

Peer Review**100% Review of Masterplan Document - Milford Opportunities Project**

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Mandate

This report is an independent review of the Milford Opportunities Project – a Masterplan for Piopiotahi. The opinions in this report are to ensure the masterplan meets the following objectives or assumptions:

- 1. That the assumptions in the plan are reasonable for implementation or recommendation purposes*
- 2. That the information in the background reports support the masterplan recommendations in a reasonable manner*
- 3. To highlight any potential fatal flaws of the plan, noting that this plan does not strictly work within the current legislative constraints*
- 4. That what is proposed in the Masterplan will result in a world-class experience that truly is fitting of Kipling's assertion that it is the "8th wonder of the world"*

Peer Reviewer Bio

Craig Sklenar is an urban designer with over 17 years' experience across North America. His expertise in masterplanning, urban design, community engagement and cultural planning ranges from national park consultation to urban mixed-use development and all scales in between. Craig's international design expertise focuses on projects that prioritize placemaking, the vibrancy of environments at a variety of scales and scopes, but with an eye on the outcomes desired, which requires broad collaboration with an interdisciplinary team to execute these ideas.

Summary/Overview**Objective 1 – The Assumptions in the Masterplan are reasonable for implementation or recommendation purposes**

Overall, this plan provides much of the necessary information required to understand the technical, environmental and real-world issues at hand, from operations to infrastructure to broader ecological and cultural need. However, the way the story is told throughout could use a review. It is highly recommended that the report be reviewed for legibility, storytelling and setting out the assumptions/goals/principles in a very precise manner. This document will be viewed by various audiences so a clear logical layout will ensure the plan is understood clearly by the broadest audience possible.

For instance, the executive summary lists key issues first, vision second and masterplan principles third, but the order in the broader document does not follow the same progression. The story of issue at hand, vision and then principles help set up the need, desire and outcomes and should be the pattern throughout the document.

In the overview section it would be important to highlight the process to date, and what this plan will be used for moving forward. This masterplan is not the final step by any means and

this needs to be expressed at the front, so readers understand the process and the work yet to be done.

Additionally, prioritization of principles and key concepts might be better suited in a different order, focusing first on the broader aspirational goals and then working towards some of the “how” concepts (e.g., moving Concept 1 “International Visitors are Charged an Access Fee” to the back and bringing forward Principles 8, 9, 10 to the front as those are the primary outcomes sought through this plan). The Vision, Pillars, Objectives, Principles and Concepts must speak clearly to the prioritization of this process – in that the protection of the ecological area, the integration of authentic cultural storytelling and the visitors’ personal emotional connection to the place are all supported by these directives. Succinct and clear language that showcases these thematic elements should be considered.

Lastly – since ecological and wilderness integration is a key pillar there could be a bit more detail within the document about what wilderness needs to be considered rather than a broad brush. Are there any impacts to wildlife? What kind? What critical ecosystems need some attention? Is there a map that highlights any conflict points? What does the masterplan’s recommendations do to help address any of that?

Objective 2 – The information provided in background reports support the Masterplan recommendations in a reasonable manner

To highlight this great volume of background work it would be beneficial in the introduction section (page 16) to highlight the number of reports that were developed or a recognition that this masterplan is supported by a body of work that informs these outcomes. Further – anywhere that reports can be referenced to drive into specifics where possible would be recommended to reinforce that the principles and strategies are grounded in thoughtful analysis. There is a lot of technical and contemplative data that have been provided in these reports and the reader needs to understand the ideas and recommendations of the plan were brought forward not only based on this data but also engagement etc. However, as a user who has read the background information, it is clear where these goals and directives were derived from, but it needs to be just as easy for the first-time reader to understand those directives.

Objective 3 – Are there any fatal flaws to the plan?

Overall, this masterplan does not present any critical flaws. If there would be one lacking component it might be to provide a narrative of what is next, to ensure the reader and user know this is of three stages and any anticipated timelines that could be conveyed beyond. That might be something that can be developed as this plan is finalized but would be a critical component to ensure the life of this plan contemplates the next phase of work to the reader.

Objective 4 – What is proposed in the Masterplan will result in a world-class experience.

There is no doubt the proposed approach and strategy of this masterplan will result in a world-class experience. The vision and direction strive for a balance between cultural integration, ecological preservation and local economic opportunity. The caveat will be in how this vision is to be delivered. Strong attention to detail, authenticity and operational infrastructure modernization will be key to the success of this plan. Investing today for tomorrow is a key notion and if the mandate of this effort is to ensure this park has a resilient, world-class experience, the investment dollars must match that expectation.

Masterplan Comments/Recommendation - OPTIONAL

Existing Conditions + Key Issues & Challenges

Comment 1: Consider adding a diagram or narrative that explains the broader process (this is stage two of three for instance) so that it is clear the role of this plan in context to the timing of execution etc.

Comment 2: Contextually how does this park align to Queenstown, and its role in the geographic context? It seems disconnected from that other than a narrative mention in the text on page 16. Consider adding those points of context to the maps.

Comment 3: Give the document some room to breathe – lots of narrative here and the images are sometimes hard to follow because of the condensed nature. There are a lot of rich graphics, let them shine.

Comment 4: Consider bolding full statements not just a few words in a paragraph. The setting the stage area is where most of the data shines, these need to be clear and recognizable.

Comment 5: Page 7 – Masterplan Principles would benefit from Principle 4 brought to the top as this principle sets the stage for each element after.

The Opportunity

Comment 1: There could be more narrative that discusses the Masterplan Process. Also ensure consistency, there are places where it's "masterplan" and then also "master plan"

Comment 2: Tie the images to the statements to explain these in visual form – what image aligns with "Ngai Tahu Cultural Heritage" versus "The Milford Corridor" etc?

Comment 3: Again, give the document room and add photos where it can help paint the picture. Page 24 is a whole section on Engagement but with no pictures of that engagement. It would be great to show this extensive work and anything that came out of that engagement work that may have informed the final plan. What was our initial ideas and what did the engagement process change or affirm?

Comment 4: Idea Generation could use a process diagram to highlight this approach instead of just a list of the process. As currently laid out it is difficult to understand the process.

The Masterplan Principles + Aspirations

Comment 1: spend more time highlighting the cultural aspirations visually. There is a lot of text on page 28, but no graphics to reinforce these ideas.

Comment 2: Big statements on integration with wilderness and ecological conservation – however mapping this, highlighting the big ideas of those principles would go a long way.

Key Concepts

Comment 1: as mentioned in the overview assessment, consider reordering these key concepts to focus first on the “why” and then down to any that might be the “how.” Starting these concepts with a financial statement does not entirely paint the picture of the need other than potentially a money solution, and the reader should first focus on the need and the desired broader outcomes then focus in on any items that would be a big shift in operational components.

Comment 2: Small item, but why 50-year plan? I am sure this is highlighted in our broader mandate, but it is not clear in the document overall. Consider adding that notation in the exec summary or mandate section.

Comment 3: Goal three discusses the connection to Te Anau Hub – but no mention how international visitors get there from say Queenstown which has the infrastructure for the visitor side. Perhaps this needs to be beefed up a bit to just tie it all together. It is generally referenced on Page 37 with a graphic, but it would be better to tee this up sooner.

Comment 4: While developing multiple experiences helps offer a wide variety of options for visitors, potentially elongates the experience and thus provides better capacity/utilization – there should be some mention to also opportunities for shoulder season activation too.

Comment 5: Milford Corridor section has a lot of text, no map, no point of reference for the narratives, consider graphics that help point out key components – there are three pillars here of information, there should be a diagram for each pillar.

Comment 6: Lots of great insights in the Community Insights section, however some infographics/statistics of that insight would be helpful to pull out.

Comment 7: from page 38 to page 63 – there are so many great graphics to tell this story along the journey, but it's all condensed into singular pages, consider this as an opportunity for big pictures, with location map diagrams to help reinforce the design concepts. The location maps that do exist are difficult to read and do not provide good insight to these spaces. Use up some real estate on these concepts, this is the vision piece and it has to be as visually engaging as possible.

Governance & Legislation

No comments here.

Project Outcomes & Action Plan

Comment 1: The broadest comment here is, a lot of thoughtful detail in the plan up to this point, and then the action plan is a one-page summary of ideas. Are there a next steps diagram, process diagram, diagrams to illustrate the actions, anything that makes this section – which is a vitally important section – as engaging as the prior pages in the document? It is noted that the action plan cannot be fully figured out until government supports this approach fully, but it would be good think about highlighting next steps here too.