

OUR COMMUNITY SPACES

A report on community facilities, groups and services

December 2018



KĀ KAUWHANGA O TŌ MĀTOU HAPORI
He rīpoata mō kā wahi, kā rōpū, kā ratoka o te hapori

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INTRODUCTION

WHAKATAKI



Our community spaces are often at the core of what makes our local towns and communities so special. They are where we connect, learn, and play, and are vital in maintaining the lifeblood of our communities.

The Queenstown Lakes District Council (QLDC) is committed to delivering high quality services which satisfy the needs and expectations of our community. This includes developing and managing community facilities, and also facilitating investment in new community infrastructure.

We carried out research detailed in this *Our Community Spaces* report in order to understand what community facilities are currently used, the groups and services who use them, and where opportunities lie for facility development in the face of our district's continuing growth.

The key research findings are outlined in this report, as well as insights into facility needs over the next five years. Also included are suggestions for how we can all work together to support our community groups and services.

After conducting this research, it is evident there is a real need for improved planning with community funders and community groups, and also a partnership approach across a wide range of stakeholders.

There are a number of community groups and services experiencing immediate challenges finding appropriate community space. These challenges include potential loss of current facilities, a lack of fit-for-purpose facilities in the right location, and growing competition for facilities.

This research will support QLDC and other community stakeholders to ensure the efficient and effective use of current community facilities, and the development of new facilities, located in the right place and at the right time.

I would like to acknowledge the contribution of our researcher, Jan Hudson, and also the community funders who made this research possible - Central Lakes Trust, Community Trust South and Otago Community Trust. I would also like to thank all of the community groups and services who volunteered their time to participate in the process.

Dr Thunes Cloete

Community Services General Manager

Queenstown Lakes District Council

EXECUTIVE SUMMARY

KŌRERO WHAKARĀPOPOTO WHAKAMUTUKA

Community infrastructure plays an important role in realising Queenstown Lakes District Council's 2018-2028 Ten Year Plan vision of Vibrant Communities.

Community infrastructure relates to “buildings and spaces that provide services, activities and opportunities”¹ and contributes to a sense of place and community wellbeing. In particular, facilities offer spaces where locals can connect, socialise, play, learn and participate in wide range of social, cultural, art, sport and recreational activities.

An effective model for investment in community facilities will contribute to the Vibrant Communities vision for our district, and may also deliver improved economic and community outcomes - an idea which is supported by Treasury's Living Standards Framework.²

As a result of our district's rapid pace of growth, pressure is being placed on physical infrastructure, social cohesion, and overall community wellbeing. The effect of this pressure on community facilities, groups and services include the potential loss of current facilities, a lack of fit-for-purpose facilities in the right location, affordability and growing competition for space. Community funders have seen a significant increase in facility funding applications from our district and have concerns about a lack of collaboration, partnership and strategic community planning regarding these investments.

Queenstown Lakes District Council (QLDC) initiated this report in partnership with three community funders - Central Lakes Trust, Community Trust South and Otago Community Trust - to better understand local community groups and services, their current use of both Council and non-Council facilities, and their future demand for space.

QLDC is interested in improving our understanding of these issues, and what our role is in ensuring that appropriate, affordable and sustainable community infrastructure is developed in the right place at the right time to meet the needs of our community.

It is also important to consider taking community-led approach to planning, design and investment in facilities. This approach includes investigating a range of models and partnerships to deliver an effective network of facilities within the district.

¹ Victorian Planning Authority, Australia: <https://vpa.vic.gov.au/strategy-guidelines/infrastructure/community-infrastructure-planning/>

² <https://treasury.govt.nz/information-and-services/nz-economy/living-standards>

This report highlights findings about our local groups and services and outlines ideas and opportunities for meeting future community facility needs. The key ideas and opportunities are to:



plan a more coordinated approach to community facility development



take a networked approach to facility management



build collaborative partnerships



harness innovation and good design principles



ensure council-owned facilities meet demand



identify land for facility development



explore and develop creative funding avenues

“This research highlights the importance of planning *with* people as opposed to planning *for* people in the development of their community facilities.”

These ideas align closely with many national and international community facility planning and development practices and models, which were reviewed in the development of this report. New Zealand’s Treasury recognises the built environment, including community facilities, as a determinant that contributes to the achievement of wellbeing outcomes in communities³.

Our report findings have also highlighted the dramatic demand for facility space within our district. Almost 50% of the 189 groups and services who took part in the research are seeking a new facility within the next five years.

This report provides new baseline data to guide more proactive decision-making and investment in community facilities rather than reactive responses to demand, allowing all community stakeholders to effectively frame a response to these current challenges and opportunities.

³ Conceptual Model of Social Capital-Source: The Start of the Discussion on the Value of New Zealand’s Social Capital, NZ Treasury, February 2018

AT A GLANCE

Most groups are based in our district...

And about one third of these groups service the whole district.

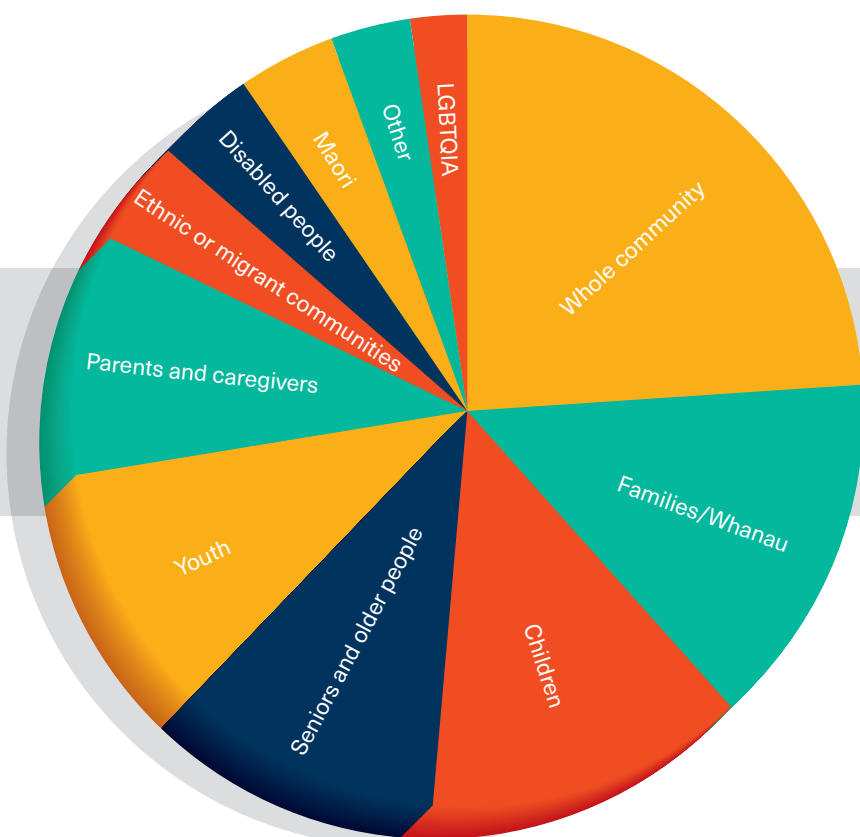
Groups and services are mainly small to medium in size:

- > over 50% have less than 100 users
- > almost 80% have an average annual operating budget of less than \$50,000, with half of these having an operating budget of less than \$5,000 per annum

Groups cover a range of interest areas



Most groups have been in existence for over 10 years and provide services to a huge range of target users



Top
5
Sources of
Funding:

#1 General fundraising

#2 Membership fees

#3 Regional grants

#4 Local government grants

#5 Private donors

Almost **50%** of groups identified they will need a **new facility** in the next five years.

Outgrowing their space

High land and build costs

High rental costs

Limited availability

Key challenges for groups in finding
appropriate facilities are:

Location

Poor parking

No fit-for-purpose facility

Insecure tenure

85% of groups
are reporting
increased
demand for
their services
due to:

-  Population growth
-  Increasing pressure and hardship
-  Higher costs of living
-  Increasing mental health issues
-  Growing interest in the group's activity
-  Ageing population

47% of groups have
no paid staff...
And only 45% have
a written plan...
But all need to
be equipped to
face **significant
population growth**

71% of groups are happy to collaborate with others but some opportunities for sharing have been missed... The pros and cons for collaborating include:

PROS:



Share facilities



Share costs



Share equipment



Share ideas



Build relationships

CONS:



Noise



Loss of confidentiality



Permanently fixed equipment

Opportunities for meeting community facility needs

Connecting the pieces...

Plan a more coordinated approach to community facility development

Take a networked approach to Facility Management

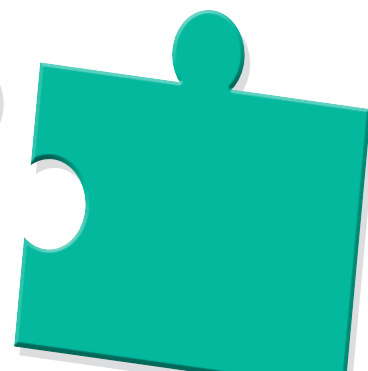
Build collaborative partnerships

Harness innovation and good design principles

Ensure council-owned facilities meet demand

Identify land for facility development

Explore and develop creative funding avenues



BACKGROUND

TĀHUHU KŌRERO

This report was carried out in response to the need for a comprehensive understanding of the facility needs of community groups and services in the Queenstown Lakes district. A range of organisations are involved in planning, funding and managing community facilities in our district and there was a clear requirement for reliable data to inform future decision-making.

The research was undertaken by Jan Hudson from Tonic Consulting, in partnership with QLDC. It was made possible through funding by QLDC, Central Lakes Trust, Community Trust South and Otago Community Trust.

STRATEGIC CONTEXT

TE HOROPAKI O TE RAUTAKI

The purpose of this report is to provide meaningful insights into the facility needs of community groups and services in our district and the way in which this may or may not affect the provision of community facilities.

The key objectives for the report were to:

- ✓ Take stock of the range of community groups and services in the district
- ✓ Understand which facilities community groups use
- ✓ Understand the facility challenges community groups face
- ✓ Understand what facilities are available in the district for community groups to use
- ✓ Understand challenges facility owners and managers face
- ✓ Identify future facility requirements and opportunities for community groups
- ✓ Collate feedback, ideas and suggestions from community groups in relation to facilities.

How the report fits:

QLDC's vision statement is "vibrant communities, enduring landscapes, bold leadership". This report contributes to the development of vibrant communities while also helping meet the following community outcomes⁴:

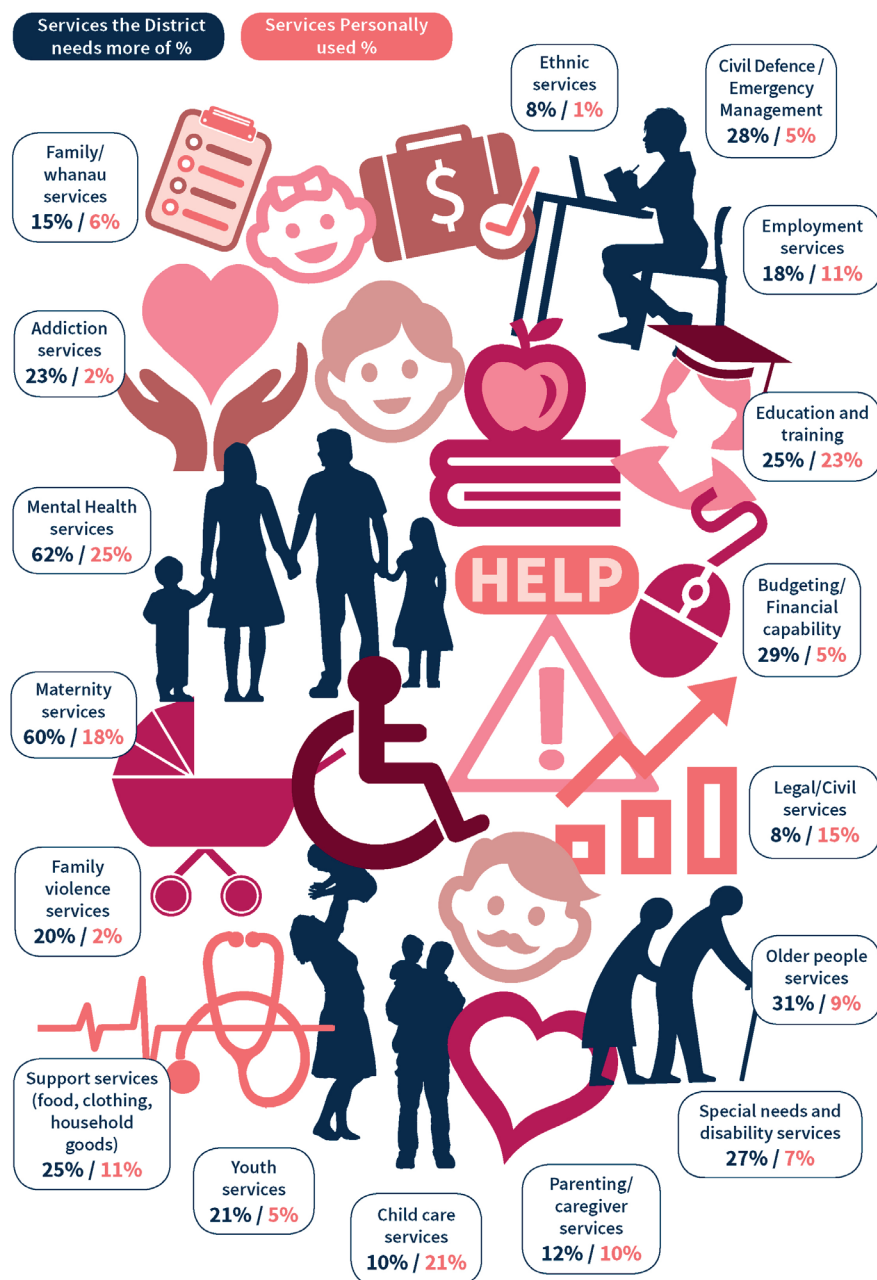
- Efficient and effective community facilities
- Communities have a good standard of living and wellbeing
- Communities are inclusive for all.

To achieve these outcomes, it was important to gain insight into the groups and services themselves. This information will not only inform the discussion about community facility development but will be valuable in assisting with community sector planning.

⁴ <https://www.qldc.govt.nz/council-online/council-documents/agendas-and-minutes/full-council-agendas/2018-full-council-agendas/28-june-2018>

QLDC recently completed a *Quality of Life Survey* of the Queenstown Lakes community. Aligning this rich source of data with the insights gained from the *Our Community Spaces* report, will support better planning to meet the facility and service needs of our community.

Of particular interest from the *Quality of Life Survey* is the data relating to “Our Community Networks and Connections/Services”⁵:



METHODOLOGY

The main research for this report took place between June and August 2018. A range of sources were used to gather information, including surveys, interviews, workshops, recent community feedback on facilities, and a desktop analysis of national and international community facility planning and development practices and models.⁶

For a full overview of the methodology, please refer to the *Our Community Spaces: Supplementary Information* document included with this report.

The following definitions have been used:

- **Community Groups** - provide activities, deliver community projects or offer opportunities for community connection (either formal or informal). All groups and services categorised themselves according to the following list:
 - Arts / Music / Theatre
 - Religion / Faith / Spiritual
 - Health / Wellbeing
 - Culture / Heritage
 - Civil Defence and Emergency Management
 - Community Association / Business Association
 - Sport / Recreation
 - Education / Training
 - Environmental / Conservation
 - Community Support / Advice / Advocacy
 - Childcare / Playgroup / Activities for children
- **Community Services** - non-government organisations that deliver health, wellbeing, education or advocacy services.
- **Facility** - a building, park or reserve, a commercial or community space, or even a private home.
- **Facility Owner / Manager** – groups, services, businesses or individuals that manage or own any facility being used by community groups

Most groups and services are based within the district although some provide activities in the district and have a “home base” outside the district.

⁶ For further information on project scope and methodology, please refer to the Supplementary Information provided with this report.

PART A: COMMUNITY FACILITIES, GROUPS AND SERVICES

WĀHAKA A: KĀ WAHI, KĀ RŌPŪ,
KĀ RATOKA O TE HAPORI



WHAT WE LEARNT ABOUT OUR COMMUNITY GROUPS AND SERVICES

There are an estimated 550 community groups and services in the Wakatipu area and approximately 35% participated in this research⁷. After conducting this research, it is clear the Queenstown Lakes district has energetic and skilled community groups and services dedicated to building truly vibrant communities for both residents and visitors. Their desire to be fully involved in any future planning for the district's community sector, including community facility development, came through clearly in the research.

The common themes identified by groups and services across the district included resourcing challenges (in terms of money and people), a need for improved collaboration and co-ordination between groups, as well as opportunities for joint planning. Queenstown participants also made specific mention of the need for forward planning for community services in the district.

In addition to this, the research provided insight into the makeup of our local community groups and services and this is outlined below:

ACTIVITY OR SERVICE

Respondents covered a wide range of interest areas, but most focus on education, wellbeing, the arts and sport.⁸ The high presence in the data of sectors such as arts, community support, and recreation and sport is in direct response to the pressures these sectors are facing regarding access to facilities/space.

A small number of respondents were commercial entities providing community services, often co-located with community groups.

STRUCTURE

Almost 20% of respondents are informal groups with no structure.

Anecdotal evidence suggests an increasing trend of people choosing to create community groups focused on a common interest without traditional systems and processes of a formal organisation e.g. local Facebook groups based on an activity or topic of interest.

SIZE

Groups and services are predominantly small to medium in size:

- just over 50% have fewer than 100 users
- nearly 80% percent have an average annual operating budget of less than \$50,000, with half of these operating with a budget of less than \$5,000 per annum.

INCOME

Most groups and services relying on a range of funding sources. The main funding sources are fundraising, membership fees, regional funder grants, local government grants and private donors.

⁷ There is no comprehensive list of groups and services in the district so this research has based the approximation of 550 groups on those currently registered on the QLDC Community Connect database (as at August 2018). We received surveys from 179 groups and interviewed a number of others, however not all groups responded to every question. For further data about the community groups and services in our district, please refer to the Our Community Spaces: Supplementary Information document included with this report.

⁸ A number of the sports and recreation respondents had provided information to the Regional Sports and Recreation Facility Strategy process, so their needs are being considered through this avenue too.

AGE OF GROUP OR SERVICE

Almost 25% of groups and services have been operating for three years or less; 40% have been in existence for 10 years or less. LINK Upper Clutha, in their 2016 community asset-mapping project, also noted this rapid growth in the number of new groups in the Upper Clutha.⁹

AREA OF OPERATION

Most groups and services operate solely in our district, while:

- 10% are part of a regional organisation
- 15% part of a national organisation.

A number of community services, particularly social services, have their main base outside the district including Cromwell, Dunstan, Alexandra, Invercargill or Dunedin. Staff from these organisations may be located in the Queenstown Lakes district or regularly visit the district to deliver services.

MEMBERS OR USERS

Almost 25% of groups provide services or activities to the whole community, followed by families/ whānau and children as the most common user groups.

STAFF

47% of the groups and services have no paid staff; of those with staff, the majority have five staff or less.

VOLUNTEERS

The majority of groups and services have volunteers (only 17 did not have volunteers). Descriptions of roles undertaken by volunteers painted a clear picture of people who give extensively of themselves. It also illustrated the range and depth of skill that volunteers bring, and that organisations seek from volunteers.

Many groups reported difficulties with attracting volunteers and preventing volunteer fatigue. The New Zealand State of Volunteering Report 2017 indicated that ageing volunteers and insufficient volunteers are the two most common challenges facing organisations that involve volunteers.

DEMAND FOR SERVICES OR ACTIVITIES

Almost 85% of groups and services are experiencing increased demand primarily due to:

- population growth (main reason)
- increasing number of families and the pressures on them
- higher costs of living/affordable housing
- increasing hardship
- increasing mental health issues
- growing interest in their activity
- ageing population

OPERATIONAL CHALLENGES

The operational challenges affecting community groups and services include:

- difficulty attracting volunteers, volunteer fatigue
- meeting operating costs
- difficulty accessing facilities/space to operate from
- risk of duplication across groups and services
- community awareness of groups and services

⁹ <https://link.org.nz>

PLANNING

Only 45% of groups and services have a written plan for the future direction of their organisation, highlighting the need for groups and services to plan for future challenges and opportunities.

Of the groups and services requiring new facilities, 30% have plans to address their needs, although most tend to have general concepts rather than detailed plans. Of those groups and services, 82% could consider opportunities to co-locate with other organisations in a community facility.

Community groups and services identified the following community facility planning considerations:

- whole of life costs for facilities, including regular maintenance
- “bumping zones” in housing subdivisions to support people to connect
- a process to allocate land for community facilities
- how proposed changes to the Local Government Act will affect the provision of community facilities, in particular the use of development contributions
- longer term facility planning, involving communities in this planning
- joint funding applications to facilitate the development of a facility
- opportunities for sectors such as tourism and the arts to work together
- improved planning for arts facilities and sports facilities in the district
- opportunities for co-location of groups, including facilitation to bring groups together to build collaborative community space
- Development of a community services facility “hub” in the Queenstown area and support for the planned Wanaka Community House.

COLLABORATION AND CO-LOCATION

The majority of groups and services collaborate with others. Those who did not collaborate cited a lack of resources as the main reason.

Groups and services would like to collaborate more on:

- Space
- Sharing equipment / access to equipment
- Networking and shared activities/services
- Support with the delivery of programmes and fundraising
- Linking with the business community
- Multi-generational activities and services
- Volunteers and/or staff
- Sharing skills/knowledge
- Linking with other specific groups and organisations.

While this research identified a general willingness to co-locate with others, anecdotal evidence indicates that opportunities that would have benefitted all of the parties, were lost due to a lack of openness to sharing with others.

Noise from other groups received the highest rating out of a predetermined list of potential barriers for sharing facilities with others. Other barriers included the need for confidential space or having permanently fixed equipment.

SATISFACTION WITH EXISTING FACILITIES

On a scale of one to five the surveyed groups reported relatively high overall satisfaction with current facilities:

- Location (4.2/5)
- Affordability (4.2/5)
- Accessibility (4/5)
- Availability (3.7/5)
- Size and layout (3.6/5)

On the surface, the picture of satisfaction with current facilities looks positive. A deeper assessment of the data at the individual group level provides insights into the range and nature of challenges that groups are experiencing in relation to their use of community facilities.

NEW FACILITY REQUIREMENTS

Almost 50% of the 189 groups and services who took part in the research are seeking a new facility within the next five years. This figure is significant and supports the premise that a focus on planning for and providing community infrastructure that reflects community need is required.

A further 45 groups advised they did not know whether they will need a new facility or space in the next five years. It will be important to maintain a focus on these groups, particularly as some of them are located on Council sites e.g. QPACT and Queenstown Arts Centre, which are on land designated for re-development.

Survey respondents were also asked to rate on a scale of one to five which of the following features of a facility are most important to their groups:

- Cost: 4.52/ 5
- Hours of operation: 4.45/5
- Size: 4.33/5
- Multi-purpose: 2.96/5
- Single-purpose: 2.91/5

Of the groups and services seeking facilities, over 70% have an annual operating budget of \$50,000 or less, so have limited resources to invest in new facilities.

Although the identified level of demand for new facilities or space is high, this should be assessed within the following contexts:

- There are significant variations in facility needs including purpose, level of use, size, complexity and level of urgency/need. More in-depth work is required to assess and prioritise the individual needs of groups and services.
- Some of these groups have already identified solutions to their space challenges.



GROUPS OR SERVICES SEEKING FACILITIES NOW

QUEENSTOWN

Arthurs Point Community Association
Bhartiya Samaj Queenstown
Catalyst Trust
New Zealand Snowsports Instructors Alliance
Queenstown Bridge Club
Queenstown Cricket Club
Queenstown Lakes Women in Business
Queenstown Mountain Bike Club
Remarkable Theatre Inc
Showbiz Queenstown Inc
Wakatipu Anglers Club
Wakatipu Junior Rugby Club
Wakatipu Netball Centre
Wakatipu Riding Club
Wakatipu Woodworking Guild
Community Care Trust
Queenstown Gymnastics Club

HĀWEA

Hāwea Flat School

WANAKA

Aspiring Athletics
Aspiring Children's Theatre School
Aspiring Gymsports
Gymnastic Club
Disc Golf Wanaka Inc
Mt Aspiring U3A
Te Kakano Aotearoa Trust
Treble Tones
Upper Clutha Lakes Trust Board
Upper Clutha Woodcraft Guild
Wanaka Maternity Service

LUGGATE

DogsZone
Lisa Moore - Speech and Drama/Music Teacher
Luggate Book Group
Luggate Civil Defence
Luggate Community Association
Luggate Mah-jong Group
Luggate Market
Luggate Social and Recreation
Luggate Village Homeowners Society Inc
Total Balance Pilates
Yoga in Luggate

ARROWTOWN

Arrowtown Junior Rugby Club
Arrowtown Kids Circus
Arrowtown School Of Russian Ballet And Creative Arts

GROUPS OR SERVICES SEEKING FACILITIES IN 1-2 YEARS

QUEENSTOWN

Alzheimers Society Otago
C3 Church Queenstown
Central Otago Living Options Ltd
Danceworks
Gay Queenstown
Happiness House Trust
ICAN Models & Talent
Jigsaw Central Lakes
Kana Takahashi - Piano Teacher
Queenstown Karate Club
Queenstown Lakes District Multicultural Council
Shaping our Future
Southern Lakes NZDA
Strengthening Families
The Salvation Army
Wakatipu Conservatoire of Classical Ballet
Wakatipu Community Darkroom
Wakatipu Plunket
Wakatipu Toy Library
Pact Queenstown

GLENORCHY

Glenorchy Heritage and
Museum Group

LUGGATE

Dance for Fitness
Upper Clutha Singing Workshops
Meditation Classes

WANAKA

Annemette Sorensen - Clinical Psychologist, Private Practice
Community Networks Wanaka
Kahu Youth
LINK Upper Clutha
Mainly Acapella
Mental Health Peer Support Group
Mindful Growing and Play Therapy Otago
Southern Lakes Arts Festival Trust (Festival of Colour)

ARROWTOWN

Karerotia
Nga Hau e Wha ki Tahuna Trust

GROUPS OR SERVICES SEEKING FACILITIES IN 3-5 YEARS

QUEENSTOWN

Kingsview School
Lakes Theatre Arts
Queenstown Embroiderers Guild
Queenstown Junior Basketball Club
Queenstown Squash Club

WANAKA

Wanaka Arts Society Inc
Wanaka Playgroup
Upper Clutha Plunket

ARROWTOWN

Arrowtown Creative Arts Society

CHALLENGES

The research highlighted a number of specific, urgent projects and challenges affecting community groups. These include:

OLD WAKATIPU HIGH SCHOOL SITE (GORGE ROAD, QUEENSTOWN):

Community groups currently have access to the site until the end of 2018. There is no indication at this stage whether access will continue after this date. Three of the affected groups who engaged with the research stated they were looking for alternatives with limited success.

INNER LINKS PROJECT & PROJECT CONNECT (QUEENSTOWN):

The Inner Links arterial roads project may displace a number of community groups from their current facilities, including Queenstown Performing Arts Centre Trust (QPACT), Queenstown Arts Centre, Queenstown Memorial Centre, Wakatipu Rugby Club, and the Jigsaw Central Lakes. There is also a planned one-office solution for QLDC (Project Connect), which may affect some of these groups due to its proposed location at Ballarat Street. The groups feel a lack of certainty in relation to these projects and therefore effective communications and engagement are required.

While there are a number of projects in Queenstown that may disrupt the existing pattern of facility usage, the Queenstown and Frankton Masterplans will present new opportunities for these groups.

LAKEVIEW DEVELOPMENT (QUEENSTOWN):

The redevelopment of the Lakeview site may require the relocation of the Japanese Family Society, Showbiz Queenstown and the Wakatipu Toy Library. These groups have not yet identified where they will relocate to.

LUGGATE HALL (UPPER CLUTHA):

Luggate Hall was closed following a seismic assessment in August 2017. The effect of this loss to the community is evident in this data.

“It was perfect having the Luggate Hall for our meetings - it isn't ideal at the moment - we are having to “make do”, as is every other group who used the Hall in Luggate. Some of our community activities have ceased to since the Hall's demise, and some have shrunk back into private homes to box on in the meantime.”

“The rent has kept doubling every two years - we have to spend all our spare time applying for grants to cover rent.”

HĀWEA FLAT SCHOOL (UPPER CLUTHA):

The school feels that the Hāwea Flat Hall across the road does not meet their needs, and is investigating options to develop a new hall on the school grounds. A networked approach in relation to their growth challenge could provide an efficient and effective solution.

NEW HOUSING AREAS (DISTRICT-WIDE):

Community groups and services have highlighted the need for community facilities to support newly established residential areas such as Jacks Point, Hanley Downs, Northlake and Kingston (in light of proposed sub-division development).

“Without grants/funding this venue is prohibitive.”

EVENTS (DISTRICT-WIDE):

Although event space was outside the scope of this research, data suggests a lack of dedicated event space is creating competition between events and community groups and services for the use of existing facilities. QLDC has a district-wide Events Strategy that aims to “promote and support a balanced portfolio of sporting and cultural events that meet community objectives for the district as a whole in respect of recreational activities, community infrastructure and economic growth.”¹⁰

This investment has increased the number of events held in the district each year, which has in turn put pressure on existing venues and facilities. QLDC is very aware of this pressure, which limits further events being held here especially during the peak period of December to April.

From a broader perspective, community groups and services across the district are experiencing the following challenges relating to facilities, which are explored in more detail below:

“We had to downsize our rooms so we were able to pay rent so consequently had to sell off some of our older toys to have enough space.”

¹⁰ www.qldc.govt.nz/assets/OldImages/Files/Strategies/Events_Strategy/Events-Strategy-2015-18.pdf

A. AFFORDABILITY - HIGH RENT
B. COST OF LAND FOR DEVELOPING FACILITIES
C. LIMITED AVAILABILITY OF SPECIFIC FACILITIES
D. OUTGROWING CURRENT SPACE
E. FACILITY LOCATIONS
F. LACK OF FIT-FOR-PURPOSE FACILITIES

- a. Environment
- b. Security of tenure
- c. Access to parking.

A. AFFORDABILITY – HIGH RENT

There appears to be increasing disparity between community groups and services who are fortunate enough to be located in sites that have affordable rent designed for community groups, and those who are paying commercial rates.

For example, one group has downgraded to a smaller, inadequate space as a result of Queenstown rental costs, while another is questioning the viability of their group in the face of a \$50,000 per annum rental fee.

Some community groups are only able to continue due to charitable discounts provided by facility owners. While these discounts are appreciated, the lack of security of tenure provides an additional layer of stress.

Sub-letting or hiring space to others as a way of meeting costs has been stated as a way to maintain affordability of facilities.

Further to this, Colliers International recently released their *Market Review and Outlook Review Report for 2018-2019 for Wanaka and Queenstown* which paints a similar picture:

- **Frankton:** significant population growth over the long term is expected to result in existing vacant space being taken up and commercial rents rising.
- **Central Queenstown:** premium rental and a scarcity of available space.
- **Wanaka:** no vacancy in key retail space within the CBD, with high demand and increasing rent. Industrial space is also in high demand with limited vacancies and industrial rents on the increase.

B. COST OF LAND FOR DEVELOPING FACILITIES

Another affordability challenge some groups raised is that they have resources (financial and other) to contribute towards the development of a new facility, but the cost for land or to build is beyond their capacity. Several groups have indicated that they would build a facility if land was made available to them. A common theme is the need for collaborative partnerships to achieve community facility goals.

C. LIMITED AVAILABILITY – SPECIFIC FACILITIES

Respondents indicated many facilities are at maximum capacity, particularly during peak times. The commentary around availability highlighted the value of access rights to a facility for groups, and the challenge around how to manage these rights in the face of high demand. To counter this, greater clarity around priority of access is needed.

For example, commercial events are competing for a space regularly used by community groups; or community groups are competing for space where the primary facility user is a school or church.

Some groups indicated they are seeking to consolidate the venues they use as opposed to having their activity spread across a range of venues.

“All community facilities are being used more as the town (Wanaka) grows and there are times when facilities are not available and alternatives need to be found.”

“Cost is key for non-profit clubs that are providing Queenstown with a service.”

“Wanaka desperately needs affordable, multi-use facilities for rent for community groups.”

“The cost of running the facilities is going up but by hiring the facilities out to other groups we are managing.”

“We are lacking affordable, accessible, full service venues where you can walk in and walk out, have catering with full AV facilities for 100 plus people.”

“QPACT is hugely overbooked, we’d love more time slots but they just aren’t available and haven’t been for years.”

D. OUTGROWING CURRENT SPACE

Access to larger spaces has been identified as a need - both as group numbers grow and to host larger community events. The lack of available parking at venues or in close proximity was another frequently-mentioned issue.

E. FACILITY LOCATIONS

Feedback indicated community facilities should be situated near the community they service. For example, some Queenstown-based groups have been considering whether to relocate to Frankton or to retain a presence in the CBD.

The Masterplanning processes currently underway provide an opportunity to consider appropriate locations for community facilities, and their function within a network of facilities e.g. investigating facility requirements at all levels - neighbourhoods, towns, the wider district, and region.

Any decisions surrounding the location of facilities must account for the needs of existing communities and new communities and creating links between both.

“Creating new communities involves far more than building homes and roads. It is the residents of a community that bring a place to life and help it to gain its own particular identity. However, much more is known about the physical and environmental challenges involved in building new settlements, than about how to plan, design and develop services and supports that can help new residents come together, share common interests, agree on local priorities and work together to create a sense of community.” – Future Communities UK¹¹

F. LACK OF FIT-FOR-PURPOSE FACILITIES

Many groups identified a lack of fit-for-purpose facilities and the day-to-day running of the venues.

INDOOR

- Ease of access including physical links between facilities and different parts of the community e.g. cycle and walking tracks, or placement away from busy roads and intersections, and retaining access to recreation areas
- The importance of all-weather reliability (access to indoor facilities and all weather surfaces)
- Design aspects including:
 - Flooring
 - Community-led design
 - Storage
 - Provision for performances e.g. backstage areas
 - Warm and easy to heat
 - Sympathetic to the environment

¹¹ Future Communities is a resource for the development of sustainable communities, created by the Young Foundation, United Kingdom. <https://www.futurecommunities.net/about-us>

- Quality seating
- Wifi and audio-visual capabilities and other technology to ensure design is future-proofed.

"For rehearsals you need a space that had temperature control (year-round activity and a lot of energy from performers). The space needs to mirror what can be done on stage and must be suitable for 30+ people dancing on it at once. For performances, staging, light bars, fly towers, wings all need considerable thought."

"Sufficient attention in new developments must be made for community facilities and recreational spaces, with proximity to public transport, and safe communities with street lighting, walkways and cycle paths." (Public Health Submission to the QLDC Ten Year Plan)

"The ones with AV are either not accessible or expensive. You either have to set up and break down yourself (Lake Wanaka Centre) or you pay Peak etc. to set up for you."

“Number of available seats in Wanaka for the type of performances and arts we present has gone down, while the population has gone up significantly.”

OUTDOOR

- High quality outdoor surfaces for sporting activity
- Retaining access to recreation areas
- Maintaining water quality for recreation purposes

"E coli at Frankton closes the beach for our sessions. We would love some help with preventing this."

"Woolshed Bay – we are worried about continuing access re landscape plans on this LINZ land re the development behind. All our current access points have increasing issues we would like help to address. If we get shunted out of these traditional "safe" areas our members will go to other less safe spots and that's not good in this very cold water."

DAY-TO-DAY OPERATIONS

- Staff to support facility set up
- Maintenance costs, including costs associated with facilities that are listed buildings
- Hours of operation that align with user needs

OPPORTUNITIES

The research identified a number of opportunities and suggestions for the district's community groups and services including:

- partnerships with other community groups and services and other sectors e.g. business and government
- improved coordination across the community services sector
- development of and support for community hubs/community houses
- a shared services model
- a facilitator/navigator role to support groups to work through co-located facilities
- a database of the services/resources to support community groups and services.

It is important to note that the facility needs of those seeking a new space to operate from varies significantly in terms of purpose, level of use, size complexity and level of urgency. More in-depth work is required to assess the individual needs of groups and the priorities for action.

To view a detailed list of community facility needs within the next 5 years and planned community facilities, please refer to the *Our Community Spaces: Supplementary Information* document included with this report.

WHAT WE LEARNT ABOUT OUR COMMUNITY FACILITIES

The research identified 218¹² facilities currently used by community groups and services. These facilities include commercial and community-owned spaces, along with 98 QLDC facilities (including facilities managed directly by Council or APL, and community committees). This figure does not include all of the sites in the Council's open space portfolio, or Council facilities that are leased to commercial entities.

A number of existing facilities in the district (Council and non-Council) are used by community groups and services. These facilities mainly operate in isolation. There is a significant opportunity to develop a network approach to improve community group/services access to these existing facilities.

Information about the how existing facilities are used by groups and services surveyed includes:

- Private facilities: 11% own their facilities. The remaining 89% either rent, lease or use spaces free of charge.
- Private homes: just under 14% of groups and services use private homes to meet; with several using these as their primary base. Private homes in most cases rated highly in terms of affordability.
- Hospitality businesses: 8.5% of groups and services use cafés/ restaurants/hotels to meet, with several using these places as their primary base. Some valued these sites highly, while others stated that the environment was not always conducive to holding discussions, and not always suitable for larger groups.
- Council facilities: just under 40% of respondents use QLDC facilities or facilities that involve a Council lease on reserve land. Some groups were unaware that the facility they were using was Council-owned.

NON-COUNCIL FACILITIES

Just under 80% of the facility owners or managers who responded¹³ (excluding QLDC) indicated that demand for their facilities is likely to increase over the next five years. The reasons include:

- rapid population growth
- limited availability of space
- high quality facility and coaching services provided at the site
- increasing social issues
- free access provided for community activities
- new groups forming as a result of increasing diversity.

¹² This figure excludes the use of private homes. Note: There is potential for a slight margin of error in the total figure as groups provided different titles for the same site and, although care was taken to correct these variations, some may not have been detected.

¹³ Facility Owners/Managers Survey received 34 responses.

Other insights gathered from facility owners or managers include:

- Despite increasing demand, facility usage suggests there is still capacity available within a number of these facilities.
- 38% of respondents said that they are the main users of their facility.
- A small number of facilities are fully utilised. For the remainder there was no distinct pattern in terms of the days and times when they have available space. There was some indication that school hours, later in the evening, or weekends are times that could be used more effectively.
- Just under 40% of respondents reported times in the past year when community groups or services have not been able to access their facility. The primary reasons were that they were fully booked or had a competing demand that took priority e.g. use for their core purpose or by a commercial enterprise.
- Resource consent conditions and the lack of provision for after-hours access placed restrictions on community use for a small number of the facilities.
- Most of their facilities are accessible for people with disabilities.
- Most facilities rely on phone, social media, or email bookings (only one of the respondents uses an online booking system).
- The most common form of user arrangement is payment by the hour with just under 80% of respondents using this method. 36% offer space through lease arrangements or for free.
- Some have plans to develop their facilities which may result in additional space for community groups and services.

COUNCIL FACILITIES

QLDC provides a range of venues for leisure, recreation and sport, as well as cultural, social, and educational activities. These facilities include libraries¹⁴, community halls, and recreation/community centres. Key insights about the use of the existing 98 QLDC-owned or managed facilities include:

- There is a high level of user demand and competition for the key sites within QLDC's network of facilities, such as the Queenstown Events Centre and Lakes Wanaka Centre.
- There are periods of availability even within high demand facilities, and the challenge is to create an environment where groups and services are open to rethinking the times they use the facilities or spaces.
- QLDC operates both a planned and reactive maintenance model, with a focus on increasing planned expenditure and reducing reactive maintenance. With the current reactive model it is usual to have a back log of deferred maintenance.
- Better storage within existing facilities and providing for after-hours access were highlighted as ways to support increased community group use of available space.

¹⁴ The district's libraries were included but data was only gathered on the use of facilities by community groups. Further assessment on aspects such as available space, peak times, and charging arrangement is required.

FUNDER PERSPECTIVES

The funders¹⁵ identified challenges and opportunities they are seeing in the Queenstown Lakes district in relation to community facilities, groups and services, including:



A lack of planning by funding applicants both in terms of operational project detail e.g. poor analysis of the building site; underestimating the time required to obtain funding and consents to deliver the project; and insufficient long term planning for the sustainability of the facility.



Groups developing facilities in isolation from others, and groups within the same community all wanting their own space. Funders have noted a sense of entitlement and high expectations about what support projects should receive.



The escalating costs of building and managing longer-term facilities e.g. depreciation. Other financial challenges are the affordability of existing facilities for groups and the impact of new groups on the pool of available funding.



Increasing demand on the funding pool due to new groups being established within the district and the needs of groups coming from outside to deliver services.



Uncertainty around where responsibilities rests for resourcing community infrastructure within new communities, e.g. the developer of a new community seeking grant funding for a playground.



Ongoing stewardship of facilities in an environment of volunteer fatigue and ageing volunteers, in conjunction with insufficient resources to facilitate strategic planning/future visioning.



The importance of designing facilities with accessibility and older people in mind.

¹⁵ Central Lakes Trust, Community Trust South, Otago Community Trust and the Department of Internal Affairs

CASE STUDY: COMMUNITY HUBS FOR SOCIAL SERVICES IN OUR DISTRICT



The concept of a community hub for the Wakatipu area has been discussed for several years. This hub would be a shared, collaborative working space for various groups and services to use – similar what is proposed in Wanaka with the Wanaka Community House.

A community hub approach would enable greater collaboration between groups and services and ultimately provide a central heart for the local Wakatipu community. It would also provide a more efficient use of space particularly in the face of increasing rental prices and our growing population.

In order to assess what community groups and services in the Wakatipu area would like from a potential community hub, the Queenstown Interagency Group (a network of community and social service groups and agencies) carried out a survey in late 2017.

FINDINGS FROM THE QUEENSTOWN INTERAGENCY GROUP SURVEY

Their survey indicated that while this hub may not need to be in central Queenstown or available 24/7, there were several features that would be important to factor in to plans. These include:

- easy access for people with disabilities and older users
- close to public transport and with a carpark for users who drive
- able to accommodate various needs with different sized rooms available to hire (short and long term)
- being a base for many of the key social service providers
- providing information for available social services
- pleasant surroundings such as a shared garden

“[The hub] needs to be designed around the needs of all different consumers, from new babies to centenarians, all different mobility and accessibility needs and representing different ethnic diversity.”

“We are looking for a home-like setting which acts as a space where people can drop in. Wakatipu Youth Trust, Lakes Family Centre, Salvation Army [are] all in similar boat. All of us want some security - not having to worry about moving.”

“It is common knowledge that many community groups are in a similar situation looking for new premises - it is our hope that this scoping exercise brings about fast and positive outcomes for the community. A large piece of land for a community village would be ideal.”

- additional areas where the public can visit and use (separately to the groups and services)
- select space available for just community/social services to use
- secure facility
- potentially includes the QLDC library.

Other suggested features include:

- well-resourced information via noticeboards and volunteer greeters
- support for cultural needs of people with English as a Second Language
- child friendly resources such as a crèche, a breastfeeding space, and indoor and outdoor facilities (particularly for children under five years of age)
- affordable rent
- opportunity to “hot desk”
- resources suitable for older users
- computers available for clients and other shared resources (such as a projector and screen, large white board, TV, kitchen)
- opportunity for use by the community in the evenings
- adjacent home that can be used by Happiness House.

The responses also indicated the hub would not duplicate or take away from existing groups and services unable to participate in the setup. Suggestions for groups and services who could be a part of the hub include:

- Jigsaw
- Happiness House
- Citizens Advice Bureau
- Families Centre
- Salvation Army
- Mental Health
- Youth groups/trust
- Library
- Budget advice
- Work and Income NZ
- Plunket

THE CURRENT STATE OF PLAY: HAPPINESS HOUSE

Happiness House is a Queenstown-based community drop-in centre providing support and advocacy, activity groups, a place to connect, and also access to affordable goods. This centre is frequently used by locals and new residents who need support - each month roughly 900-1000 people come through their doors.



Happiness House is currently housed in a residential property in the heart of Queenstown. The property was recently sold to an overseas buyer. The new owner has allowed Happiness House to continue to lease the space for another two years until 2020.

In addition to this limited tenure, the central location of Happiness House has become increasingly difficult – particularly relating to parking, the cost of petrol to reach the centre, and also access via public transport.

Because of this, the Trust that runs Happiness House is keen to find a more permanent base out of central Queenstown, in Frankton. They are interested in exploring the concept of a village-type facility where groups have their own separate space but they can also collaborate and share with each other – such as shared spaces and outdoor areas, and opportunities to work together to provide services to the community.

WORKING TOWARDS A COMMUNITY HUB: WANAKA COMMUNITY HOUSE¹⁶

The journey towards a Wanaka Community House began in 2004. This was in response to feedback gathered from a QLDC-initiated study of 65 Upper Clutha community groups and organisations. The feedback indicated a need for a community base for these groups and organisations, and ultimately a social wellbeing hub.

The Anglican Parish of St Columba supported the need for a community house, and in 2006 proposed to lease a portion of their land (a 35 year long term lease) for the development of the Wanaka Community House on their McDougal Street property. In 2011, Wanaka Community House Charitable Trust (WCHCT) was formed, to provide an independent non-affiliated entity to deliver the project.

The Wanaka Community House has been designed to include nine office spaces, meeting rooms, a hall for up to 140 people, kitchen, storage, waiting area, and a centralised administration area.

A key learning from a community project of this scale has been that it is important to have a project navigator available and resourced to support project management and facilitation. This is an important consideration for other future community hubs in our district.

HOW THE PROJECT IS TRACKING

Over 75% of the \$3.6 million budget has been raised with considerable donations from Central Lakes Trust, Otago Community Trust, NZ Lottery Grants Board, Sargood Bequest (\$150,000), and Anglican Parish of St Columba. In 2019, the trust is planning a significant fundraising effort with the goal of raising another \$900,000 ahead of the facility opening in September 2019¹⁷. Fundraising activities planned may include a house auction, a corporate event, film evenings, and garden tours.

13. As part of Queenstown Lakes District Council's 2017-2018 Annual Plan, the Trust received a \$25,000 grant for the project. The Wanaka Community House Charitable Trust is keen to see greater local authority investment into the Community House in recognition of the key role they are playing in addressing community infrastructure and space required for a growing Wanaka population.

¹⁶ Information for this section of the case study has mainly been sourced from the Wanaka Community House website: <http://wanakacommunityhouse.org.nz>

¹⁷ Wanaka Community House e-newsletter, 17 December 2018

WHO WOULD USE THE COMMUNITY HOUSE?

Most of the tenants are in place for the proposed opening in late September 2019, with the main ones being Community Networks, Food Bank, Jigsaw and Presbyterian Support. The main hall and community rooms along with the drop-in office will be available for casual users.

"This will be a fantastic asset for the Upper Clutha community. Having multiple social services under one roof has efficiencies in operational resources, and creates a much more productive and collaborative environment for those working and attending the house." *Bernie Lepper, deputy chair of Central Lakes Trust and chairperson of Alexandra Community House Trust, WCHCT Media Release, 5 March 2018*

Central Lakes Trust provided support to the Alexandra Community House for their project back in 2010 - 2012, and have witnessed what a huge success this has been in increasing accessibility to information and services.

CASE STUDY: THE ARTS COMMUNITY IN OUR DISTRICT



A clear theme from research gathered for ***Our Community Spaces: A report on community facilities, groups and services*** is that there is a need for increased focus on and investment in facilities for our district's arts community. The facility needs for key groups and services are outlined below.

QUEENSTOWN PERFORMING ARTS CENTRE TRUST (QPACT) AND QUEENSTOWN ARTS SOCIETY AND ARTS CENTRE

These long standing local arts groups operate out of buildings at the old school site on Ballarat and Stanley Streets. The Queenstown Masterplan has identified that the Stanley Street site, partly Council reserve and partly Ministry of Education land, is the preferred location for a community heart, including arts and culture facilities. The plan has identified that co-locating these facilities with the Council building and library will create a vibrant cultural centre in the CBD. Clarity about the design and function of this space needs further research and these groups are making plans to be part of this redeveloped space.

Further research into community needs and the future of arts and culture across the district will enable the Council to plan how it should respond. This is not simply about built structures, but will inform future decisions relating to prospective facilities for both Wanaka and Queenstown and define what these may look like.

This Stanley Street site is opposite the proposed location for a new, combined Queenstown Lakes District Council (QLDC) building. While these groups likely to be affected by this planned development there is also significant opportunity to part of a newly developed community space on this site. QLDC are partnering with Ngāi Tahu Property to look at potential opportunities to offer facilities for arts and performance activities and authentic iwi cultural representation in central Queenstown. Queenstown Mayor Jim Boulton says "This is an exciting opportunity to build something really special and I am confident it would also be a draw card for new and diverse businesses into the area."¹⁸



A SNAPSHOT OF QUEENSTOWN PERFORMING ARTS TRUST (QPACT)

The Queenstown Performing Arts Trust (QPACT) provides and maintains a facility for the development and practise of the Performing Arts.

Their facility has strong support and a high level of usage. They also receive regular requests from arts groups who want to use space, but as QPACT is fully subscribed, they are not able to accommodate them.

Their current facility was renovated to be fit-for-purpose and contains five large storage spaces, three large studios, and one small studio:

- Three studios are fitted with floor to ceiling dance mirrors
- Two studios have pianos (one grand and one upright)
- All have sound systems capable of AUX or Bluetooth connections

The Trust that runs QPACT has clearly identified that for any change in location, a new facility will be needed. This is in order to have a proper fit-out with larger studios to meet their needs, as well as the necessary acoustics and storage. However, the QPACT facility is an old building with high maintenance and running costs (as are the Queenstown and Wanaka Arts Centres).

Who currently uses QPACT full-time?

- Margaret O'Hanlon (singing & workshops): 15 children and 15-20 adults
- Whirlwind Productions (drama group): 20-30 members at a time
- Danceworx: 100-200 students and 3-4 teachers
- Queenstown School of Dance: 100-200 students and 3-4 teachers
- Salsa Queenstown: 30-40 members and 4 teachers
- Marianna (Russian Ballet School): 10-20 students
- Flame Entertainment (Milly Begley): 10-15 members
- Amber Stevens (yoga/dance): 30-40 members
- Kerry Hood (private dance): 15-20 students
- Queenstown Karate Club: 30 children members and 20 adults
- Queenstown Pipe Band: 20 members
- Theresa Swain Academy of Ballet: 20-30 students and 1-2 teachers
- Kana Takahashi (piano tutor): 20-30 students
- Anna Maria (Zumba): 40-50 members

¹⁸ QLDC Scuttlebutt, December 2018: <https://www.qldc.govt.nz/assets/Uploads/QLDC-Scuttlebutt-Dec18-WEB2.pdf>

- Gavin on Salsa: 20-30 members
- Denisa (ballroom dance): 10-15 students
- Carleen MacKenzie (dance): 15-20 students
- Lisa Cosgrove (dance): 20-25 pre-schoolers and their mothers

Who uses QPACT casually?

- Visiting musicians (usually pianists)
- Queenstown Winter Festival (preparation space)
- Arrowtown Autumn Festival (audition and rehearsal space)
- Michael Hill Competition (rehearsal with pianos)
- Queenstown Jazz Festival Showbiz Queenstown (casting and workshops)
- Remarkables Theatre (casting and workshops)
- Local bands (rehearsal space)
- Queenstown Ice-Skating Club
- Shotover Jet Remarkables Christmas Show (rehearsal space)
- Local Casting Companies: ICAN Models, Exposure Talent, Storming Theatre (auditions)
- Drama Queenstown
- Children's birthday parties
- New Zealand's Got Talent

THE VOICE OF THE COMMUNITY:¹⁹

"QPACT is hugely overbooked, we'd love more time slots but they just aren't available and haven't been for years."

"With an increase in transient populations from other countries that are culturally rich (Eastern Europe, British Isles, South America) and therefore possess skills that are valuable to our community, there is already an increase in teachers and dance, music and theatre groups. For example, the art of ballet and circus arts are very developed in Eastern Europe, Zumba, Tango and Salsa from South America, Puppetry and classical music from Europe, Theatre from the British Isles, Martial arts from Asia, Indian dance and music from India. Immigration and two-year working VISA holders will increase, not decrease."

"Should we be relocated due to demolition of our present building, location is not a big factor as we are a 'destination' of our users, and do not rely on 'foot-traffic'. However if the Council wish to keep a community presence in the CBD, it would make sense to keep a facility with as many users as ours, and operating at an average of 80 hours a week, in the CBD."

¹⁹ Source: Comments from QLDC's 2018 research - Our Community Spaces: A Report on Community Facilities, Groups and Services



A SNAPSHOT OF QUEENSTOWN ARTS CENTRE (QAC)

The Queenstown Arts Centre (QAC) was established in 1981 and over 3000 people use the facility each year.

QAC provides a space which encourages and nurtures the visual arts amongst all age groups in the Wakatipu and surrounding areas. QAC also provides the opportunity to be available to assist any other community organisation in their events or fundraising activities.

The QAC building contains a Cloakroom Gallery, artists' studios, a large workroom and the Wakatipu Potters Group studio. These areas enable artists to be supported through:

- holding gallery exhibitions
- having access to studio spaces for artistic development
- attending and holding inspirational or educational art classes and events in the workroom space

In light of the proposed change of use for their existing site on Ballarat Street, QAC are seeking that a purpose-built arts facility is built on the same site to provide a central hub for groups.

THE VOICE OF THE COMMUNITY:²⁰

"It is essential that we are visually situated in the CBD for both our locals and our visitors. We often are getting remarks from all visitors that this is the only place in the CBD that showcases what our locals are doing, not only that we are able to provide people general information on any questions they have on the area. We need as an Arts Centre a space for: Gallery/Exhibitions; Workroom/ Art Classes and Community Events - a place to bring people together; studio artists rooms - a place where artists can have to flourish their Art practice and for our visitors to have the opportunity to interact with them."

A SNAPSHOT OF THE WANAKA ARTS CENTRE

For more than 20 years, the Wanaka Arts Centre has been providing a workshop and meeting space for artists in Upper Clutha area. More recently, it has also been providing scholarships to young artists in order to support them in developing their skills.

The aim of this space is for it to be utilised by a broad range of creative disciplines to create an environment that encourages increased connection between the tenants.

The facility that the Wanaka Arts Centre uses is leased from QLDC on a two year arrangement. The short term nature of this lease does not provide long term security and limits the ability for longer term planning.

²⁰ Source: Comments from QLDC's 2018 research - Our Community Spaces: A Report on Community Facilities, Groups and Services

The facility is an older building (formerly worker accommodation) and the Wanaka Arts Centre Trust has adapted and maintained it to create a more fit-for-purpose facility that meets the needs of their users. An example of a current upgrade being made to the building is the conversion of the basement into a pottery space, with the assistance of a \$2000 grant from the Wanaka Arts Centre Trust in December 2018. The new space will house 4 wheels, an appropriate sink and eventually a kiln. However, in its current state the building does not allow for the ability to host larger events.

Who uses the Wanaka Arts Centre?

There are currently 12 tenants who use the workshop space and three groups who use the meeting room on a weekly basis (Wanaka Painters Group, Wanaka Embroiders Group and Wanaka Printers Group). 19. The building includes 12 individual studio spaces, and two printing rooms with a printing press in each used at least twice a week by the resident printers. A clean up room for strong chemicals is available for facility users on request.

20. While the tenants and regular groups use the main room for education and recitals, it is also regularly booked for local, national and international workshops. In 2018 these have included song writing (Wellington/Christchurch), poetry (Singapore), fibre arts (Australia) from Australia, an international pianist rehearsing for an upcoming music review, painting workshops from several local artists and a mixed-media exhibition.

On average, each week the Wanaka Arts Centre has:

- 75 people attending workshops/group sessions
- 16 hours' worth of group activities
- 217 people using workshop spaces (including people attending classes in individual work spaces)
- 251 hours' worth of individual work space use

CASE STUDY: LUGGATE MEMORIAL HALL

Luggate Hall was a central focal point for the local community and a hive of activity – a place for residents to come together, learn, and celebrate.



Following an earthquake seismic risk assessment in 2017, the Luggate Hall was closed for safety reasons. The community groups and services who regularly used this space either have ceased operating or have had to find other places to use within Luggate or in other communities. The Luggate community has expressed concern that the loss of the hall may damage the “heart” of their community.

What they need

Many of the spaces currently used by Luggate groups and services do not meet their needs, e.g. private homes. Feedback gathered from the Luggate community has shown overwhelming support for a replacement facility²¹

Where to from here

Funding towards a replacement, permanent facility for Luggate was included in the Queenstown Lakes District Council's 2018-2028 Ten Year Plan. However, additional funding will be required to create a bespoke facility that meets the needs of Luggate and the wider Upper Clutha community.

In early 2019, QLDC will install a temporary relocatable building at the site of the old Luggate Hall. The Luggate community will use this temporary building while plans are completed for a permanent facility. This will provide a chance to re-invigorate local community activities and further test user demand and need, and will help shape the final plans for a permanent hall.

²¹ Feedback gathered through the 2018 Our Community Spaces research and other community consultation and feedback processes, including the Queenstown Lakes District Council (QLDC) 2018-2028 Ten Year Plan process.

Developing a networked approach to community facilities (both QLDC-owned and private) is an opportunity identified in the Our Community Spaces report, and could help to address the district's community facility needs. With this in mind, the development of a new facility for Luggate should not occur as an isolated project. Instead, the plans should factor in the wider role the facility will play in meeting community space needs for Luggate and the Upper Clutha.

Development of the permanent Luggate Hall replacement also provides a significant opportunity to explore new design practices used elsewhere in the world for community facilities including universal design or environmental models such as passive design. This project could provide an effective template for developing multi-use community spaces within our growing district.

THE VOICE OF THE COMMUNITY²²

"The Luggate Hall was an important facility for many community groups and activities and essential to building and maintaining the community. We miss it badly and very much look forward to a replacement facility."

"It was perfect having the Luggate Hall for our meetings - it isn't at the moment. We are having to make do, as is every other group who used the hall in Luggate. Some of our community activities have ceased too since the Hall's demise, and some have shrunk back into private homes to box on in the meantime."

“Without a community plan Council is unable to make informed strategic decisions for our community e.g. how are reserves best developed or development contributions spent locally?” - *Lake Hayes Estate and Shotover Country Community Association submission to the QLDC 2018-2028 Ten Year Plan.*”

²² Source: Comments from QLDC's 2018 research - Our Community Spaces: A Report on Community Facilities, Groups and Services

PART B: IDEAS AND OPPORTUNITIES

WĀHAKA B: KĀ WHAKAARO ME KĀ KŌWHIRIKA



OVERVIEW

The research identified a range of ideas and opportunities to improve the use and development of community facilities in the Queenstown Lakes district. The key ideas and opportunities are to:

- plan a more coordinated approach to community facility development
- take a networked approach to facility management
- build collaborative partnerships
- harness innovation and good design principles
- ensure council-owned facilities meet demand
- identify land for facility development
- explore and develop creative funding avenues

A MORE COORDINATED APPROACH

The research findings indicate that community facility planning in the Queenstown Lakes district has tended to be ad hoc and reactive. The feedback shows a need for greater district-wide facility planning, with a networked approach that considers different models for ownership, location, design and operation of facilities. This should involve community-led planning and collaboration with a range of partners, and align with any future district Community Wellbeing/Liveability Strategy.



Further work could include scoping a district-wide coordinated approach for community facility development. This work could focus on considerations²³ such as:



Governance and leadership: who will be responsible for driving, leading and holding the strategy to account.



Better utilisation of existing facilities: active management, programming, marketing and promotion (this should be done before considering investment in new facilities).



Expanding or enhancing existing facilities: build on and improve facilities to provide greater flexibility and more useable space. Adaptable in the face of increased participation.



New facility development: multi-purpose, flexible. Interface during the planning stage for new developments and communities.



Placemaking: understand the cultural and spatial role that facilities play in building a sense of community and place.



Services and programmes: understand the services and programmes required now and into the future by the community.



Evidence base and measures: ensure decisions are made on a clear evidence base and that key measures for success are established.



Equity and balance: ensure no sectors are over-represented i.e. sports better catered for than arts. Filling the gap in specialist community facilities for areas such as mental health, emergency accommodation, disability support and care of older people.

QLDC is developing a new Community Facility Pricing Policy, undertaking a Sports Field Analysis for the district, and is involved in the Regional Sports and Recreation Facilities Strategy. It is essential that these programmes are strategically aligned and utilise the findings of this report.

²³ Strategic Community Facility Planning Model – *Community Facilities Study and Delivery Strategy for Mount Barker District Council-Elton Consulting (2017)*. The approach listed is a summary of the principles and interventions outlined in this report.

A NETWORKED APPROACH

The research identified the value of creating a more joined-up approach to the planning of community facilities between QLDC, the community, regional funders, government agencies and developers. Contemporary national and international thinking²⁴ supports the creation of a network of all existing facilities (irrespective of ownership).

This approach promotes maintenance, improvement, and making the best use of the existing network of community facilities where they continue to meet community needs. Any development of new facilities in the network must be guided by evidence of existing gaps.

Facility planning in the district to date has tended to focus on a discrete sector (often sport and recreation). A shift towards an integrated and coordinated approach across all types of community facilities and spaces would have a greater impact on meeting community facility needs. Developing a network model would require an entity to take on the role of network broker. Whether this would be the QLDC or another body would require further investigation.

The purpose of taking a networked approach to all facilities is to:

- Build strong relationships and strategic direction between facility providers
- Find operational efficiencies (maintenance, improvement and health & safety)
- Improve facility utilisation through development of activity programmes, increased promotion, and more user-friendly options to book space (e.g. a centralised online booking system)
- Achieve a more holistic approach to the development and management of public spaces and services (parks, infrastructure, facilities etc)
- Promote available facilities and suggest opportunities for groups to collaborate
- Tackle specific facility challenges and identify alternatives.

Another opportunity to ensure appropriate facility development within a network would be the use of pop-up facilities - as an interim solution and an aid to determining the true community need for a facility.

WHAT THIS COULD LOOK LIKE:

MyCommunitySpace is a free UK website connecting community groups with available spaces. The website aims to promote underused facilities and make it easy for groups to find affordable spaces to do great things in their communities.

²⁴ Refer to the *Our Community Spaces: Supplementary Information* document included with this report for examples of research and projects that support a networked approach to facility development.

BUILD COLLABORATIVE PARTNERSHIPS

A networked approach to the facilities needs to be supported by a range of highly-collaborative, effective partnerships.

“In order to deliver appropriate community infrastructure and facilities the importance of a collaborative approach between Community, Government [three levels], Business and Professional Support cannot be over-emphasised.”²⁵

Stakeholders in these partnerships could be from diverse sectors but must focus on achieving mutual goals. They need to move beyond local authority boundaries, and focus on involving partners that may not have been around the planning table before.

This research highlights the importance of planning *with* people as opposed to planning *for* people in the development of their community facilities. Community-centred design will contribute significantly to the development and sustainability of new and existing facilities.

A variety of future planning processes are occurring across the district and it is vital that these initiatives are connected to the wider planning process for community infrastructure.

A range of benefits could be obtained from a partnership approach:

- Ability to map all community groups and facilities – understand who needs what, and where
- Groups able to understanding where opportunities for collaboration and sharing exist
- Streamlining funding applications
- Identify needs for community hubs/houses
- Better use of existing facilities e.g. space in schools, hospitals and government agencies.
- Improved operational planning
- Lend cohesion to funding applications
- Share data relating to growth and usage
- Improved decision making around new facilities
- Align community and economic development activities.

Further exploration of the partnership concept is included in the *Our Community Spaces: Supplementary Information* document included with this report.

²⁵ A collaborative project development process delivering appropriate community infrastructure; Presentation by Geoff Barker, Principal at PM+D Architects, to the Developing Northern Australia Conference, MAY 10, 2018

HARNESS INNOVATION AND GOOD DESIGN PRINCIPLES

Given the challenges facing community groups and facility owners, a clear theme in the research was the need for leadership into more innovative solutions and approaches. While it is not within the scope of this research to consider these in-depth, the following areas could be considered while planning a more coordinated and networked approach to community facility development, management and maintenance:

- Civil Defence and Emergency Management (CDEM) requirements / learnings
- Physical connectivity and Integration
- Universal design concepts
- Placemaking
- Environmental sustainability

Civil Defence and Emergency Management (CDEM) Requirements / Learnings

Ensure that district CDEM needs are considered within the development of a facility network, including upfront consideration of these needs when developing or upgrading community facilities, e.g. installing two phase power plugs to accommodate Civil Defence emergency generators.

Physical Connectivity and Integration

Aspire to more connected or integrated facilities rather than single site or co-located spaces, and ensure the facility configuration is determined in consultation with all stakeholders including community.²⁶ Integrated facilities will provide cohesive and accessible opportunities for participation and is an approach being adopted by a number of New Zealand local authorities e.g. Auckland Council and Hutt City Council. Other aspects of integration and connectivity to consider are:

- Strategically placing community facilities with other key infrastructure.
- Including and emphasising physical linkages in facility planning e.g. cycle ways, walkways, and access to public transport.
- Incorporating technology and innovative thinking to improve customer experience and optimise facility performance.
- Considering pop-up community facilities as an interim solution and an aid to determining the true community need for a facility e.g. Luggage Hall.
- Increasing casualisation of community activity e.g. engaging in sporting and recreation activities outside a formal club structure; this has a direct impact on the design and provision of community facilities and space.

Universal Design Concepts

This research identified the importance of designing facilities and space to reflect the growing diversity of our community.²⁷ Ensuring that accessibility is integral to the design of community facilities is a concept supported by QLDC's Disability Policy.²⁸

²⁶ Auckland City Council Community Facility Strategy (2015)

²⁷ The 2050 challenge: future proofing our communities: a discussion paper, Local Government New Zealand (2016)

²⁸ Queenstown Lakes District Council, Disability Policy (2018). Policy Goal 5: QLDC public infrastructure is increasingly accessible to disabled people.

Engaging with the principles and practices of Universal Design – *placing human diversity at the height of the facility design process so that buildings and environments are designed to meet the needs of all users* – will assist with this.

Universal Design aims to ensure that people can access, use and understand the environment to its greatest extent and in the most independent and natural manner possible, without the need for adaptations or specialised solutions.²⁹

THE EIGHT GOALS OF UNIVERSAL DESIGN³⁰ ARE:

- 1. Body Fit:** Accommodating a wide a range of body sizes and abilities.
- 2. Comfort:** Keeping demands within desirable limits of body function.
- 3. Awareness:** Ensuring critical information for use is easily perceived.
- 4. Understanding:** Making methods of use and operation intuitive, clear, and unambiguous.
- 5. Wellness:** Contributing to health promotion, avoidance of disease and prevention of injury.
- 6. Social Integration:** Treating all groups with dignity and respect. Designing spaces for social integration helps to create healthy and resilient communities. This is particularly important for community social infrastructure, such as parks, public squares and libraries, that all people should be able to enjoy and take part in.
- 7. Personalisation:** Incorporating opportunities for choice and the expression of individual preferences.
- 8. Cultural Appropriateness:** Respecting and reinforcing cultural and the social and environmental context of any facility initiative.

Placemaking

The concept of placemaking offers a community-centred model that can contribute to the successful development and use of community spaces, and to ultimately build stronger communities. Community facilities, if designed well, have a key role in placemaking and contributing to growing social capital and economic development in communities.

²⁹ Source: Buildings for Everyone: A Universal Design Approach – Centre for Excellence in Universal Design Limited).

³⁰ (Steinfeld and Maisel, 2012)

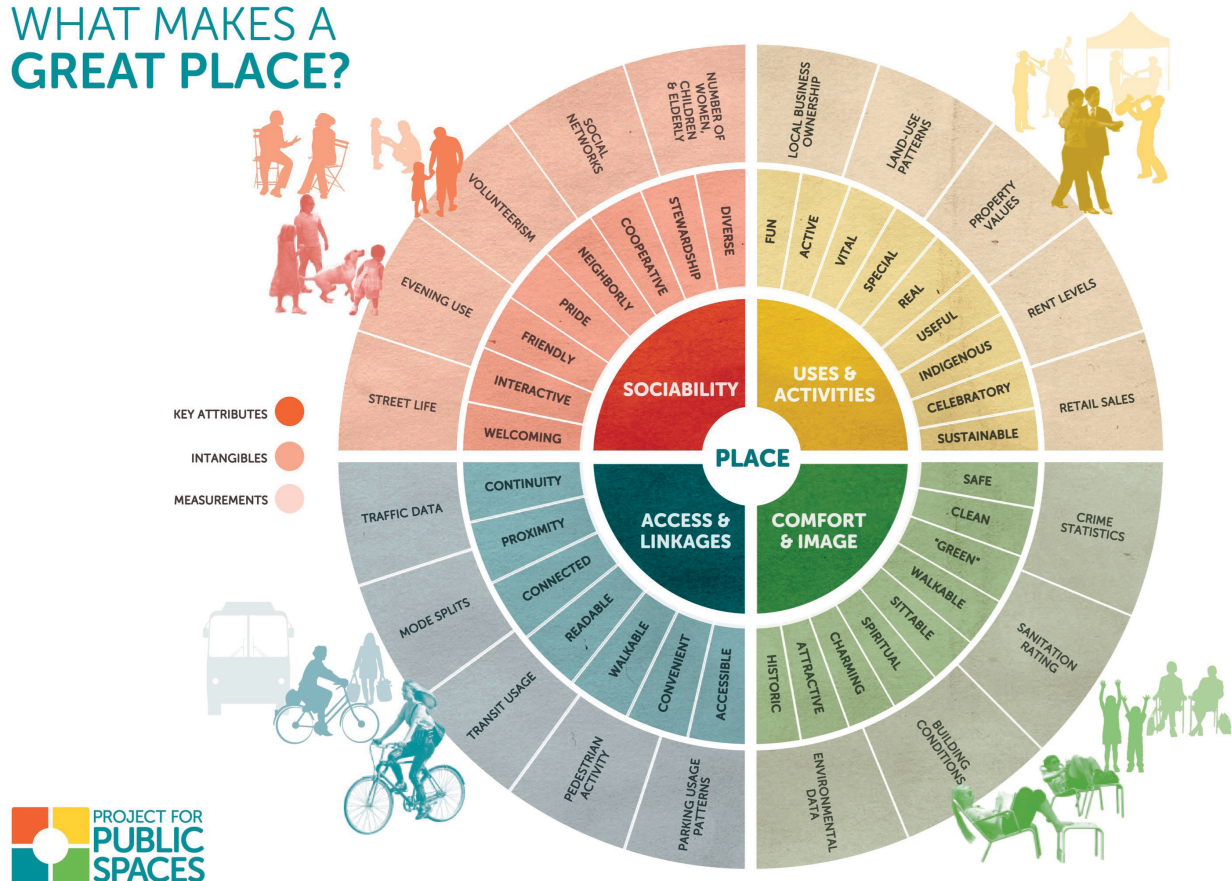
Using community-led participation, “an effective placemaking process capitalises on a local community’s assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people’s health, happiness, and well being.”³¹

The Project for Public Spaces (PPS) is non-profit organisation that promotes this model internationally. PPS has evaluated thousands of public spaces around the world and has found that to be successful, these spaces generally share the following qualities:³²

- They are accessible: well connected to other places and visible.
- People are engaged in activities there.
- The space is comfortable and has a good image.
- It is a sociable place: one where people meet each other and take people when they come to visit.

“The Place Diagram is one of the tools PPS has developed to help communities evaluate places. The inner ring represents a place’s key attributes, the middle ring its intangible qualities, and the outer ring its measurable data.”³³

WHAT MAKES A GREAT PLACE?



Environmental Sustainability

31 Project for Public Places: <https://www.pps.org/article/what-is-placemaking>

32 Project for Public Places: <https://www.pps.org/article/what-is-placemaking>

33 Project for Public Places: <https://www.pps.org/article/what-is-placemaking>. For further information on the principles of placemaking refer to the PPS article “Eleven Principles for Creating Great Community Spaces”: <https://www.pps.org/article/11steps>

Ensuring environmental sustainability within the design and construction of community facilities is an essential consideration. There is increasing concern nationally and internationally on the effects of climate change on our way of life, and a focus on the need for increased resilience in response to natural disasters and other stressors.³⁴ Central government and agencies such as local authorities and community funders have an important role in ensuring environmental sustainability is a core consideration of community building design.

“Buildings are indirectly responsible for around 20% of New Zealand’s energy-related greenhouse gas emissions, contributing to climate change. These emissions mostly come from using fossil fuels for heating and cooking and generating electricity for appliances and space and water heating, cooling and ventilation.”³⁵

To support improved environmental outcomes for our community, facility development should consider ideas such as passive building design, lower water and energy use, and waste minimisation. For instance, reviewing the learnings from the post-Canterbury earthquake approach to community facility design. Designing a sustainable building will minimise the negative environmental impact of the building and maximise positive social and economic impacts, including future management and costs.

Key principles that underpin sustainable building are:³⁶

- Meeting community needs
- Working with the landscape and environment
- Providing access for all
- Healthy buildings
- Minimising energy required in construction
- Use of sustainably produced construction materials
- Minimising energy use in building operation
- Minimising and managing waste sustainably

“Passive building design, lower water and energy use, and waste minimisation are some ways that facilities could address environmental concerns.”

ENSURE COUNCIL-OWNED FACILITIES MEET DEMAND

The research identified the following opportunities for the future development of Council-owned facilities:

1. Taking a strategic, cohesive, cross-district approach to planning which includes all QLDC departments who have a role in managing community facilities, public spaces and infrastructure.
2. Making investment decisions to keep pace with a rapidly changing community.
3. Investigating partnership opportunities to develop facilities, including identifying community infrastructure solutions that have both community and economic benefits.

³⁴ “The Paris Agreement is the new global agreement on climate change. It was adopted by Parties under the United Nations Framework Convention on Climate Change (UNFCCC) on 12 December 2015. It commits all countries to take action on climate change. The Paris Agreement entered into force on 4 November 2016 and will take effect from 2020. This means New Zealand’s commitments to reduce greenhouse gas emissions, our Nationally Determined Contribution (NDC), will apply from 2021. New Zealand’s NDC is to reduce greenhouse gas emissions by 30 per cent below 2005 levels by 2030.” <https://www.mfe.govt.nz/climate-change/why-climate-change-matters/global-response/paris-agreement>

³⁵ Climate Change: <http://www.level.org.nz/passive-design/climate-change/>

³⁶ A Practical Guide to Creating a Sustainable Community Building, Network for the 21st Century, Highlands, Scotland, 2005.

4. Increasing focus on the asset management of Council-owned community facilities including improved maintenance plans and sustainable investment models.
5. Investigating the use of technology to increase community interaction with available facilities. Points of interaction include: awareness, booking, participation and reviewing of facilities.
6. Assessing existing lease arrangements to identify opportunities for more efficient and effective use of facilities
7. Gaining deeper understanding of the community demand for facilities and services, including information mapping, and building on the data set obtained through this research.

QLDC's asset management maturity levels are assessed annually and form part of a continuous improvement programme. The current areas of focus are:

- Deepening the understanding of the existing assets (including condition assessments) and development of corresponding investments programme for maintenance and replacement.
- Developing the asset information management system to ensure all information is accurate and available for effective decision-making and life-cycle planning.
- Ensuring resource capability and functional alignment i.e. staff levels and team structures.
- Review and refresh the Community Facilities Asset Management Plan. This is scheduled to be completed during 2019, including an overarching Strategic Plan that will inform the 2021 Ten Year Plan.

IDENTIFY LAND FOR FACILITY DEVELOPMENT

A significant barrier to developing new community facilities and space is the cost of land. There is a need to develop a mechanism to secure land across the district for current and future community facility development. This should be addressed in any district-wide plan for developing community facilities.

Land values in the district are high and there are competing demands for it. While the use of reserve land was raised as a solution to the lack of affordable land for developing community facilities, in reality supply is extremely limited. Reserve areas are finite and the demand for open space is increasing. Further to this, there are other competing demands, such as the siting of other infrastructure on reserve land. In addition, the cost of purchasing new land is prohibitive.

To ensure that open spaces are available in the Queenstown Lakes district to meet the needs of community now and into the future, the Council introduced the *Parks and Open Space Strategy* in 2017. The placement of a community facility on reserve land needs to align with the directions set out in the Strategy, and meet the requirements of the *Reserves Acts* and associated Reserve Management Plans. Decisions to place community facilities on reserve land are therefore made on a case-by-case basis.

EXPLORE AND DEVELOP CREATIVE FUNDING AVENUES

Addressing the growing demand for community facilities within a finite funding pool is a challenge for the Queenstown Lakes district and the wider Otago/Southland region. Existing funding sources are under pressure and funders are seeing a significant increase in applications for support. While improved planning and partnerships should result in a more effective investment model for community infrastructure, additional sources of funding should also be explored.

CURRENT FUNDING

Funding sources that have been used to fund facilities in the Queenstown Lakes district include:

- Queenstown Lakes District Council (rates, development contributions)
- Community Trusts e.g. Central Lakes Trust, Community Trust South, Otago Community Trust
- New Zealand Lottery Grants Board (Department of Internal Affairs)
- Community organisations
- Community fundraising
- Private investors.

Development contributions: Development contributions may be sought by local authorities in respect of any development that generates a demand for reserves, network or community infrastructure.

In 2014, the *Local Government Act* was amended to limit the focus of development contributions to the infrastructure required by the development. This restricted the use of the contribution for developing community facilities that provided benefit to the whole district.

The amendments made to the *Local Government Act* in 2014 limited community facilities (community infrastructure) to the following asset types:

Section 197 (interpretation)³⁷ community infrastructure means the following assets when owned, operated, or controlled by a territorial authority:

- a. community centres or halls for the use of a local community or neighbourhood, and the land on which they are or will be situated:
- b. play equipment that is located on a neighbourhood reserve:
- c. toilets for use by the public.

The Local Government (Community Well-being) Amendment Bill is currently progressing through the parliamentary process. The amendment Bill has suggested widening the use of development contributions by removing the specific asset types, to “land, or development assets on land, owned or controlled by the territorial authority for the purpose of providing public amenities, and includes land that the territorial authority will acquire for that purpose.”³⁸ These proposed changes could result in increased opportunities to support the development of community infrastructure. Further investigation of this opportunity is required.

“As part of a collaborative partnership approach to community infrastructure development, new sources of funding should be identified to complement existing streams.”

³⁷ Local Government Act 2002. <http://www.legislation.govt.nz/act/public/2002/0084/latest/DLM173499.html>

³⁸ Local Government (Community Well-being) Amendment Bill, <http://www.legislation.govt.nz/bill/government/2018/0048/latest/whole.html#LMS30972>

“Considering how to make community infrastructure an attractive investment option would be an important aspect of setting up an investor network.”

The developer incentive model: The developer incentive model is for funding new community infrastructure, where agencies such as local authorities with responsibility or control over an area can put in place policy or other mechanisms to incentivise and encourage the development of community infrastructure.

This can include policy mechanisms where greater density, height or other incentives are used that do not detract from overarching planning policy objectives, yet do encourage developers to consider and deliver community infrastructure as part of their development.

FUTURE FUNDING

Research covering national and international investment in community infrastructure³⁹ indicates an increasing reliance on tools such as:

- crowd-funding platforms
- investment models e.g. impact investment, corporate giving, creating investor networks
- establishing entities specifically to attract funding for community facility development (e.g. Hutt City Community Facilities Trust)
- developer incentives.

Further investment is required to fill the district's gaps in community infrastructure, and to ultimately future-proof it.

The need for increased investment into the arts and community services was raised over the course of this research. Although it is acknowledged that other activities (such as sport and recreation) have unmet facility needs, there is a sense there has been inequitable investment, in comparison, into social service and arts-related facilities.

IDEAS FOR SOURCING NEW FUNDING FOR COMMUNITY INFRASTRUCTURE INVESTMENT

Establishing an investor network could provide a mechanism to generate investment in local community infrastructure. This network could build relationships and investment opportunities across a range of investment types, from traditional commercial investment through to philanthropy.

Exploring investment models such as impact investing, social enterprise or philanthropic organisations like community foundations could be part of building an investor network to support community infrastructure development.

Community foundations: A local example of a community foundation is The Wakatipu Community Foundation, established in 2018. This organisation is in the early stages of developing its investor pool. A community foundation is “a registered charitable trust that is set up to inspire generosity in its local area, and provide ongoing support for the charities and community groups that operate there. It facilitates this by encouraging the establishment of ‘named endowment funds’. The capital remains invested forever, and it is the income that is distributed each year.”⁴⁰ There is the opportunity to investigate engaging with the Wakatipu Community Foundation to create a pathway into investment in community facility development.

Impact investing: Impact investments are investments made with the intention of generating positive social and environmental impacts, alongside a financial return. There is a growing impact investment network in New Zealand⁴¹ and this type of investment is increasingly being used to fund community initiatives.

³⁹ A list of resources reviewed as part of the Our Community Spaces Supplementary Information document with this report.

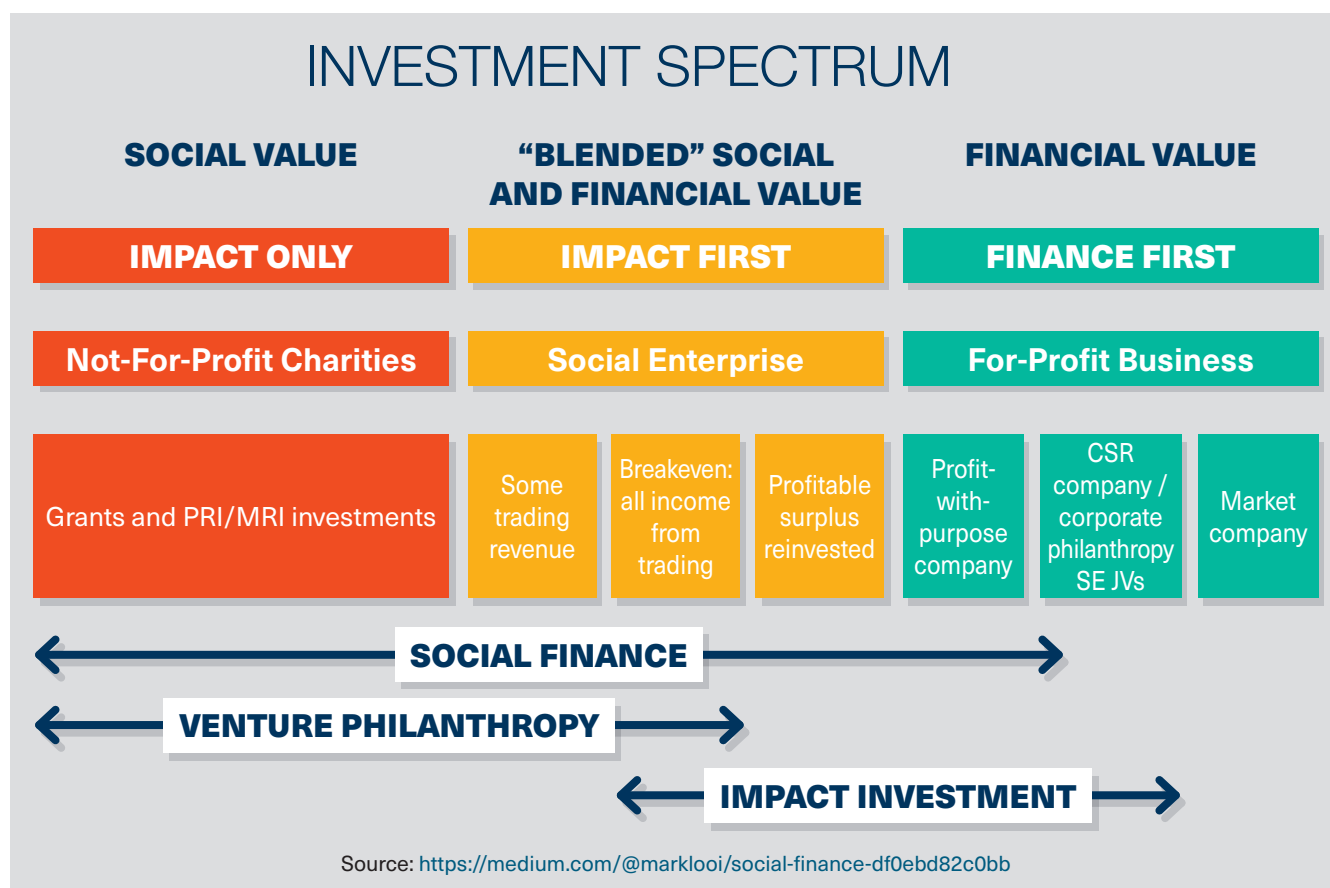
⁴⁰ The Wakatipu Foundation: <https://www.wakatipucommunityfoundation.co.nz/faqs>

⁴¹ <https://www.impactinvestingnetwork.nz/>

Bay Trust in Tauranga is a leader in impact investing, and there is an opportunity to explore the potential of applying their model to the Queenstown Lakes district. It estimated that the Aotearoa New Zealand impact investment market could grow to \$5bn within a decade.⁴²

The impact investing model proposes a new spectrum of types of investment in relation to financial returns. It helps to “illustrate and enunciate the layers of opportunity that come between philanthropy and ‘Business as Usual’”. While it is very helpful and used across the world, it only provides the financial return perspective, not the impact one.”⁴³

Anecdotally, this is an area in which the Queenstown Lakes district has benefitted from the generosity of overseas investors and migrants. One of the methods proposed in New Zealand’s Investment Attraction Strategy is to develop “a program to introduce migrant investors into local business and investor networks.”⁴⁴



“QLDC has also had first-hand experience of the enormous potential for investment that some overseas migrants bring to the District. We have a number of high net worth individuals who have made considerable social impact investments and philanthropic donations to the indisputable benefit of the community. Their connection with the district is such that they work as informal ambassadors amongst their peers, positively representing New Zealand and helping to encourage further investment.”⁴⁵

42 Growing Impact in New Zealand, Ākina Foundation, 2017. <https://www.jbwere.co.nz/assets/Uploads/Growing-Impact-in-New-Zealand.pdf>

43 <https://medium.com/@lauraom/a-new-kind-of-impact-investment-spectrum-the-holistic-spectrum-for-impact-ac221a6b44c6>

44 New Zealand Trade and Enterprise (NZTE), “New Zealand’s Investment Attraction Strategy,” (2015). <https://www.new-zealand-immigration.com/business-in-new-zealand/invest-in-new-zealand/investment-attraction-strategy/>

45 QLDC submission to the Overseas Investment Office consultation, point. 2.12, page 5, (2018). <https://www.qldc.govt.nz/assets/Uploads/Council-Documents/Full-Council-Meetings/2018/8%20February%202018/3.-Overseas-Investment-Amendment-Bill-Submission-Report.pdf>

An example of impact investing in the Queenstown Lakes district is the development of Camp Glenorchy, part of The Headwaters – an array of environmentally sustainable accommodation and retail services in Glenorchy.

“All profits from The Headwaters benefit the Glenorchy Community Trust, directed by local community members. The mission and vision of the community trust is to increase the vibrancy and resilience of the community of Glenorchy...”⁴⁶

Impact investing is also a focus area for Philanthropy New Zealand, the peak body representing and supporting philanthropy and grant making in Aotearoa⁴⁷. Its members include trusts, foundations, community groups, individuals, investors, local government and iwi. In late 2017, the Impact Investing Network (IIN) was established in New Zealand to support the emerging community of practice around impact investment. Philanthropy NZ and IIN could be a source of advice for establishing a broader investor network in the Queenstown Lakes district.

Social enterprise: Social enterprises are purpose-driven organisations that trade to deliver social and environmental benefits. A potential resource for growing the social enterprise model locally is the Ākina Foundation; whose role is to support and grow the social enterprise sector in New Zealand.

The features of a social enterprises are:

- Their primary focus is to provide a social, cultural or environmental community benefits
- The majority of income is from trading a good or a service
- The majority of profit is spent in fulfilling the organisation’s purpose.

There is an opportunity to investigate the role of social enterprises in supporting the district’s community sector with their resourcing needs, particularly in relation to providing facilities.

EXAMPLES OF INNOVATION IN COMMUNITY FACILITY FUNDING:

Artspace: Artspace, a not-for-profit organisation in the United States, was established to create, foster and preserve sustainable and affordable space for artists and arts agencies. Originally, it achieved this through securing space from other facility owners, and it now owns and develops its own facilities.

Artspace secures its funding via corporate giving and individual donations. The individual donor programme is based on a range of initiatives, including a Building Circle where individuals give a minimum of \$2,500 a year to support facility development and, in return, are engaged in a range of Artspace activities; and a Planning Giving Programme where people leave assets to the organisation.

⁴⁶ <https://www.theheadwaters.co.nz/>

⁴⁷ Impact Investing: empty trend or essential tool, Philanthropy New Zealand: <https://philanthropy.org.nz/impact-investing-empty-trend-essential-tool/>

Space Hive: Space Hive is a United Kingdom site dedicated to crowd funding for community spaces including community facilities. When groups create a project on Spacehive they are automatically matched to all of Spacehive partner funds that align with the project focus. This provides the group with an additional opportunity to secure funds. For the councils, companies and grant makers that partner with Spacehive, the site gives them a mechanism to attract, support and showcase projects.

The Kollektive (TK), Tauranga⁴⁸: TK is New Zealand's largest co-working space and is dedicated to the success of not for profit, social enterprise and charitable organisations. The \$11-million facility is part of the Tauranga Energy Consumer Trust's (TECT) initiatives to assist non-profits in cutting rent and infrastructure costs, and will provide shared services and spaces – everything from conference rooms to a performance stage. The facility is expected to house 15-30 non-profit agencies and funders, including TECT.

The day-to-day running of the community hub will be managed by Socialink Tauranga Moana. Council will not have a role in choosing tenants or setting rent.

This facility is primarily for non-profit organisations. However, this would not restrict other organisations from being involved. It is also proposed that the city's funding organisations would be part of the facility, in essence creating a 'funder's hub' within The Kollektive.

There are three parts to the concept:

- Space
- Support
- Shared outcomes.



⁴⁸ Sources for the Kollektive example include:

<https://www.thekollective.org.nz/>
<https://nonprofitquarterly.org/2018/09/17/new-zealand-nonprofit-coworking-space-shares-space-and-art/>
<https://www.tauranga.govt.nz/our-future/projects/tect-community-hub/community-hub-frequently-asked-questions>

CONCLUSION

KUPU WHAKATEPE

The data from this report can be aligned with other community research to better profile our community, including the *2018 New Zealand Census* and QLDC's *Quality of Life Survey*.

With this data, there is now an increased understanding of the communities within our district, including their unique qualities, values and needs, and will support improved community planning.

Thank you to everyone involved in this process.



