	• Creates the Dobson Nature Walk Loop from Temple Basin Car Park which has been planned for decades.

Name	Rationale/Description
	• In conjunction with existing information panels gives walkers an appreciation of the sub-alpine vegetation at this altitude (900m asl) • Takes in the historic monument marking the top of Arthur's Pass, the Arthur Dudley Dobson Memorial which marks the 50th anniversary of the Arthur's Pass National Park (1979) and the historic plaque showing all the mountains around the top of the Pass • DOC surveyed and costed this track back in 2015-16.
5. Temple Basin to Jacks Hut	• Creates a loop from Jacks Hut to Temple Basin and back in conjunction with the Arthur's Pass Walking Track. Could be part of the complete loop between Arthur's Pass village and the top of the Pass • Takes in a scenic lookout point above the Temple Basin Car Park which did receive some attention more than 12 years ago when an existing lookout point was removed. • Could provide access to a historic trig point used in the construction of the railway tunnel (the early 1900s) • Would take some pressure off the Arthur's Pass Walking Track (Jacks Hut to Temple Basin) • Would be used as good access to a trapping line in the valley. • Could use a partly cleared area following a transmission line and provide good access to the pylons along the line • DOC has not looked at this line yet, apart from the short track proposed to the scenic viewpoint.
6. Jacks Hut to Scotts Track	• Creates a loop from the Devil's Punchbowl Car Park to Jacks Hut in conjunction with the Arthur's Pass Walking Track. Could be part of the complete loop between Arthur's Pass village and the top of the Pass • Would be used as good access to a trapping line in the valley. • Would take some pressure off the Arthur's Pass Walking Track (Devils Punchbowl to Jacks hut) • DOC has not looked at this track yet.
7. Scotts Track to	• Creates a full off-road loop from Arthur's Pass village to Avalanche Peak

Name	Rationale/Description
Avalanche Peak Track	• Creates a loop from the Village to the Devil's Punchbowl Car Park • Would take in the historic Wardens Chair next to Wardens Creek (Warden was the first ranger in APNP). • This track has been surveyed by DOC a couple of times
8. Bealey Spur Loop Track Part 1	• Creates a full day part-loop track in conjunction with the Bealey Spur Track and O'Malleys Track (shown as Bealey Bridge to Anti-Crow Hut Track) • The new track would be much the same grade as the existing Bealey Spur Track • Provides a diversity of vegetation and scenic highlights - forest, mountain tarns, a waterfall, open tussock country and riverside forest. • Links the historic high-country farm track (Bealey Spur track and Hut) to the historic tourist track (O'Malleys Track) and the historic hut site at Birch Nook.
9. Bealey Spur Loop Track Part 2	• Provides a more direct steep route from O' Malleys Track to Bealey Spur. • Creates most of a short loop in conjunction with Bealey Spur to O'Malley Loop Track (10 and 11) • The track has been marked in the past (not by DOC)
10 and 11. Bealey Spur to O'Malley (this is only a one-track proposal to Bealey Spur from the Bealey Bridge.	• Provides good access to Bealey Spur on a dry north-facing slope, avoiding the wetter, muddier parts of the existing Bealey Spur Track • Still requires the need for toilets and car park at the foot of the existing Bealey Spur Car Park and separates walkers from the Bealey Spur Village access road. • Provides toilets and safer car park for the O'Malleys Track (by providing a link from the Bealey Bridge) • In conjunction with the Bealey Spur Loop Tracks and O'Malleys Track provides a full day relatively easy walk taking in a wide variety of scenery and vegetation. • The loop walk would greatly ease the pressure on the existing Bealey Spur Track
12. Mt Bruce Circuit	• This would provide a full day harder walk that takes in a wide variety of scenery and vegetation.

Name	Rationale/Description
	• The track would rise from 700m asl to 1400m asl with the opportunity to climb Mt Bruce as well (1600m asl) • This could ease the pressure on Avalanche Peak Track. • The track links the historic Bealey NZFS Hut and the historic Lagoon Saddle Hut and the newer Lagoon Saddle shelter • DOC maintains the Cass-Lagoon Saddle Track and it is part of Te Araroa (the long pathway). The new part of the circuit has been marked by the Arthur's Pass Wilderness Lodge
13. Cave Stream Dry Valley Loop Track	• The track would provide a half-full day walk around the Cave Stream Reserve • It would take in the cave entrances, the limestone formations, and some amazing scenery in the river valley. • It could ease the pressure on the shorter existing loop track. • It would provide an opportunity for walkers to view the cave entrance without having to go down a steep track to it. • Part of the loop was used by DOC as an alternative entrance track to the cave. It has been abandoned but could be resurrected with some work.

Concerning prioritising these potential walks, stakeholder engagement indicates the following as possible priorities, separated into two distinct priority groups of higher priority and medium priority: These still need, however, to be reconfirmed determined by DOC.

Higher priority could include:

- Bealey Spur to O'Malley Track
- Cave Stream Dry Valley Loop Track

Medium priority could include:

- Bealey Valley Loop Track
- Bealey Spur Loop Track Part 1
- Temple Basin to Jacks Hut

- Jacks Hut to Scotts Track
- Scotts Track to Avalanche Peak Track
- New Lake Misery Track
- Lake Misery to Temple Basin Track

It is important to note that these priorities have not been tested within DOC and, therefore, should be seen merely as initial suggestions (i.e., a starting point) primarily focused on offering ways to create loop circuits and helping to address track capacity levels. The determination of which tracks to extend and/or upgrade needs to be part of a far wider discussion firstly within DOC, and then potentially gathering feedback from various stakeholder groups involved in walking and tramping, wildlife protection etc.

Feedback from the stakeholder surveys did indicate a desire:

- for additional tracks to be introduced;
- to keep backcountry tracks especially as natural as possible; and
- to ensure that different levels of walking-tramping mountain experiences could all be catered for with improved safety in mind.

A natural advantage of APNP and its track network is the scale (i.e., different level of difficulties) of walking experiences on offer. Although some stakeholders prefer not to see more walkers/trampers within the APNP, others could see merit in encouraging more visitors to experience the trails, which would lead to an increased understanding and appreciation by various visitor markets.

The proposed track upgrades being suggested are seen to strongly align with the Government's Tourism Strategy as it aligns with the following areas of focus.

- **Attractions**:
  - Options for improving the visitor experience through a wider range of walking-tramping track options and new loop circuits to support day visitor walker needs especially but also those doing multi-day tramps through the National Park
  - Having locations along SH73 and within APNP offers the ability to help spread visitor numbers and potentially to better manage potential impacts and associated maintenance requirements which may always be an ongoing challenge. Dealing with mountainous alpine based tracks and associated climatic factors (high rainfall etc.) makes for ongoing challenging maintenance needs, especially if some want the track network to be retained as naturally as possible (limited or no boardwalks etc.) as suggested in the surveys
- **Awareness**:
  - Track upgrades are seen as an element which can assist in encouraging visitation year-round, and which could be part of DOC marketing initiatives with KiwiRail marketing programs in tandem with the eco-lodge and other elements, out of the peak period to help reduce seasonality
  - An element which can help offer a more memorable experience so a connection to the DOC sites along SH73 and the APNP is strengthened through information details, possible interpretation boards and mobile apps etc to help broaden the visitor markets
  - The ability to offer an element which can help raise awareness of Arthur's Pass as a far stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and within time, the international visitor markets who will likely return in the medium to longer term. Putting in place improved track facilities now will be an important future-focused initiative to ensure sustainability principles are followed and to help Arthur's Pass village become more strongly recognised domestically, as a significant walking hub to base oneself at.
- **Access:**
  - It offers the potential for greater accessibility for different visitor markets and encourages that these be promoted and linked to complementary surrounding facilities and amenities as planned of a higher standard.
- **Attitudes:**
  - As indicated above, the walking tracks and tramping multi-day routes are the mechanism for getting more visitors out into the APNP and DOC managed sites along SH73. In turn, this can help to encourage greater understanding of the significance and value of the region and its unique assets, and therefore attitudinal shifts in visitor perceptions can occur.
  - It has been assumed that track development and maintenance would be introduced on a staged basis with agreed priority tracks potentially being introduced in the shorter-medium term and with other track suggestions following in time. What should be considered, however, is that as this Destination and Investment Framework is developed and implemented, track developments and improvements to supporting infrastructure within the APNP (and DOC sites along SH73) need to be occurring simultaneously.
  - Track improvements and supporting infrastructure should not be considered as less important. Supporting infrastructure has been identified as upgraded parking at certain locations along SH73, improved signage and wayfinding where needed and possible interpretative information to encourage greater understanding and appreciation of sites and their cultural heritage and historic value along with ecological and geological significance.

Figure 57: Identified Walking Trail Upgrades, Map 2A, Arthur's Pass Village (1:60,000)

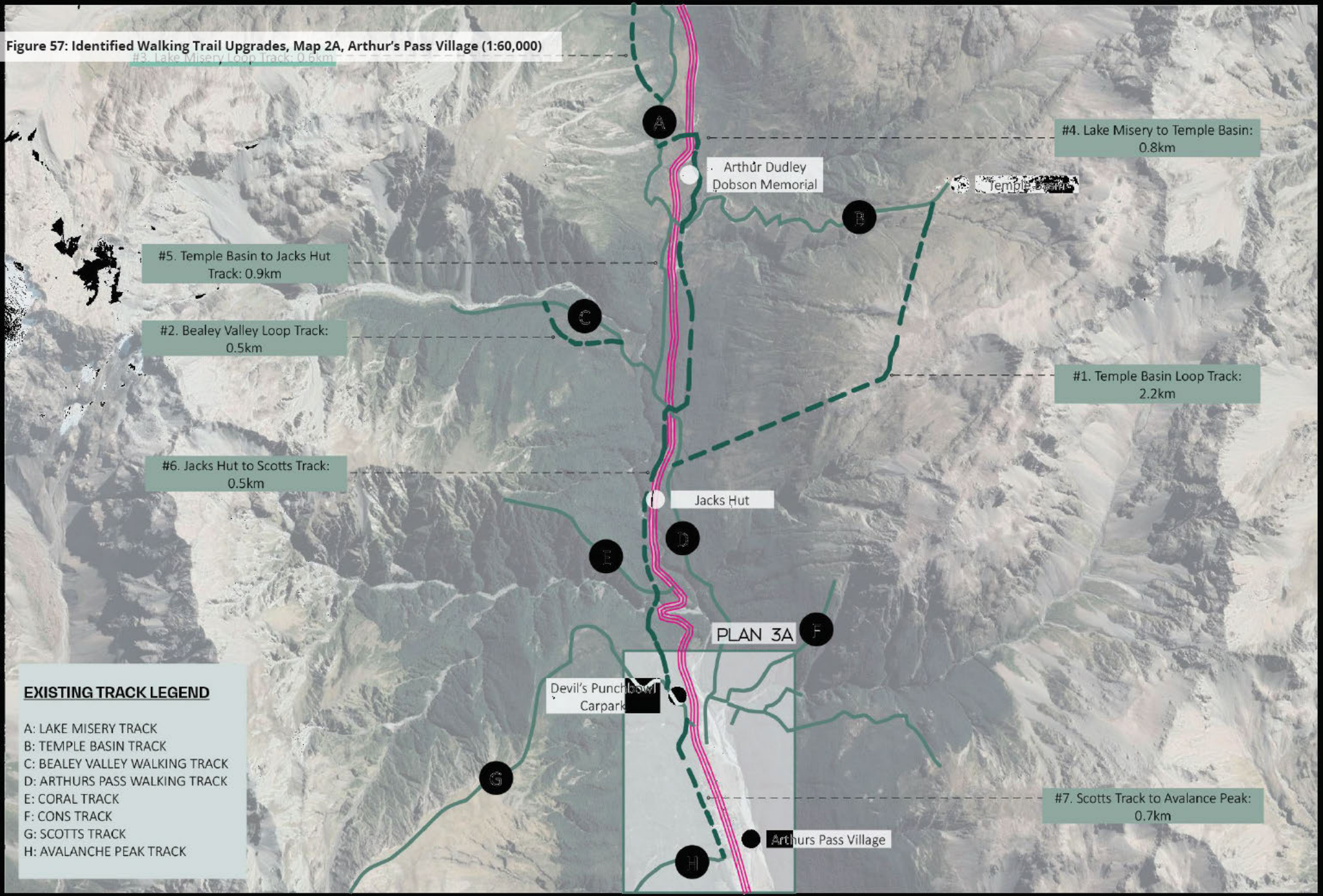
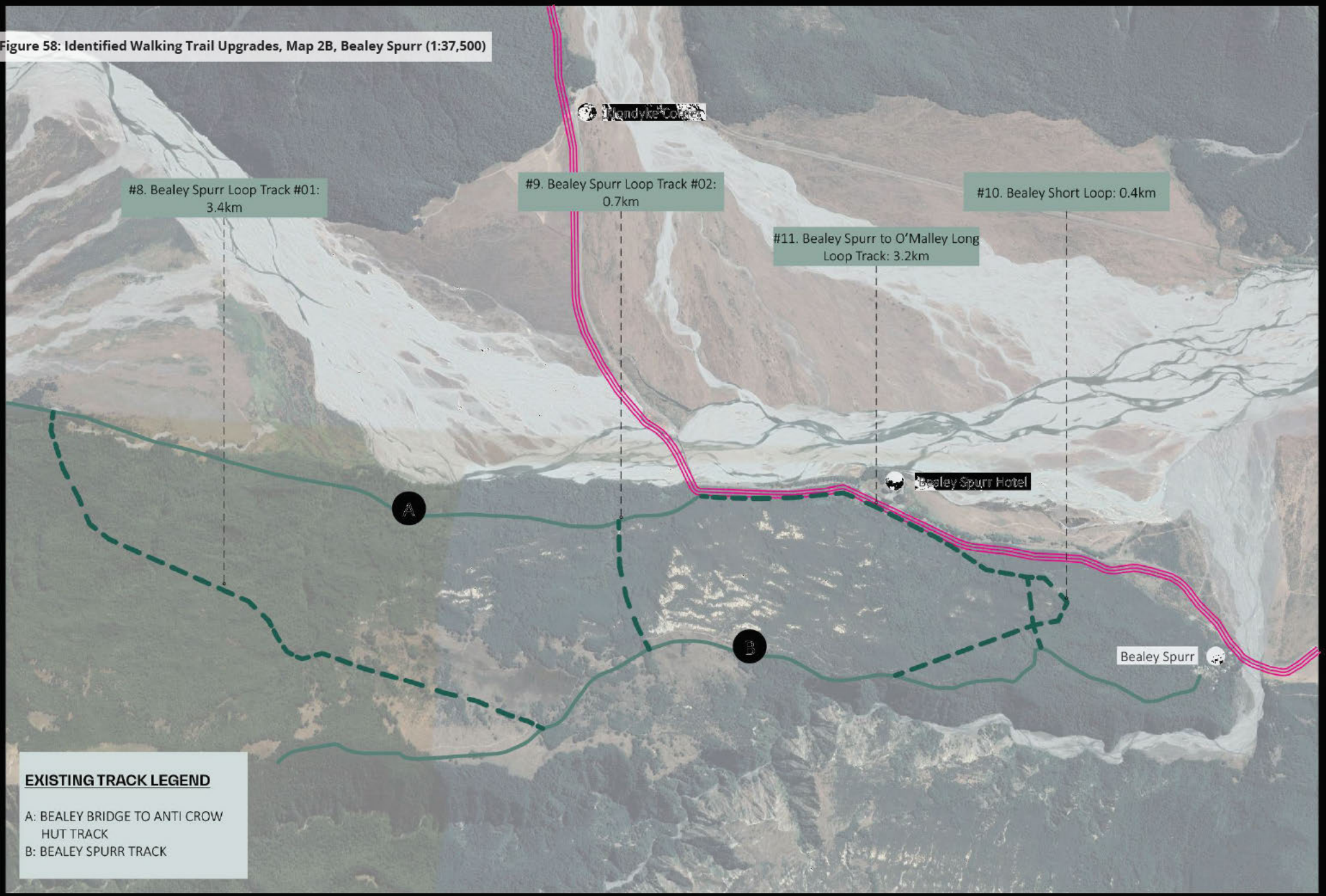


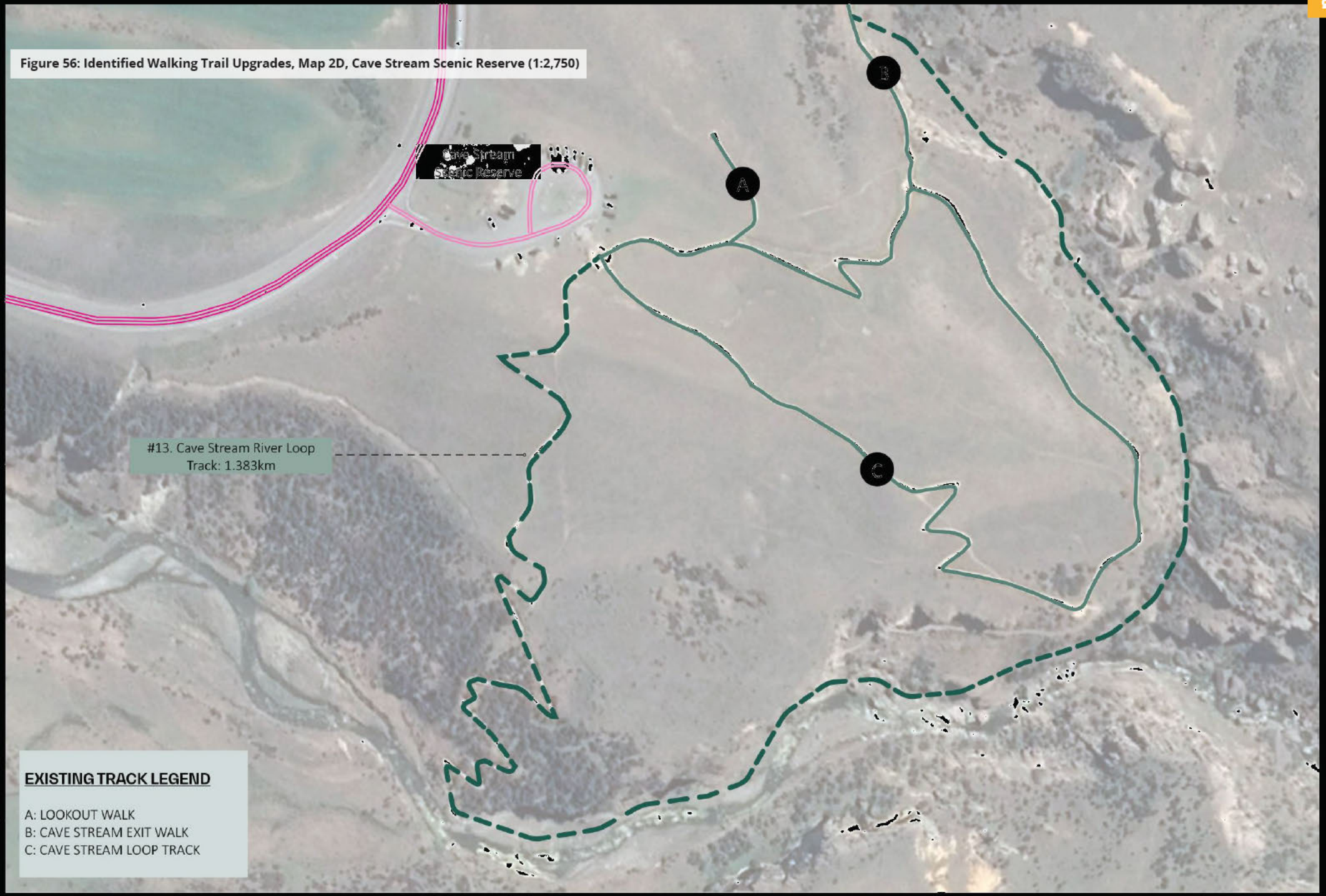
Figure 58: Identified Walking Trail Upgrades, Map 2B, Bealey Spurr (1:37,500)



2B: BEALEY SPURR
1:37,500

Figure 59: Identified Walking Trail Upgrades, Map 2C, Mt Bruce Circuit (1:2,750)

Figure 56: Identified Walking Trail Upgrades, Map 2D, Cave Stream Scenic Reserve (1:2,750)



9.3.7. Element 7: Worker Accommodation

Worker Accommodation should be included to support employees working in an Eco-Lodge, Hot Pool/Wellness Hub and potentially the Discovery Centre. It has been included because stakeholder feedback and analysis indicated that there are insufficient rentable accommodation options year-round to support workers wanting to live and work in Arthur's Pass village and in other locations along SH.73.

The Worker Accommodation is assumed to be funded by a commercial developer of the Eco-Lodge, with the expectation that worker rooms and amenities within the separate worker accommodation facility would be rented at attractive rates to workers and the onsite board will be part of employee salary packages.

The Worker Accommodation is not a commercial component per se, as no return on investment is expected to the developer of this element. Rather, it is seen as a necessary element to support securing employment at Arthur's Pass village for the estimated 20+ employees who could be accommodated within a worker accommodation facility. This model of providing onsite workers accommodation is common in many regional and remote locations (Mount Cook for example) where alternative forms of accommodation are not readily available.

The proposed worker accommodation facility is also seen to align with the Government's Tourism Strategy by delivering on the following key areas of focus.

- **Attractions:**
  - Options for supporting and improving the visitor experience through ensuring that onsite worker accommodation is provided for.
- **Amenities:**
  - To help support a wider food and beverage offering and better quality and different visitor stay experience which a skilled workforce is crucial for all year round to help reduce seasonality.
- **Awareness:**
  - The ability to offer an element which could help support the raising of awareness of Arthur's Pass as a far stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and within time, the international visitor markets who will likely return in the medium to longer term.
  - If linked to a tourism and hospitality training institution, the worker accommodation also performs a critical role in delivering work experience supporting infrastructure to help grow a skilled workforce for not only the commercial development elements being suggested but potentially for the wider region over time. It is noted that that various quality lodges and other facilities exist within the broader region and finding and securing skilled staff may be an ongoing challenge for some of these.
- **Access:**
  - Offering a dedicated worker accommodation facility on-site supports greater accessibility for the workforce needed at Arthur's Pass village. In turn and noting that some visitor markets will have quality expectations of service standards in all of the commercial elements especially, offering onsite workers accommodation is a reflection as well of the value placed on the workforce required on-site, and of the higher standard of service delivery which stakeholder feedback has indicated as required at Arthur's Pass village.
- **Attitudes:**
  - A worker accommodation element is an important supporting element of infrastructure to help get more visitors to APNP and the DOC managed sites along SH73. In turn, this can help to encourage greater understanding of the significance and value of the region and its unique assets, and therefore supports attitudinal shifts in visitor perceptions which can occur, along with those of staff working in the new commercial development elements.

9.3.8. Element 8: Avalanche Creek Park & Devils Punchbowl Staging Posts

The proposed Avalanche Creek Park upgrades area is located opposite Arthur's Pass Chapel and offers a site for picnics and a stopping point for transiting travellers (see Figure 57). Stakeholder feedback has indicated a desire to enhance the area to make it more useable and visitor friendly. It is zoned as PCL and could be enhanced through simple seating and tables, some open-sided shelters, designated car parking and pathways and landscaping.

Figure 57: Existing Avalanche Creek Park Area

A similar staging post facility is proposed for the Devils Punchbowl car park area to offer walkers an undercover (but open-sided) shelter for the purpose of walk orientation, as a meeting point for

visitors undertaking the walk, as a place to rest for some, and as a place to check walking/tramping gear before leaving the car park area.

These areas are also seen to align well with the Government's Tourism Strategy, delivering on the following key areas of focus.

- **Amenity:**
  - Options for supporting and improving the visitor experience through ensuring that a freely accessible outdoor area with supporting picnic and related facilities is available for a mix of day visitors and those wanting to spend time around the Arthur's Pass village as well, and potentially as a meeting point for those looking to join colleagues or friends on a walk etc.
  - To help support the food and beverage offering by creating an outdoor relaxed area for dining or relaxing
- **Awareness:**
  - The ability to offer an element which could help support the raising of awareness of Arthur's Pass as a far stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and within time, the international visitor markets who will likely return in the medium to longer term.
  - It should be viewed as an important supporting element of infrastructure to help get more visitors to APNP and through introducing interpretative information to enhance the visitor experience, this can help to encourage greater understanding of the significance and value of the region and its unique assets, and therefore supports attitudinal shifts in visitor perceptions which can occur.
- **Attitudes:**
  - Helping to improve the overall quality of Arthur's Pass village and its environs through offering a well landscaped and attractive site for use by locals and visitors alike

9.3.9. Element 9: Infrastructure Upgrades & Development

Various forms of infrastructure support have been identified to support the Framework and to ensure that supporting infrastructure requirements are appropriately acknowledged in this report, including the likely capital cost requirements associated with these. The types of infrastructure include the following.

- Storm Water upgrades for any new commercial development proposed and to improve existing systems for Arthur's Pass village.
- Potable Water upgrades for any new commercial development proposed and to improve existing systems for Arthur's Pass village.
- Sewerage system upgrades for any new commercial development proposed and to improve existing systems for Arthur's Pass village.
- Roading & Pathway Upgrades at the Arthur's Pass village.
- Devil's Punchbowl car park upgrades.
- Kura Tāwhiti car park upgrades.
- Cave Stream car park upgrades.
- Bealey Spur car park design and upgrades.
- Entry Portal (Signage, Wayfinding, etc.) for Arthur's Pass village to strengthen the point of arrival.
- Village look and feel upgrades (pavements, landscaping, lighting, and street furniture) throughout the Arthur's Pass village.

Importantly, the stakeholders/landholders who have been identified as contributors to these various forms of infrastructure could be considered as follows.

- Stormwater, potable water and sewer system upgrades and expansion shared jointly by a commercial development investor and Selwyn District Council, half the capacity is anticipated for an eco-lodge and other suggested elements and the other half is anticipated for Arthur's Pass village businesses, DOC, and residential dwellings.
- Improvements to roading and pathway upgrades at Arthur's Pass village and on either council land or NZTA land is seen as the responsibility of either Council or NZTA.
- Improvements on DOC conservation land to pathways and roadways at Arthur's Pass village including the sealing the Devil's Punchbowl car park is seen as the responsibility of DOC.
- Upgrades and/or redesign of car parking facilities at DOC sites including Kura Tāwhiti, Cave Stream and Bealey Spur are seen as the responsibility of DOC.
- The suggested entry portal for Arthur's Pass village and the enhancements to the Arthur's Pass village look and feel should be the responsibility of Selwyn District Council.

As these various infrastructure upgrades are essential for helping to deliver the destination enhancements required, it has been assumed that as they are essential infrastructure elements, it may be possible to access appropriate grant funding programs via MBIE for these.

These infrastructure elements align with the Government's Tourism Strategy by delivering on the following key areas of focus.

- **Awareness:**
  - The ability to support the raising of awareness of Arthur's Pass as a far stronger and more desirable visitor destination to support local, regional, and wider domestic visitor use of the area and within time, the international visitor markets who will likely return in the medium to longer term.
  - The ability to illustrate that a better overall quality of supporting infrastructure and amenity and design is provided to the public realm, this, in turn, supports the need to encourage greater understanding of the significance and value of the region and its unique assets, and therefore supports attitudinal shifts in visitor perceptions which can occur. This is an important outcome to reflect that a high-quality natural environment should be supported by a higher-quality built environment.

- **Access:**
  - Infrastructure for supporting and improving the visitor experience through ensuring that quality infrastructure which is also available to support day and overnight visitors and those wanting to spend time around the Arthur's Pass village as well as those wanting to visit the various DOC sites along SH73.
- **Amenities:**
  - To help support the various commercial elements and other amenities being recommended.
  - To introduce better and more sustainable sewerage, stormwater, and potable water systems for the Arthur's Pass village overall to improve services generally and to address current infrastructure constraints which occur especially during peak periods due to visitor demand and for climatic events such as reducing the risk of flooding through improved stormwater systems.
  - Helping to improve the overall quality of Arthur's Pass village and its environs by offering a well landscaped and attractive location for use by locals and visitors alike.
  - It should be viewed as an important supporting element of infrastructure to help get more visitors to APNP and through introducing improved visitor car parking, higher quality landscaping and lighting, interpretative information to enhance the visitor experience etc.
- **Attitudes:**
  - To support the positioning of Arthur's Pass as a more sustainable and environmentally responsible destination hub including the various DOC sites along SH73
  - To align with the values and objectives of the APNPMP more strongly and its desire for improvements to support higher quality man-made facilities throughout the national park especially.

10. MARKET DEMAND ASSESSMENT

10.1. HOW THE PROJECTIONS HAVE BEEN DEVELOPED

The visitor projections developed for Arthur's Pass (based on a redevelopment scenario) have been built from the ground up. That is, visitation has been determined for each element on a daily (and, where possible, hourly) basis across three seasons of visitation, being the peak, shoulder, and off-season. The seasons have been based on typical monthly visitation to the DOC Visitor Centre, along with people per day visiting Arthur's Pass village based on the vehicle counter located in the village centre (see Figure).

The figure also outlines the number of days included in each season, with peak covering 121 days, the shoulder season extending 60 days and the offseason comprising the remaining 184 days. Although the redevelopment elements have been identified to help reduce seasonality, the climatic conditions at Arthur's Pass (estimated up to 165 days of rain per annum) make this challenging.

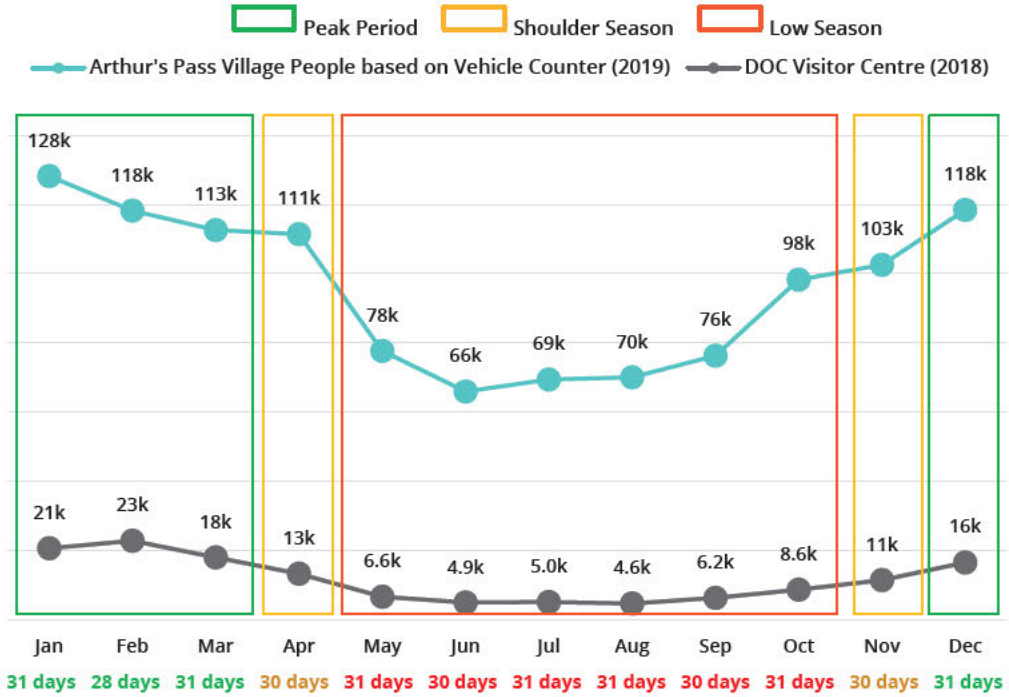
The current peak season is currently 4-5 months of the year. The shoulder periods offer the chance to grow visitation for the 2-3-month shoulder season noting that many successful destinations operate with a 7-month season. The need, therefore, to develop facilities to create an all-year-round destination is critically important.

Daily visitation to each element has then been assessed and collated, to form a comprehensive picture of visitation to Arthur's Pass village overall.

Visitor demand has been determined for the following suggested development elements as these are revenue-generating elements and the determination of revenue and expenditure generated are contingent on understanding the level of demand each is likely to generate.

- Element 1: Arthur's Pass Discovery Centre
- Element 2: Hot Pools/Wellness Hub
- Element 3: Eco-lodge Accommodation
- Element 4: Klondyke Corner Camping Ground Upgrades
- Element 5: Walking Trail Upgrades

Figure 62: Seasonality of Visitation



There are an additional four elements where demand has not been calculated. This is primarily because:

- the determination of revenue and expenditure streams was not contingent on demand;
- data was provided on a confidential basis due to its commercially sensitive nature; and/or
- the element does not generate quantifiable visitor demand (such as infrastructure upgrades).

These elements include Element 6: Station Upgrades; Element 7: Worker Accommodation; Element 8: Avalanche Creek park & Devils Punchbowl staging posts; and Element 9: Infrastructure Upgrades (such as parking, signage, landscaping etc.).

10.2. INDIVIDUAL ELEMENT DEMAND

10.2.1. Element 1: Arthur's Pass Discovery Centre

Table 9 provides a summary of total demand for Arthur's Pass Discovery Centre and its various components. Points to note include the following.

- The Discovery Centre is modelled to be open in 2023.
- It assumes varying hours of operation across the three main visitation seasons – during the peak season, the Centre could potentially operate for 9 hours per day from 9 am to 6 pm[36].
- Just under 800 visitors, per day, on average, are projected to visit the Centre in year 1 of its operation because it is new, significant, and heavily marketed. While this may seem strong, before the existing DOC Visitor Centre being relocated, in peak months, the DOC Visitor Centre attracted just over 700 people per day on average.
- Total visitation to the Centre ranges from 170k in year 1, growing to 207k by year 10, building on current visitor markets (155k visitors) as well as growing new markets to Arthur's Pass. This equates to a penetration of Arthur's Pass unique visitation of 81% in its first year of operation.
- The majority of visitation takes place in the peak season, where the Centre is open for a longer period, though the Centre is operated year-round as an important all-weather attraction and conference and meeting facility as well.
- Not all visitors to the Centre are projected to purchase a ticket for the paid attraction. It has been assumed that:
  - 50% of visitors to the Centre will purchase a ticket;
  - 45% of visitors will purchase something from the café; and
  - 25% will purchase retail/merchandise.

  These penetration rates are based on similar facilities elsewhere as well as our professional experience in the sector.

Table 9: Arthur's Pass Discovery Centre Estimated Demand

1. Arthur's Pass Discovery Centre											
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Discovery Centre Total Visitors		170k	174k	178k	183k	187k	191k	195k	199k	203k	207k
Domestic	70%	119k	122k	125k	128k	131k	134k	136k	139k	142k	145k
International	30%	51k	52k	54k	55k	56k	57k	58k	60k	61k	62k
Avg Visitation p/season											
Peak Season		97k	99k	101k	103k	105k	107k	110k	112k	114k	116k
Shoulder Season		30k	30k	30k	31k	31k	32k	32k	33k	33k	34k
Off Season		44k	46k	47k	49k	50k	51k	53k	54k	56k	57k
Avg Visitation p/day											
Peak Season		798	816	834	852	870	888	906	924	942	960
Shoulder Season		492	500	508	516	524	532	540	548	556	564
Off Season		240	248	256	264	272	280	288	296	304	312
Avg Visitation p/hour											
Peak Season	9 hours	89	91	93	95	97	99	101	103	105	107
Shoulder Season	8 hours	62	63	64	65	66	67	68	69	70	71
Off Season	8 hours	30	31	32	33	34	35	36	37	38	39
Sub-components											
Paid Experience											
Paid experience penetration rate		50%	51%	52%	53%	54%	55%	56%	57%	58%	59%
Paid experience users		85k	89k	93k	97k	101k	105k	109k	113k	118k	122k
Adult	60%	51k	53k	56k	58k	60k	63k	65k	68k	71k	73k
Child	10%	8.5k	8.9k	9.3k	9.7k	10k	10k	11k	11k	12k	12k
Concession	20%	17k	18k	19k	19k	20k	21k	22k	23k	24k	24k
Family (# of Individuals)	10%	8.5k	8.9k	9.3k	9.7k	10k	10k	11k	11k	12k	12k
Family (# of groups)	*4 p/family*	*2.1k*	*2.2k*	*2.3k*	*2.4k*	*2.5k*	*2.6k*	*2.7k*	*2.8k*	*2.9k*	*3.1k*
Café											
Café penetration rate		45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Café users		77k	78k	80k	82k	84k	86k	88k	90k	91k	93k
Retail											
Retail penetration rate		25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Retail users		43k	44k	45k	46k	47k	48k	49k	50k	51k	52k

10.2.2. Element 2: Hot Pools/Wellness Hub

Table 10 provides a summary of total demand for the Hot Pools/Wellness Hub. It demonstrates the following.

- The Wellness Hub's operating hours are assumed at 12 hours per day in the peak season, 10 hours in the shoulder and 8 hours in the offseason.
- Although the Wellness Hub is integrated with the Eco-Lodge Accommodation, it is also open to locals and other visitors to Arthur's Pass.
- It is assumed that there will be, on average, 2 guests per booking.
- The Wellness Hub is anticipated to attract an estimated 23k visitors in its first year of operation. The bulk of this visitation (16k) is anticipated to occur in the peak season, with an average of 134 guests utilising the Wellness Hub daily.
- It is estimated that most Wellness Hub users may primarily be new visitors to Arthur's Pass. This includes those visitors who would not have visited Arthur's Pass if the development of the new Eco-Lodge and Wellness Hub did not exist. This demonstrates that the Wellness Hub is likely to encourage a visitor market which traditionally would not visit Arthur's Pass, increasing the ability to educate and influence visitors on the significance of Arthur's Pass and DOC PCL. The wellness market also tends to be higher yielding than traditional tourism markets generating higher spend on accommodation, tours, food and beverage and retail.

Table 10: Hot Pools/Wellness Hub Estimated Demand

2. Hot Pools/Wellness Hub										
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Assumptions											
Number of hot tubs		8	8	8	8	8	8	8	8	8	8
Average length of hot tub booking		1 hour	1 hour	1 hour	1 hour	1 hour	1 hour	1 hour	1 hour	1 hour	1 hour
Average guests p/hot tub booking		2	2	2	2	2	2	2	2	2	2
Hours operational p/day											
Peak Season		12 hours	12 hours	12 hours	12 hours	12 hours	12 hours	12 hours	12 hours	12 hours	12 hours
Shoulder Season		10 hours	10 hours	10 hours	10 hours	10 hours	10 hours	10 hours	10 hours	10 hours	10 hours
Off Season		8 hours	8 hours	8 hours	8 hours	8 hours	8 hours	8 hours	8 hours	8 hours	8 hours
Hot Tub Occupancy											
Peak Season		70%	71%	72%	73%	74%	75%	76%	77%	78%	79%
Shoulder Season		25%	26%	27%	28%	29%	30%	31%	32%	33%	34%
Off Season		20%	21%	22%	23%	24%	25%	26%	27%	28%	29%
Hot Tub Bookings p/a		**12k**	**12k**	**12k**	**13k**	**13k**	**13k**	**13k**	**14k**	**14k**	**14k**
Peak Season		8.1k	8.2k	8.4k	8.5k	8.6k	8.7k	8.8k	8.9k	9.1k	9.2k
Shoulder Season		1,200	1.2k	1.3k	1.3k	1.4k	1.4k	1.5k	1.5k	1.6k	1.6k
Off Season		2.4k	2.5k	2.6k	2.7k	2.8k	2.9k	3.1k	3.2k	3.3k	3.4k
Hot Tub Guests p/a		**23k**	**24k**	**25k**	**25k**	**26k**	**26k**	**27k**	**27k**	**28k**	**28k**
Peak Season		16k	16k	17k	17k	17k	17k	18k	18k	18k	18k
Shoulder Season		2.4k	2.5k	2.6k	2.7k	2.8k	2.9k	3.0k	3.1k	3.2k	3.3k
Off Season		4.7k	4.9k	5.2k	5.4k	5.7k	5.9k	6.1k	6.4k	6.6k	6.8k
Hot Tub Guests p/day											
Peak Season		134	136	138	140	142	144	146	148	150	152
Shoulder Season		40	42	43	45	46	48	50	51	53	54
Off Season		26	27	28	29	31	32	33	35	36	37

10.2.3. Element 3: Eco-lodge Accommodation

Table 11 provides a summary of the anticipated demand for an Eco-lodge Accommodation. Points to note include the following.

- The average length of stay (ALOS) assumed is 1.5 nights (which assumes most guests will either stay 1 or 2 nights) and the average guest ratio per room is assumed at 2 guests.
- The accommodation is anticipated to attract an estimated 21k guests in its first year of operation across its 80 rooms.
- The occupancy rates reflect stronger rates in the peak season and reduced rates in the shoulder and low seasons.
- While guests at the accommodation property receive breakfast included in their room rates, lunch and dinner are not included. Guest usage of the property's restaurant is estimated at 2 meals over the course of their stay.
- It has also been estimated that a number of locals and other visitors to Arthur's Pass may also dine at the accommodation's restaurant. This is conservatively estimated at 25 casual dining users per day in the peak season, 10 in the shoulder and 5 in the low season. This is a conservative figure but has been assumed because of the price point of the restaurant (in comparison to the Arthur's Pass Discovery Centre's café lower estimated price point).
- The external rock-climbing wall (which is a paid experience), attached to the accommodation property, is anticipated to attract 18k users in year 1, growing to 30k by year 10.

Table 11: Eco-lodge Accommodation Estimated Demand

3. Eco-lodge Accommodation											
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Assumptions											
Rooms		80 rooms	80 rooms	80 rooms	80 rooms	80 rooms	80 rooms	80 rooms	80 rooms	80 rooms	80 rooms
Avg guests p/room		2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Avg length of stay (nights)		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Accommodation											
Occupancy											
Peak Season		88%	89%	90%	91%	92%	93%	94%	95%	96%	97%
Shoulder Season		50%	52%	54%	56%	58%	60%	62%	64%	66%	68%
Off Season		35%	36%	37%	38%	39%	40%	41%	42%	43%	44%
Booking Nights		**16k**	**16k**	**17k**	**17k**	**17k**	**18k**	**18k**	**18k**	**19k**	**19k**
Peak Season	*9,680*	8.5k	8.6k	8.7k	8.8k	8.9k	9.0k	9.1k	9.2k	9.3k	9.4k
Shoulder Season	*4,800*	2.4k	2.5k	2.6k	2.7k	2.8k	2.9k	3.0k	3.1k	3.2k	3.3k
Off Season	*14,720*	5.2k	5.3k	5.4k	5.6k	5.7k	5.9k	6.0k	6.2k	6.3k	6.5k
Unique Boookings p/a		**11k**	**11k**	**11k**	**11k**	**12k**	**12k**	**12k**	**12k**	**13k**	**13k**
Peak Season		5.7k	5.7k	5.8k	5.9k	5.9k	6.0k	6.1k	6.1k	6.2k	6.3k
Shoulder Season		1.6k	1.7k	1.7k	1.8k	1.9k	1.9k	2.0k	2.0k	2.1k	2.2k
Off Season		3.4k	3.5k	3.6k	3.7k	3.8k	3.9k	4.0k	4.1k	4.2k	4.3k
Guest arrivals p/a (unique)		**21k**	**22k**	**22k**	**23k**	**23k**	**24k**	**24k**	**25k**	**25k**	**26k**
Peak Season		11k	11k	12k	12k	12k	12k	12k	12k	12k	13k
Shoulder Season		3.2k	3.3k	3.5k	3.6k	3.7k	3.8k	4.0k	4.1k	4.2k	4.4k
Off Season		6.9k	7.1k	7.3k	7.5k	7.7k	7.9k	8.0k	8.2k	8.4k	8.6k
Guests daily											
Peak Season		141	142	144	146	147	149	150	152	154	155
Shoulder Season		40	41	43	44	46	48	49	51	52	54
Off Season		85	88	90	92	95	97	100	102	105	107
Restaurant											
Guest Usage		**43k**	**44k**	**45k**	**46k**	**46k**	**47k**	**48k**	**49k**	**50k**	**51k**
Peak Season		22.7k	23.0k	23.2k	23.5k	23.7k	24.0k	24.3k	24.5k	24.8k	25.0k
Shoulder Season		6.4k	6.7k	6.9k	7.2k	7.4k	7.7k	7.9k	8.2k	8.4k	8.7k
Off Season		13.7k	14.1k	14.5k	14.9k	15.3k	15.7k	16.1k	16.5k	16.9k	17.3k
Non-Guest Usage p/day (Casual Dining)											
Peak Season		25	27	29	31	33	35	37	39	41	43
Shoulder Season		10	11	12	13	14	15	16	17	18	19
Off Season		5	6	7	8	9	10	11	12	13	14
Non-Guest Usage (Casual Dining)		**4.5k**	**5.0k**	**5.5k**	**6.0k**	**6.5k**	**7.0k**	**7.5k**	**7.9k**	**8.4k**	**8.9k**
Peak Season		3.0k	3.3k	3.5k	3.8k	4.0k	4.2k	4.5k	4.7k	5.0k	5.2k
Shoulder Season		600	660	720	780	840	900	960	1.0k	1.1k	1.1k
Off Season		920	1.1k	1.3k	1.5k	1.7k	1.8k	2.0k	2.2k	2.4k	2.6k
Rock climbing wall		**18k**	**18k**	**21k**	**21k**	**24k**	**24k**	**27k**	**27k**	**30k**	**30k**
Avg Visitation p/season											
Peak Season		11k	11k	12k	12k	13k	13k	14k	14k	15k	15k
Shoulder Season		2.4k	2.4k	2.9k	2.9k	3.4k	3.4k	3.8k	3.8k	4.3k	4.3k
Off Season		4.4k	4.4k	6k	6k	7k	7k	9k	9k	10k	10k
Avg Visitation p/day											
Peak Season		90	90	99	99	108	108	117	117	126	126
Shoulder Season		40	40	48	48	56	56	64	64	72	72
Off Season		24	24	32	32	40	40	48	48	56	56
Avg Visitation p/hour											
Peak Season	12 hours	10	10	11	11	12	12	13	13	14	14
Shoulder Season	10 hours	5	5	6	6	7	7	8	8	9	9
Off Season	8 hours	3	3	4	4	5	5	6	6	7	7

10.2.4. Element 4: Klondyke Corner Camping Ground Upgrades

Table 12 to the right provides a summary of demand for the upgraded Klondyke Corner Camping Ground. Points to note include the following.

- The average length of stay (ALOS) assumed is 1 night and the average occupancy per site of 2 guests. This is based on discussions with DOC and stakeholders within the region.
- The camping site is anticipated to attract:
  - 6.4k guests in its first year of operation across its 20 powered sites;
  - 12k guests in its first year of operation across its 40 unpowered sites; and
  - a total of equates to a 18k camping site users at Klondyke Corner.
- The occupancy rates reflect stronger rates in the peak season and lower rates in the shoulder and low seasons.

Table 12: Klondyke Corner Camping Ground Estimated Demand

4. Klondyke Corner Camping Ground Upgrades											
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Assumptions											
Powered Sites		20 sites	20 sites	20 sites	20 sites	20 sites	20 sites	20 sites	20 sites	20 sites	20 sites
Unpowered Sites		40 sites	40 sites	40 sites	40 sites	40 sites	40 sites	40 sites	40 sites	40 sites	40 sites
Avg guests p/site		2	2	2	2	2	2	2	2	2	2
Avg length of stay (nights)		1	1	1	1	1	1	1	1	1	1
Powered Sites											
Powered Site Occupancy											
Peak Season		95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Shoulder Season		30%	32%	34%	36%	38%	40%	42%	44%	46%	48%
Off Season		15%	16%	17%	18%	19%	20%	21%	22%	23%	24%
Powered Site Boookings p/a		**3.2k**	**3.3k**	**3.3k**	**3.4k**	**3.5k**	**3.5k**	**3.6k**	**3.6k**	**3.7k**	**3.8k**
Peak Season	150 days	2.3k	2.3k	2.3k	2.3k	2.3k	2.3k	2.3k	2.3k	2.3k	2.3k
Shoulder Season	100 days	360	384	408	432	456	480	504	528	552	576
Off Season	50 days	552	589	626	662	699	736	773	810	846	883
Powered Site Camping guests p/a		**6.4k**	**6.5k**	**6.7k**	**6.8k**	**6.9k**	**7.0k**	**7.2k**	**7.3k**	**7.4k**	**7.5k**
Peak Season		4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k
Shoulder Season		720	768	816	864	912	960	1.0k	1.1k	1.1k	1.2k
Off Season		1.1k	1.2k	1.3k	1.3k	1.4k	1.5k	1.5k	1.6k	1.7k	1.8k
Powered Site Camping guests daily											
Peak Season		38	38	38	38	38	38	38	38	38	38
Shoulder Season		12	13	14	14	15	16	17	18	18	19
Off Season		6	6	7	7	8	8	8	9	9	10
Unpowered Sites											
Unpowered Sites Occupancy											
Peak Season		95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Shoulder Season		20%	22%	24%	26%	28%	30%	32%	34%	36%	38%
Off Season		5%	6%	7%	8%	9%	10%	11%	12%	13%	14%
Unpowered Sites Boookings p/a		**5.8k**	**6.0k**	**6.1k**	**6.2k**	**6.4k**	**6.5k**	**6.7k**	**6.8k**	**7.0k**	**7.1k**
Peak Season	150 days	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k	4.6k
Shoulder Season	100 days	968	1.1k	1.2k	1.3k	1.4k	1.5k	1.5k	1.6k	1.7k	1.8k
Off Season	50 days	242	290	339	387	436	484	532	581	629	678
Unpowered Sites Camping guests p/a		**12k**	**12k**	**12k**	**12k**	**13k**	**13k**	**13k**	**14k**	**14k**	**14k**
Peak Season		9.2k	9.2k	9.2k	9.2k	9.2k	9.2k	9.2k	9.2k	9.2k	9.2k
Shoulder Season		1.9k	2.1k	2.3k	2.5k	2.7k	2.9k	3.1k	3.3k	3.5k	3.7k
Off Season		484	581	678	774	871	968	1.1k	1.2k	1.3k	1.4k
Unpowered Sites Camping guests daily											
Peak Season		76	76	76	76	76	76	76	76	76	76
Shoulder Season		32	35	39	42	45	48	52	55	58	61
Off Season		3	3	4	4	5	5	6	6	7	7
Powered & Unpowered Guests		**18k**	**18k**	**19k**	**19k**	**20k**	**20k**	**21k**	**21k**	**21k**	**22k**

10.2.5. Element 6: Walking Trail Upgrades

There are currently an estimated 92k unique walkers at Arthur's Pass. Based on upgrades of some existing trails, the development of new trails and the various development elements identified for Arthur's Pass in this Framework, utilisation of the trails is anticipated to grow. Table 13 illustrates the estimated walking trail users over the 10 years assessed. It demonstrates that an estimated 110k walkers will use the various trails in year 1, growing to 132k by year 10, with most being domestic trampers or walkers.

Table 13: Walking Trails Estimated Demand

Total Walking Trail Users	
2023	110k
2024	113k
2025	115k
2026	117k
2027	119k
2028	122k
2029	124k
2030	127k
2031	129k
2032	132k

10.3. TOTAL ARTHUR'S PASS VILLAGE DEMAND

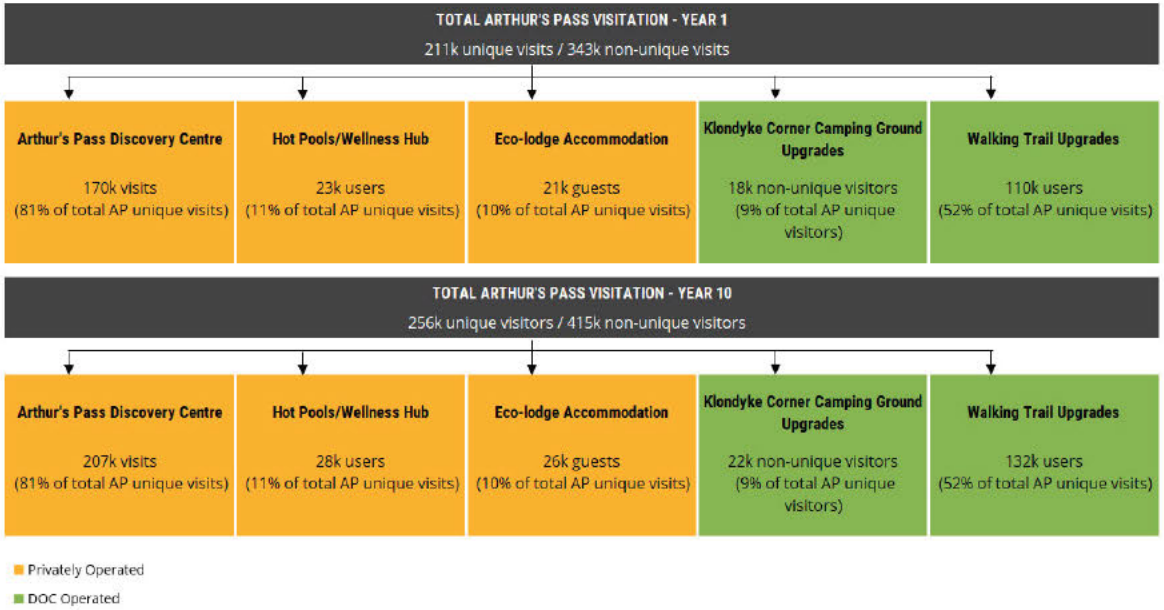
Figure 58 summarises total visitation (unique and non-unique) to Arthur's Pass village in the first-year post redevelopment as well as in year 10. Visitation has been segmented into unique and non-unique visitation to reflect that one single visitor to Arthur's Pass can undertake multiple different elements (hence the need to consider them non-unique if they are doing more than one activity or one risks double counting). By way of example, a unique visitor can visit the Discovery Centre, as well as undertake a walk and stay at the eco-lodge. This would represent 1 unique visitor, but 3 non-unique visitors to the 3 different elements identified.

Unique visitation is needed to determine the overall level of visitation to Arthur's Pass (i.e., the estimated number of visitors to Arthur's Pass in any given year), while non-unique visitation is needed to determine demand and financial implications for each element as visitor spend needs to be segmented by the elements they spend within.

The data demonstrates the following.

- In year 1, it is estimated that 211k unique visitors may travel to Arthur's Pass village (note this does not include those who drive through and do not stop in Arthur's Pass village).
- If no redevelopment takes place, status quo forecasts (see Section 3.5 for these forecasts) project 104k visitors in 2023. The year 1 visitation uplift as a result of redevelopment, therefore, is 107k additional visitors. These visitors will generate a variety of economic benefits for Arthur's Pass to enable: more jobs for locals; a greater level of reinvestment into preserving APNP; and a larger number of New Zealanders (and some international visitors) accessing the PCL and growing awareness of the importance of the Estate.
- By Year 10, unique visitation to Arthur's Pass is anticipated to grow to 256k visitors. This is an increase of 21% (45k visitors) over the 10 years. While this may not seem like significant growth, it is important to note that:
  - feedback indicated a desire to carefully manage visitation to avoid the risk of over-crowding at peak periods and to ensure that backcountry wilderness tracks especially retained their wilderness feel and did not become too heavily used,
  - the visitor experience overall could ensure that fauna and flora could be both enjoyed and protected, so a quality experience overall was generated for all Park users, and.
  - Sustainability principles applied to the unique ecology, geology and cultural heritage and history etc. of the region, could be valued, understood, and adopted by all visitors.

Figure 58: Total estimated visitation to Arthur's Pass (Year 1 & Year 10)



11. FINANCIAL ASSESSMENT

11.1. ASSUMPTIONS

This section details the financial impacts of the proposed development opportunities in Arthur's Pass. This includes indicative capital cost requirements, operational requirements and the impact on various stakeholders involved.

The financial assessment was developed using the following assumptions.

- Capital costs and associated spatial requirements are indicative only and would be adjusted once a detailed architectural plan was created as part of a detailed business case assessment. In addition, the areas that have been included are designed to help achieve a global best practice standard and to help cater for future growth in local and visitor numbers.
- Capital cost estimates also include a 20% contingency on top so total capital costs will appear higher, though it is considered that this a prudent approach until detailed design work is completed and further analysis is undertaken for a more detailed business case.
- All revenue and expenditure items are projected over a 10-year cashflow period.
- The analysis includes publicly funded developments, as well as privately funded developments.
- Opportunities may exist for joint public-private partnership funding where project elements include commercial components, able to generate financial returns to support private investment. It is not assumed, at this top-line initial stage of investigation, that specific project development elements (the Discovery Centre for example.) would be funded through a public-private partnership arrangement as further discussion and agreement between stakeholder parties would be required before such opportunities could be considered.
- An annual lease fee to KiwiRail from a private developer of any hotel, hot pools and wellness hub, and workers accommodation has been applied, based on a provisional estimate only of land value for the recommended commercial node site. This would require a land valuation by KiwiRail and commercial assessment of a lease arrangement once the project is further developed. The lease fee is based on a [redacted]
- It is assumed that MBIE would support investment funding requirements for supporting public infrastructure needed to leverage private sector investment. For this initial stage of work, the cost of this infrastructure has been attributed to the agency (DOC, NZTA, Council, KiwiRail) on whose land the infrastructure would apply to and/or who would normally be responsible for providing it (potable water, sewer system and stormwater for facilities at Arthur's Pass village would fall to Council, for example), and who would need to support and advocate for the infrastructure funding from MBIE or other sources.

11.2. CAPITAL EXPENDITURE

11.2.1. Framework Total CAPEX

Aggregated capital costs for the entire project are estimated at [redacted] including [redacted] (59%) for **publicly funded** projects; and [redacted] (41%) for **privately funded** projects (see Figure 59). This ratio may change, however, if some projects can be developed and funded through a public-private partnership arrangement where joint parties share the capital development costs. This could relate to elements such as the Discovery Centre, which includes a paid visitor attraction element which could generate a strong return on investment.

Figure 59: Capital cost summary (private and public investment)

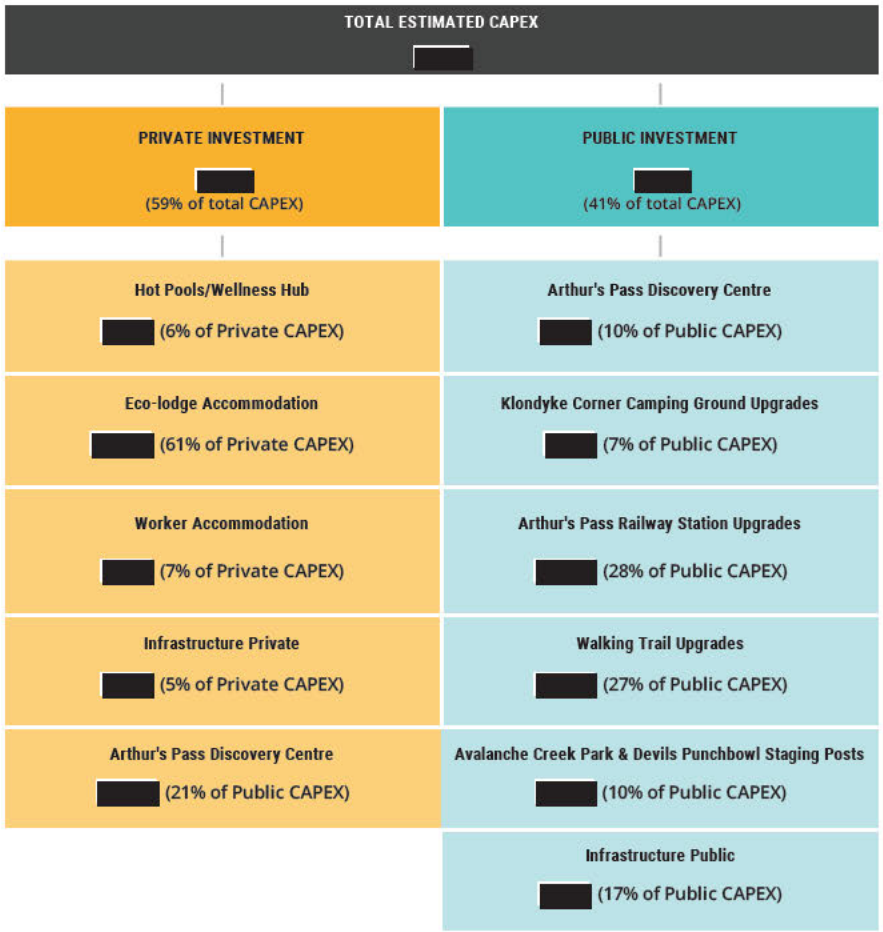


Figure 60 summarises the capital costs according to the stakeholder they pertain to. It demonstrates that:

- almost half (46%) of the capital costs identified are borne by the **private investor** ([redacted];
- 6% pertain to **MBIE**, which includes seed funding to leverage private investment for development of the Arthur's Pass Discovery Centre and some infrastructure works as core investment to support improved visitor servicing and supporting infrastructure;
- 18% [redacted] of capital costs apply to **DOC**;
- 12% ([redacted] relate to **KiwiRail** for the upgrade of Arthur's Pass Train Station and relocation of the turntable and associated shunting line; and
- 5% [redacted]) relate to infrastructure investment undertaken by the **Council**.

Figure 60: Capital cost summary (by stakeholder)

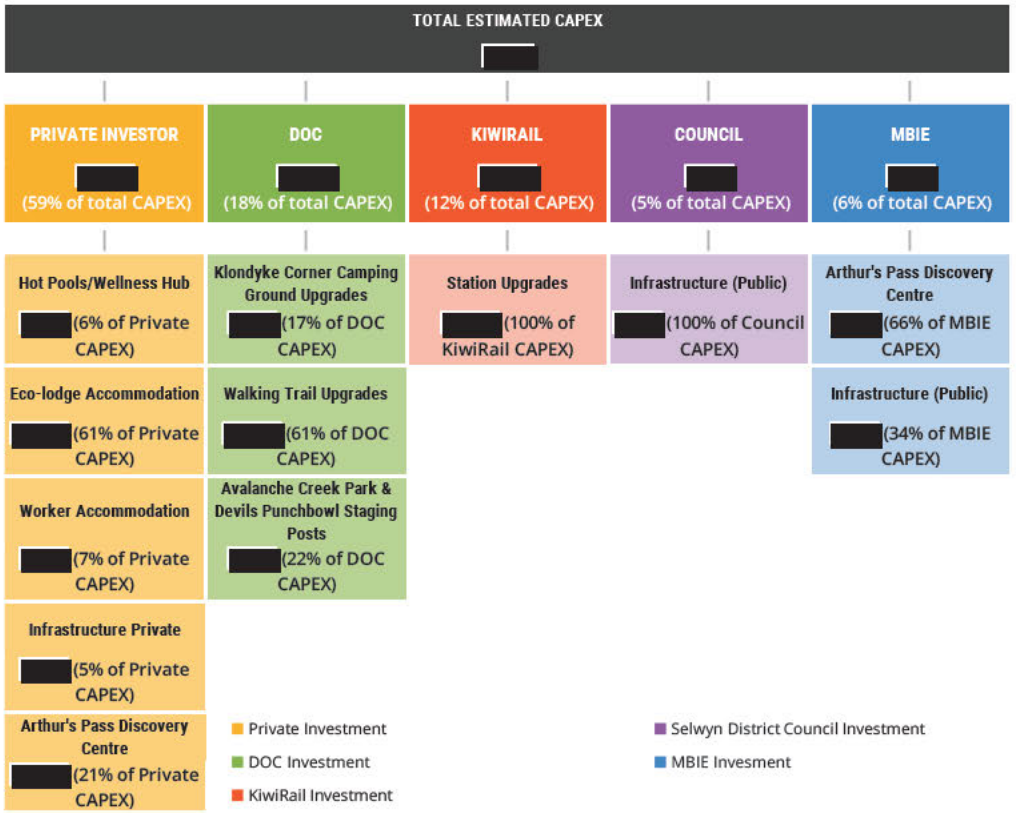


Table 14 provides a summary of the top line estimated spatial requirements of the various development elements identified in this Framework (if only one site is utilised).

Table 14: Spatial Breakdown of Elements

Element	Building Footprint	Total Development Footprint including parking etc.
Arthur's Pass Discovery Centre	1,386 sqm	2,556 sqm
Hot Pools/Wellness Hub	384 sqm	384 sqm
Eco-lodge Accommodation	3,916 sqm	5,716 sqm
Klondyke Corner Camping Ground Upgrades	1,746 sqm	2,916 sqm
Station Upgrades	1,140 sqm	1,640 sqm
Walking Trail Upgrades	-	42,873 sqm
Worker Accommodation	620 sqm	620 sqm
Avalanche Creek Park & Devils Punchbowl Staging Posts	-	6,420 sqm
Infrastructure	-	18,675 sqm
Total	**9,192 sqm**	**81,799 sqm**

11.2.2. Individual Element CAPEX

11.2.2.1. Element 1: Arthur's Pass Discovery Centre

The Arthur's Pass Discovery Centre could potentially be privately funded (if seed funding from MBIE was available to support this) as a multi-use attraction and visitor services facility offering interpretive elements as well as culturally/environmentally significant experiences including via a major attraction element which most likely will need to apply virtual and/or augmented reality technology to offer an immersive experience. It is assumed that the attraction experience could cover:

- The unique and threatened birdlife of the APNP to be able to experience this up close through technology
- Extinct fauna and flora brought to life
- Cultural heritage and historic elements of the region
- Kea interpretation and conservation project

The Discovery Centre could also include adequate space for visitor information (an over-the-counter service by DOC personnel) along with offering online information and could also be a joint DOC visitor information centre in tandem with being a new style i-SITE information centre as is being advocated by the VIN i-SITE Board (which includes DOC representation) and which is administered through Tourism NZ. The facility could, therefore, be a "one-stop-shop" for both local and regional information to support greater use of the APNP and DOC sites along SH73, as well as being a gateway information hub for the West Coast.

Table 15 provides a breakdown of the capital cost requirements, including fit-out and supporting infrastructure, with total development costs estimated at [redacted] which comprises:

- total construction costs of [redacted] with an estimated footprint of 1,386sqm;
- fitout costs of [redacted]
- other fees (including site works and design fees) of [redacted]k; and
- a 20% contingency, equating to [redacted] to cover unforeseen costs and cost escalation.

The total construction cost is based on the following functional elements, noting that the average construction cost for most elements is [redacted] per square metre. The fitout costs vary based on the type of space. Construction and fitout costs are based on similar facilities and rates constructed in New Zealand.

Fitout costs also include an additional [redacted] in technology to provide a potential indoor and outdoor light show for the Immersive Interactive Experience (Indoor/Outdoor) and the use of technology.

Table 15: Arthur's Pass Discovery Centre CAPEX Detail

1			Element 1: Arthur's Pass Discovery Centre	Size (sqm)	Rate (p/sqm)	Total
	1.01		**Construction Estimates**			
		1.01.01	Sound & Light Show/VR & AR Technology Attraction	250 sqm		
		1.01.02	Foyer/reception	120 sqm		
		1.01.03	Admin (storage, IT, etc.)	100 sqm		
		1.01.04	Toilets (5 men, 5 women)	90 sqm		
		1.01.05	Café	190 sqm		
		1.01.06	Kitchen	90 sqm		
		1.01.07	Shop	100 sqm		
		1.01.08	Visitor Information Area	65 sqm		
		1.01.09	Night Sky Viewing Platform	150 sqm		
		1.01.10	Circulation (20.0%)	231 sqm		
		1.01.11	Demolition/removal of existing Visitor Centre	200 sqm		
		Σ	**Subtotal**	**1,386 sqm**		
	1.02		**Fitout Estimates**			
		1.02.01	Technology (for Indoor & Outdoor Light Show attraction)	250 sqm		
		1.02.02	Foyer/reception	120 sqm		
		1.02.03	Admin (storage, IT, etc.)	100 sqm		
		1.02.04	Toilets (5 men, 5 women)	90 sqm		
		1.02.05	Café	190 sqm		
		1.02.06	Kitchen	90 sqm		
		1.02.07	Shop	100 sqm		
		1.02.08	Visitor Information Area	65 sqm		
		1.02.09	Night Sky Viewing Platform	150 sqm		
		1.02.10	Circulation (20.0%)	231 sqm		
		Σ	**Subtotal**	**1,386 sqm**		
	1.03		**Construction & Fitout Totals & Other Fees**			
		1.03.01	Construction & Fitout Totals			
		1.03.02	Site Works	97 sqm		
		1.03.03	Landscaping & Car Parking	1,170 sqm		
		1.03.04	Design & Consultancy Fees [redacted])			
		Σ	**Subtotal**			
	1.04	Σ	**Contingency (20.0%)**			
Σ			**Element 1: Arthur's Pass Discovery Centre Total CAPEX**			

11.2.2.2. Element 2: Hot Pools/Wellness Hub

Table 16 summarises the capital expenditure detail for the Hot Pools/Wellness Hub which is connected to the Eco-Lodge Accommodation (but which can be used by guests and non-guests). Total capital expenditure for this element is estimated at [redacted] Of this, [redacted] pertains to construction and fitout of the Hub, [redacted] in design and consultancy fees and an additional [redacted] in contingency (20% of the total capital cost).

The development cost associated with this element is attributed to a private developer due to the commercial returns on investment anticipated.

Table 16: Hot Pools/Wellness Hub CAPEX Detail

2			Element 2: Hot Pools/Wellness Hub	Size (sqm)	[redacted]	Total
	2.01		**Construction Estimates**			
		2.01.01	Reception & Internals	100 sqm		
		2.01.02	Massage room	50 sqm		
		2.01.03	Number of indoor/outdoor hot tubs	8 tubs		
		2.01.04	Size of indoor/outdoor hot tub area	15 sqm		
		2.01.05	Total indoor/outdoor hot tub area	120 sqm		
		2.01.06	Open Space/retail	100 sqm		
		2.01.07	Circulation (20.0%)	64 sqm		
		Σ	**Subtotal**	**384 sqm**		
	2.02		**Fitout Estimates**			
		2.02.01	Reception & Internals	100 sqm		
		2.02.02	Total indoor/outdoor hot tub area	120 sqm		
		2.02.03	Hot tubs purchase	8 tubs		
		2.02.04	Open Space/retail	100 sqm		
		2.02.05	Circulation (20.0%)	64 sqm		
		Σ	**Subtotal**	**392 sqm**		
	2.03		**Construction & Fitout Totals & Other Fees**			
		2.03.01	Construction & Fitout Totals			
		2.03.02	Design & Consultancy Fees [redacted])			
		Σ	**Subtotal**	-		
	2.04	Σ	**Contingency (20.0%)**			
Σ			**Element 2: Hot Pools/Wellness Hub Total CAPEX**			

11.2.2.3. Element 3: Eco-Lodge Accommodation

The Eco-Lodge Accommodation has an estimated capital cost of [redacted] This cost is attributed to a private developer, anticipated to be the same developer as the Hot Pools/Wellness Hub as the facilities are interconnected. The facility also includes an external climbing wall (using a wall of the accommodation facility) to offer visitors and guests an additional visitor experience to undertake. The capital expenditure is made up of (see Table 17):

- [redacted] in construction costs (based on an average construction rate per square metre of [redacted] an 80 room eco-lodge with restaurant;
- fitout estimates of [redacted] and
- other fees (including site works, landscaping & car parking, and design & consultancy fees) of [redacted]

Table 17: Eco-lodge Accommodation CAPEX Detail

3			Element 3: Eco-lodge Accommodation	Size (sqm)	Rate (p/sqm)	Total
	3.01		**Construction Estimates**		[redacted]	[redacted]
		3.01.01	Number of Rooms	80 rooms		
		3.01.02	Size of Rooms	29 sqm		
		3.01.03	Total Rooms Area	2,320 sqm		
		3.01.04	Central Reception & Dining (160 pax capacity)	388 sqm		
		3.01.05	Commercial Kitchen (including Cool Rooms etc.)	200 sqm		
		3.01.06	Function/Meeting Rooms x 2 (200 sqm + 90 sqm)	290 sqm		
		3.01.07	Toilets	65 sqm		
		3.01.08	Circulation (20.0%)	653 sqm		
		Σ	**Subtotal**	**3,916 sqm**		
	3.02		**Fitout Estimates**			
		3.02.01	Total Rooms Area	2,320 sqm		
		3.02.02	Central Reception & Dining (160 pax capacity)	388 sqm		
		3.02.03	Commercial Kitchen (including Cool Rooms etc.)	200 sqm		
		3.02.04	Function/Meeting Rooms x 2	290 sqm		
		3.02.05	Toilets	65 sqm		
		3.02.06	Rock climbing wall (external) PC Sum	-		
		3.02.07	Circulation (20.0%)	653 sqm		
		Σ	**Subtotal**	**3,916 sqm**		
	3.03		**Construction & Fitout Totals & Other Fees**			
		3.03.01	Construction & Fitout Totals			
		3.03.02	Site Works	392 sqm		
		3.03.03	Landscaping & Car Parking	1,800 sqm		
		3.03.04	Design & Consultancy Fees [redacted]			
		Σ	**Subtotal**	-		
	3.04	Σ	**Contingency (20.0%)**			
Σ			**Element 3: Eco-lodge Accommodation Total CAPEX**			

11.2.2.4. Element 4: Klondyke Corner Camping Ground Upgrades

The estimated total capital cost (Table 18) associated with upgrading Klondyke Corner camping ground to provide a higher level of amenity, including toilets, showers, and powered camping sites. The total estimated capex of [redacted] comprises:

- [redacted] in construction costs, including the development of 20 powered sites, 40 unpowered sites, a shared kitchen facility, a small toilet/shower block and a small children's play area;
- [redacted] in fitout costs, which primarily relate to the kitchen facility, ablution facilities and the kids play area;
- [redacted] in site works, landscaping, car parking and design fees; and
- a 20% contingency [redacted]

The development cost associated with this element is borne by DOC and any revenue and expenditure generated through this element is allocated to DOC, though Iwi has indicated this may be a development concept they could be interested in partnering on and potentially operating.

Table 18: Klondyke Corner Camping Ground Upgrades CAPEX Detail

4			Element 4: Klondyke Corner Camping Ground Upgrades	Size (sqm)	Rate (p/sqm)	Total
	4.01		**Construction Estimates**		[redacted]	[redacted]
		4.01.01	Number of Powered Sites	20 sites		
		4.01.02	Number of Unpowered Sites	40 sites		
		4.01.03	Size of Powered & Unpowered Sites	25 sqm		
		4.01.04	Total Sites Area	1,500 sqm		
		4.01.05	Camp Kitchen Facility	50 sqm		
		4.01.06	Toilets & Showers (4 showers, 4 toilets)	80 sqm		
		4.01.07	Kids play area	75 sqm		
		4.01.08	Circulation (20.0%)	41 sqm		
		Σ	**Subtotal**	**1,746 sqm**		
	4.02		**Fitout Estimates**			
		4.02.01	Total Sites Area	1,500 sqm		
		4.02.02	Camp Kitchen Facility	50 sqm		
		4.02.03	Toilets & Showers (4 showers, 4 toilets)	80 sqm		
		4.02.04	Kids play area	75 sqm		
		4.02.05	Circulation (20.0%)	41 sqm		
		Σ	**Subtotal**	**1,746 sqm**		
	4.03		**Construction & Fitout Totals & Other Fees**			
		4.03.01	Construction & Fitout Totals			
		4.03.02	Site Works	175 sqm		
		4.03.03	Landscaping & Car Parking	1,170 sqm		
		4.03.04	Design & project management Fees [redacted]			
		Σ	**Subtotal**	-		
	4.04	Σ	**Contingency (20.0%)**	-		
Σ			**Element 4: Klondyke Corner Camping Ground Upgrades Total CAPEX**			

11.2.2.5. Element 5: Arthur's Pass Railway Station Upgrades

The proposed Arthur's Pass Train Station upgrades are estimated at [redacted] This includes:

- [redacted] in construction costs;
- [redacted] in fit out costs;
- fencing, lighting, parking, and landscaping costs [redacted]
- design and consultancy fees of [redacted] and
- [redacted] for the relocation of the turntable, shunting line, and signalling (provided by KiwiRail) from the development site to an alternative location in the Arthur's Pass Station precinct.

The cost for upgrading the Arthur's Pass Station has been allocated to KiwiRail though it is recognised that alternative funding might be sought, to provide what is non-income generating infrastructure requirements, to allow for the commercial development node to be introduced on KiwiRail land. The station redevelopment assumes total replacement of the existing station on the current site rather than a retrofit of the current building.

There were various site options for positioning a commercial development node on KiwiRail land at Arthur's Pass and the highest ranked location selected (see Section 7.4), will require the relocation of the existing locomotive turntable and connecting shunting line as well as an area to store rail ballast. In discussions with KiwiRail technical personnel, an indicative location was identified (subject to engineering assessments) on an existing piece of KiwiRail land and the cost of relocating these elements (including provision for possible signalling equipment), was included as determined by KiwiRail.

What has been included (via the capital cost estimates and cost benefit analysis) is the cost to replace the current station building at its existing location, and the relocation costs for the turntable etc. as the other commercial development elements will be offering at least two new food and beverage outlets close by and some retail, it has been determined that there is no need for a new railway station to have to offer these facilities as the new facilities proposed are in easy walking distance to the station.

Table 19: Station Upgrades CAPEX Detail

5			Element 5: Arthur's Pass Railway Station Upgrades	Size (sqm)	[redacted]	Total
	5.01		**Construction Estimates**			
		5.01.01	Station Entry Building	360 sqm		
		5.01.02	Platform Under Cover (200m X 3m)	600 sqm		
		5.01.03	Entrance Portico	180 sqm		
		Σ	**Subtotal**	**1,140 sqm**		
	5.02		**Fitout Estimates**			
		5.02.01	Station Entry Building	360 sqm		
		5.02.02	Platform Under Cover (200m X 3m)	600 sqm		
		5.02.03	Entrance Portico	180 sqm		
		Σ	**Subtotal**	**1,140 sqm**		
	5.03		**Construction & Fitout Totals & Other Fees**			
		5.03.01	Construction & Fitout Totals for railway station			
		5.03.02	Fencing (PC)			
		5.03.03	Lighting (PC) external			
		5.03.04	Landscaping & Car Parking (PC)	500 sqm		
		5.03.05	Design & Consultancy Fees [redacted]			
		5.03.06	Relocation of turntable, shunting line, signalling PC est.			
		Σ	**Subtotal**			
	5.04	Σ	**Contingency (20.0%)**	-	-	
Σ			**Element 5: Arthur's Pass Railway Station Upgrades Total CAPEX**			

11.2.2.6. Element 6: Walking Trail Upgrades

An estimated [redacted] has been allocated to the development of several new trails/enhancements of existing trails (see Table 20). The rate per square metre for trail development is an average and has been based on discussions with DOC. As it is an average, it should be considered indicative only and subject to further detailed track assessments.

The walking trail upgrades fall under PCL and the capital cost associated with the developments/upgrades have been subsequently allocated to DOC. While the upgrades to existing walking tracks and the introduction of new tracks and loop circuits are more likely to be developed on a staged basis by DOC, for the purposes of this Framework exercise, they have been included as an upfront capital cost covering all of the suggested enhancements.

As the various concept development elements suggested in this report include a mix of public and private investment, it is preferred if all development can be undertaken within a similar timeframe, so each element logically leverages off those which are critical to it. This is also needed to support the economic uplift as indicated to Arthur's Pass village and the National Park overall, and the projected visitation and yield growth also assume that the various elements are offered simultaneously.

Table 20: Walking Trail Upgrades CAPEX Detail

6			Element 6: Walking Trail Upgrades	Size (km)	Rate (p/sqm)	Total
	6.01		**Construction Estimates**		[redacted]	[redacted]
		6.01.01	Temple Basin Loop Track	4,300 sqm		
		6.01.02	Bealey Valley Loop Track	1,057 sqm		
		6.01.03	New Lake Misery Track	1,166 sqm		
		6.01.04	Lake Misery to Temple Basin Track	1,539 sqm		
		6.01.05	Temple Basin to Jacks Hut Track	1,745 sqm		
		6.01.06	Jacks Hut to Scotts Track	3,024 sqm		
		6.01.07	Scotts Track to Avalanche Peak Track	1,529 sqm		
		6.01.08	Bealey Spurr Loop Track Pt2	1,394 sqm		
		6.01.09	Bealey Spurr Loop Track Pt1	6,679 sqm		
		6.01.10	Bealey Short Loop	796 sqm		
		6.01.11	Bealey Spurr to O'Malley Long Loop Track	6,267 sqm		
		6.01.12	Mt Bruce Circuit	10,680 sqm		
		6.01.13	Cave Stream Dry River Valley Loop Track	2,697 sqm		
		6.01.14	Signage (PC Sum) 4 signs per track	52		
		Σ	**Subtotal**	**42,873**		
			Design fees/project management			
	6.02	Σ	**Contingency (20.0%)**	**42,873 sqm**		
Σ			**Element 6: Walking Trail Upgrades Total CAPEX**	**42,873 sqm**		

11.2.2.7. Element 7: Worker Accommodation

The Worker Accommodation development cost is summarised in Table 21. This includes:

- [redacted] in construction estimates for accommodation which includes 20 bedrooms, a communal dining area and kitchen as well as toilet facilities;
- [redacted]m in fitout costs;
- the average construction and fitout estimates are lower than those applied to the Eco-Lodge and Discovery Centre reflecting the nature/type of facility being developed;
- [redacted] in site works and design fees; and
- a contingency of 20% totalling [redacted]

The cost of developing the worker accommodation is allocated to a private developer of the Eco-Lodge Accommodation as a supporting element.

Table 21: Worker Accommodation CAPEX Detail

7			Element 7: Worker Accommodation	Size (sqm)	[redacted]	Total
	7.01		**Construction Estimates**		[redacted]	[redacted]
		7.01.01	Number of Rooms	20 rooms		
		7.01.02	Size of Rooms	15 sqm		
		7.01.03	Total Rooms Area	300 sqm		
		7.01.04	Communal Dining Area	60 sqm		
		7.01.05	Communal Kitchen	20 sqm		
		7.01.06	Toilets	120 sqm		
		7.01.07	Covered walkway (linking accommodation to hotel)	45 sqm		
		7.01.08	Circulation (15%)	75 sqm		
		Σ	**Subtotal**	**620 sqm**		
	7.02		**Fitout Estimates**			
		7.02.01	Total Rooms Area	300 sqm		
		7.02.02	Communal Dining Area	60 sqm		
		7.02.03	Communal Kitchen	20 sqm		
		7.02.04	Toilets	120 sqm		
		7.02.05	Circulation (15%)	75 sqm		
		Σ	**Subtotal**	**575 sqm**		
	7.03		**Construction & Fitout Totals & Other Fees**			
		7.03.01	Construction & Fitout Totals			
		7.03.02	Site Works	58 sqm		
		7.03.03	Design & Consultancy Fees [redacted]			
		Σ	**Subtotal**	-		
	7.04	Σ	**Contingency (20.0%)**			
Σ			**Element 7: Worker Accommodation Total CAPEX**			

11.2.2.8. Element 8: Avalanche Creek Park & Devils Punchbowl Staging Posts

Table 22 summarises the development costs associated with upgrading/enhancing the small park (open space) area opposite Arthur's Pass Chapel along with land extending beyond this DOC PCL area into KiwiRail adjoining land, to allow for a larger area to be appropriately landscaped to offer a more integrated and attractive site.

In addition, funding is provided for the Devils Punchbowl car park upgrades including a staging post shelter and open-sided information kiosk for walkers, and the designated walking track from the Railway Station to the Devils Punchbowl car park and staging post shelter. The combined cost of these two staging posts and ancillary infrastructure is estimated at [redacted] and has, therefore, been allocated to DOC.

Table 22: Park Upgrades CAPEX Detail

8			Element 8: Avalanche Creek Park & Devils Punchbowl Stag	Size (sqm)	Rate (p/sqm)	Total
	8.01		**Construction Estimates**			
		8.01.01	Devils Punchbowl car park	3,200 sqm		
		8.01.02	Devils Puncbowl Seating and shelters x 2	40 sqm		
		8.01.03	Arthur's Pass Railway Station to Devils Punchbowl pathway link	950 sqm		
		8.01.04	Avalanche Creek Park seating and shelters x 2	40 sqm		
		8.01.05	Avalanche Creek Park pathways	120 sqm		
		8.01.06	Avalanche Creek Park signage and interpretation	30 sqm		
		8.01.07	Avalanche Creek Park landscaping	2,000 sqm		
		8.01.08	Avalanche Creek Park lighting	40 sqm		
		Σ	**Subtotal**	**6,420 sqm**		
	8.02		**Construction & Fitout Totals & Other Fees**			
		8.02.01	Construction & Fitout Totals			
		8.02.02	Site Works	655 sqm		
		8.02.03	Avalanche Creek Flood Mitigation Measures			
		8.02.04	Design & Consultancy Fees [redacted]			
		Σ	**Subtotal**	-		
	8.03	Σ	**Contingency (20.0%)**			
Σ			**Element 8: Avalanche Creek Park & Devils Punchbowl Staging Posts Total CAPEX**			

11.2.2.9. Element 9: Infrastructure

A variety of infrastructure costs have also been identified and which total [redacted] (including a 20% contingency cost of [redacted] These costs pertain to different stakeholders and are outlined below.

- DOC: [redacted] associated with the upgrades to the various DOC car parks areas at sites along SH73 (along with the associated 20% contingency and 7% design/project management fees).
- Private Developer: 50% of the cost [redacted] for the development of stormwater, potable water and sewerage facilities is associated with the private developer to cover these utility facilities for the new private investment elements (along with an associated 20% contingency and 7% design/project management fees).
- Council: the remaining 50% of the cost ([redacted] for the development of stormwater, potable water and sewerage facilities is associated with Council (along with the associated 20% contingency and [redacted]esign/project management fees). This is for the existing residential and commercial-business sites within Arthur's Pass village, and which offer an excellent opportunity for overall Arthur's Pass village upgrades to supporting infrastructure and to improve the overall amenity of the area for the benefit of both the community, landowners, and visitors.
- Council: for the urban improvement infrastructure upgrades required to uplift the look and feel of Arthur's Pass village as noted in Table 23.

Table 23: Infrastructure CAPEX Detail

9			Element 9: Infrastructure	Size (sqm)
	9.01		**Construction Estimates**	
		9.01.01	Storm water	-
		9.01.02	Potable water	-
		9.01.03	Sewerage	-
		9.01.04	Roading & pathway upgrades PC Sum	-
		9.01.05	Kura Tawhiti car park upgrades/expansion	1,600 sqm
		9.01.06	Cave Stream car park upgrades/expansion	400 sqm
		9.01.07	Bealey Spur car park upgrades/expansion	550 sqm
		9.01.08	Entry Portal (Signage, Wayfinding, etc.)	150 sqm
		9.01.09	Village look and feel upgrades (pavements, landscaping)	2,400 sqm
		9.01.10	Village look and feel upgrades (lighting, street furniture)	80 sqm
		Σ	**Subtotal**	**18,675 sqm**
	9.02		**Construction & Fitout Totals & Other Fees**	
		9.02.01	Construction & Fitout Totals	-
		9.02.02	Urban Design & Project Management	
		Σ	**Subtotal**	-
	9.03	Σ	**Contingency (20.0%)**	
Σ			**Element 9: Infrastructure Total CAPEX**	

11.3. REVENUE STREAMS

Table 24 provides the assumptions behind the various revenue streams for the development elements. It is important to note that the following elements do not have revenue streams associated with them and therefore have not been included below: Walking Trail Upgrades; Worker Accommodation; Avalanche Creek Park & Devils Punchbowl Staging Posts; and Infrastructure. These are important elements, however, to ensure the overall look and feel of Arthur's Pass village especially, is enhanced, and to act as a catalyst to help encourage the new major private investment being suggested.

These revenue stream assumptions should be read in conjunction with the demand assumptions outlined in Section 10.

Table 24: Revenue Streams & Assumptions

	Element	Description
Σ	**Arthur's Pass Discovery Centre**	
3.01.01	Revenue from Ticket Sales to Paid Experience	▪ Varying ticket price for adult, child, concession & family ▪ Prices start in year 1 [redacted] respectively ▪ Prices are inflated by 2% p/a and rounded up to the nearest dollar
3.01.02	Café Lease & % of Turnover Income	▪ Café is leased out to private operator who pays a lease fee and a percentage of turnover [redacted] of turnover) ▪ In year 1, the lease fee offered is a peppercorn rate [redacted] which increases [redacted] by year 2 and inflated by 2% p/a every year thereafter
3.01.03	Retail estimated revenue	▪ [redacted] average spend, inflated by 2% p/a ▪ Based on the assumption that 25% of visitors to the Discovery Centre may purchase from the retail shop
Σ	**Hot pools/Wellness Hub**	
3.02.01	Hot Tub Booking Revenue	▪ Hot tub bookings are charged on a per-person basis, which starts at [redacted] year 1 and is inflated by 2% p/a ▪ Rates are conservative (based on comparative experiences in New Zealand)
Σ	**Eco-lodge Accommodation**	
3.03.01	Accommodation Booking Revenue	▪ The average achieved room rate (AARR) is set at [redacted] during the peak season and inflated by 2% p/a ▪ The peak rate decreases by 25% to an AARR of [redacted] during the shoulder season and is inflated by 2% p/a ▪ The peak rate decreases by 50% to an AARR of [redacted] during the low season and is inflated by 2% p/a ▪ The AARR includes buffet breakfast for each guest (assumed at [redacted] per guest)
3.03.02	Restaurant Revenue (Guest & Non-Guest)	▪ Average spend per restaurant user (both guests and non-guests) is set at [redacted] and inflated by 2% p/a ▪ This is based on an estimated average spend of [redacted] on food and [redacted] on beverages
3.03.03	Rock-Climbing Wall Revenue	▪ Prices to access the rock-climbing facility are set [redacted] in the peak season, $[redacted] the shoulder season and [redacted] in the offseason and are inflated by 2% p/a.
Σ	**Klondyke Corner Camping Ground Upgrades**	
3.04.01	Powered Site Revenue	▪ Powered site revenue is based on a single charge per site utilised of [redacted] across all seasons and inflated by 2% p/a and rounded up to the nearest dollar ▪ Fees are based on DOC's current fees for powered sites at Scenic Campsites[37]
3.04.02	Unpowered Site Revenue	▪ Unpowered site revenue is based on a single charge per site utilised of [redacted] all seasons and inflated by 2% p/a and rounded up to the nearest dollar ▪ Fees are based on DOC's current fees for unpowered sites at Scenic Campsites[38]
Σ	**Station Upgrades**	
3.05.01	Leasing of land for commercial development (KiwiRail)	▪ The fee provided to KiwiRail by a private developer for the lease of KiwiRail land, set at [redacted] the first three years and inflated by 5% every fourth year thereafter
Σ	**Walking Trail Upgrades**	
3.06.01	n/a	▪ There are no revenue streams associated with the walking trails in Arthur's Pass
Σ	**Worker Accommodation**	
3.07.01	n/a	▪ There are no revenue streams associated with the worker accommodation as this is a service offered by the operator of the eco-lodge accommodation due to the remoteness of the location
Σ	**Avalanche Creek Park & Devils Punchbowl Staging Posts**	
3.08.01	n/a	▪ There are no revenue streams associated with this element
Σ	**Infrastructure**	
3.09.01	n/a	▪ There are no revenue streams associated with this element

[37] https://www.doc.govt.nz/parks-and-recreation/places-to-stay/stay-at-a-campsite/facilities-and-fees/

[38] https://www.doc.govt.nz/parks-and-recreation/places-to-stay/stay-at-a-campsite/facilities-and-fees/

11.4. EXPENDITURE ITEMS

Table 25 provides the operating expenditure assumptions for each development element. While some elements do not have any revenue streams associated with them, due to maintenance and upkeep etc., all elements have associated operating expenditure.

What is not included are any charges which, for example, Council may levy property owners at Arthur's Pass village, through the supply of improved potable water, sewerage treatment systems and or stormwater system upgrades. So, while there would be some cost recovery for stakeholders such as Council through providing new and improved infrastructure, this has not been treated as a revenue stream in the financial assessment, as the details of this are too early to be determined.

These operating expenditure assumptions should be read in conjunction with the demand assumptions outlined in Section 10.

Table 25: Operating Expenditure & Assumptions

	Element	Description
Σ	**Arthur's Pass Discovery Centre**	
4.01.01	Wages (APDC)	▪ Staffing requirements vary according to the tourism season. Wages are based on 10 FTE in peak season, 8 FTE in the shoulder and 5 FTE in the offseason. ▪ Average FTE wage has been set at $70k p/a and inflated by 2% p/a. This reflects current industry average wages and includes a slight premium to reflect the remoteness of Arthur's Pass.
4.01.02	Oncosts (APDC)	▪ Oncosts are set at 25% of wage costs ▪ This is based on industry averages and reflects additional staff-related costs such as superannuation, holiday leave and sick leave loading
4.01.03	Utilities (APDC)	▪ [redacted]p/sqm, inflated by 2% p/a
4.01.04	Office Expenses (APDC)	▪ [redacted]p/month, inflated by 2% p/a
4.01.05	IT Expenses (APDC)	▪ [redacted]p/month, inflated by 2% p/a
4.01.06	Insurance (APDC)	▪ [redacted]p/month, inflated by 2% p/a as a PC sum
4.01.07	Building/General Maintenance & Cleaning (APDC)	▪ [redacted]p/sqm, inflated by 2% p/a
4.01.08	Marketing (APDC)	▪ Based on 5% of income
4.01.09	Cafe COGS (APDC)	▪ n/a as café is leased out so cost is borne by café lessee. As this element is a revenue generating commercial opportunity, it has been assumed that DOC would lease this element out to an interested party
4.01.10	Retail COGS (APDC)	▪ Based on [redacted]of retail income
4.01.11	Services & tech maintenance contract (APDC)	▪ [redacted]p/month, inflated by 2% p/a ▪ Based on similar IT management contract costs and inflated to reflect the remoteness of Arthur's Pass and aimed at the immersive visitor attraction component which applies various forms of technology
Σ	**Hot Springs/Wellness Hub**	
4.02.01	Wages (WH)	▪ Staffing requirements for the Hot pools/Wellness Hub are set at 2 FTEs, noting that maintenance and cleaning is contracted out ▪ Average FTE wage has been set at $70k p/a and inflated by 2% p/a. This reflects current industry average wages and includes a slight premium to reflect the remoteness of Arthur's Pass.
4.02.02	Oncosts (WH)	▪ Oncosts are set at 25% of wage costs ▪ This is based on industry averages and reflects additional staff-related costs such as superannuation, leave and loading
4.02.03	Utilities (WH)	▪ [redacted]sqm, inflated by 2% p/a
4.02.04	Office Expenses (WH)	▪ [redacted]month, inflated by 2% p/a
4.02.05	IT Expenses (WH)	▪ [redacted]p/month, inflated by 2% p/a
4.02.06	Insurance (WH)	▪ $[redacted]month, inflated by 2% p/a
4.02.07	Building/General Maintenance & Cleaning (WH)	▪ [redacted]inflated by 2% p/a
4.02.08	Marketing (WH)	▪ 5% of income
4.02.09	Hot Tub Maintenance (WH)	▪ [redacted]tub, inflated by 2% p/a
Σ	**Eco-lodge Accommodation**	
4.03.01	Wages (Lodge)	▪ Staffing requirements vary according to the tourism season. Wages are based on 20 FTE in peak season, 15 FTE in the shoulder and 10 FTE in the offseason. If the operator of the Eco-Lodge also operates the hot pools element a degree of multi-tasking may be possible, and this could potentially also include the café component of the APDC. ▪ Average FTE wage has been set at $60k p/a and inflated by 2% p/a. This reflects current industry average wages and includes a slight premium to reflect the remoteness of Arthur's Pass. ▪ The average FTE wage is slightly lower to reflect that staff are provided with accommodation.
4.03.02	Oncosts (Lodge)	▪ Oncosts are set at 25% of wage costs ▪ This is based on industry averages and reflects additional staff-related costs such as superannuation, holiday, and sick leave loading
4.03.03	Land lease fee to KiwiRail (Lodge)	▪ Land lease fee to KiwiRail set at [redacted]the first three years and inflated [redacted]fourth year which is an initial provisional fee applied, and subject to site valuation and commercial negotiation with KiwiRail

	Element	Description
4.03.04	Utilities (Lodge)	▪ [redacted]sqm, inflated by 2% p/a
4.03.05	Office Expenses (Lodge)	▪ [redacted]p/month, inflated by 2% p/a
4.03.06	IT Expenses (Lodge)	▪ [redacted]p/month, inflated by 2% p/a
4.03.07	Insurance (Lodge)	▪ [redacted]p/month, inflated by 2% p/a
4.03.08	Building/General Maintenance & Cleaning (Lodge)	▪ [redacted]p/sqm, inflated by 2% p/a
4.03.09	Marketing (Lodge)	▪ 5% of all eco-lodge income (booking revenue and restaurant revenue)
4.03.10	Restaurant COGS (Lodge)	▪ 40% of the restaurant generated income
Σ	**Klondyke Corner Camping Ground Upgrades**	
4.04.01	Wages (KC)	▪ Staffing requirements vary according to the tourism season. Wages are based on 2 FTE in peak season, 1 FTE in the shoulder and 1 FTE in the offseason. ▪ Average FTE wage has been set at $70k p/a and inflated by 2% p/a. This reflects current industry average wages and includes a slight premium to reflect the remoteness of Arthur's Pass.
4.04.02	Oncosts (KC)	▪ Oncosts are set at 25% of wage costs ▪ This is based on industry averages and reflects additional staff-related costs such as superannuation, holiday, and sick leave loading
4.04.03	Utilities PC Sum (KC)	▪ PC sum estimate of [redacted]month, inflated by 2% p/a.
4.04.04	Office Expenses (KC)	▪ n/a
4.04.05	IT Expenses (KC)	▪ n/a
4.04.06	Insurance (KC)	▪ [redacted]per month, inflated by 2% p/a
4.04.07	Building/General Maintenance & Cleaning PC Sum (KC)	▪ PC sum estimate [redacted]a, inflated by 2% p/a
4.04.08	Marketing (KC)	▪ Based on 1% of income
Σ	**Station Upgrades**	
4.05.01	Maintenance (AP Station)	▪ [redacted]p/sqm, inflated by 2% p/a
4.05.02	Utilities (Arthur's Pass Station)	▪ [redacted]p/sqm, inflated by 2% p/a
Σ	**Walking Trail Upgrades**	
4.06.01	Trail maintenance (existing & new) PC SUM (Walking)	▪ PC sum estimate of [redacted]p/a (subject to further analysis)
Σ	**Worker Accommodation**	

	Element	Description
4.07.01	Wages (WA)	▪ Staffing requirements for the worker accommodation is set at 0.5 FTEs for general management of the facility and maintenance ▪ Average FTE wage has been set at $60k p/a and inflated by 2% p/a. This reflects current industry average wages and includes a slight premium to reflect the remoteness of Arthur's Pass. ▪ The average FTE wage is slightly lower to reflect that staff are provided with accommodation.
4.07.02	On-costs (WA)	▪ On-costs are set at 25% of wages ▪ This is based on industry averages and reflects additional staff-related costs such as superannuation, holiday, and sick leave loading
4.07.03	Utilities PC Sum (WA)	▪ [redacted]p/month, inflated by 2% p/a
4.07.04	Internet Expenses (WA)	▪ [redacted]p/month, inflated by 2% p/a
4.07.05	Insurance (WA)	▪ [redacted]p/month, inflated by 2% p/a
4.07.06	Building/General Maintenance & Cleaning (WA)	▪ [redacted]p/sqm, inflated by 2% p/a
Σ	**Avalanche Creek Park & Devils Punchbowl Staging Posts**	
4.08.01	Building/General Maintenance & Cleaning PC Sum (Park)	▪ PC sum estimated [redacted]month for maintenance and cleaning
Σ	**Infrastructure**	
4.09.01	Storm water maintenance PC Sum (Infra)	▪ PC sum estimated at [redacted]p/month, inflated by 2% p/a
4.09.02	Sewer maintenance PC Sum (Infra)	▪ PC sum estimated at [redacted]month, inflated by 2% p/a
4.09.03	Potable water maintenance PC Sum (Infra)	▪ PC sum estimated at [redacted]month, inflated by 2% p/a
4.09.04	Landscape maintenance PC Sum (Infra)	▪ PC sum estimated at [redacted]month, inflated by 2% p/a
4.09.05	Parking maintenance PC Sum (line marking etc.) (Infra)	▪ PC sum estimated at [redacted]p/a, inflated by 2% p/a
4.09.06	Waste management/rubbish removal (PC Sum) (Infra)	▪ PC sum estimated at [redacted]p/month, inflated by 2% p/a

11.5. COST BENEFIT MODELLING

11.5.1. Private Investor

Table 26 shows the cost-benefit summary for a private investor. Key findings can be synthesised as follows.

- The discount rate is assumed to be [redacted] reflecting the current cost of capital.
- The required yield is set at [redacted] for both the Wellness Hub and the Eco-lodge, reflecting the commercial nature of the project and the existing challenge of high seasonality in the region so an investor/developer will need to see sufficient return on investment to reflect project risk.
- Due to its revenue-generating capacity, cash flow is expected to grow from [redacted] in Year 1 to [redacted] by Year 10.
- As a result, the financial benefits are strong, [redacted]
- [redacted] the BCR is a metric which is predominantly used by the public sector to measure the benefits and costs of a project where public good benefits rather than commercial returns are important. Private investors place a far larger weighting on the NPV results of a project.

The full cost-benefit for the private investor can be found in Appendix 7.

Table 26: Cost Benefit Results for Private Investor

	Private Investor
Required Yield – Arthur's Pass Discovery Centre	[redacted]
Required Yield – Wellness Hub	[redacted]
Required Yield – Eco-Lodge	[redacted]
Discount Rate	[redacted]
Total Visits (Non-Unique) - Y1	[redacted]
Total Visits (Non-Unique) - Y10	[redacted]
Revenue - Y1	[redacted]
Revenue - Y10	[redacted]
Expenditure - Y1	[redacted]
Expenditure - Y10	[redacted]
CAPEX	[redacted]
Cashflow - Y1	[redacted]
Cashflow - Y10	[redacted]
IRR	[redacted]
NPV	[redacted]
BCR	[redacted]

11.5.2. DOC

Table 27 details the cost-benefit summary for DOC's investment in Arthur's Pass. Key points to note include the following.

- The discount rate is assumed to be [redacted] reflecting the current cost of capital.
- The required yield is set at [redacted] for both the Discovery Centre and Klondyke Corner, reflecting the public good nature of the investment which is far less than a commercial return would need to be. Other investment elements associated with DOC (such as walking trail upgrades and infrastructure) do not have an allocated required yield because they are non-revenue generating.
- DOC's investment is expected to generate a negative cash flow over the period assessed, ranging from [redacted] n Year 1 to [redacted] by Year 10.
- It is worth noting that although DOC's capital investment is indicated in Section 11.2.2 [redacted] This excludes the development cost of the Arthur's Pass Discovery Centre as it has been assumed this is covered by private sector investment with support from MBIE as seed funding to help leverage private funding
  - As a result, the overall financial impact is negative, demonstrated by:
  - a negative NPV of [redacted] and
  - a negative IRR which is too large to calculate.
- While the BCR is very low [redacted] his is because of the public good nature of the elements supported by DOC, the level of capex required and the lack of revenue able to be generated by DOC.

The full cost-benefit for DOC can be found in Appendix 7.

Table 27: Cost Benefit Results for DOC

	DOC
Required Yield – Klondyke Corner Camping Ground Upgrades	[redacted]
Discount Rate	[redacted]
Total Visits (Non-Unique) - Y1	[redacted]
Total Visits (Non-Unique) - Y10	[redacted]
Revenue - Y1	[redacted]
Revenue - Y10	[redacted]
Expenditure - Y1	[redacted]
Expenditure - Y10	[redacted]
CAPEX	[redacted]
Cashflow - Y1	[redacted]
Cashflow - Y10	[redacted]
IRR	-
NPV	[redacted]
BCR	[redacted]

11.5.3. KiwiRail

Table 28 details the cost-benefit summary for KiwiRail's investment in Arthur's Pass. Key points to note include the following.

- The discount rate is assumed to be [redacted] reflecting the current cost of capital.
- The required yield is set at [redacted] reflecting the public good nature of the investment and noting that the railway station per se is not a revenue-generating element though on-train spend (food and beverage and retail) is achieved but not included in this assessment as its not attributed to Arthur's Pass.
- KiwiRail's investment is expected to generate positive cash flow over the period assessed, ranging from [redacted] Year 1 to

[redacted] by Year 10 [redacted]

- The capex associated with introducing a new railway station building of a similar footprint to the existing railway station is estimated at [redacted] excluding a 20% contingency cost. The balance of the capex of [redacted] is attributed to relocating the existing turntable and shunting line to a suitable site within the KiwiRail landholding at Arthur's Pass. This figure does not include the 20% contingency applied elsewhere as the estimated capital costs, provided by KiwiRail, are inclusive of a contingency. Total capex is, therefore, [redacted] of which 72% relates to the development of a new like for like railway station at Arthur's Pass and 28% is for the relocation of the turntable, shunting line, and potential signalling requirements.
- Though it is not possible to generate a positive BCR result due to the level of capex requirements and lack of revenue generation because of the public good nature of the project components for KiwiRail, the overall results deliver:
  - [redacted]
  - [redacted]
  - [redacted]

What cannot be factored in at this stage is any financial uplift, which may be attributed to KiwiRail from the potential level of market demand increases which the redevelopment of Arthur's Pass village and the new commercial development node can generate and for which it may be a beneficiary of.

Furthermore, as these elements are critical infrastructure improvements for Arthur's Pass village overall, it may be possible for KiwiRail to access funding from central government to help cover some if not all of these capital cost items. If this did occur, the economic metrics would likely significantly change to offer KiwiRail further positive economic and financial results.

The full cost-benefit for KiwiRail can be found in Appendix 7.

Table 28: Cost Benefit Results for KiwiRail

	KiwiRail
Required Yield	[redacted]
Discount Rate	[redacted]
Total Visits (Non-Unique) - Y1	[redacted]
Total Visits (Non-Unique) - Y10	[redacted]
Revenue - Y1	[redacted]
Revenue - Y10	[redacted]
Expenditure - Y1	[redacted]
Expenditure - Y10	[redacted]
CAPEX	[redacted]
Cashflow - Y1	[redacted]
Cashflow - Y10	[redacted]
IRR	[redacted]
NPV	[redacted]
BCR	[redacted]

11.5.4. All Elements

The total cost-benefit summary for the project is detailed in Table 29. Key points to note include:

- The discount rate is assumed to be [redacted] reflecting the current cost of capital.
- As the revenue-generating capabilities overall are greater than the estimated operating costs, total cash flow is positive throughout the 10-year projected cash flow period, increasing from [redacted] Year 1 [redacted] by Year 10.
- The project is expected to generate financial and economic benefits, demonstrated by:
  - [redacted]
  - [redacted]
  - [redacted]

This exercise is undertaken to illustrate what the total quantum of all estimated capital development requirements will be for the Destination and Investment Framework, regardless of who capital development costs, revenue streams and operating costs are attributed to.

The BCR result reflects the number of non-revenue generating elements required which are numerous. These are needed to put in place upgraded and new infrastructure along with supporting elements which in turn, can help leverage the private sector investment required.

In addition, without the public infrastructure funded elements included the ability to help reposition Arthur's Pass village and the DOC experiences along SH73 as a stronger and more viable destination and journey experience, are significantly reduced.

The full cost-benefit for the All Element modelling (public and private investment) can be found in Appendix 7.

Table 29: Cost Benefit Results for Total Project

	All
Discount Rate	[redacted]
Total Visits (Non-Unique) - Y1	[redacted]
Total Visits (Non-Unique) - Y10	[redacted]
Revenue - Y1	[redacted]
Revenue - Y10	[redacted]
Expenditure - Y1	[redacted]
Expenditure - Y10	[redacted]
CAPEX	[redacted]
Cashflow - Y1	[redacted]
Cashflow - Y10	[redacted]
IRR	[redacted]
NPV	[redacted]
BCR	[redacted]

In summary, finding the correct balance of development (and investment) to generate sufficient economic and social uplift at Arthur's Pass village and within the APNP and sites along SH73, and to offer far greater sustainability to support the APNPMP, is considered a key outcome.

The elements which have been suggested offer an appropriate mix of public and private investment components to achieve:

- supporting the desired values and objectives of APNPMP to help their attainment;
- avoiding the risk of over-development and therefore achieving a scale which is reflective of the needs of the destination and its wide stakeholder base for the medium to longer-term;
- helping position Arthur's Pass as a far more strategic destination to support community aspirations and wider stakeholder needs for enhanced recreational facilities and amenities all year round;
- delivering elements which are complementary to the look and feel and scale of what is needed at Arthur's Pass village particularly to meet market demand and help address seasonality challenges;
- offering ways to enable Iwi especially, to engage on projects which can offer commercial returns which in turn may lead to broader economic benefits including more local employment etc;
- to assist Government investment already identified for the West Coast and for which Arthur's Pass can be developed as a key gateway node to also support, and
- to encourage more New Zealanders especially, to access what is New Zealand's most accessible national park to a major urban area, noting that there are a range of day and overnight visitor markets who can be appealed to, but which need the elements recommended in this Framework, to activate this market demand.

11.6. PROJECT STAGING

To derive the desired benefits from the Destination and Investment Framework, suggested development elements and supporting infrastructure, a staged approach is required which can:

- allow for appropriate consultation and engagement
- align with government funding programs and strategic policy outcomes for regional economic growth and sustainability;
- ensure that the various key stakeholder agencies (DOC, KiwiRail, Selwyn District Council, NZTA, MBIE) and in partnership with local Runanga are supportive of recommended developments and supporting infrastructure and are prepared to work collaboratively;
- deliver outcomes on a timely basis and via a logical sequencing of activities; and
- understand investment support from the private sector who are identified as potentially funding nearly 50% of the capex required for the total development as identified for this Framework.

Many of the project elements, which are included, may be able to be developed and constructed simultaneously while others will have to occur sequentially.

From a destination planning and development perspective, there are a number of elements which ideally should be developed simultaneously. This is necessary to ensure that the critical mass of new and enhanced elements are introduced to help leverage other components of development and to support complementary development occurring. To achieve this, project staging should, wherever possible, follow the sequencing of:

- agreement via an MOU amongst the key stakeholders and landholders to work collaboratively to achieve the destination outcomes for Arthur's Pass as identified in the Framework;
- securing government funding for key development elements and supporting infrastructure where possible from MBIE as identified;
- a detailed business case including refined capex estimates etc. with full concept design drawings, detailed design drawings and tender;
- securing of private sector investment for the commercial development node which will likely require sufficient evidence of public investment and supporting infrastructure, to enable private sector investment to leverage off this;
- relocation of the KiwiRail turntable and shunting line to enable the repurposing of land for the private investment commercial development node;
- development by DOC for walking trail upgrades and staging posts and related infrastructure for Devils Punchbowl car park and Avalanche Creek and parking enhancements at key DOC sites along SH73;
- introduction of infrastructure upgrades for Arthur's Pass village and for the proposed commercial development node including combined new facilities for potable water, sewerage treatment system and storm water system including flood mitigation measures for Avalanche Creek, to be undertaken by Council;
- development of the various components of the commercial development node funded through private sector investment including for the eco-lodge accommodation, hot pools and wellness hub, workers accommodation and the Arthur's Pass Discovery Centre (funded separately by MBIE);
- redevelopment of the Arthur's Pass Railway Station by KiwiRail; and
- development of Klondyke Corner camping ground facilities by DOC.

Table 30 demonstrates a potential staging process for Arthur's Pass Framework elements. It is important to note that unless it is possible to fast track the Resource Management Act (RMA) process for planning approvals, the timeline may need to be extended by a further 12-18 months. In addition, it may also be possible to reduce the construction and development timeframe for some elements, but at this stage of the project, the timeframe has been suggested to take account of having to source and transport most of the construction and development materials from Christchurch or further afield, and taking into account that many contractors may not find accommodation to stay locally so may need to travel up from Christchurch or other locations on a daily or regular basis, which would all likely extend the construction and development phase as indicated in Table 30. Nevertheless, some elements could be operational from late 2023 onward.

Table 30: Potential Staging Process for Arthur's Pass Framework Elements

Staging Process For AP Framework Elements		Start Date	End Date	2020				2021				2022				2023				2024				2025			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
#	**Task**	**10/08/20**	**15/12/24**	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
1	Collaboration amongst parties to agree (in principle) to collectively move forward	10/08/20	10/10/20			●	●																				
2	Government funding (in principle) to support the Framework secured	10/10/20	18/12/20				●																				
3	Community and stakeholder consultation	20/01/21	30/03/21					●																			
4	A detailed business case and design work to support the Framework	1/04/21	30/09/21						●	●																	
5	Discussions with potential private investor parties to secure investor interest and determine a financial structure	1/06/21	30/09/21						●	●																	
6	Negotiation of development site and agreement between KiwiRail and a commercial party for development	1/09/21	15/12/21							●	●																
7	Completion of all development approvals and confirmation of all planning requirements (RMA fast track needed)	15/10/21	15/05/22								●	●	●														
8	Development of all final tender documentation and detailed design work and letting of all construction contracts	15/05/22	15/12/22										●	●	●												
9	Development of walking trail upgrades, staging posts and parking and infrastructure upgrades of DOC sites along SH73	1/06/22	20/03/24											●	●	●	●	●	●	●							
10	Removal of the turntable, shunting line and ballast storage and relocation completed	20/12/22	20/12/23												●	●	●	●	●								
11	Infrastructure upgrades for Arthur's Pass village, new infrastructure to support the new commercial development node	10/02/23	30/03/24														●	●	●	●	●						
12	Development of the commercial development node	1/06/23	1/08/25																●	●	●	●	●	●	●	●	
13	Redevelopment of Arthur's Pass Railway Station	1/01/24	1/08/25																	●	●	●	●	●	●	●	
14	Redevelopment of Klondyke Corner camping ground facilities	1/01/24	15/12/24																	●	●	●	●				

12. SUPPORTING DOCUMENTATION

Appendix 1 **Detailed TLA Visitation Data**

Appendix 2 **Arthur's Pass Survey 1 (general survey)**

Appendix 3 **Arthur's Pass Survey 2 (tramping user/groups survey)**

Appendix 4 **The Identified Sites - Zoning**

Appendix 5 **Detailed Site Ranking Table**

Appendix 6 **Design Principles**

Appendix 7 **Full Cost Benefit Results**

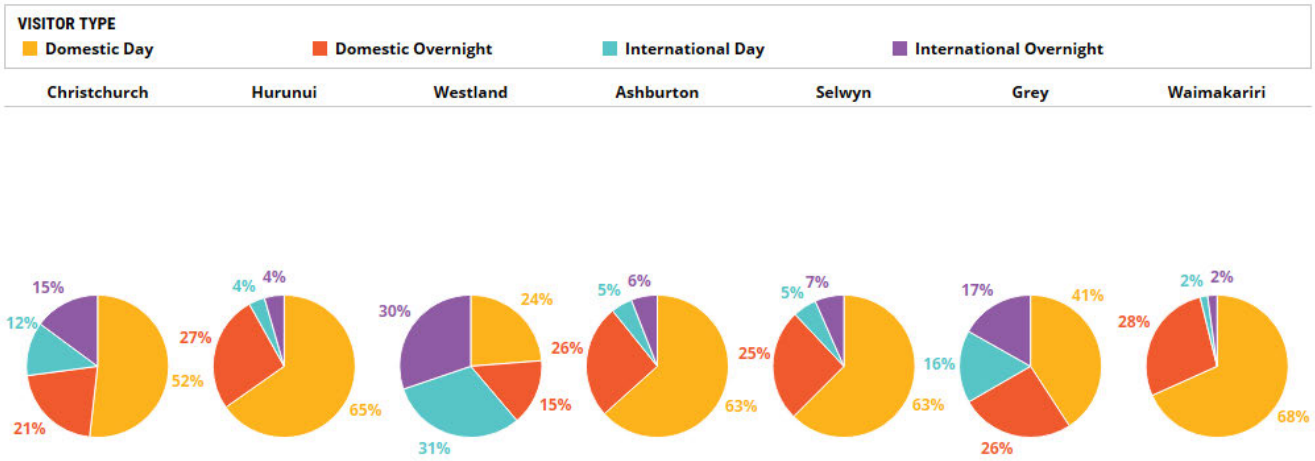
APPENDIX 1 DETAILED TLA VISITATION DATA

Visitation by Type of Visitor

Figure 61 summarises visitation to each TLA by visitor type and demonstrates the following.

- For each TLA besides Westland, the domestic day market is the largest visitor market. This is particularly the case for Waimakariri (with domestic day trip visitation comprising 68% of TLA visitation), Hurunui (65%), Ashburton (63%) and Selwyn (63%). The domestic day trip market includes visitation by New Zealanders which does not include an overnight stay in the TLA and is not for work purposes. Each of these TLAs is within proximity to Christchurch and, as a consequence, visitors are more likely to base themselves in accommodation in Christchurch (which is where the bulk of accommodation stock is) and undertake day trips to these destinations.
- Grey and Westland TLAs both have smaller domestic day trip markets likely because of their distance from major gateways.
- Selwyn is largely a day trip destination, with domestic and international day trips comprising 68% of total travel to the TLA. While the importance of the day trip market is not discounted, there is a desire in New Zealand and the South Island in particular (as noted in the South Island DMP) to drive stronger higher-yielding visitation. Generating stronger overnight visitation is one way of achieving this goal because these visitors tend to spend more on accommodation, food and beverage, transport etc. The potential enhancement(s) to Arthur's Pass (through this Framework) provides the opportunity to generate a stronger overnight market.

Figure 61: Visitation to select TLAs by visitor type (2019)[39]



Visitor Type	Christchurch	Hurunui	Westland	Ashburton	Selwyn	Grey	Waimakariri
Domestic Day	4.0m (52%)	1.2m (65%)	438k (24%)	505k (63%)	459k (63%)	293k (41%)	333k (68%)
Domestic Overnight	1.6m (21%)	484k (27%)	278k (15%)	206k (26%)	187k (25%)	186k (26%)	136k (28%)
International Overnight	1.1m (15%)	81k (4%)	557k (30%)	47k (6%)	48k (7%)	121k (17%)	10k (2%)
International Day	937k (12%)	67k (4%)	572k (31%)	39k (5%)	40k (5%)	118k (16%)	8k (2%)
Total	7.7m (100%)	1.8m (100%)	1.8m (100%)	797k (100%)	734k (100%)	719k (100%)	488k (100%)

Visitation by Origin

Figure 62 provides a summary of visitation to the TLAs based on where visitors are coming from. This data is only available for the overnight visitor markets. It shows the following.

- Canterbury is the dominant market for domestic overnight visitation to the bulk of the TLAs assessed. The exceptions to this are Christchurch (which is where the majority of Canterbury residents reside) and Westland.
- Hurunui is a popular destination for Cantabrians and domestic visitors because of Hanmer Springs.
- For Selwyn TLA, after Canterbury, the next largest domestic overnight market is 'Bottom of the South' which includes Southland and Otago.
- Aside from the category 'other' (no further breakdown is provided for this category), Australia is the most dominant international overnight visitor market across each of the TLAs.

Figure 62: Visitation to select TLAs by origin (2019)[40]

Visitation by Age Bracket

Figure 63 demonstrates visitation to select TLAs by age bracket. Points to note include:

- data by age bracket is only available for the overnight visitation dataset; and
- the focus has been narrowed in on Christchurch, Grey and Selwyn TLAs because of their proximity to Arthur's Pass (Grey and Selwyn) and because Christchurch is the major gateway.

The data demonstrate that across each of the three TLAs, and the two visitor types, there is a fairly even distribution between each age bracket. The primary exceptions to this are international overnight visitation to Grey and Selwyn TLAs which comprises 44% and 49% of visitation to each TLA.

Figure 63 Visitation (by overnight visitors only) to select TLAs by age bracket (2019)[41]

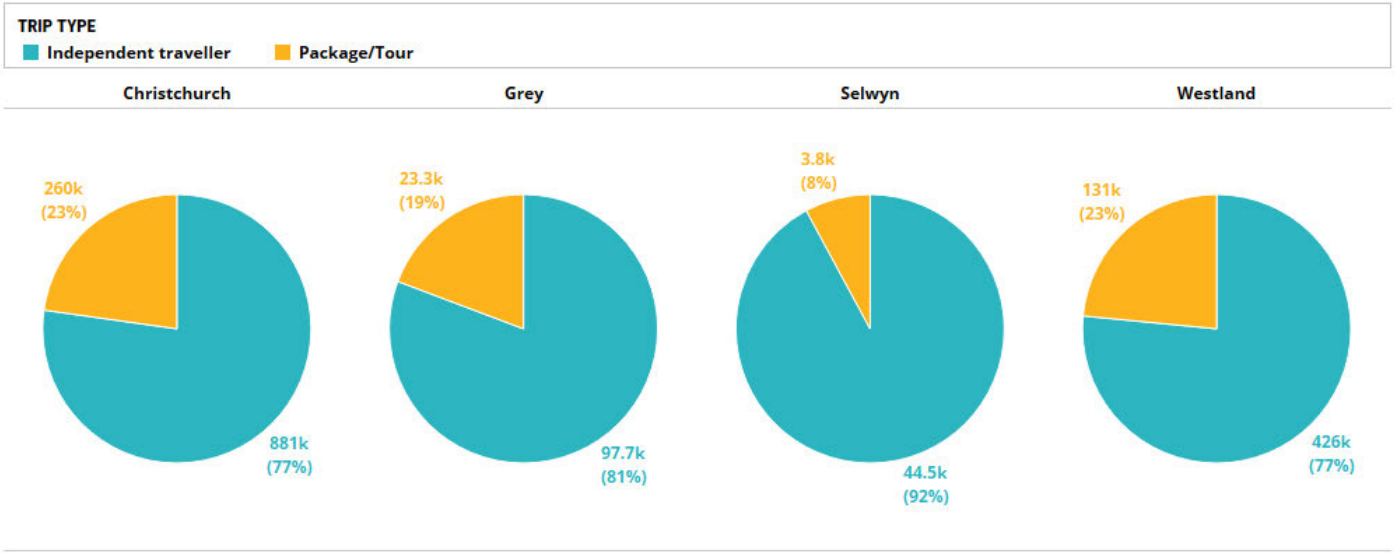
Visitation by Type of Travel

Figure 64 summarises travel to each TLA by whether visitors are travelling independently (often referred to as free independent travellers, or the FIT market) or as part of an organised package/tour. This data is only currently available for the international overnight market. It shows that while the majority of visitors are independent travellers, in destinations including Christchurch and Westland, the size of the packaged/tour market is quite large (in terms of real numbers). This is likely because:

- Christchurch is the international and primary domestic gateway to the South Island, with many organised packaged tours commencing from Christchurch and/or returning to Christchurch with an overnight stay in the TLA; and
- Westland receives many international overnight visitors on packaged tours because of the glaciers, many of whom come as part of tours from Arthur's Pass.

The size of the independent traveller market provides opportunities for destinations such as Arthur's Pass as it is easier to influence travel flows and encourage visitation to new places.

Figure 64: Visitation (by int. overnight visitors only) to select TLAs by type of travel (2019)[42]



APPENDIX 2 ARTHUR'S PASS SURVEY 1 (GENERAL SURVEY)

Arthurs Pass National Park (APNP) Stakeholder Survey

This survey aims to capture, on a confidential basis, the views of locals and visitors to Arthurs Pass Village, and/or the various points of interest along State Highway 73 from Springfield to Otira.

Please note all responses will be kept confidential. Only amalgamated results will be published.

* 1. What is your name?

* 2. What best describes you?

- Interested resident
- Shop owner/manager
- Accommodation provider
- Attraction operator/tour provider
- Food and beverage operator
- Landholder in the surrounding area
- Other (please specify)

* 3. How would you rate Arthurs Pass National Park (APNP), Arthurs Pass Village, and the journey along State Highway 73 from Springfield to APNP, as a visitor destination and experience right now?

Poor — High

* 4. How much does APNP's proximity to Christchurch influence your decision to visit APNP?

- Very important (I prefer to visit national parks close to me)
- Somewhat important
- Not so important
- Not at all important (Proximity is not important, I prefer to visit national parks which offer the experiences that i'm after)

* 5. How do the following rate with respect to Arthur's Pass Village as visitor destination (with 1 being very poor and 5 being works very well)?

	1	2	3	4	5	N/A
Parking facilities?	○	○	○	○	○	○
Quality of pedestrian facilities (footpaths, public seating etc.)?	○	○	○	○	○	○
Services available (shopping, eateries etc)?	○	○	○	○	○	○
Quality and amount of accommodation	○	○	○	○	○	○

Other (please specify)

* 6. What specific development has been done well to date (in a visitor destination sense) at Arthurs Pass Village?

- ☐ DOC tracks and facilities to support use of the APNP?
- ☐ KiwiRail services to and at AP Village?
- ☐ General services to support the local community?
- ☐ Visitor information support services to encourage visitors to do more at APNP?
- ☐ Other (please specify)

* 7. What barriers and/or risks to achieving greater visitor sector success, if any, need to be mitigated? Please drag or number via the drop down menus to rank the following in order of highest priority.

Aging infrastructure generally

Restrictions on development options within a national park environment?

Road safety and lack of safe and easy pull over areas to enable visitors to stop safely?

The overall look and feel of Arthurs Pass Village?

Lack of reinvestment into key infrastructure by government agencies?

Lack of all weather visitor attractions?

Lack of sufficient commercial accommodation options?

Limited supporting infrastructure such as waste management, water quality, electricity supply etc?

Lack of market positioning of AP Village as an important visitor destination?

Limited places to pull over and stop along State Highway 73. enroute to AP Village?

Climatic factors (heavy rain fall area, cooler climate etc.)?

* 8. What improvements, if any, could be made to locations along State Highway 73 from Springfield to Otira to enhance the visitor journey leading to Arthurs Pass Village and the APNP?

- [ ] Upgrades to interpretative signage to reflect the social history and environment from Springfield to APNP?
- [ ] Improvements to Bealey Spur Track, signage and car parking?
- [ ] Improvements to Kura Tawhiti Attraction Precinct and conservation area?
- [ ] Improvements to other sites enroute to Arthurs Pass Village and APNP?
- [ ] Improvements to Cave Stream Scenic Reserve?
- [ ] Other (please specify)

* 9. Tick no more than 3 boxes below which you consider should be the development focus for Arthurs Pass Village and APNP?

- [ ] Experiences & activities that target domestic and global travellers who prefer demanding and challenging natural wilderness experiences (tramping / climbing/ kayaking)
- [ ] Target visitors that strongly respect our environment
- [ ] Target low volume but higher yielding visitors
- [ ] Experiences & activities that target a broad range of visitors … short stop travellers, day visitors, overnight stayers, back country comfort seekers, back country adventurers, remoteness seekers or thrill seekers
- [ ] Develop a range of activities that encourage year-round and all-weather visitation e.g. Local (heritage) story telling centre, spa?
- [ ] Higher quality visitor infrastructure (Toilets, Cafes, internet)
- [ ] A range of experiences that provide a mix of natural and man made experiences for adventure seekers e.g. zip lines, bungy
- [ ] Making Arthurs Pass more attractive as a village for new & existing residents
- [ ] A strong focus on generating domestic and international overnight stays, as opposed to day trips, with domestic the immediate target.

* 10. What is your highest priority area of focus for any sites along State Highway 73 leading up to Arthurs Pass Village and explain why?

- ( ) Cave Stream Scenic Reserve
- ( ) Kura Tawhiti / Castle Hill Conservation Area
- ( ) Bealey Spur Track
- ( ) Otira
- ( ) Other (please specify)

APPENDIX 3 ARTHUR'S PASS SURVEY 2 (TRAMPING USER/GROUPS SURVEY)

Arthurs Pass National Park (APNP) Tramping User Survey

The following is a targetted survey for day walkers and trampers gathering feedback on Arthurs Pass National Park.

Please note, all individual responses will be kept confidential. Only amalgamated results will be published.

* 1. What is your name?

* 2. Are you answering this as a representative of any of the following groups?

- ◯ Club
- ◯ Group
- ◯ Lodge
- ◯ No / unsure

Arthurs Pass National Park (APNP) Tramping User Survey

* 3. Please provide the name of your club, group or lodge?

* 4. Please estimate the number of trips made by you or your members, to APNP in the 3 year period from 31 March 2018 to 31 March 2020.

* 5. Are you able to estimate the average number of nights spent by members, during those trips, in all forms of paid accommodation (Motel, Airbnb, homestay, camping grounds, tramping lodge, backpacker lodge …. etc)?

* 6. Are you able to estimate the average number of nights spent by members, during those trips, in DOC huts?

Arthurs Pass National Park (APNP) Tramping User Survey

* 7. How often in the past three years from 31 March 2018 to 31 March 2020 would you have tramped in the APNP?

- ◯ Never
- ◯ Once
- ◯ 2 - 3 times
- ◯ 4-6 times
- ◯ 7-12 times
- ◯ More than 12 times

* 8. What developments or enhancements, either to Arthurs Pass Village or to the APNP in general, would improve your APNP experience and encourage more frequent visits?

- ☐ None
- ☐ More public transport options
- ☐ More train services
- ☐ Other (please specify)
- ☐ More night time experiences to do
- ☐ More family based activities
- ☐ Create a new nationally significant Great Walk within APNP

* 9. Are there any new or value-added experiences that would have made your visit to Arthurs Pass Village more enjoyable, or encourage you to return more often?

- ☐ None
- ☐ More food and beverage outlets
- ☐ Improved parking
- ☐ More commercial accommodation options …
- ☐ Other (please specify)
- ☐ An all weather visitor attraction experience …
- ☐ A hot pools experience
- ☐ Improved camping ground facilities

* 10. What improvements, if any would you like to see in the APNP tracks?

- ☐ None
- ☐ More track maintenance generally
- ☐ Better track markers
- ☐ More board walks
- ☐ Improved signage
- ☐ Other (please specify)
- ☐ Improved track surfaces
- ☐ Safety barriers or warning signs in higher risk locations
- ☐ Create more day walking options
- ☐ Create more overnight tramping options

* 11. Based on your last tramp, how would you rate the quality of the tracks you used in APNP?

Very poor quality | Expected quality | Very high quality

* 12. Please explain why you gave the previousl question this rating.

* 13. What improvements, if any, would you like to see in the DOC huts?

- [ ] None
- [ ] I've never stayed in the huts so am unable to answer
- [ ] Better bunks and bed quality
- [ ] Better cooking options
- [ ] Other (please specify)
- [ ] Better areas for drying wet gear
- [ ] Larger hut internal spaces
- [ ] Better bathroom/washing areas nearby

* 14. How would you rate the quality overall of the DOC huts you stayed in within APNP?

Failed to meet expectations | Met expectations | Exceeded expectations

* 15. For each trip how many nights on average would you have stayed in paid accommodation? (motel, Airbnb, backpacker hostel, etc)

- ( ) 0 nights (day trips only)
- ( ) 1 night
- ( ) 2 nights
- ( ) 3 nights
- ( ) More than 3 nights
- ( ) Unsure

* 16. For each trip, how many nights, on average, would you have spent in DOC huts?

- ( ) 0 nights (day tramps only)
- ( ) 1 night
- ( ) 2 nights
- ( ) 3 nights
- ( ) More than 3 nights
- ( ) Unsure

* 17. Are there any other comments you would like to make to assist with future planning of APNP and AP Village, to support greater visitor utilisation of, and satisfaction with, the APNP and AP Village as a hub for outdoor activities?

APPENDIX 4 THE IDENTIFIED SITES - ZONING

Figure 65: The Sites Mapped (with PCL Overlayed)

Figure 66: The Sites Mapped (with District Planning Zones Overlayed)

APPENDIX 5 DETAILED SITE RANKING TABLE

Table 31: Detailed Site Ranking Table

Assessment Criteria for Commercial Development	Assessment Components	Site 1: Fulton Hogan Site	Site 2: Eastern Side of Arthur's Pass Train Station (river side)	Site 3: Arthur's Pass Train Station Precinct	Site 4: Turntable Site	Site 5: DOC Visitor Centre Site	Site 6: Town Centre	Site 7: Klondyke Corner	Site 8: Old DOC VIC site
Site Size & Use	**Land owner/manager**	Private - need to purchase	KiwiRail - need to lease	KiwiRail - need to lease	KiwiRail - need to lease	DOC - current management plan would negate commercial development	Private - need to purchase	DOC - current Management Plan would potentially negate commercial development	DOC - current Management Plan would potentially negate commercial development
	Site size	15,000sqm	15,000sqm	13,000sqm	7,500sqm	3,500sqm	5,300sqm	13,500sqm	4,000sqm
	Site size able to cater to development needs	Adequate but with constraints due to retaining heritage railway shed	Very large but risk of river flooding means setting back toward rail corridor	Adequate though need to integrate actual railway station into commercial hotel building	Adequate and able to separate commercial faculties and offer buffer zones	Tight and risk of some built elements being directly adjacent to SH73	Very tight unless a number of sites could be consolidated	Large but used as a camping ground	limited due to SH73 bordering and national park behind
	Surrounding land uses	KiwiRail, State Highway and DOC	National park	SH73, DOC reserve	DOC reserve, KiwiRail infra	KiwiRail and SH73	Private residential and commercial	KiwiRail corridor, SH73. Selwyn District Council road reserve	SH73, national park, private land holdings
	Current use of site	Vacant	Vacant	KiwiRail rail station and supporting rail infrastructure	Shunting line and turntable which need to be relocated	Parking for campervans, small DOC visitor centre	Residential and commercial private dwellings	DOC camping ground	unused building
	Ability to accommodate sufficient parking on site	Limited	Extensive	Adequate	Adequate	Adequate	Very limited	Adequate	very limited
	Flood issue	Currently not an issue	Would required flood mitigation measures	Currently not an issue	Currently not an issue	Currently not an issue	Currently not an issue	Currently not an issue	Currently not an issue
Planning/ Zoning	**Site zoning (District Plan)**	Rural Zone	Rural Zone	Rural Zone	Rural Zone	Rural Zone	Residential Zone	Rural Zone	Rural Zone
	Conservation Estate?	No	No	No	No	Yes (Conservation Act)	No	Yes (National Parks Act)	Yes (National Parks Act)
	Surrounding District Plan zoning	Rural Zone	Rural Zone	Rural Zone	Rural Zone	Rural Zone	Rural Zone & Residential Zone	Rural Zone	Rural Zone
	Surrounding Conservation Estate?	No	Partial - Eastern side of site	No	Partial - Western and Northern side of site	Partial - Western and Northern side of site	Partial - Western side of site	Yes - entire site	Partial - Western and Northern side of site
	Heritage buildings on site?	Heritage railway shed which likely need to be restored	No buildings but elements of old railway infrastructure	No heritage buildings but elements of old railway infrastructure	No heritage buildings but elements of old railway infrastructure	No heritage buildings	None	Possibly some dependent on designation of older workers cottages	Not heritage, but existing VIC needs significant work to bring up to earthquake standard
Site Access & Proximity to Activity Centre	**Access to site**	Direct off State Highway 73. but on corner so safety issues	Problematic as need to cross main railway line to access site	Good access off SH73	Good access off SH73	Good access off SH73	Direct off State Highway 73 which runs through the town centre	Direct off SH73 but on corner	Direct off SH73
	Proximity to town centre	400m	300m	315m	100m from centre of turn table to town centre being the mountain house yha	140m	10m	800m	250m
	Proximity to Arthur's Pass train station	100m	50m	0m	250m to northern end of platform	40m	350m	400m	100m
	Access to walking trails from site	500m	400m	400m	300m	300m	300m	900m	400m
Site Look & Feel	**Site look and feel**	Unattractive due to highway adjacent	Attractive with national park backdrop and river	Easy to make attractive	Easy to make attractive	Easy to make attractive	Middle of township may restrict look and feel able to be created including scale	Open space camping area	Open space mostly
	Site terrain	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat	Mostly flat
	Site vistas	State Highway or rail	National park and river	National park and river	National park and river	SH73, KiwiRail infra and national park	National park and SH73	National park and SH73	National park and SH73
	Access to utilities from site	250m	200m	50m	30m	40m	300m	500m	150m

APPENDIX 6 DESIGN PRINCIPLES

Simple smaller-scale forms

In alpine environments, buildings that are characterised by simple, often steep gabled or skillion forms, generally perform better due to the ability to shed rain and snow. New built elements introduced as part of this strategy should adopt these types of forms either as single small structures or groups of elements.

The adoption of simple smaller scale forms allows for the potential of prefabrication of elements off site, often reducing cost and increasing build quality.

Visitor hub

As the central hub within the Destination and Investment Framework, the new commercial development precinct in Arthurs Pass village should compliment and depart from the general formal language of the other built elements implemented as part of this Framework.

The design should be 'iconic', to act as the key arrival point/ destination element of the SH73 route experience. It should be clearly distinct from other buildings within the village to create a high quality arrival point for visitors to the village and region. This new visitor hub should be multilevel and appropriately scaled to accommodate the required programmatic elements, while being visible on approaches to the village as a destination point of arrival.

Material Strategy

Raw, or unfinished, and robust materials, such as uncoated or naturally treated timber, exposed concrete, local stone or galvanised steel, should be adopted in the construction of new or refurbished built elements.

Appropriately selected raw, or unfinished materials require less long-term maintenance and are generally more robust as any damage to surfaces dies not reveal substrates, rather the material itself develops a patina over time. These qualities are particularly important in alpine and or climatically extreme environments where maintenance may be difficult or expensive for extended periods of the year.

Elimination of requirements for periodic recoating, may also lead to reductions in the introduction of petrochemicals and other contaminates with these sensitive environments.

Celebrating Environmental and Cultural Heritage

Guiding every planning, engineering and design decision is a determination to increase the value of the user experience. This relies on appreciating that difference and uniqueness is the key economic driver. New buildings and landscape introduced as part of this strategy should recognise and celebrate the rich environmental, Iwi and Pakeha cultural heritage of the disparate sites connected along the SH73 route from Springfield to Otira.

While new and refurbished elements introduced as part of this Framework aim to introduce material for spatial and visual consistency, historic features should be retained intact and in place wherever possible. Historic and landscape features should be provided with appropriate interpretive signage for visitors to engage with the narratives and stories tied to these diverse places.

Sustainability and Resource Efficiency

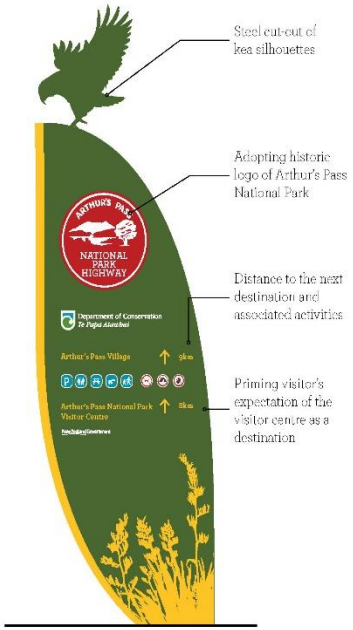
All new and refurbished development in the context of this Framework should prioritise environmental sustainability in the context of an alpine environment. All habitable buildings should take into account passive solar strategies, maximising incident solar load to internal spaces, improving thermal comfort and reducing energy consumption.

Where viable, rainwater harvesting, waste-water management, waste reduction strategies, photo-voltaic or other renewable electric generation systems should be included in all new and refurbished developments as part of this Framework.

Ecological and horticultural consideration

The complexities and diversity of the local and regional ecology will be explored across the various interconnected elements of the SH73 and AP village Framework. All plants selected will meet the requirements of the APNPMP and will be chosen from species identified as endemic to Arthurs Pass National Park as per CJ Burrows, 1996 and as advised by DOC personnel.

Walking tracks & Interpretation signage



From left;
Gravel pathway, timber edge and planting
Timber elevated pathway; Bord Gaís Network by Topotek 1
Expanded Corten Steel mesh path; Mackenzie Falls by Hansen

Walking Tracks

Pathways will utilise natural and raw materials to complement the landscape. Crushed rock/gravel paths with timber edging will be predominantly used to avoid introducing jarring hard landscape. Unique cases (such as elevated pathways, small bridges, balustrades, etc) will use appropriate timbers and Corten steel. This material pallete will age with respect to its siting and the elements, developing subtle, natural variations in colour and tone to integrate with their natural surrounds.

From left;
Existing wayfinding, Arthurs Pass
Arthurs Pass Village Entrance wayfinding concept, by DOC & Lincoln University DesignLab
Arthurs Pass Conservation Hub carpark wayfinding concept, by DOC & Lincoln University DesignLab

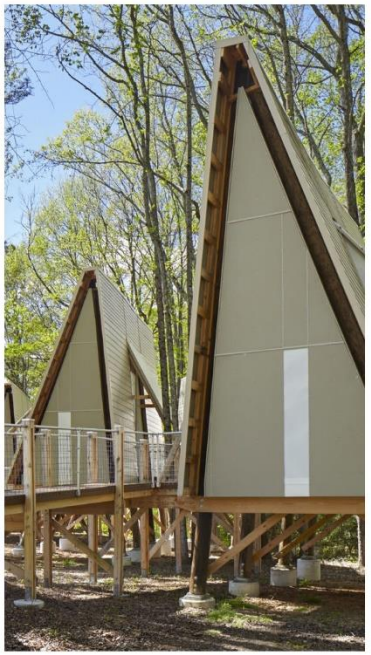
Wayfinding:

Wayfinding and interpretative signange will be coordinated with the Department of Conservation's strategies, style guides and concepts. Various wayfinding styles will be used to meet their various sitings and typologies - larger, stylistic signage on entry via road (middle image), human-scaled signage matching existing wayfinding along pathways / carparks (left image).

Seating, Furniture & Shelters

From left;
DoC shelter, Tongariro Alpine Crossing National Park
Existing amenities block, Kuri Tawhiti / Castle Hill Conservation Area
Exagurated pitched roofing; Camp Graham by Weinstein Friedlein Architects

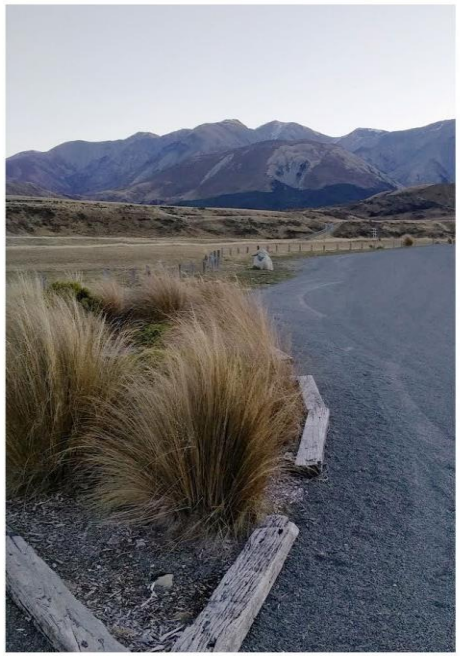
Shelters & Amenities:
New shelters will be predominantly timber construction with steel sheeting to match existing Department of Conservation shelters. Existing and proposed amenities will be clad with hardwood timber to match materiallity. All new shelters and amenities will have high pitched skillion or gabled roofs, which creates opportunity for angular form that celebrates the determining elements.

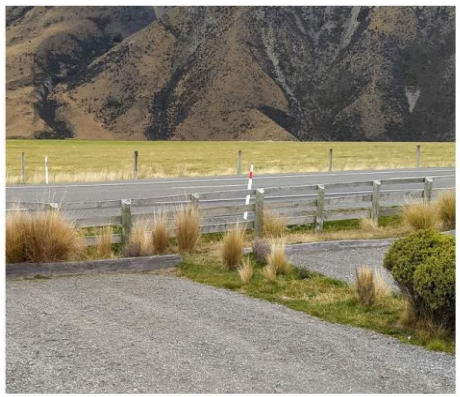


From left;
Timber/Corten steel seating; Paths of Perspective by Snøhetta
Elevated timber path/balustrade; Pedreira Do Campo by m–arquitectos
Timber/corten steel table

Seating & Furniture:
Seating and furniture will also share this materiality for the aforementioned reasons. Multiple types of seating will be offered - small rest stops on walks, seating with backrests at vantage points, larger communal seating at destinations, among others - with the same design language.

Carparking, Planting &Proposed Schedule of Works





Top row:
Planting, crushed rock and timber edging in carparking, Kuri Tawhiti / Castle Hill Conservation Area

Carparking & Planting:

Carparking will consist of compacted crushed rock/ gravel surfacing with timber/Corten steel edging. All planting species will be selected from the Department of Conservation's Arthurs Pass approved species list, and be endemically sourced wherever possible. Tufted grasses and low lying shrubs will be predominantly used to contain activity and preserve view lines to vistas beyond. Avenue tree planting will be used to provide shade and amenity in developed areas.

Suggested Architectural Material Pallet

1

2

3

5

5

1. Sustainably Sourced Timber cladding, with natural Shou Sugi Ban (charred) finish, eliminating applied finishes and minimising maintenance.

2. Expressed concrete structural elements in contrast with timber cladding elements, offering enhanced durability and minimising maintenance.

3. High performance thermally broken aluminium framed glazing (double or triple glazed IGUs)

4. Local Stone tiling and feature work.

5. Soft furnishing referencing traditional local craft or pattern making techniques, produce by or in consultation with representatives of the local Iwi.

Suggested Landscape Material Pallet

1

2

1

3

4

1. Local Horticulture selected species observed in Arthurs Pass National Park (refer CJ Burrows 1996).

2. Local stone paving with interpretive elements.

3. Timber decking and outdoor furniture.

4. Landscaped berms for flood mitigation and visual screening of parking and loading elements

APPENDIX 7 FULL COST BENEFIT RESULTS

Table 32: Full Cost Benefit Result – All Infrastructure

ARTHUR'S PASS DESTINATION & INVESTMENT FRAMEWORK (PERSPECTIVE: ALL)

1	**Assumptions/Notes**		
		Model	5
2		Required Yield	[redacted]
		Discount Rate	[redacted]
4		Inflation Rate	[redacted]
		Cost Benefit for:	All

			2023	2024	2025	2026	2027	2028	2029	20 0	2031	2032
2	**Demand Est mates**		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
2		Arthur's Pass Discovery Centre	170k	174k	178k	183k	187k	191k	195k	199k	203k	207k
2 2		Hot Pools/We ness Hub	23k	24k	25k	25k	26k	26k	27k	27k	28k	28k
2		Eco-lodge Accommodation	21k	22k	22k	23k	23k	24k	24k	25k	25k	26k
2 4		Klondyke Corner Camping Ground Upgrades	18k	18k	19k	19k	20k	20k	21k	21k	21k	22k
2		Arthur's Pass Railway Station Upgrades	-	-	-	-	-	-	-	-	-	-
2		Walking Trail Upgrades	110k	113k	115k	117k	119k	122k	124k	127k	129k	132k
2 7		Worker Accommodation	-	-	-	-	-	-	-	-	-	-
2		Ava anche Creek Park & Devils Punchbowl Staging Posts	-	-	-	-	-	-	-	-	-	-
2 9		**Total Non-Unique Usage**	**34 k**	**351k**	**359k**	**367k**	**375k**	**38 k**	**391k**	**399k**	**407k**	**415k**
2	Σ	**Total Est mated Unique V station to Arthur's Pass**	**211k**	**215k**	**220k**	**225k**	**230k**	**235k**	**240k**	**245k**	**251k**	**256k**

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
3	**Revenue**											
	Σ	**Arthur's Pass Discovery Centre**	[redacted]									
	30 0	Revenue from Ticket Sales to Paid Experience										
	30 02	Café Lease & % of Turnover Income										
	30 03	Retail estimated revenue										
3	Σ	**Hot Pools/Wellness Hub**										
	3020	Hot Tub Booking Revenue										
	Σ	**Eco-lodge Accommodat on**										
	3030	Total Accommodation Booking Revenue										
	30303	Total Restaurant Revenue (Guest & Non-Guest)										
	30303	Total Rock C imbing Wall Revenue										
4	Σ	**Klondyke Corner Camping Ground Upgrades**										
	3040	Total Powered Site Revenue										
	30402	Total Unpowered S te Revenue										
	Σ	**Arthur's Pass Rai way Station Upgrades**										
	3050	Leasing of land for commercial development KiwiRail)										
	Σ	**Walking Trail Upgrades**	-	-	-	-	-	-	-	-	-	-
	3060	n/a										
7	Σ	**Worker Accommodation**	-	-	-	-	-	-	-	-	-	-
	3070	n/a										
	Σ	**Avalanche Creek Park & Devils Punchbowl Stag ng Posts**	-	-	-	-	-	-	-	-	-	-
	3080	n/a										
9	Σ	**Infrastructure**	-	-	-	-	-	-	-	-	-	-
	3090	n/a										
	Σ	**Total Revenue**	[redacted]									

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
4	**Expenditure**											
4	Σ	**Arthur's Pass Discovery Centre**	[redacted]									
	40 0	Wages (APDC)										
	40 02	Oncosts (APDC)										
	40 03	Ut lities (APDC)										
	40 04	Office Expenses (APDC)										
	40 05	IT Expenses (APDC)										
	40 06	Insurance (APDC)										
	40 07	Building/General Maintenance & Cleaning (APDC)										
	40 08	Marketing (APDC)										
	40 09	Cafe COGS (APDC)	n/a - leased ou									
	40 0	Retail COGS (APDC)										
	40	Services & tech maintenance contract (APDC)										
4 2	Σ	**Hot Pools/Wellness Hub**										
	4020	Wages (WH)										
	40202	Oncosts (WH)										
	40203	Ut lities (WH)										
	40204	Office Expenses (WH)										
	40205	IT Expenses (WH)										
	40206	Insurance (WH)										
	40207	Building/General Maintenance & Cleaning (WH)										
	40208	Marketing (WH)										
	40209	Hot Tub Maintenance (WH)										
4	Σ	**Eco-lodge Accommodat on**										
	4030	Wages (Lodge)										
	40302	Oncosts (Lodge)										
	40303	Land lease fee to KiwiRail (Lodge)										
	40304	Ut lities (Lodge)										
	40305	Office Expenses Lodge)										
	40306	IT Expenses (Lodge)										
	40307	Insurance (Lodge)										
	40308	Building/General Maintenance & Cleaning (Lodge)										
	40309	Marketing (Lodge)										
	403 0	Restaurant COGS Lodge)										
4 4	Σ	**Klondyke Corner Camping Ground Upgrades**										
	4040	Wages (KC)										
	40402	Oncosts (KC)										
	40403	Ut lities PC Sum KC)										
	40404	Office Expenses KC)										
	40405	IT Expenses (KC)										
	40406	Insurance (KC)										
	40407	Building/General Maintenance & Cleaning PC Sum KC)										
	40408	Marketing (KC)										
4	Σ	**Arthur's Pass Rai way Station Upgrades**										
	4050	Maintenance (AP Station)										
	40502	Ut lities (Arthur s Pass Station)										
4	Σ	**Walking Trail Upgrades**										
	4060	Trail maintenance (existing & new) PC SUM (Walking)										
4 7	Σ	**Worker Accommodation**										
	4070	Wages (WA)										
	40702	Oncosts (WA)										
	40703	Ut lities PC Sum (WA)										
	40704	IT Expenses (WA)										
	40705	Insurance (WA)										
	40706	Building/General Maintenance & Cleaning (WA)										
4	Σ	**Avalanche Creek Park & Devils Punchbowl Stag ng Posts**										
	4080	Building/General Maintenance & Cleaning PC Sum Park)										
4 9	Σ	**Infrastructure**										
	4090	Storm water maintenance PC Sum (Infra)										
	40902	Sewer maintenance PC Sum (Infra)										
	40903	Potable water maintenance PC Sum (Infra)										
	40904	Landscape maintenance PC Sum (Infra)										
	40905	Parking maintenance PC Sum (ine marking etc.) (Infra)										
	40906	Waste management/rubbish removal (PC Sum) (Infra)										
	Σ	**Total Expenditure**										
5	Σ	**EBITDA**										

6	**Capital Costs**		
		Element 1: Arthur's Pass Discovery Centre Total CA	[redacted]
	2	Element 2: Hot Pools/Wellness Hub Total CAPEX	[redacted]
		Element 3: Eco-lodge Accommodation Total CAPEX	[redacted]
	4	Element 4: K ondyke Corner Camping Ground Upg	[redacted]
		Element 5: Arthur's Pass Railway Stat on Upgrades	[redacted]
		Element 6: Walking Trail Upgrades Total CAPEX	[redacted]
	7	Element 7: Worker Accommodation Total CAPEX	[redacted]
		Element 8: Avalanche Creek Park & Devils Punchbo	[redacted]
	9	Element 9: Infrastructure Total CAPEX	[redacted]
	Σ	**Total CAPEX**	[redacted]

7		**Project Value**											[redacted]
8		**Cash Flow**	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
9		**Estimated IRR (over 10 years)**											
10		**Estimated NPV (over 10 years)**											
11		**Estimated BCR (over 10 years)**											

Table 33: Full Cost Benefit Result – A Private Investor

ARTHUR'S PASS DESTINATION & INVESTMENT FRAMEWORK (PERSPECTIVE: PRIVATE OPERATOR)

1	**Assumptions/Notes**		
1.01	Model	3	
1.02	Required Yield	[redacted]s	
1.03	Discount Rate	[redacted]	
1.04	Inflation Rate	[redacted]	
1.05	Cost Benefit for:	Private Operator	

			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
2	**Demand Estimates**		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
2.01	Arthur's Pass Discovery Centre		170k	174k	178k	183k	187k	191k	195k	199k	203k	207k
2.02	Hot Pools/Wellness Hub		23k	24k	25k	25k	26k	26k	27k	27k	28k	28k
2.03	Eco-lodge Accommodation		21k	22k	22k	23k	2 k	24k	24k	25k	25k	26k
2.04	Klondyke Corner Camping Ground Upgrades		18k	18k	19k	19k	20k	20k	21k	21k	21k	22k
2.05	Arthur's Pass Railway Station Upgrades		-	-	-	-	-	-	-	-	-	-
2.06	Walking Trail Upgrades		110k	113k	115k	117k	119k	122k	124k	127k	129k	132k
2.07	Worker Accommodation		-	-	-	-	-	-	-	-	-	-
2.08	Ava anche Creek Park & Devils Punchbowl Staging Posts		-	-	-	-	-	-	-	-	-	-
2.09	∑ **Total Non-Unique Usage**		**343k**	**351k**	**359k**	**367k**	**375k**	**383k**	**391k**	**399k**	**407k**	**415k**
2.10	∑ **Total Estimated Unique Visitation to Arthur's Pass**		**211k**	**215k**	**220k**	**225k**	**230k**	**235k**	**240k**	**245k**	**251k**	**256k**

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
3	**Revenue**											
3.01	∑ **Arthur's Pass Discovery Centre**		[redacted]									
3.01.01	Revenue from Ticket Sales to Paid Experience											
3.01.02	Café Lease & % of Turnover Income											
3.01.03	Retail estimated revenue											
3.02	∑ **Hot Pools/Wellness Hub**											
3.02.01	Hot Tub Booking Revenue											
3.03	∑ **Eco-lodge Accommodation**											
3.03.01	Total Accommodation Booking Revenue											
3.03.02	Total Restaurant Revenue (Guest & Non-Guest)											
3.03.03	Total Rock Climbing Wall Revenue											
3.04	∑ **Klondyke Corner Camping Ground Upgrades**											
3.04.01	Total Powered S te Revenue		-	-	-	-	-	-	-	-	-	-
3.04.02	Total Unpowered Site Revenue		-	-	-	-	-	-	-	-	-	-
3.05	∑ **Arthur's Pass Railway Station Upgrades**		-	-	-	-	-	-	-	-	-	-
3.05.01	Leasing of land for commercial development (KiwiRa l)		-	-	-	-	-	-	-	-	-	-
3.06	∑ **Walking Trail Upgrades**		-	-	-	-	-	-	-	-	-	-
3.06.01	n/a											
3.07	∑ **Worker Accommodation**		-	-	-	-	-	-	-	-	-	-
3.07.01	n/a											
3.08	∑ **Avalanche Creek Park & Devils Punchbowl Staging Posts**		-	-	-	-	-	-	-	-	-	-
3.08.01	n/a											
3.09	∑ **Infrastructure**		-	-	-	-	-	-	-	-	-	-
3.09.01	n/a											
	∑ **Total Revenue**		[redacted]									

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
4	**Expenditure**											
4.01	∑ **Arthur's Pass Discovery Centre**		[redacted]									
4.01.01	Wages (APDC)											
4.01.02	Oncosts (APDC)											
4.01.03	Uti ities (APDC)											
4.01.04	Off ce Expenses (APDC)											
4.01.05	IT Expenses (APDC)											
4.01.06	Insurance (APDC)											
4.01.07	Building/General Maintenance & Cleaning (APDC)											
4.01.08	Marketing (APDC)											
4.01.09	Cafe COGS (APDC)	n/a - leased c										
4.01.10	Retail COGS (APDC)											
4.01.11	Services & tech maintenance contract (APDC)											
4.02	∑ **Hot Pools/Wellness Hub**											
4.02.01	Wages (WH)											
4.02.02	Oncosts (WH)											
4.02.03	Uti ities (WH)											
4.02.04	Off ce Expenses (WH)											
4.02.05	IT Expenses (WH)											
4.02.06	Insurance (WH)											
4.02.07	Building/General Maintenance & Cleaning (WH)											
4.02.08	Marketing (WH)											
4.02.09	Hot Tub Maintenance (WH)											
4.03	∑ **Eco-lodge Accommodation**											
4.03.01	Wages (Lodge)											
4.03.02	Oncosts (Lodge)											
4.03.03	Land ease fee to KiwiRail (Lodge)											
4.03.04	Uti ities (Lo ge)											
4.03.05	Off ce Expenses (Lodge)											
4.03.06	IT Expenses (Lodge)											
4.03.07	Insurance (Lodge)											
4.03.08	Building/General Maintenance & Cleaning (Lodge)											
4.03.09	Marketing (Lodge)											
4.03.10	Restaurant COGS (Lodge)											
4.04	∑ **Klondyke Corner Camping Ground Upgrades**											
4.04.01	Wages (KC)		-	-	-	-	-	-	-	-	-	-
4.04.02	Oncosts (KC)		-	-	-	-	-	-	-	-	-	-
4.04.03	Uti ities PC Sum (KC)		-	-	-	-	-	-	-	-	-	-
4.04.04	Off ce Expenses (KC)		-	-	-	-	-	-	-	-	-	-
4.04.05	IT Expenses (KC)		-	-	-	-	-	-	-	-	-	-
4.04.06	Insurance (KC)		-	-	-	-	-	-	-	-	-	-
4.04.07	Building/General Maintenance & Cleaning PC Sum (KC)		-	-	-	-	-	-	-	-	-	-
4.04.08	Marketing (KC)		-	-	-	-	-	-	-	-	-	-
4.05	∑ **Arthur's Pass Railway Station Upgrades**		-	-	-	-	-	-	-	-	-	-
4.05.01	Maintenance (AP Station)		-	-	-	-	-	-	-	-	-	-
4.05.02	Uti ities (Arthur's Pass Station)		-	-	-	-	-	-	-	-	-	-
4.06	∑ **Walking Trail Upgrades**		-	-	-	-	-	-	-	-	-	-
4.06.01	Trail maintenance (existing & new) PC SUM (Walking)		-	-	-	-	-	-	-	-	-	-
4.07	∑ **Worker Accommodation**		[redacted]									
4.07.01	Wages (WA)											
4.07.02	Oncosts (WA)											
4.07.03	Uti ities PC Sum (WA)											
4.07.04	IT Expenses (WA)											
4.07.05	Insurance (WA)											
4.07.06	Building/General Maintenance & Cleaning (WA)											
4.08	∑ **Avalanche Creek Park & Devils Punchbowl Staging Posts**											
4.08.01	Building/General Maintenance & Cleaning PC Sum (Park)		-	-	-	-	-	-	-	-	-	-
4.09	∑ **Infrastructure**		-	-	-	-	-	-	-	-	-	-
4.09.01	Storm water maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.02	Sewer maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.03	Potable water maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.04	Landscape maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.05	Parking maintenance PC Sum (line marking etc) (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.06	Waste management/rubbish removal (PC Sum) (Infra)		-	-	-	-	-	-	-	-	-	-
	∑ **Total Expenditure**		[redacted]									

5	∑ **EBITDA**		[redacted]									

6	**Capital Costs**		
6.01	Element 1: Arthur's Pass Discovery Centre Total CAI	[redacted]	
6.02	Element 2: Hot Pools/Wellness Hub Total CAPEX	[redacted]	
6.03	Element 3: Eco-lodge Accommodation Total CAPEX	[redacted]	
6.04	Element 4: Klondyke Corner Camping Ground Upgra	-	
6.05	Element 5: Arthur's Pass Railway Station Upgrades T	-	
6.06	Element 6: Walking Trail Upgrades Total CAPEX	-	
6.07	Element 7: Worker Accommodation Total CAPEX	[redacted]	
6.08	Element 8: Avalanche Creek Park & Devi s Punchbov	-	
6.09	Element 9: Infrastructure Total CAPEX	[redacted]	
	∑ **Total CAPEX**	[redacted]	

7	**Project Value**											[redacted]
8	**Cash Flow**	[redacted]										
9	**Estimated IRR (over 10 years)**											
10	**Estimated NPV (over 10 years)**											
11	**Estimated BCR (over 10 years)**											

Table 34: Full Cost Benefit Result – DOC

ARTHUR'S PASS DESTINATION & INVESTMENT FRAMEWORK (PERSPECTIVE: DOC)

1	**Assumptions/Notes**		
1.01	Model	1	
1.02	Required Yie d	[redacted]	
1.03	Discount Rate	[redacted]	
1.04	Inflation Rate	[redacted]	
1.05	Cost Benefit for:	DOC	

			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
2	**Demand Estimates**		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
2.01	Arthur's Pass Discovery Centre		170k	174k	178k	183k	187k	191k	195k	199k	203k	207k
2.02	Hot Poo s/We lness Hub		23k	24k	25k	25k	26k	26k	27k	27k	28k	28k
2.03	Eco-lodge Accommodat on		21k	22k	22k	23k	23k	24k	24k	25k	25k	26k
2.04	Klondyke Corner Camping Ground Upgrades		18k	18k	19k	19k	20k	20k	21k	21k	21k	22k
2.05	Arthur's Pass Railway Station Upgrades		-	-	-	-	-	-	-	-	-	-
2.06	Walking Trail Upgrades		110k	113k	115k	117k	119k	122k	124k	127k	129k	132k
2.07	Worker Accommodation		-	-	-	-	-	-	-	-	-	-
2.08	Avalanche Creek Park & Devils Punchbowl Staging Posts		-	-	-	-	-	-	-	-	-	-
2.09	∑ **Total Non-Unique Usage**		**34 k**	**351k**	**359k**	**367k**	**375k**	**383k**	**391k**	**399k**	**407k**	**415k**
2.99	∑ **Total Estimated Unique Visitation to Arthur's Pass**		**211k**	**215k**	**220k**	**225k**	**230k**	**235k**	**240k**	**245k**	**251k**	**256k**

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
3	**Revenue**											
3.01	∑ **Arthur's Pass Discovery Centre**		-	-	-	-	-	-	-	-	-	-
3.01.01	Revenue from Ticket Sales to Pa d Exper ence		-	-	-	-	-	-	-	-	-	-
3.01.02	Café Lease & % of Turnover Income		-	-	-	-	-	-	-	-	-	-
3.01.03	Reta l estimated revenue		-	-	-	-	-	-	-	-	-	-
3.02	∑ **Hot Pools/Wellness Hub**		-	-	-	-	-	-	-	-	-	-
3.02.01	Hot Tub Booking Revenue		-	-	-	-	-	-	-	-	-	-
3.03	∑ **Eco-lodge Accommodation**		-	-	-	-	-	-	-	-	-	-
3.03.01	Total Accommodation Booking Revenue		-	-	-	-	-	-	-	-	-	-
3.03.02	Total Restaurant Revenue (Guest & Non-Guest)		-	-	-	-	-	-	-	-	-	-
3.03.03	Total Rock Climbing Wall Revenue		-	-	-	-	-	-	-	-	-	-
3.04	∑ **Klondyke Corner Camping Ground Upgrades**		[redacted]									
3.04.01	Total Powered Site Revenue											
3.04.02	Total Unpowered Site Revenue											
3.05	∑ **Arthur's Pass Railway Station Upgrades**		-	-	-	-	-	-	-	-	-	-
3.05.01	Leasing of land for commercial development (KiwiRail)		-	-	-	-	-	-	-	-	-	-
3.06	∑ **Walking Trail Upgrades**		-	-	-	-	-	-	-	-	-	-
3.06.01	n/a											
3.07	∑ **Worker Accommodation**		-	-	-	-	-	-	-	-	-	-
3.07.01	n/a											
3.08	∑ **Avalanche Creek Park & Devils Punchbowl Staging Posts**		-	-	-	-	-	-	-	-	-	-
3.08.01	n/a											
3.09	∑ **Infrastructure**		-	-	-	-	-	-	-	-	-	-
3.09.01	n/a											
	∑ **Total Revenue**		[redacted]									

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
4	**Expenditure**											
4.01	∑ **Arthur's Pass Discovery Centre**		-	-	-	-	-	-	-	-	-	-
4.01.01	Wages (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.02	Oncosts (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.03	Utilities (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.04	Office Expenses (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.05	IT Expenses (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.06	Insurance (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.07	Bu ilding/General Maintenance & C eaning (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.08	Marketing (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.09	Cafe COGS (APDC)	n/a - leased out	-	-	-	-	-	-	-	-	-	-
4.01.10	Reta l COGS (APDC)		-	-	-	-	-	-	-	-	-	-
4.01.11	Services & tech maintenance contract (APDC)		-	-	-	-	-	-	-	-	-	-
4.02	∑ **Hot Pools/Wellness Hub**		-	-	-	-	-	-	-	-	-	-
4.02.01	Wages (WH)		-	-	-	-	-	-	-	-	-	-
4.02.02	Oncosts (WH)		-	-	-	-	-	-	-	-	-	-
4.02.03	Utilities (WH)		-	-	-	-	-	-	-	-	-	-
4.02.04	Office Expenses (WH)		-	-	-	-	-	-	-	-	-	-
4.02.05	IT Expenses (WH)		-	-	-	-	-	-	-	-	-	-
4.02.06	Insurance (WH)		-	-	-	-	-	-	-	-	-	-
4.02.07	Bu ilding/General Maintenance & C eaning (WH)		-	-	-	-	-	-	-	-	-	-
4.02.08	Marketing (WH)		-	-	-	-	-	-	-	-	-	-
4.02.09	Hot Tub Maintenance (WH)		-	-	-	-	-	-	-	-	-	-
4.03	∑ **Eco-lodge Accommodation**		-	-	-	-	-	-	-	-	-	-
4.03.01	Wages (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.02	Oncosts (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.03	Land lease fee to KiwiRail (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.04	Utilities (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.05	Office Expenses (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.06	IT Expenses (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.07	Insurance (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.08	Bu ilding/General Maintenance & C eaning (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.09	Marketing (Lodge)		-	-	-	-	-	-	-	-	-	-
4.03.10	Restaurant COGS (Lodge)		-	-	-	-	-	-	-	-	-	-
4.04	∑ **Klondyke Corner Camping Ground Upgrades**		[redacted]									
4.04.01	Wages (KC)											
4.04.02	Oncosts (KC)											
4.04.03	Utilities PC Sum (KC)											
4.04.04	Office Expenses (KC)											
4.04.05	IT Expenses (KC)											
4.04.06	Insurance (KC)											
4.04.07	Bu ilding/General Maintenance & C eaning PC Sum (KC)											
4.04.08	Marketing (KC)											
4.05	∑ **Arthur's Pass Railway Station Upgrades**											
4.05.01	Maintenance (AP Station)											
4.05.02	Utilities (Arthur's Pass Station)											
4.06	∑ **Walking Trail Upgrades**											
4.06.01	Trail maintenance (existing & new) PC SUM (Walking)											
4.07	∑ **Worker Accommodation**											
4.07.01	Wages (WA)											
4.07.02	Oncosts (WA)											
4.07.03	Utilities PC Sum (WA)											
4.07.04	IT Expenses (WA)											
4.07.05	Insurance (WA)											
4.07.06	Bu ilding/General Maintenance & C eaning (WA)											
4.08	∑ **Avalanche Creek Park & Devils Punchbowl Staging Posts**											
4.08.01	Bu ilding/General Maintenance & C eaning PC Sum (Park)											
4.09	∑ **Infrastructure**		-	-	-	-	-	-	-	-	-	-
4.09.01	Storm water maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.02	Sewer maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.03	Potable water maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.04	Landscape maintenance PC Sum (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.05	Parking maintenance PC Sum (ine marking etc.) (Infra)		-	-	-	-	-	-	-	-	-	-
4.09.06	Waste management/rubbish removal (PC Sum) (Infra)		-	-	-	-	-	-	-	-	-	-
	∑ **Total Expenditure**		[redacted]									

5	∑ **EBITDA**		

6	**Capital Costs**		
6.01	Element 1: Arthur's Pass Discovery Centre Total CAF	-	
6.02	Element 2: Hot Pools/Wellness Hub Total CAPEX	-	
6.03	Element 3: Eco-lodge Accommodation Total CAPEX		
6.04	Element 4: Klondyke Corner Camping Ground Upgra		
6.05	Element 5: Arthur's Pass Ra lway Station Upgrades T		
6.06	Element 6: Walking Trail Upgrades Total CAPEX		
6.07	Element 7: Worker Accommodation Total CAPEX		
6.08	Element 8: Avalanche Creek Park & Devils Punchbow		
6.09	Element 9: Infrastructure Total CAPEX		
	∑ **Total CAPEX**		

7	**Project Value**	[redacted]
8	**Cash Flow**	
9	**Estimated IRR (over 10 years)**	
10	**Estimated NPV (over 10 years)**	
11	**Estimated BCR (over 10 years)**	

Table 35: Full Cost Benefit Result – KiwiRail

ARTHUR'S PASS DESTINATION & INVESTMENT FRAMEWORK (PERSPECTIVE: KIWIRAIL)

1	Assumptions/Notes										
		Model	[redacted]								
	2	Required Yield									
		Discount Rate									
	4	Inflation Rate									
		Cost Benefit for:									
			2023	2024	2025	2026	2027	2028	2029	20 0	2031	2032
2	Demand Est mates		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	1	Arthur s Pass Discovery Centre	170k	174k	178k	183k	187k	191k	195k	199k	203k	207k
	2 2	Hot Pools/We lness Hub	23k	24k	25k	25k	26k	26k	27k	27k	28k	28k
	3	Eco-lodge Accommodation	21k	22k	22k	23k	23k	24k	24k	25k	25k	26k
	2 4	Klondyke Corner Camping Ground Upgrades	18k	18k	19k	19k	20k	20k	21k	21k	21k	22k
	5	Arthur s Pass Railway Station Upgrades	-	-	-	-	-	-	-	-	-	-
	6	Walking Trail Upgrades	110k	113k	115k	117k	119k	122k	124k	127k	129k	132k
	2 7	Worker Accommodation	-	-	-	-	-	-	-	-	-	-
	8	Ava anche Creek Park & Devils Punchbowl Staging Posts	-	-	-	-	-	-	-	-	-	-
	2 9	**Total Non-Unique Usage**	**34 k**	**351k**	**359k**	**367k**	**375k**	**38 k**	**391k**	**399k**	**407k**	**415k**
	3	**Total Est mated Unique V sitation to Arthur's Pass**	**211k**	**215k**	**220k**	**225k**	**230k**	**235k**	**240k**	**245k**	**251k**	**256k**

3	Revenue		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		Arthur's Pass Discovery Centre	-	-	-	-	-	-	-	-	-	-
	30 0	Revenue from Ticket Sales to Paid Experience	-	-	-	-	-	-	-	-	-	-
	30 02	Café Lease & % of Turnover Income	-	-	-	-	-	-	-	-	-	-
	30 03	Retail estimated revenue	-	-	-	-	-	-	-	-	-	-
	2	**Hot Pools/Wellness Hub**	-	-	-	-	-	-	-	-	-	-
	3020	Hot Tub Booking Revenue	-	-	-	-	-	-	-	-	-	-
		Eco-lodge Accommodat on	-	-	-	-	-	-	-	-	-	-
	3030	Total Accommodation Booking Revenue	-	-	-	-	-	-	-	-	-	-
	30302	Total Restaurant Revenue (Guest & Non-Guest)	-	-	-	-	-	-	-	-	-	-
	30303	Total Rock C imbing Wall Revenue	-	-	-	-	-	-	-	-	-	-
	4	**Klondyke Corner Camping Ground Upgrades**										
	3040	Total Powered Site Revenue										
	30402	Total Unpowered S te Revenue										
		Arthur's Pass Rai way Station Upgrades										
	3050	Leasing of land for commercial development KiwiRail)										
		Walking Trail Upgrades										
	3060	n/a										
	7	**Worker Accommodation**	-	-	-	-	-	-	-	-	-	-
	3070	n/a										
		Avalanche Creek Park & Devils Punchbowl Stag ng Posts	-	-	-	-	-	-	-	-	-	-
	3080	n/a										
	9	**Infrastructure**										
	3090	n/a										
		Total Revenue										

4	Expenditure		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		Arthur's Pass Discovery Centre	-	-	-	-	-	-	-	-	-	-
	40 0	Wages (APDC)	-	-	-	-	-	-	-	-	-	-
	40 02	Oncosts (APDC)	-	-	-	-	-	-	-	-	-	-
	40 03	Ut lities (APDC)	-	-	-	-	-	-	-	-	-	-
	40 04	Office Expenses (APDC)	-	-	-	-	-	-	-	-	-	-
	40 05	IT Expenses (APDC)	-	-	-	-	-	-	-	-	-	-
	40 06	Insurance (APDC)	-	-	-	-	-	-	-	-	-	-
	40 07	Building/General Maintenance & Cleaning (APDC)	-	-	-	-	-	-	-	-	-	-
	40 08	Marketing (APDC)	-	-	-	-	-	-	-	-	-	-
	40 09	Cafe COGS (APDC) n/a - leased out	-	-	-	-	-	-	-	-	-	-
	40 0	Retail COGS (APDC)	-	-	-	-	-	-	-	-	-	-
	40	Services & tech maintenance contract (APDC)	-	-	-	-	-	-	-	-	-	-
	4 2	**Hot Pools/Wellness Hub**	-	-	-	-	-	-	-	-	-	-
	4020	Wages (WH)	-	-	-	-	-	-	-	-	-	-
	40202	Oncosts (WH)	-	-	-	-	-	-	-	-	-	-
	40203	Ut lities (WH)	-	-	-	-	-	-	-	-	-	-
	40204	Office Expenses (WH)	-	-	-	-	-	-	-	-	-	-
	40205	IT Expenses (WH)	-	-	-	-	-	-	-	-	-	-
	40206	Insurance (WH)	-	-	-	-	-	-	-	-	-	-
	40207	Building/General Maintenance & Cleaning (WH)	-	-	-	-	-	-	-	-	-	-
	40208	Marketing (WH)	-	-	-	-	-	-	-	-	-	-
	40209	Hot Tub Maintenance (WH)	-	-	-	-	-	-	-	-	-	-
	4	**Eco-lodge Accommodat on**	-	-	-	-	-	-	-	-	-	-
	4030	Wages (Lodge)	-	-	-	-	-	-	-	-	-	-
	40302	Oncosts (Lodge)	-	-	-	-	-	-	-	-	-	-
	40303	Land lease fee to KiwiRail (Lodge)	-	-	-	-	-	-	-	-	-	-
	40304	Ut lities (Lodge)	-	-	-	-	-	-	-	-	-	-
	40305	Office Expenses Lodge)	-	-	-	-	-	-	-	-	-	-
	40306	IT Expenses (Lodge)	-	-	-	-	-	-	-	-	-	-
	40307	Insurance (Lodge)	-	-	-	-	-	-	-	-	-	-
	40308	Building/General Maintenance & Cleaning (Lodge)	-	-	-	-	-	-	-	-	-	-
	40309	Marketing (Lodge)	-	-	-	-	-	-	-	-	-	-
	403 0	Restaurant COGS Lodge)	-	-	-	-	-	-	-	-	-	-
	4 4	**Klondyke Corner Camping Ground Upgrades**	-	-	-	-	-	-	-	-	-	-
	4040	Wages (KC)	-	-	-	-	-	-	-	-	-	-
	40402	Oncosts (KC)	-	-	-	-	-	-	-	-	-	-
	40403	Ut lities PC Sum KC)	-	-	-	-	-	-	-	-	-	-
	40404	Office Expenses KC)	-	-	-	-	-	-	-	-	-	-
	40405	IT Expenses (KC)	-	-	-	-	-	-	-	-	-	-
	40406	Insurance (KC)	-	-	-	-	-	-	-	-	-	-
	40407	Building/General Maintenance & Cleaning PC Sum KC)										
	40408	Marketing (KC)										
	4	**Arthur's Pass Rai way Station Upgrades**										
	4050	Maintenance (AP Station)										
	40503	Ut lities (Arthur s Pass Station)										
	4	**Walking Trail Upgrades**										
	4060	Trail maintenance (existing & new) PC SUM (Walking)										
	4 7	**Worker Accommodation**	-	-	-	-	-	-	-	-	-	-
	4070	Wages (WA)	-	-	-	-	-	-	-	-	-	-
	40702	Oncosts (WA)	-	-	-	-	-	-	-	-	-	-
	40703	Ut lities PC Sum (WA)	-	-	-	-	-	-	-	-	-	-
	40704	IT Expenses (WA)	-	-	-	-	-	-	-	-	-	-
	40705	Insurance (WA)	-	-	-	-	-	-	-	-	-	-
	40708	Building/General Maintenance & Cleaning (WA)	-	-	-	-	-	-	-	-	-	-
	4	**Avalanche Creek Park & Devils Punchbowl Stag ng Posts**	-	-	-	-	-	-	-	-	-	-
	4080	Building/General Maintenance & Cleaning PC Sum Park)	-	-	-	-	-	-	-	-	-	-
	4 9	**Infrastructure**	-	-	-	-	-	-	-	-	-	-
	4090	Storm water maintenance PC Sum (Infra)	-	-	-	-	-	-	-	-	-	-
	40902	Sewer maintenance PC Sum (Infra)	-	-	-	-	-	-	-	-	-	-
	40903	Potable water maintenance PC Sum (Infra)	-	-	-	-	-	-	-	-	-	-
	40904	Landscape maintenance PC Sum (Infra)	-	-	-	-	-	-	-	-	-	-
	40905	Parking maintenance PC Sum (ine marking etc.) (Infra)										
	40906	Waste management/rubbish removal (PC Sum) (Infra)										
		Total Expenditure										

5		**EBITDA**	

6	Capital Costs		
		Element 1: Arthur's Pass Discovery Centre Total CA	-
	2	Element 2: Hot Pools/Wellness Hub Total CAPEX	-
	3	Element 3: Eco-lodge Accommodation Total CAPEX	-
	4	Element 4: K ondyke Corner Camping Ground Upg	[redacted]
	5	Element 5: Arthur's Pass Railway Stat on Upgrades	
	6	Element 6: Walking Trail Upgrades Total CAPEX	-
	7	Element 7: Worker Accommodation Total CAPEX	-
	8	Element 8: Avalanche Creek Park & Devils Punchbo	-
	9	Element 9: Infrastructure Total CAPEX	-
		Total CAPEX	

7	**Project Value**	
8	**Cash Flow**	
9	**Estimated IRR (over 10 years)**	
10	**Estimated NPV (over 10 years)**	
11	**Estimated BCR (over 10 years)**	