



THGA

HOTEL
A D V I S O R S

Precinct Properties

November 2021

PRECINCT 510

THGA

4 November 2025

Bianca Hurrell
Associate Director
RCP
On behalf of
Precinct Property
25 Hargreaves St,
Freemans Bay,
Auckland 1011

By email: bhurrell@rcp.co.nz

Dear Bianca

Re: Report regarding the need for a porte cochere including a pick-up and drop-off facility for a proposed five-star international branded hotel in Auckland.

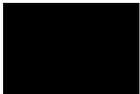
We are pleased to submit the following report regarding the need for a porte cochere including a pick-up and drop-off facility for a proposed internationally branded, five-star hotel as part of Precinct Properties New Zealand Limited's ("Precinct") proposed Downtown Carpark Site Development at 2 Lower Hobson Street, Auckland into an integrated mixed-use development ("Project").

This report has been prepared for Precinct to set out a framework for the hotel vehicular guest arrival, departure and traffic flow. It incorporates strategies to mitigate potential amenity impacts and ensure seamless traffic flow around the proposed facilities.

The information presented herein reflects the design and functionality detailed in the architectural plans provided by Precinct and Flow Transportation Specialists Ltd.

We trust that this report provides the necessary detail to support the consent application for an internationally branded hotel and its need for a porte cochere including a pick-up and drop-off facility. Should you require further clarification or additional information, please do not hesitate to contact us

Yours sincerely,



Rodger Powell
Managing Director
THSA - Hotel Advisors

Quality information

| | |
|--------------------------------|---|
| Client: | Precinct Property |
| Project title: | Report regarding the needs for a porte cochere including a pick-up and drop-off facility for a proposed hotel in Auckland NZ. |
| Report reviewed + approved by: | Rodger Powell rodger.powell@thsa.com.au |
| Issue: | Final |
| Date: | 4 November 2025 |

Disclaimer

This report has been prepared by THSA using a combination of desktop research and primary data collected via CoStar (2025). Whilst all care and diligence have been exercised in its preparation, THSA does not warrant the accuracy of the information contained herein and accepts no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not arising from any error, omission, or negligence on the part of THSA or its employees.

No formal projections are included in this report; however, the survey results provide a basis for informed inference, which underpins the key insights, takeaways, and investor implications. While care has been taken in interpreting these findings, outcomes may be influenced by external variables, and no guarantee is offered that specific results will be achieved.

Note on consultation with international five-star hotel brand operators

Hotel operators were consulted regarding their porte cochere brand standards in person, via Teams, and/or via email between 14 October 2025 and 28 October 2025. Operator responses were provided based on the confidentiality of individual operators' standards, and that information presented in this report would be in the aggregate only. In addition to these consultations, THSA applied its own knowledge from having visited each of the hotels listed and/or benchmarked in person since 2023, from a current desktop review via Google Street View, and from knowledge gained from current international five-star hotel projects (see below). The hotel operator's brand standards are highly confidential intellectual property and are not publicly available.

Note on images used

This report includes a combination of images sourced from free image websites and publicly available internet searches to visually support the project content. These images have been used for illustrative, non-commercial purposes only and are not intended for public reproduction or distribution. No attribution has been provided, and no copyright ownership is claimed. Further use, reproduction, or modification of these images may require permission from the original source or copyright holder.

Overarching assumptions

- It is assumed that the hotel will be operated by an expert internationally branded 5-star hotel operator. Any significant deviation from this assumption, including the appointment of an inexperienced operator, could materially impact the applicability and effectiveness of the recommendations of this report.
- This report has been prepared based on the architectural drawings provided by Precinct Property and reflects the design and layout indicated in these plans.
- The report has been developed with specific input from international brand five-star hotel operators.
- The recommendations and strategies outlined in this report are designed to ensure that traffic flow on surrounding streets and access roads is not impeded and to ensure the efficient, safe, and community-sensitive operation of the premises. The effectiveness of these strategies relies on adherence to the measures detailed herein.
- Finalising and integrating these responses into the consent application is the responsibility of RCP and Precinct Property.

THSA

THSA is one of the leading hotel advisory businesses in New Zealand, Australia and the Pacific Islands. Established twenty years ago THSA has completed over 500 assignments. THSA has specific expertise in the Auckland Luxury five-star hotel market specifically and in the New Zealand Luxury and Ultra Luxury market generally. Current relevant projects include two St Regis Hotels, two InterContinental Hotels, one Regent hotel, one Mondrian hotel. THSA is currently engaged in projects in Auckland, Christchurch and Queenstown.

More information can be found at www.thsa.com.au

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1. Executive summary

The development and operation of a full-service five-star hotel of approximately 200 rooms (as proposed by the Project) would generate substantial direct and indirect economic benefits. Within the context of Auckland's position as New Zealand's international gateway (serving as an anchor of the national visitor economy through its airport, cruise terminal, events infrastructure and corporate base), the delivery of an internationally branded five-star hotel at the Project site is strategically aligned with Tatakai Auckland Unlimited's tourism and economic development priorities, which seek to expand premium accommodation supply, attract higher-yield visitation, and support Auckland's positioning as a global business, events and lifestyle city.

Beyond employment and expenditure, a globally branded hotel contributes to skills development, offering structured training and career progression in management, culinary arts, and service excellence – disciplines that are foundational to a resilient tourism workforce. Tourism and destination benefits result from the provision of capacity and visibility in a market that continues to face supply constraints at the luxury end of the spectrum. The introduction of another five-star hotel contributes directly to Auckland's urban regeneration and mixed-use vitality objectives. The proposed hotel will be far more than a stand-alone accommodation facility. It will operate as a strategic piece of visitor-economy infrastructure, supporting thousands of related jobs, catalysing adjacent retail and dining growth.

The inclusion of a dedicated porte cochere including a pick-up and drop-off facility and managed valet parking operation is fundamental to the successful delivery of an internationally branded five-star hotel at the Project site. Within a dense, mixed-use urban environment, this facility is not a discretionary design feature but a core item of infrastructure that enables safe, efficient and premium-grade hotel operations consistent with the expectations of global luxury brands.

The proposed hotel occupies a highly constrained frontage on one of Auckland's busiest east-west corridors, characterised by heavy pedestrian activity, bus movements and a mix of adjoining commercial, retail and residential uses. Without an internalised, actively managed arrival and departure zone, guest vehicles would be forced to rely on the public kerb, which would be likely to create congestion, safety conflicts and a diminished first-impression experience. For international operators, such an arrangement would fall well short of brand standards and would most likely preclude their participation in the project.

For leading global operators, the porte cochere including a pick-up and drop-off facility is the first physical manifestation of brand promise. It provides a secure, weather-protected environment for guests to transition from the city to the hotel domain; allows for visible, choreographed service; luggage handling and valet transfers with visible precision; and it represents an integral component of the hotel's overall service narrative, particularly the guest welcome and farewell. Its presence directly influences room rate revenue potential, brand alignment, guest satisfaction, safety and operational efficiency.

THSA consulted the five major international brand operators (Accor, IHG, Hilton, Hyatt, Marriott) who combined have more than twenty five star globally recognised hotel brands. The majority shared their brand design standards. Whilst there are variations between operators (e.g. whether the porte cochere has two or three lanes, the height of the porte cochere and the number of vehicles housed), all operators require a porte cochere including a pick-up and drop-off facility in their five-star hotels. There are some very limited exceptions to this requirement (e.g. heritage listed buildings). When asked the question whether these operators would approve a five-star hotel in Auckland city centre, without a porte cochere including a pick-up and drop-off facility the majority said they would not.

Scenario testing reinforces these conclusions:

- Scenario A (with valet parking) remains consistent with five-star operations and ensures vehicles are cleared within strict dwell-time parameters, preserving both service quality and public-realm function.
- Scenario B (no valet) would materially degrade guest experience, increase dwell and congestion risk, and undermine brand positioning – an outcome unacceptable to both global operators, the surrounding mixed-use precinct (refer to Section 5) and the desired traffic flow outcomes.

Our recommendation is to proceed with the porte cochere including a pick-up and drop-off facility and embed the Porte Cochere & Management Plan measures within the Project's consent conditions.

Beyond operational necessity, the hotel component of the Project holds broader destination significance.

An internationally branded five-star hotel will strengthen Auckland's positioning as a Pacific gateway and elevate its appeal within the global meetings, events and premium leisure segments. It will contribute meaningfully to the city's employment, training and supplier networks, reinforce investment confidence in the downtown precinct and enhance Auckland's reputation as a well-serviced, world-class visitor destination. In this context, the porte cochere, including a pick-up and drop-off facility is not simply a matter of convenience or aesthetic preference; it is the enabling mechanism that allows the proposed hotel to function to international standards while coexisting harmoniously within a complex urban precinct. Its inclusion is central to both the commercial success of the development and the delivery of Auckland's next generation of luxury hospitality products.

2. Regional + national benefits of an internationally branded five-star hotel in Auckland

Strategic context

Auckland is New Zealand's international gateway, with the city welcoming 2.27 million international passengers over the 12 months to July 2025 (2.5% up on the previous year) and generating 7.49 million guest nights in commercial accommodation¹. It anchors the national visitor economy through its airport, cruise terminal, events infrastructure and corporate base, and serves as the primary staging point for travel throughout the North and South Islands. Within this context, the delivery of an internationally branded five-star hotel at the Project site is strategically aligned with Tataki Auckland Unlimited's tourism and economic development priorities, which seek to expand premium accommodation supply, attract higher-yield visitation, and support Auckland's positioning as a global business, events and lifestyle city.

Economic + employment benefits

While THSA has not undertaken quantitative impact modelling, it is well established that the development and operation of a full-service five-star hotel of approximately 200 rooms (as proposed by the Project) would generate substantial direct and indirect economic benefits. This is explained further in the Economic Impact Assessment which supports the Fast Track Approvals Act resource consent application for the Project.

As set out in that Assessment, luxury hotels attract high-spending visitors who contribute significantly to the economy through spending on dining, retail, entertainment, and transport. This spend directly supports Auckland's restaurants, retail precincts and cultural institutions. Further, five-star hotels typically operate at labour ratios of 1.2 full-time equivalent staff per room, supporting 240 direct jobs across accommodation, F+B, engineering, housekeeping, administration and management. A similar number of indirect roles are sustained in local supply chains, including laundry, maintenance, food distribution, transport and professional services.

Beyond employment and expenditure, a globally branded hotel contributes to skills development, offering structured training and career progression in management, culinary arts, and service excellence – disciplines that are foundational to a resilient tourism workforce.

Tourism + destination benefits

A new internationally branded five-star hotel provides capacity and visibility in a market that continues to face supply constraints at the luxury end of the spectrum. Its benefits extend well beyond its own footprint:

- Enhanced destination profile: Affiliation with a recognised luxury brand instantly integrates Auckland into global marketing networks and distribution systems, strengthening its visibility in premium leisure and corporate markets.
- Loyalty-based demand: Participation in international loyalty programs introduces repeat, high-value guests and conference organisers who rely on brand consistency and service assurance.
- Business and MICE attraction: Five-star hotels anchor destination event bids by providing credible accommodation and meeting options that satisfy the expectations of international delegations, corporates, and government missions.
- Cruise and aviation synergies: Located minutes from Queens Wharf and the airport motorway connection, the proposed hotel will serve as a pre- and post-cruise staging point, complementing Auckland's future cruise home-port strategy² and supporting Air New Zealand's premium traveller markets³.

Urban + community benefits

On a city scale, the introduction of another five-star hotel contributes directly to Auckland's urban regeneration and mixed-use vitality objectives:

- Public-realm activation extends activity beyond standard business hours and supports ongoing use of nearby retail, dining, and transport services.
- Safety and surveillance maintain passive monitoring through continuous staffing, lighting, and hotel frontage activity.

¹ Source: Tataki Auckland Unlimited. (2025, September). Auckland Destination Overview - July 2025. Auckland, New Zealand. Accessed from <https://www.aucklandunlimited.com>

² Cruise Lines International Association Australasia. (2025, July 23). Industry and Government unite for New Zealand cruise focus. <https://www.cruising.org.au/ccms.r?Pageid=6022&tenid=CLIA&DispMode=goto%7C10695>

³ Air New Zealand. (2025, June 12). Air New Zealand boosts long-haul travel with more premium and North America seats this summer. Accessed from: <https://www.airnewzealandnewsroom.com/press-release-2025-air-new-zealand-boosts-long-haul-travel-with-more-premium-and-north-america-seats-this-summer>
Business Traveller Asia Pacific. (2025, June 12). Air New Zealand adding more premium seats and US flights. Accessed from: <https://www.business traveller.com/business-travel/air-new-zealand-adding-more-premium-seats-and-us-flights/>

- Cultural engagement provides consistent support for local art, design, and cultural initiatives through display, commissioning, and procurement programs.
- Sustainability leadership aligns with established environmental, social and governance frameworks covering energy, waste, water, and ethical supply chains.

National implications

Nationally, the addition of a globally branded luxury property strengthens New Zealand's accommodation portfolio in several key ways:

- It raises the quality ceiling of the national hotel stock, setting new benchmarks for service, design, and sustainability.
- It distributes visitor expenditure more widely, stimulating regional touring itineraries that begin and end in Auckland.
- It enhances investor confidence in the tourism and property sectors by demonstrating that premium developments are commercially viable under New Zealand's planning and regulatory framework.

The proposed hotel will be far more than a stand-alone accommodation facility. It will operate as a strategic piece of visitor-economy infrastructure, supporting thousands of related jobs, catalysing adjacent retail and dining growth. Its association with a world-class brand will deliver enduring reputational value to both the city and the nation, showcasing the best of New Zealand's design and service standards to global travellers. In this context, the hotel's functional design, including a fully integrated porte cochere including pick-up and drop-off facilities and valet operation, is the physical gateway through which these wider benefits are realised.

3. Rationale for a dedicated porte cochere including pick-up and drop-off facilities + five-star brand standards

The role of the porte cochere including pick-up and drop-off facilities in five-star hotel operations

Across the global luxury hotel market, the porte cochere is the operational centre for guest arrival and departure. It serves multiple, interdependent functions that collectively define the first and last impressions of service quality, safety, and brand authenticity. For a five-star operator, the porte cochere is a core operational space, not a decorative feature, functioning as the logistical interface between city and the hotel and a visible expression of brand standards.

Leading operators, including Accor, InterContinental Hotels Group, Marriott International, Hilton, and Hyatt all specify a dedicated, weather-protected, and staff-managed arrival environment within their design, technical and operating brand standards manuals

Typical design standards include:

- Setback from the public carriageway to allow a minimum of two waiting vehicles plus one through-lane;
- Headroom of 4.2 - 4.5 metres to accommodate mini coaches, vans and limousines;
- Direct visual connection to the reception lobby for guest orientation and security;
- Dedicated space for staff choreography and safety, including doorman, valet, porter, and concierge positions.

Brand + guest-experience alignment

For internationally branded five-star hotels, the arrival sequence is a hallmark of brand identity and a key determinant of guest perception. A dedicated, weather-protected porte cochere enables visible, structured service by bell, valet, and concierge teams; provides privacy for VIP and corporate arrivals; and ensures safe and secure, barrier-free movement between vehicle and lobby.

In competitive operator tenders, the absence of a controlled, on-site drop-off and pick-up facility typically disqualifies sites from five-star luxury consideration and forces downward repositioning into the upper-upscale category, with associated reductions in achievable average daily rate (ADR) and asset valuation. Some brands (not ultra-Luxury brands) will make certain very limited allowances e.g. for Heritage listed buildings.

Key brand and operational outcomes include:

- Sense of arrival defines the transition between the public realm and the managed hotel environment.
- Service coordination manages guest welcome and farewell, guest movement, luggage handling, and vehicle flow in a structured, safe and visible manner.
- Privacy and discretion provide secure, unobtrusive handling of VIP and corporate arrivals.
- Comfort and safety deliver weather-protected alighting and immediate staff assistance within a controlled environment.
- Visual identity reflects brand standards through consistent architectural, lighting, brand signage and material treatment.

Without a dedicated arrival area, the guest experience is compromised at the most critical point of interaction. International hotel operators generally will not enter into franchise or management agreements unless the arrival sequence, back-of-house circulation, and valet parking arrangements comply with their prescribed global brand standards.

Operational efficiency + risk mitigation

Beyond guest experience, the porte cochere plays a central role in ensuring operational efficiency and transport integration. In a high-density CBD environment, its absence would create direct conflicts between hotel, retail, residential, and public uses.

Functionally, a porte cochere:

- Absorbs peak activity on-site, allowing arrival and departure surges associated with flight schedules, conferences, and events to occur within the hotel boundary;
- Prevents queue spillback onto Customs Street West, reducing congestion and maintaining network reliability;
- Controls dwell times through continuous staff presence and standard operating procedures;
- Responds to surges in arrivals and departures of taxis, rideshare, and valet vehicles to maintain order and prioritise guest flow; and
- Improves pedestrian safety, by ensuring all vehicle manoeuvres occur on private land.

These functions are particularly important on Customs Street West, where uncontained pick-up and drop-off activity could otherwise disrupt bus movements and other traffic flow, obstruct pedestrian flows, and detract from the public-realm amenity of the wider Downtown precinct.

Importance within a mixed-use development

Within a mixed-use setting, the porte cochere including pick-up and drop-off facilities establishes a clear threshold between the public realm and hotel operations. It separates the controlled arrival environment of the hotel from the shared access and circulation of other land uses, mitigating potential conflicts between residents, commercial tenants, retail patrons, and guests.

Specifically, the porte cochere:

- Preserves the pedestrian environment by relocating loading and waiting activity away from the public kerb and footpath;
- Provides architectural legibility, allowing visitors to clearly identify the hotel entrance and arrival hierarchy; and
- Supports precinct design quality, contributing to a cohesive, premium frontage consistent with the project's positioning.

In the context of Customs Street West, these functions are essential to ensuring that guest vehicle activity is contained, managed, and visually integrated, rather than spilling into shared public space or neighbouring access points.

Market + investment implications

A well-designed and properly managed porte cochere is an enabling infrastructure element that underpins both the operational and commercial success of a five-star hotel. It strengthens the brand case for prospective operators and investors, supports ADR and occupancy premiums, and improves the performance of co-located uses by maintaining an orderly, high-quality arrival environment. The majority of 5-star hotel operators and brands will not approve a hotel without a suitable porte cochere.

Key implications include:

- **Brand competitiveness:** Compliance with operator design standards ensures access to Tier-1 global brand partnerships and maximises investor interest.
- **Asset performance:** Controlled arrival environments contribute directly to pricing power, guest satisfaction, and repeat visitation.
- **Precinct uplift:** A managed porte cochere reduces visual and traffic clutter, enhancing the perceived quality of the overall development.
- **Risk mitigation:** Proactive vehicle management reduces complaints, regulatory exposure, and potential amenity impacts on adjacent uses.

In combination, these factors position the porte cochere including pick-up and drop-off facilities as both a functional requirement and a strategic investment decision, fundamental to securing a premium brand, delivering the highest possible revenues, maintaining operational efficiency, and supporting the broader commercial objectives of the Downtown West precinct.

Application to the Customs Street West site

The Customs Street West frontage presents a complex set of conditions: limited kerb width, high pedestrian volumes, continuous bus operations and multiple mixed-use interfaces. The inclusion of a two-bay drop-off with a pass-through lane and separate in/out crossings provides a sound physical basis for the porte cochere, but its effectiveness will depend on disciplined operational management.

THSA identifies four site-specific imperatives:

1. **Physical separation from public traffic:** The porte cochere including pick-up and drop-off facility must operate as a self-contained loop so that all loading, unloading and waiting occurs entirely within private land and within the hotels control.
2. **Continuous visible manning:** A 24-hour driveway manager (doorman) is required to oversee guest movements and traffic control, supported by porters and valet parking attendants during peak periods.
3. **Strict dwell management:** Guest vehicles should be removed within five minutes and taxis or ride-share vehicles within three minutes, assisted by sufficient hotel manning to handle the required volume from time to time.
4. **Integration with the Carpark valet system:** A direct, unobstructed route between the porte cochere including pick-up and drop-off facility and the valet parking facility will allow immediate removal of vehicles once luggage is unloaded.

Lessons from global precedents

THSA's international project experience confirms that every successful urban luxury hotel, from the Waldorf Astoria New York to the Park Hyatt Auckland, relies on a porte cochere including pick-up and drop-off facility that functions simultaneously as brand statement and traffic-management system. The performance of these facilities is underpinned by:

- Defined management responsibility, with trained driveway staff and clear operational authority;
- Clear roadside signage;
- Technology integration linking valet dispatch and the property-management system to coordinate vehicle retrieval and staffing; and
- Ongoing monitoring and procedural refinement after opening to ensure consistent throughput and guest experience.

These principles apply directly to the Customs Street West context, where both international visitor expectations and local transport constraints necessitate a controlled, continuously supervised arrival process managed to five-star standards.

4. Benchmarking five-star hotel driveway + porte cochere examples

Purpose of benchmarking

The purpose of benchmarking is to establish how existing five-star hotels in New Zealand manage guest arrival within constrained urban environments and to identify the operational and design principles that ensure efficiency, safety and brand compliance.

All benchmarked properties operate under internationally recognised luxury brands and are located in high-activity CBD settings comparable to Customs Street West. Each has adopted a dedicated, hotel-managed arrival interface - typically a porte cochere, covered driveway, or internalised forecourt - supported by continuous staff presence and integrated valet operations. The only notable exception being InterContinental Hotel Auckland at 1 Queen Street.

The benchmarking findings draw on THSA's direct, prior, site inspections, and operator consultations undertaken in October 2025 (refer to Note on consultation with international five-star hotel brand operators, page 3), supplemented by a desktop review using CoStar and Google Street View to confirm access configurations, valet integration, and arrival management practices at each property.

This benchmarking provides the evidence base for assessing whether the proposed Customs Street West porte cochere aligns with accepted practice for urban luxury hotels. The analysis focuses on configuration, management structure, valet integration, and interface with the public realm, rather than architectural expression or scale.

Findings confirm that a controlled, on-site arrival environment is standard practice in the five-star segment and a prerequisite for operator participation, traffic efficiency, and high-quality urban design outcomes.

Auckland + Wellington benchmarks

Benchmarking the principal five-star hotels in Auckland and Wellington provides an evidence base for assessing accepted practice in arrival management for luxury properties operating in dense CBD environments in New Zealand. Each of the benchmarked hotels incorporates a dedicated, hotel-managed arrival interface - either a porte cochere, a covered driveway, or a tightly controlled internal forecourt - supported by continuous staffing and direct valet integration. Whilst they are all different in design and space allocated, they indicate that the design proposed by Precinct will meet the needs of the operators. None depend solely on uncontrolled public street space.

These examples demonstrate that a managed, on-site arrival environment is the operational standard for luxury hotels in New Zealand and an essential condition of brand participation and planning acceptance in high-activity precincts.

Park Hyatt Auckland - Halsey Street, Wynyard Quarter

Operates a full valet service via a private, covered forecourt immediately adjoining the lobby. Vehicles are received within a contained internal loop and relocated to structured parking. The design eliminates reliance on the public kerb and is the clearest local precedent for a self-contained luxury-grade porte cochere on a waterfront site.

JW Marriott Auckland - Albert Street

Features a covered porte cochere with staffed valet reception and direct connection to basement parking. Vehicles dwell only briefly before removal, demonstrating efficient operation within a constrained CBD frontage. The configuration reflects Marriott's global brand requirement for a protected, controlled arrival sequence.

Hilton Auckland - Princes Wharf

Uses an internal wharf-end driveway accessed from the shared concourse. Although public vehicles use the same approach, hotel arrivals are clearly defined by signage and staff control, maintaining order and minimising conflict with pedestrian flows along the waterfront promenade. The precedent shows that mixed-use interfaces can function effectively when arrival management is active and clearly delineated.

Sofitel Auckland Viaduct Harbour - Viaduct Harbour Avenue

Operates a compact, staff-controlled porte cochere including pick-up and drop-off facilities. Clear surface demarcation and continuous manning maintain separation from the pedestrian waterfront and uphold brand standards within a limited footprint.

InterContinental Wellington - Grey Street

Operates hotel-run valet and provides self-parking at the Grey Street Carpark located directly beneath/adjacent to the hotel. The hotel confirms paid valet on site; the carpark operator confirms entry via the InterContinental Hotel with a 1.9 m height limit. The arrangement functions as a recessed, staff-managed arrival with immediate valet removal of vehicles and direct vertical/lateral connection to structured parking, limiting street impact in a constrained CBD corridor.

Sofitel Wellington - Bolton Street

Provides valet parking and indoor parking with a limited number of spaces (published materials refer to 23 spaces), consistent with a compact, CBD-frontage hotel. The arrival is staff-managed and time-limited, with cars relocated to on-site/adjacent controlled parking rather than dwelling at the kerb. This demonstrates a tight-footprint, controlled arrival model suitable for dense inner-city conditions.

Refer to Appendix Five (5) for more details, including images of forecourts.

Benchmark observations

- **Consistent reliance on managed on-site arrival:** All benchmarked five-star hotels accommodate guest arrivals within private or controlled frontages supported by valet operations. None rely solely on public kerb space. This is consistent across both Auckland and Wellington and establishes a baseline operational requirement for the luxury segment.
- **Continuous staffing and valet operation:** Each property maintains visible driveway management and valet service throughout operating hours. Staffing levels are adjusted to demand but continuous presence is maintained during the day and retained at reduced levels overnight, consistent with international five-star norms.
- **Physical and visual containment:** Where frontage is constrained, arrival activity is contained within a defined, hotel-managed area marked by paving differentiation, some use bollards, and all have signage. This ensures that vehicle standing and manoeuvring occur within private boundaries and that pedestrian movement remains unobstructed.
- **Integration with structured parking:** Valet operations are directly connected to on-site or proximate structured parking. Vehicles are removed immediately after guest arrival, ensuring constant turnover and preventing driveway congestion. Examples include InterContinental Auckland's direct link to its underground carpark and InterContinental Wellington's integration with the Grey Street Carpark accessed via the hotel.
- **Urban design contribution:** Each property presents a clearly defined arrival zone that reinforces legibility and visual order within the streetscape. Lighting, canopy design and surface treatments delineate private operational areas and support wider urban design objectives for safe, well-managed CBD frontages.

Lessons for the Project

Benchmarking confirms that the Project site will align with successful five-star hotel precedents, provided equivalent containment, staffing and operational controls are implemented.

Key lessons are as follows:

- Guest vehicle activity must be fully contained within private land to avoid interference with bus operations, pedestrian circulation, and general traffic flow along Customs Street West, and to provide hotel staff with the authority to manage traffic that they do not have when pick-up and drop-off is on public thoroughfares.

Driveway management must be continuously staffed, with clear responsibilities for guest reception, vehicle movement, and valet dispatch supported by standard operating procedures that enforce short dwell times and report through hotel management structures.

- A direct connection between the porte cochere and the designated valet facility is required to maintain efficient turnover, prevent congestion, and ensure vehicles are removed immediately after luggage transfer.
- Surface treatments, lighting, and boundary definition should clearly distinguish the porte cochere from the public realm, reinforcing its status as a managed, hotel-only operational zone.

5. Potential impacts on the proposed hotel if no driveway + porte cochere including pick-up and drop-off facilities are available

Operational implications

Without an on-site driveway or porte cochere including pick-up and drop-off facilities, the hotel would be unable to contain arrivals, departures, or valet movements within its boundary. Key impacts would include: Loss of control over vehicle movements, with taxis, rideshare and guest vehicles queuing on Customs Street West and obstructing bus and cycle lanes. Increased congestion and dwell times, as vehicles would remain in place while guests unload luggage or complete check-in, with no facility for rapid removal or rotation. Reduced pedestrian safety, as luggage transfer and passenger alighting would occur within the footpath zone. Operational inefficiency, requiring additional staff to manage traffic in the public realm without authority to enforce time limits or access restrictions.

These inefficiencies would directly affect guest flow, staff deployment and service consistency, increasing operating costs and reducing capacity at peak times.

Brand + market position implications

For an internationally branded luxury hotel, the absence of a controlled arrival environment would have material consequences for brand eligibility, market perception, and revenues. Global operators typically require a dedicated porte cochere or equivalent protected arrival as a prerequisite for franchise or management approval. The absence of such infrastructure would disqualify the site from luxury (five-star) brand consideration, reducing it to an upper-upscale positioning with lower achievable ADR and reduced investor appeal. Guest experience during arrival and departure would fall below five-star expectations, directly impacting satisfaction, reputation, revenue and repeat visitation.

Safety, amenity + compliance implications

From a planning and transport perspective, the lack of an internalised arrival area would increase the potential for conflicts between hotel users and the public domain: Pedestrian conflicts would arise where luggage handling and passenger movements occur on the footpath. Bus and cycle lane obstruction would be likely, given the absence of holding capacity or turnaround space. Amenity impacts, including noise, idling, and informal parking, would affect nearby residences, commercial and retail premises. Regulatory non-compliance may result if kerbside dwell exceeds posted limits or if loading zones are misused for hotel operations.

These conditions would also complicate enforcement (as hotel staff have no public authority) and could expose both the operator and property owner to repeated compliance issues.

Strategic + precinct implications

Beyond operational impacts, the omission of a porte cochere would diminish the contribution of the hotel to the overall mixed-use development: The hotel would lack a defined threshold separating guest activity from adjacent retail, commercial and residential components, reducing wayfinding clarity and architectural legibility. Uncontrolled vehicle activity would weaken the visual quality of the frontage and conflict with the public-realm improvements planned for Customs Street West. The hotel's inability to provide efficient guest arrival would detract from the broader precinct experience, potentially affecting co-located uses that rely on a premium presentation.

Over time, these outcomes could constrain brand performance, increase staff turnover due to operational pressure, and erode the project's long-term asset value.

THSA assessment

THSA's assessment is that omitting a driveway and porte cochere including pick-up and drop-off facilities would fundamentally compromise the viability of the proposed hotel as a five-star product. Without controlled, on-site arrival management, the development would face operational inefficiency, reduced profitability, safety and compliance risks, and loss of brand alignment. For these reasons, the porte cochere should be regarded as essential functional infrastructure, not as an optional design feature, and should remain integral to both the hotel concept and any planning approval framework.

6. Case of InterContinental Auckland

Overview

The InterContinental Auckland, located at 1 Queen Street and opened in January 2024, provides relevant local precedent for the proposed hotel. It occupies a comparable position at the junction of Quay Street and Queen Street, one of the city's highest pedestrian thoroughfares with high traffic volume and operates under the same international brand standards proposed for the subject site. The hotel was delivered as part of a mixed-use redevelopment incorporating office, retail and F + B tenancies.

Arrival configuration

Two carparking spots, at the roadside, not hotel dedicated, were provided. There is no driveway or dedicated hotel arrival space and no porte cochere including pick-up and drop-off facilities.

Operational performance

Post-opening observations by the hotel management and THSA (former hotel advisor and asset manager) indicate that the lack of a porte cochere including a pick-up and drop-off facility has contributed negatively to hotel operating cost and therefore to asset value as well as affecting negatively affecting interaction with the public realm and safety management for guests, staff and other precinct users. Key issues include:

Impacts + Issues

Lack of dedicated drop-off area causes confusion and congestion at the hotel main entrance and on the public footpath. Vehicles frequently stop in live traffic lanes on Quay St, creating safety and reputational risks. Guests arriving or departing in taxis, rideshares, or private cars often express frustration at unclear access and poor first impressions. Event and group arrivals are particularly challenging to manage without a safe unloading zone.

Examples of Lost Business

Many corporate event enquiries have not proceeded once logistical challenges around group arrivals and minicoach or minivan access were explained. Feedback from luxury travel agents and concierge networks indicates many high-value guests prefer properties with more seamless arrival experiences. Lost sporting and entertainment groups opportunities as the hotel cannot service a minivan/minibus such as a Toyota Coaster (6.9m)

Estimated Annual Additional Labour Cost, Lost Room Night Sales and Total Lost Revenue

Hotel management estimate approximately \$120,000-\$150,000 per annum in additional concierge and porter coverage required to manage vehicle flow and guest arrivals. Estimated 250-300 room nights per month lost to competitors. It could possibly be more as the hotel is getting less opportunities to quote as the market now understands its limitations. Hotel management also estimated at least \$1m in total lost revenue annually, factoring in accommodation, events, and F+B impact.

Safety Issues (Guests and Staff)

Guests trying to park in a space that narrowly fits two cars. Some guests will then block traffic to arrive if the space is occupied. Porters regularly required to manage traffic on the road, posing personal safety risks. Serious risk of accidentally stepping into traffic. Increased potential for accidents during wet weather or at night due to limited visibility and lack of cover. Concierge has had multiple confrontations with petulant taxi drivers who block the space. Police intervention has been required a number of times. GM and Concierge have been verbally threatened by taxi drivers.

Traffic Management Issues

Frequent illegal stopping and double-parking outside the hotel despite signage. Obstruction of peak hour traffic during peak check-in/check-out times. Occasional complaints from Auckland Transport and nearby corporates regarding congestion caused by guest vehicles.

THSA conclusion

The InterContinental Auckland provides a directly relevant precedent demonstrating that without a managed porte cochere including a pick-up and drop-off facility a hotel experiences decreased revenues, increased costs, increased safety risks and can negatively affect public traffic flows which affects efficiency and contributes negatively to both hotel performance and the wider streetscape.

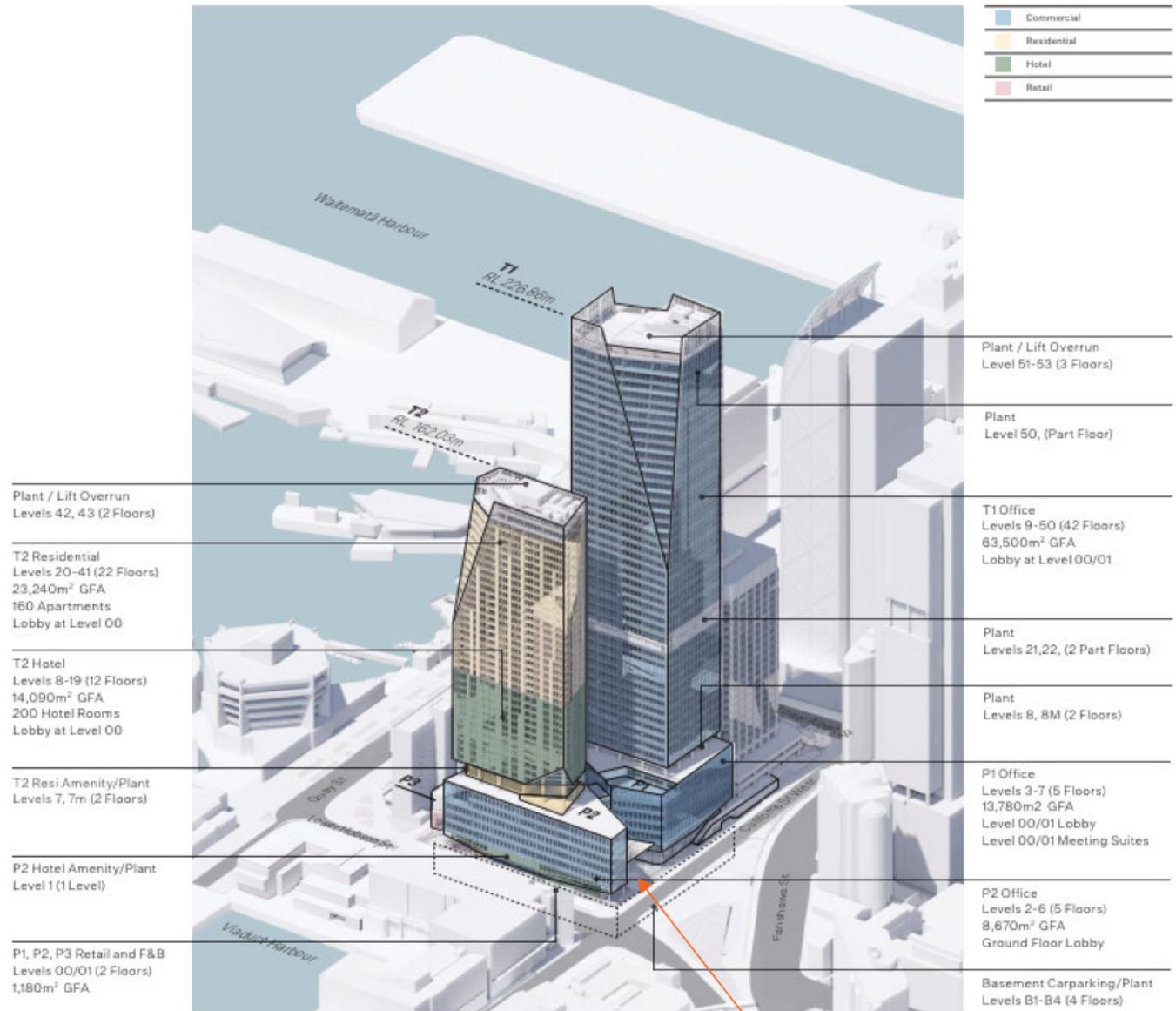
7. Inputs into a porte cochere + hotel management plan

Summary

THSA provided input into the operational aspects of the porte cochere including pick-up and drop-off facilities management plan, based on our experience and on the findings in this report, and has subsequently reviewed the draft management plan prepared by Flow Transportation Specialists that forms part of the Project application.

Appendix One

Proposed Development



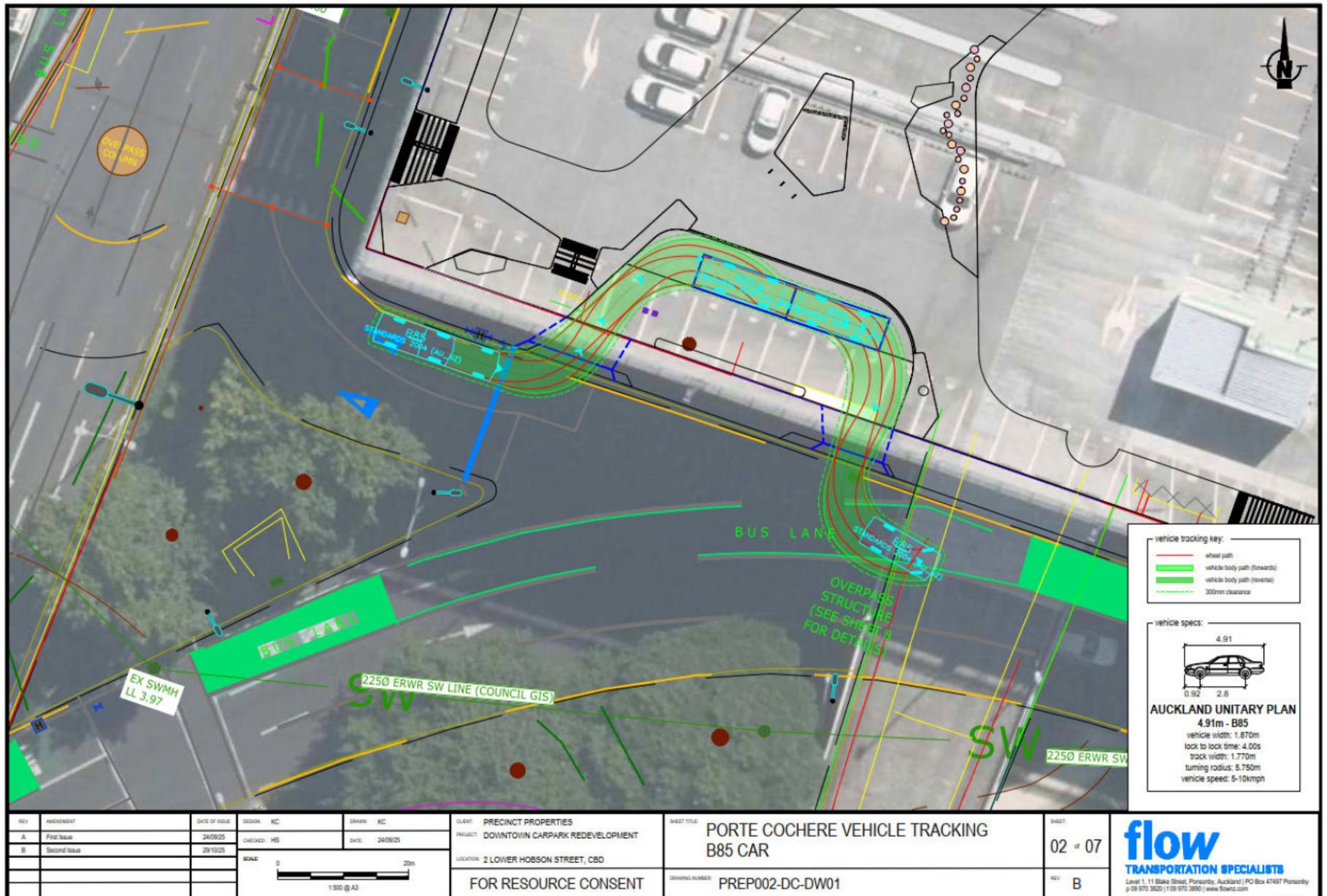
Source: Precinct Property

Proposed Porte cochere location



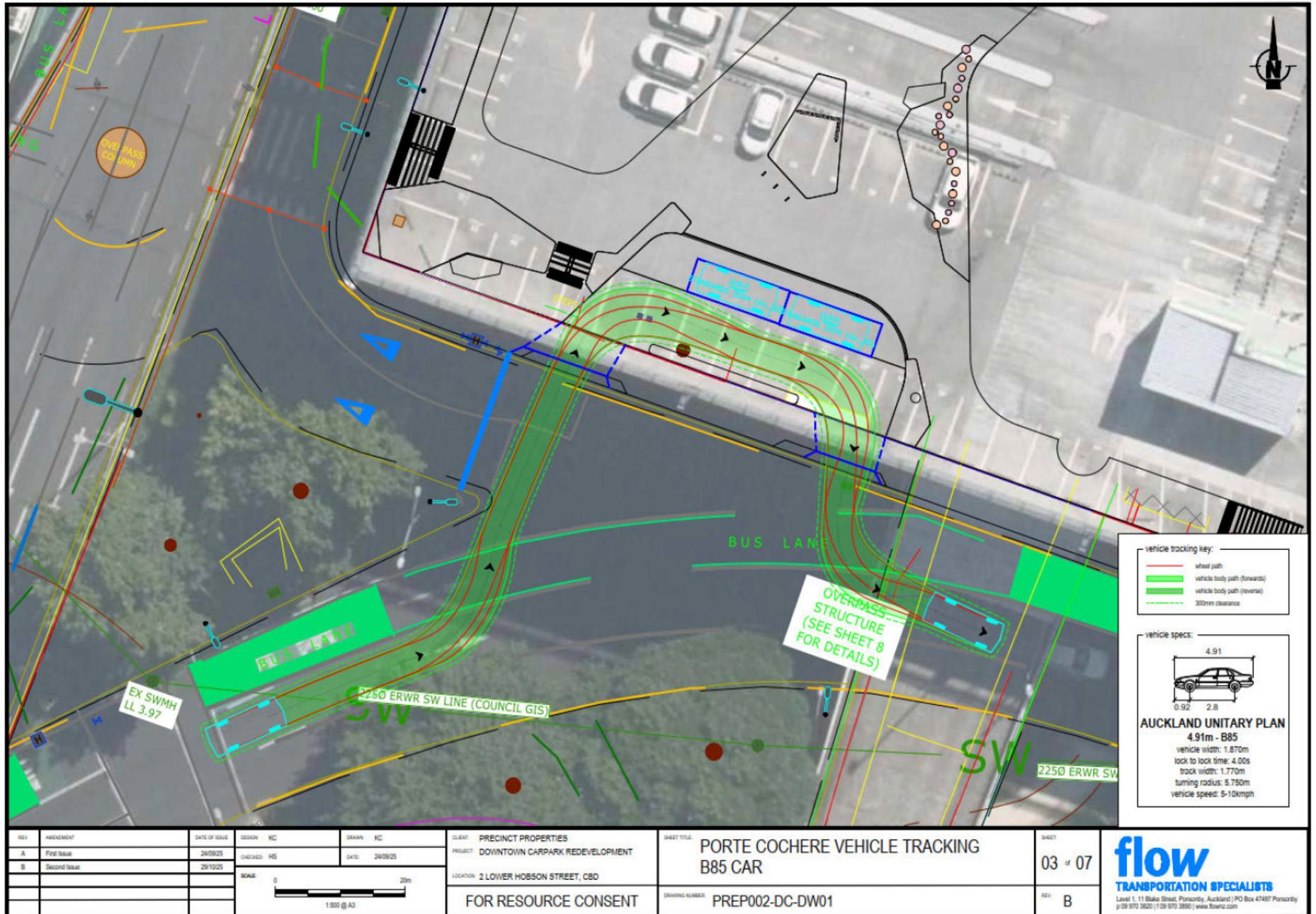
Appendix Two

Proposed Hotel Guest Vehicle Arrival + Car Park Traffic Flow

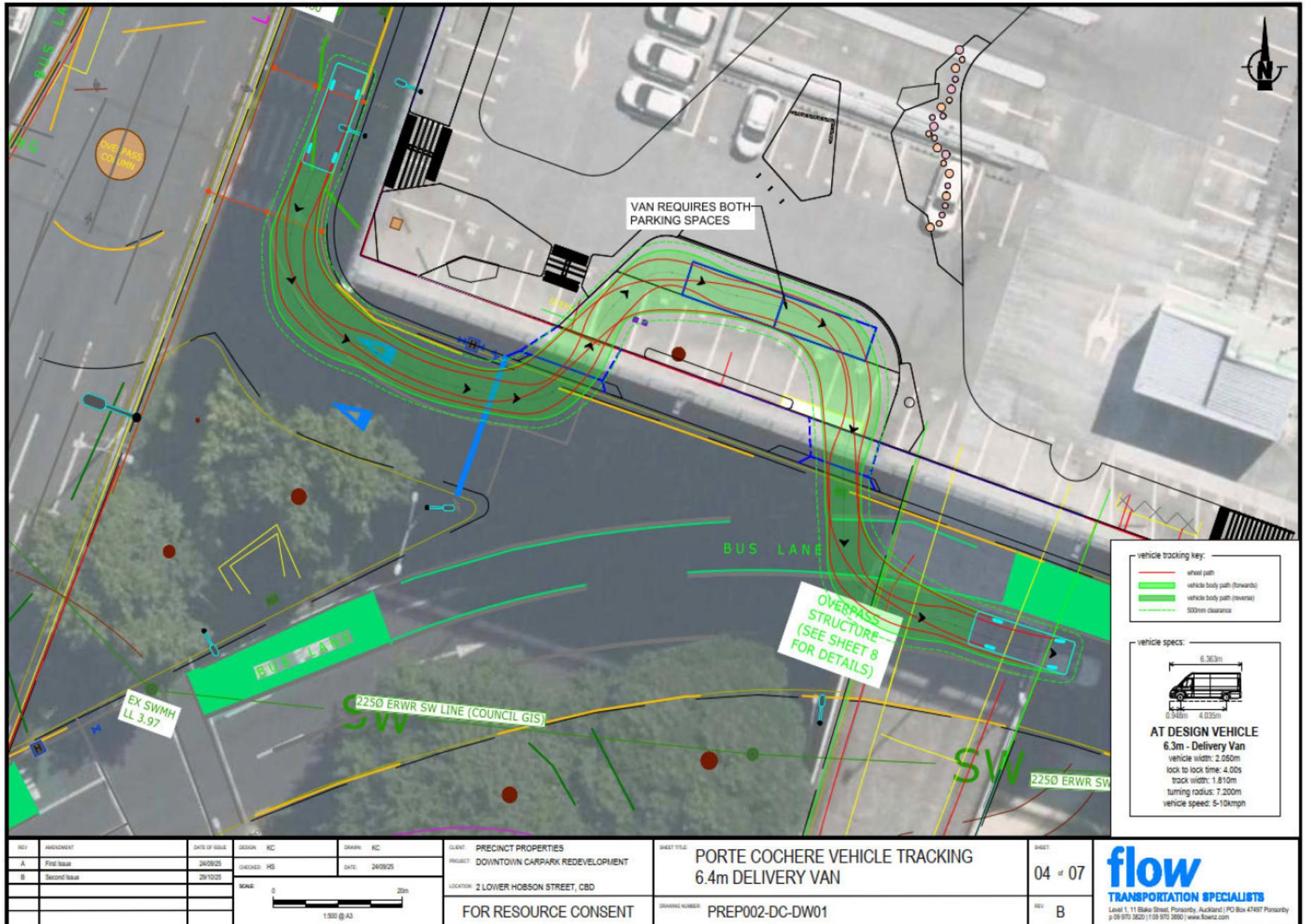


Source: Precinct Property + Flow Transportation Specialists

Proposed Hotel Guest Vehicle Arrival + Car Park Traffic Flow

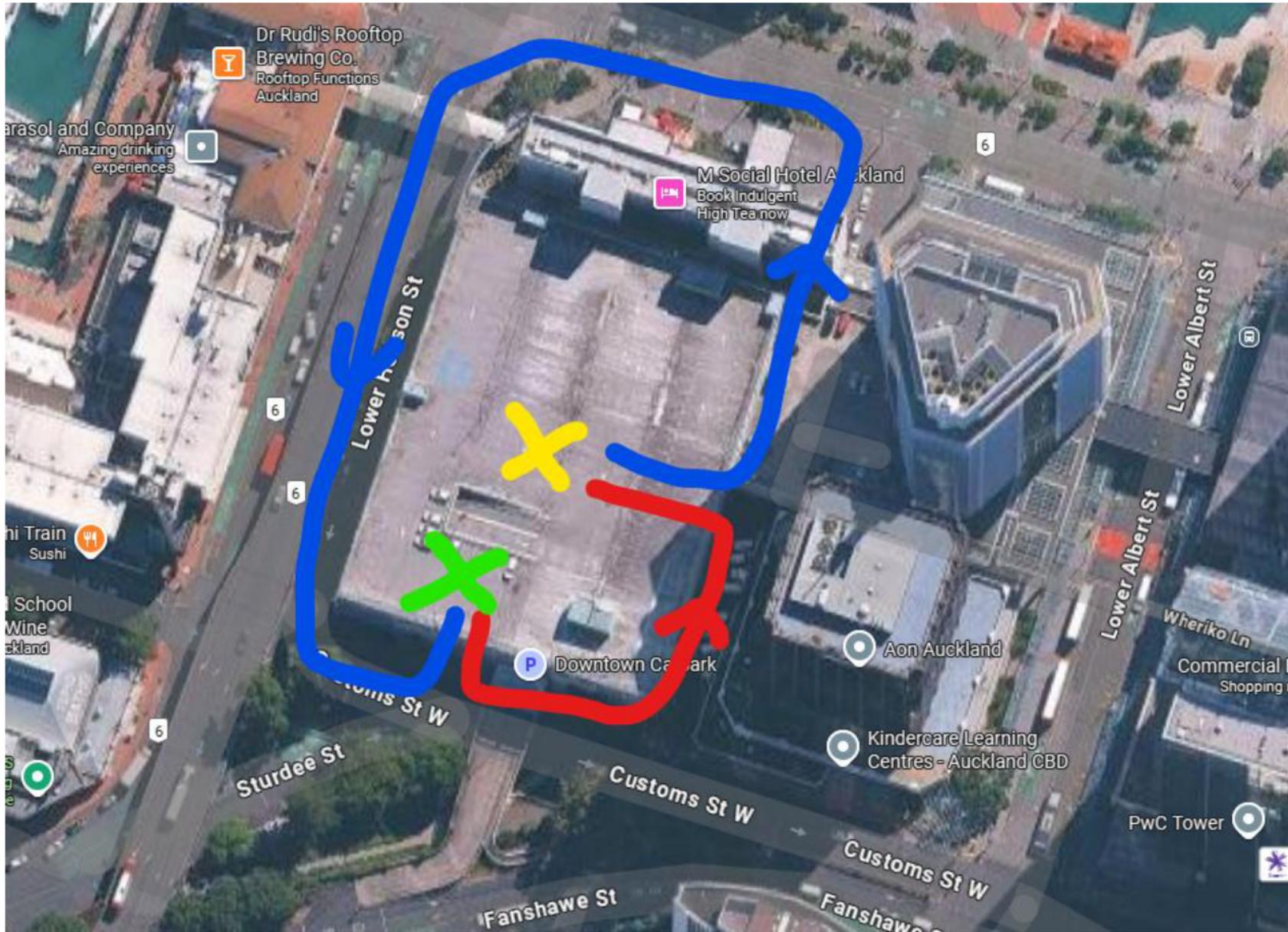


Proposed Hotel Guest Vehicle Arrival + Car Park Traffic Flow



Appendix Four

Valet Parking Route



Appendix Five

Auckland + Wellington 5-star hotel porte cochere + parking

Current 5-star Hotels Auckland + Wellington

| Property | Brand | Location | Star Rating | # Hotel Rooms | #Car Space | Parking On-site | Valet Y/N | #MICE Rooms | MICE Sqm |
|----------------------------------|-------------|-------------------------------|-------------|---------------|------------------|-----------------|-----------|-------------|----------|
| InterContinental Auckland | IHG | 1 Queen Street | 5 | 139 | 45 | N | Y | | |
| Park Hyatt Auckland | Park Hyatt | 99 Halsey Street | 5 | 195 | | Y | Y | 6 | 971 |
| JW Marriott Auckland | JW Marriott | 22-26 Albert Street | 5 | 286 | 40 | Y | Y | 7 | 614 |
| Sofitel Auckland Viaduct Harbour | Accor | 21 Viaduct Harbour Avenue | 5 | 92 | 62 | Y | Y | 4 | 332 |
| Hilton Auckland | Hilton | Princes Wharf 147 Quay Street | 5 | 186 | Unlimited Public | N | Y | 7 | 1164 |
| InterContinental Wellington | IHG | 2 Grey Street | 5 | 236 | 80 | Y | Y | 7 | 549 |
| Sofitel Wellington | Accor | 11 Bolton Street | 5 | 129 | 23 | N | Y | 3 | 164 |
| SO/ Auckland | Accor | 67 Customs Street East | 5 | 130 | 40 | N | Y | 5 | 466 |
| Horizon by SkyCity Auckland | SKYCITY | 85-93 Hobson Street | 5 | 303 | Unlimited Public | N | Y | | |
| Grand By SkyCity Auckland | SKYCITY | 90 Federal Street | 5 | 332 | Unlimited Public | N | Y | | |

Source: CoStar (2025) + THSA

| Hotel | Porte cochere / entrance image | Parking | Google Map | Google Street View |
|-----------------------------------|---|---|--|--|
| InterContinental Hotel Auckland |  | InterContinental Auckland Luxury Amenities | InterContinental Auckland by IHG - Google Maps | 168 Quay St - Google Maps |
| Park Hyatt Auckland |  | Boutique 5 Star Hotel on the Water's Edge Park Hyatt Auckland | Park Hyatt Auckland - Google Maps | 138 Halsey St - Google Maps |
| JW Marriott Auckland |  | Luxury Hotel Auckland JW Marriott Hotel Auckland | JW Marriott Auckland - Google Maps | 4 Albert St - Google Maps |
| InterContinental Hotel Wellington |  | Parking & Getting To InterContinental Wellington | InterContinental Wellington by IHG - Google Maps | InterContinental Wellington by IHG - Google Maps |

| Hotel | Porte cochere / entrance image | Parking | Google Map | Google Street View |
|----------------------------------|---|--|--|--|
| Sofitel Wellington |  | Sofitel Wellington | Sofitel Wellington - Google Maps | 26 Bolton St - Google Maps |
| Sofitel Auckland Viaduct Harbour |  | Sofitel Auckland Viaduct Harbour ALL - ALL | Sofitel Auckland Viaduct Harbour - Google Maps | Sofitel Auckland Viaduct Harbour - Google Maps |
| Hilton Auckland |  | Hotel Amenities - Hilton Auckland | Hilton Auckland - Google Maps | 24 Princes Wharf - Google Maps |
| SO/Auckland |  | SO/ Auckland Hotel ALL - ALL | SO/ Auckland - Google Maps | Gore St - Google Maps |

| Hotel | Porte cochere / entrance image | Parking | Google Map | Google Street View |
|----------------------|---|---|--|---|
| Horizon by SkyCity |  | Self-parking - Horizon by SkyCity | Horizon by SkyCity - Google Maps | 85 Hobson St - Google Maps |
| The Grand by SkyCity |  | Directions and information - The Grand by SkyCity | The Grand by SkyCity - Google Maps | 96 Federal St - Google Maps |



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