

Our community spaces

A REPORT ON COMMUNITY FACILITIES, GROUPS AND SERVICES



Contents

INTRODUCTION	3
Executive summary	4
At a glance	6
Background	9
Strategic context	10
Methodology	11
PART A: COMMUNITY GROUP AND FACILITIES	12
What we learnt about our community groups and their facility needs	13
Breakdown of when the facilities are needed	16
Facility owners/managers (non-council)	22
Council facilities	24
Opportunities and challenges	26
PART B: IDEAS AND OPPORTUNITIES	28
Current themes in community facility design and operation	29
Funding	34
CONCLUSION	47





Introduction

Kia ora tatou,

I am pleased to present the Our Community Spaces Report 2024. This report provides a comprehensive overview of the current state of community facilities across the Queenstown Lakes District. It reflects the collective voices of our community groups, facility providers, and stakeholders, and highlights both the progress made since 2018 and the ongoing challenges we face in meeting the diverse and growing needs of our population.

The findings in this report underscore the importance of strategic planning, collaboration, and innovation in the development and management of community infrastructure. While we have seen significant gains—such as the establishment of new hubs and improved access to spaces—there remains a clear and pressing need for further investment, coordination, and support. This includes addressing unmet needs in arts, culture, sport, environmental initiatives, and culturally inclusive spaces.

I would like to acknowledge the dedication of all those who contributed to this report. Your insights and experiences are invaluable in shaping a future where our community spaces are inclusive, accessible, and sustainable. This report is not just a reflection of where we are—it is a call to action.

Together, we can build a stronger, more connected district that supports the wellbeing and aspirations of all who call it home.

Go Well

Kenneth Bailey

*GM Community Services
Queenstown Lakes District Council*



Executive summary

The reality for the Queenstown Lakes District is that a rising population, pressure from visitor numbers, changing needs associated with an increasingly diverse community, limited availability of land, rising building costs and competing demands for local government resources have resulted in the provision of community/social infrastructure not keeping pace with what is required¹.

“Rapid growth in established communities and new urban development requires new approaches to social infrastructure policy, funding, planning and delivery.”

QLDC 30 YEAR INFRASTRUCTURE STRATEGY 2024-2054.

Important gains have been made in the provision of community facilities since 2018’s ‘Our Community Spaces Report. New community space has been developed by commercial and community providers Queenstown Lakes District Council (‘Council’), and include Te Atamira [Whakatipu], Salvation Army Hub [Whakatipu], Wānaka Community Hub, Paetara Aspiring Central [Wānaka] and the allocation of land at Queenstown Events Centre (QEC) for the proposed Whakatipu Community Hub Trust building. While the research conducted for this latest report shows that the new facilities provide improved access to community space for some, continued community growth and diversity mean there is still significant unmet need;

46 COMMUNITY GROUPS OUT OF 113* WHO ENGAGED IN THE RESEARCH ARE SEEKING NEW FACILITIES/SPACE.

Within the wide range of community space needs identified in the research there were some clear sectorial and specific themes:

- A hub facility for community support/advocacy groups in the Whakatipu basin is needed.
- Increased space for environmental groups, particularly in the Wānaka/Upper Clutha area.
- Performing arts space in Wānaka and Queenstown.
- Additional exhibition and working spaces for artists across the District.
- Securing resources to meet the clearly defined facility needs of the Sports and Recreation Sector.
- Spaces/facilities that reflect Te Ao Māori and address cultural connection needs.
- Spaces/facilities that reflect the identity and needs of the newcomer community.
- Addressing the facility needs identified in specific place-based communities, particularly those communities outside of the main centres.

Community groups have also raised concerns about the time it takes to develop new facilities in the district. Many of the space needs and community expectations are not new but have yet to be met.

Key partners in the solution are facility providers across a range of sectors. As in 2018, the research identified the unrealised potential that exists for facility providers to unlock space by being better networked with each other and with community organisations.

Some community-based facility providers are experiencing challenges around meeting overheads and the human cost on small staff numbers and, in some cases volunteers, of managing facilities.

A key finding of the 2018 report was that planning for community facilities in the region was ad hoc. To address this a more organised and strategic approach involving Council and other parties including community organisations, individuals, funders, facility providers, central government and the business sector

¹ Social infrastructure plays an important role in developing strong and inclusive communities. It provides opportunities to bring different groups of people together, contributing to mental and physical wellbeing, social integration and the desirability of a place.

was required. Some progress has been made in addressing this with the creation of the Whaiora Grow Well Partnership's Queenstown Lakes Spatial Plan (2021) and the development of the QLDC Community Facilities Strategy (2021).

There are a number of strategies and planning documents, driven by Council and other parties including local communities, that identify the need for facilities to meet a range of community needs. There is an opportunity for more scrutiny across these to achieve solutions/efficiencies in the provision of space.

The learnings in 2024 are very similar to those from 2018. It is now time for proactive leadership to take the information and create a pathway to achieve change.

This report highlights findings about our local community groups and services; facility providers; and opportunities for meeting current and future community facility needs.

THE KEY IDEAS AND OPPORTUNITIES ARE:

- > Strengthen integration across Council strategic actions on facility development, and between Council and community plans.
- > Establish a cross-sector partnership with defined leadership to address community facility needs.
- > Create a focus on better utilisation of existing spaces:
 - Increase awareness of available community facilities and what they offer
 - Explore the opportunity to create a space-matching service between community organisations and businesses.
 - Build and maintain a network across/between facility space providers.
 - Identify opportunities to support facility providers with particular focus on those facilities that are managed by community groups.
 - Ensure Council-owned facilities meet demand, including the review of commercial and community leasing arrangements to identify opportunities to maximise community group access, where appropriate.
- > Explore the idea of providing brokerage support to community groups to achieve their facility goals.

“Opportunity lies in getting groups to work together on these projects and working out what they really want”.

- > Explore and develop creative funding avenues, i.e. capital equity raises, debentures etc
- > Identify and secure land for facility development, now and into the future
- > Harness innovation and design principles, including a focus on investigating facility designs which can reduce the capital and operational costs of community facilities whilst maintaining quality and environmental commitments.
- > Review Council's development contributions policy in relation to community facilities to ensure appropriate land, facilities and/or funding levels are achieved across all community sectors.

Council is not in a position to realise the desired community facility developments on its own. An active partnership between QLDC and facility providers, community organisations, local communities, key individuals, the business sector, funders, other authorities such as the Otago Regional Council, and Central Government is paramount to achieving the sustainable provision and operation of community facilities in the district.

At a glance



Similar to 2018, the majority of 2024 groups provide services in their local community with only 10% servicing the whole district.

Most groups responding to the research are **based in our district**, very similar to 2018.

Groups' and services tended to be larger than in 2018.

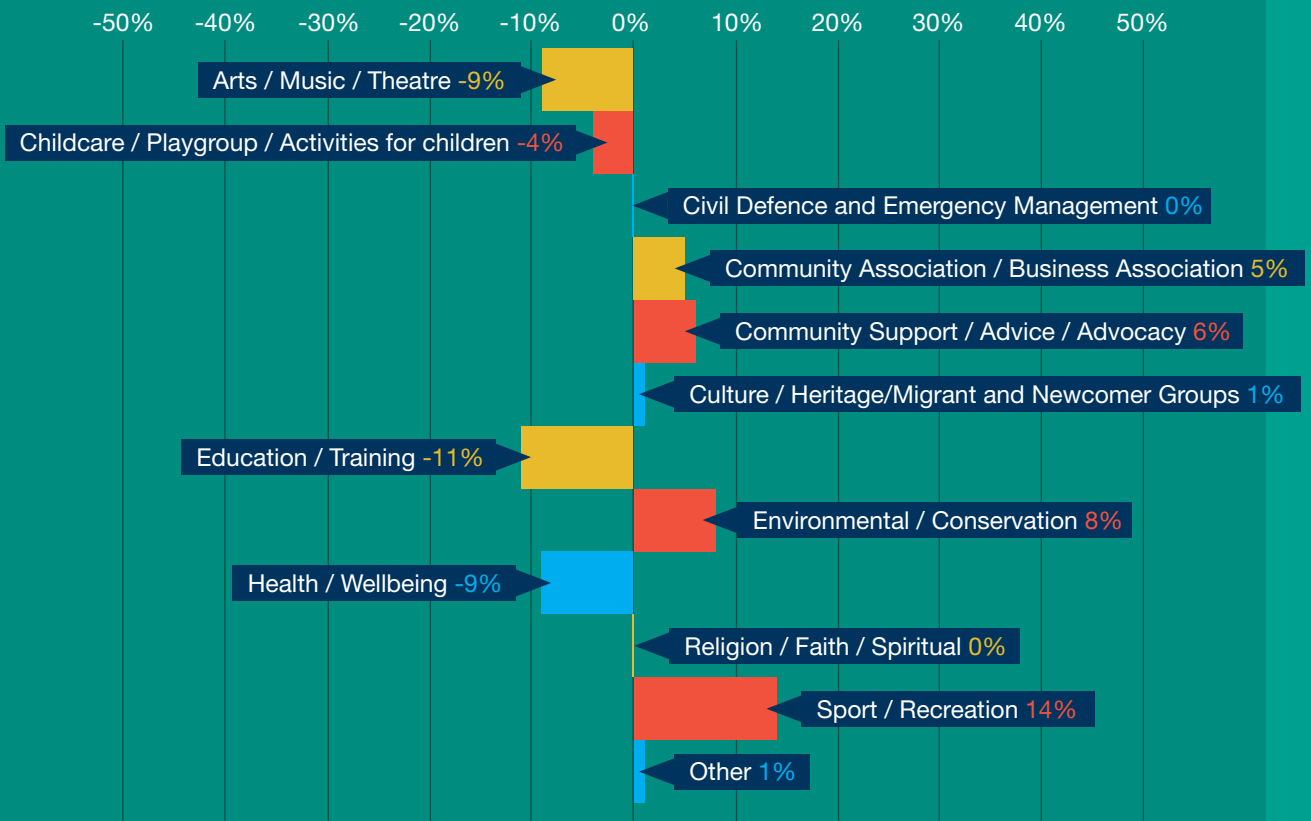
LARGER USER NUMBERS

Particularly in the 100-499 and 1,000-2,999 user categories.

MORE GROUPS IN THE HIGHER INCOME BRACKETS THAN IN 2018

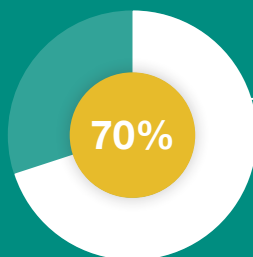
Particularly in the \$50,000 to \$200,000 brackets.

A wide range of sectors were represented. This graph shows the level of sector engagement compared to 2018.



Note: The 2018 survey allowed for multiple responses; the 2024 survey allowed for one response only

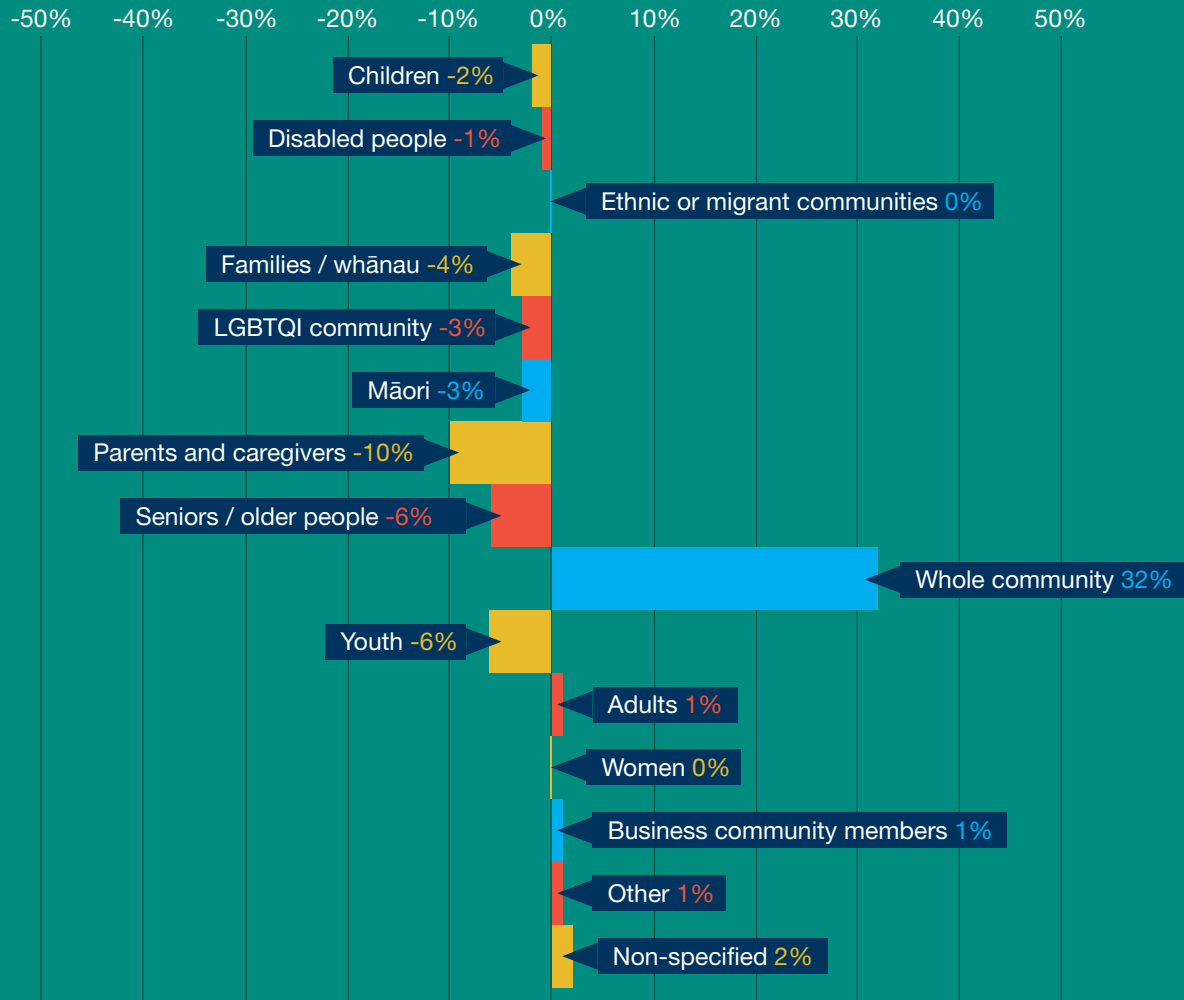
Significant decrease in responses from arts, childcare, education and training and health and wellbeing groups from 2018; increase in sport and recreational and environmental groups.



Slightly older groups in 2024, **almost 70% have been in existence for over 10 years.**

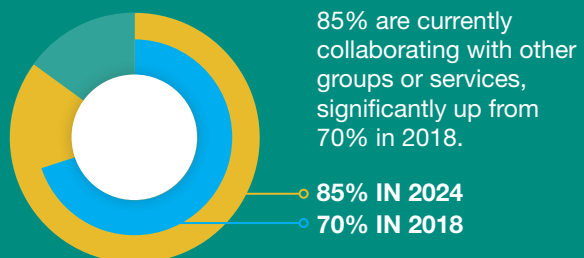
Services are provided to a wide range of target users.

The populations/users supported by the groups.
Fewer niche groups and more whole of community support groups contributed this year.



Note: The 2018 survey allowed for multiple responses; the 2024 survey allowed for one response only

86% of the groups anticipated an increase in demand for their services, very similar to 2018. What is driving the demand for their services/activities:

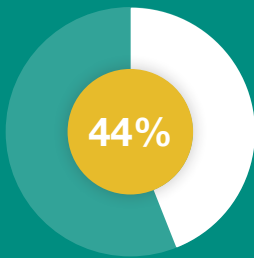


PROS

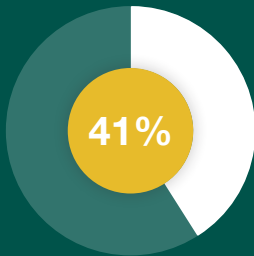
- Share facilities
- Share costs
- Relationship building across communities
- Share skills/knowledge, build awareness
- Collectively access resources

CONS

- Confidentiality
- Space for equipment/not moving it
- Noise from other groups



44% of the groups use only one facility. Some groups use multiple facilities due to the structure of their programme delivery, a single venue not being fit for all purposes and hence going to where there is space.



41% of groups engaging in the research identified they needed a new facility in the next five years, very similar to 2018 at 46%.

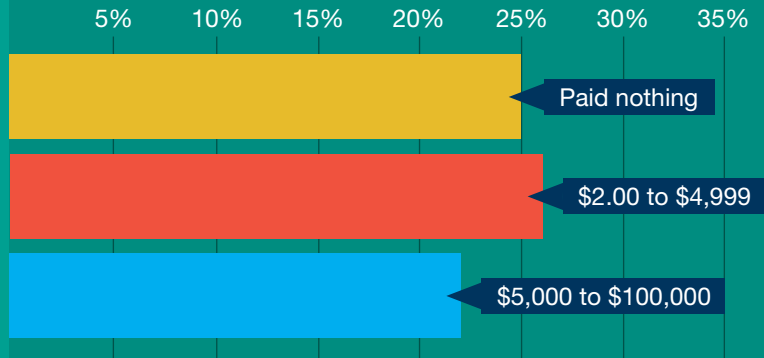
24 of the 46 groups are seeking new facilities now.

Most groups are generally satisfied with the facilities they use; size and layout of facilities were rated marginally lower than the other aspects, this is similar to 2018.

Outgrowing current space, changes in the way groups operate and the end of lease were the most common reasons for requiring new space.

Only 9% of groups owned or managed their facilities, very like 2018.

WHAT GROUPS PAID PER ANNUM TO USE THEIR FACILITIES:



Just under 25% paid nothing; 26% - \$2.00 to \$4,999; 22% - \$5,000 to \$100,000; and the remainder either did not know or it was confidential.

BARRIERS TO FINDING SPACE ARE:

Availability/ accessibility to land

and/or an appropriate building

Cost

Not having the funding

In general, groups had more income than the 2018 cohort. In 2024, 54% of groups and services received an income of \$50,000 and under, compared to 76% in 2018.



Those who “need space now”

have been consistently looking over the past five years and in some cases before this.

Background

The previous 'Our Community Spaces' report in 2018 was a response to the need for a comprehensive understanding of community groups and services in the Queenstown Lakes District and their facility needs. A range of organisations are involved in planning, funding, and managing community facilities in the district and there is a requirement for reliable data to inform future decision-making.

A decision was made to update the 2018 report to focus primarily on the facility/space needs of community groups and organisations. Detailed information on the capacity and capability of the community sector is currently being collected through another process².

THE KEY OBJECTIVES OF THE REPORT WERE TO

Identify the facilities that community groups are using

Understand the current and future facility needs of community organisations

Understand the challenges that facility owners and managers face

Identify future facility requirements and opportunities for community groups

Identify opportunities for supporting facility owners and managers to provide facilities for community groups



² huddl is a new initiative which aims to support the development of community groups, charitable organisations and networks in Central Otago and the Queenstown Lakes District. huddl will be undertaking a needs assessment survey in July 2024. The survey provides an opportunity for all community groups and organisations in the region to communicate their challenges, barriers, and opportunities around organisational capacity and capability. The results of the survey will inform huddl's service delivery to ensure what is provided reflects the community's needs.

Strategic context

The importance of community facilities and space play in supporting community connectedness and wellbeing is well established. The recognition of this value is captured within the Council's Vision Beyond 2050 and was a key theme in the development of the Queenstown Lakes Grow Well: Whaiora - Spatial Plan.

“Much of the recent growth has been in housing developments that lack local shops, services and adequate parks and community facilities. Ensuring a greater mix of uses in neighbourhoods will mean more everyday needs can be met locally, get people out of cars, and help to improve the health and wellbeing of communities now and into the future.”

QUEENSTOWN LAKES SPATIAL PLAN JULY 2021

The 2018 report identified that community facility development in the district was ad hoc and a more planned and strategic approach to assessing and addressing community facilities was required.

QLDC has since developed a Community Facilities Strategy (2021) www.qldc.govt.nz/your-council/council-documents/strategies-and-publications/ to provide a framework for:



Identifying what community facilities are needed now and into the future; and



How Council investment in community facilities is prioritised

The strategy contains 17 recommendations. There has been traction on a number of these but there are some that remain unactioned (the key ones are included in the recommendations of this report).

The provision of community facilities in the district is a core part of the wider issue of social infrastructure development. A 30-Year Infrastructure Strategy, which includes social infrastructure for the first time, was included in the QLDC Long Term Plan 2024-2034 (LTP) and provides an infrastructure development framework for the future.

There are a range of strategy and planning documents, driven by Council and other parties including local communities, that identify the need for facilities to meet a range of community needs. There is an opportunity for more scrutiny across these documents to identify collaborative solutions/efficiencies in the provision of space. This information should directly inform key planning tools such as the 30-Year Infrastructure Strategy.

Further information on identified facility needs captured within Council and community-based research and planning processes is included in the supplementary information documents.

Methodology

The main research for this report took place between March/April 2024. A range of sources were used to gather information including surveys, interviews, focus groups, and a desktop analysis of national and international community facility planning and development practices and models³.

The following definitions have been used:

Community groups

Provide activities, deliver community projects or offer opportunities for community connection (either formal or informal).

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.

WHAT WAS OUT OF SCOPE:

- > The facility needs of schools, hospitals, government departments and commercial providers of services.
- > Detailed research about the resident population and their use of facilities, except as users of community groups.
- > Detailed property audit of all community facilities.
- > Events (community and commercial) and their use of community facilities.

Community services

Non-government organisations that deliver health, wellbeing, education or advocacy services.

The sector groups 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

³ For a full overview of the methodology, please refer to the Our Community Spaces: Supplementary Information document included with this report in Appendix 6.

Part A: Community group and facilities



What we learnt about our community groups and their facility needs

The number of community groups in the Queenstown Lakes District is estimated to be around 500*, of which approximately 22% participated in this research.

65 fewer groups responded to the survey than in 2018. Anecdotal information suggests this was due, in part, to the following factors:

- > The impact of new community facilities that have absorbed some of the need.
- > The timing of the research (there were a range of other community consultation processes occurring at the same time).
- > Some of the sectors, e.g. Arts, Culture and Heritage had supplied information on their infrastructure needs through the QLDC Creativity, Culture and Heritage Strategy consultation.
- > Some frustration about the level of information that has been gathered previously and the limited progress on addressing the needs.
- > Some groups have merged together or collaborated more.

31 groups completed both the 2018 and 2024 survey.

ACTIVITY OR SERVICE

Respondents covered a wide range of sectors but most focussed on Sport and Recreation, Community Support and the Environment. This represents a shift from 2018 where Education, Community Support and Recreation and Sport groups had the highest representation.

The increased participation of environmental groups aligns with the significant growth and interest that has occurred in and about this sector in recent years and the government's Jobs for Nature programme, part of the COVID-19 recovery package.

STRUCTURE

In 2024, there was an increase in charitable trusts, a few more groups who operate under the umbrella of a larger organisation, and slightly fewer informal entities.

SIZE

The 2024 research showed a shift towards groups serving larger numbers of users. Groups with under 100 users dropped to 26%, compared to just over 50% in 2018. Significant increases occurred in the 100-99 and 1,000-2999 user brackets.

INCOME

Groups were not only larger in 2024 they generally had more income than the 2018 cohort. In 2024, 54% of the groups and services had an income of \$50,000 and under, compared to 76% in 2018. The biggest increase (from 13% to 27%) occurred in the \$50,000-\$200,000 income bracket.

AGE OF GROUP

In 2024 the groups tended to be older than in 2018. The number that had been operating for three years and less reduced by 10% and there was a noticeable rise in the number of groups that had been operating for more than 20 years.

AREA OF OPERATION

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

10% are part of a regional organisation; and

16% are part of a national organisation.

The figures for 2018 and 2024 are almost identical.

An important factor to consider in facility planning is that some regionally based 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 in Queenstown Lakes or regularly visit the district to deliver services.

MEMBERS OR USERS

'Whole of community' was the most frequently referenced user group, followed by children and families/whanau - very similar to 2018.

DEMAND FOR SERVICES OR ACTIVITIES

Like 2018, the majority (86%) of organisations reported anticipating an increase in demand for their services. This stems from an increase in population leading to higher need and engagement in activities.

COLLABORATION AND CO-LOCATION

The majority (85%) of groups and services are currently happy to collaborate with others. This is a significant increase from 70% in 2018. There was a clear enthusiasm for creating opportunities to collaborate further.

“We want to be active in our community, as many groups as we can form partnerships with.”

“Open to a kōrero for sure!”

For those who do not collaborate the main reason given was lack of time, insufficient funding and lack of staff or volunteers.

Other reasons for non-collaboration are: (in decreasing order of frequency):

- > Competition for funding.
- > Require own facility.
- > No opportunities to collaborate.
- > Not having resources to share.
- > Other groups not interested in partnerships when approached.
- > Space issues.
- > Cost of accessing facilities to be able to collaborate.
- > Lack of a facility to collaborate in.
- > Difficulties with facilitating collaboration as people having different understanding of what collaboration means.

Groups and services would like to collaborate more on/with:

- > Space.
- > Creating connections with other groups/organisations and communities.

“It would be fantastic to workshop with other incorporated arts groups to find streamlined solutions to running large exhibitions, engaging our members, handling GST, to name a few”

“We would love to work with mana whenua and the seven papatipu rūnanga that have an interest in this area”.

- > Environmental collaboration (across environment groups and on environmental initiatives)

“More around the ecological space as a goal is to include biodiversity elements in all projects, ensuring positive outcomes for people & environment”.

“We would like to create an environmental collaborative that would have the ability to apply for funding”.

- > Connecting with users.
- > Connecting with business.
- > Connecting with the QLDC.

“We would like to explore partnership opportunities with QLDC, or any other groups who could benefit from the facility we are proposing to build”.

- > Connecting with government agencies.
- > Collaborating with those who have specialist skills.

USE OF AND SATISFACTION WITH EXISTING FACILITIES

The data showed that most respondents do not own or lease/manage the facilities they use, similar to 2018.

44% of groups use one facility, while a few groups use multiple facilities. The reasons given for multiple use are in response to the structure of programme delivery, a single venue not being fit for all purposes and going where there is space.

COST RANGE	PERCENTAGE
\$0	27
\$2,000 - \$4,999	26
\$5,000 - \$100,000	22
Don't know / Confidential	25

COST RANGE (\$5,000 - \$100,000)	NUMBER OF GROUPS
\$10,000 - \$14,999	2
\$20,000 - \$29,999	5
\$50,000 - \$59,999	4
\$60,000 - \$69,999	2

The 77 responses for the cost of facility use suggest four approximate quarters: 27% did not pay anything; 26% from \$2,000.00 - \$4,999; 22% from \$5,000 to \$100,000; and 25% didn't know or wanted to keep it confidential. Of the 17 groups who pay between \$5,000 to \$100,000: 2 pay \$10,000 to \$14,999; 5 pay \$20,000 to \$29,999; 4 pay \$50,000 to \$59,999; and 2 pay \$60,000 - \$69,999.

Note: This was a new question in 2024 so there is no available comparative data.

The groups are generally satisfied with the space/facilities they use, but size and layout received a slightly lower rating.

This general level of resident's satisfaction with community facilities in the district is reflected in the data available through the Queenstown Lakes Quality of Life surveys annually.

Though the picture of satisfaction with current facilities on the surface looks positive, deeper assessment of feedback from individual groups on their experiences identifies a range of issues. These are explored in more detail in the challenges on page 26.

NEW FACILITY REQUIREMENTS

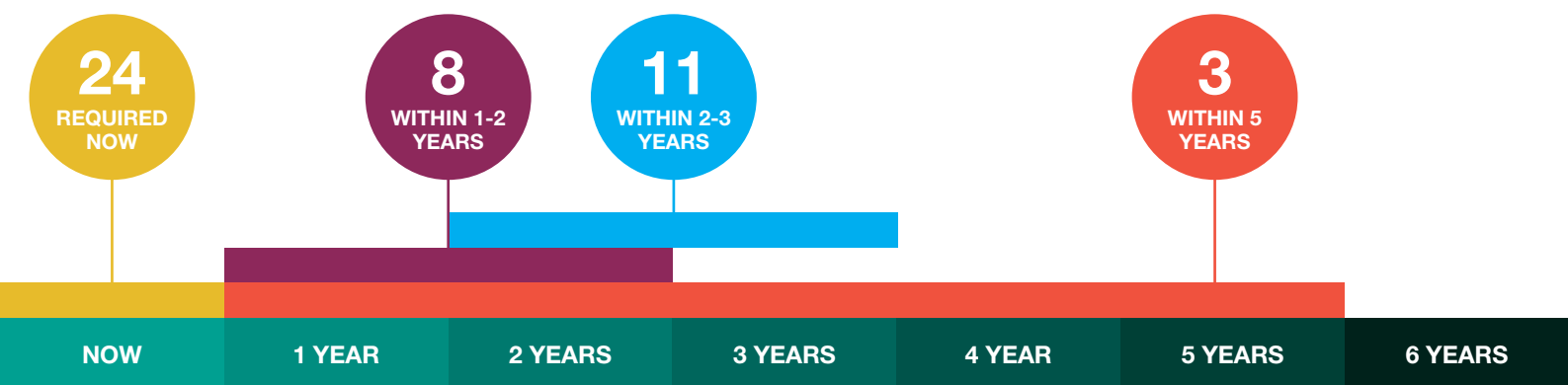
IN 2024, 46 GROUPS IDENTIFIED A NEED FOR ACCESS TO A NEW FACILITY IN THE NEXT FIVE YEARS. A FURTHER 28 GROUPS SAID THEY DID NOT KNOW WHETHER THEY WOULD NEED A NEW FACILITY OR SPACE IN THE NEXT FIVE YEARS, 21 HAVE NEVER NEEDED A NEW FACILITY AND JUST 3 NO LONGER REQUIRE A NEW FACILITY.

To help build a more complete picture of the demand across the 2018 to 2024 period, a key question was how many of the 82 groups who sought space in 2018 still required it? Initially only 17 of the 2018 groups engaged with the 2024 survey. Further work was undertaken to secure more information, resulting in 31 dual responses.

Comparing 2018 and 2024 dual responses suggests that 12 groups still require space, 6 now require space and 4 no longer need space.

The data suggests that for community groups or services who engaged in the research only 21% are confident they do not require access to a new facility within the next five years. While the 41% of groups who are clear that they require a new facility within the next five years, it would be prudent understand further the 38% who either don't know or were not able to answer.

Breakdown of when the facilities are needed



Those who need space now have been seeking new facility options for five years or more. Frustration was expressed at the length of time it has taken to address the space needs in the community sector.

The most frequently provided reasons for needing space were:

Outgrowing current space, a change in how the group operates, and the end of a facility lease. It was interesting to note affordability was the least frequently mentioned and yet it features as one of the main barriers for securing space.

Other reasons given for requiring new space were:

- > Specific facility requirements, e.g. specialist turf and needing a safe area to store rifles.
- > Accessing quality performance space with larger audience capacity.
- > Actually, having a space to operate from.
- > Land being sold or rents too high.

In terms of response to this information 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 noting some groups may already have their own solution.

DETAIL ABOUT THE SPACES NEEDED

Respondents were asked what type of facility they were seeking, e.g. land, land and buildings, or space in a building. Just under 1/3 said they were looking for a space in a building and land, close to another 1/3 were looking for a space in the building only and just over 1/4 were looking for a whole building. Land only was the least requested option.

Type of space within a facility groups were looking for: Top priorities are;

1. Activity space.
2. Meeting space.
3. Kitchen facilities.
4. Office space.

Other factors that were raised as being important included:

- > Having access to adequate storage on site
- > Specialist spaces for activities such as woodworking, op shop, exhibition space, clinic room for clients and lab space.
- > Sound proofing.
- > Visibility can be easily accessed.
- > Appropriate flooring/surfaces for the activity.
- > The opportunity for arts spaces to be managed by the artists themselves.
- > Space that allows for 'messy' activities.

- > Appropriate fittings and technology such as quality lighting and sound systems.
- > Creating an indoor/outdoor connection and providing for gardens and food production as part of shared space.

Important features of a facility:

All types of facilities and spaces are being sought, with some sector-specific needs and solutions identified. Cost, size of the facility, location, travel time and the hours of operation were the highest-ranking factors. Whether they were multi-purpose or single-purpose facilities received the lowest ratings. This was very similar response to 2018.

SHARING FACILITIES WITH OTHER SERVICES

The services that groups were most interested in sharing with, in priority order, were:

- > Café.
- > Sports facility.
- > Arts facility.
- > Health services.
- > Co-working space.

THE BARRIERS TO SHARING SPACE

Having permanent equipment or a specific building layout required by the group, and noise from other groups were the key barriers to sharing space.

Other factors that were mentioned:

- > Needing to maintain confidentiality.
- > The importance of groups having shared values, shared expectations and a shared understanding of the needs of people using the facility.
- > Groups being prepared to work together to find solutions.
- > Having a sense of freedom and the space to create an environment that suits user needs.
- > Concern over the loss of individual group identity and creating a large, collective space that is impersonal.

“Big collaborative spaces feel faceless and make some feel worse and unseen. So, when it comes to sharing a multipurpose facility, it has to be done right. Often these spaces are created with the best intention however they are not created with the service users’ feelings and emotions taken into and how they would experience the space. If the space is devised from their experience in mind, it might not be the most economic use of space, but it gets better results for the service user”.

GROUPS INTENDING TO TAKE UP A LEASE/ DEVELOPMENT OF A FACILITY

There are 10 groups that have planned to either lease or build. Further details on this are available in the supplementary information report.

Collaboration opportunities for community groups and services.⁴

SHARE A FACILITY/SPACE

WĀNAKA

- Aspiring Athletes Club
- Wānaka Business Chamber

GLENORCHY

- The Glenorchy Kids Collective

ARROWTOWN

- Queenstown Pickleball Club

QUEENSTOWN

- Public Health
- Queenstown Performing Arts Centre Trust
- Queenstown Tennis Club Incorporated
- Wakatipu Rugby Club - Juniors
- Whakatipu Community Hub Charitable Trust
- Whakatipu Ski Club

⁴ For a full overview please see Appendix 4

COLLABORATE WITH OTHER GROUPS/SERVICES

LAKE HĀWEA

Hāwea Community Association Inc

QUEENSTOWN

- Cancer Society Central Lakes and Otago
- Korean Association Queenstown
- Queenstown Climbing Club
- Queenstown Parkrun
- Southern Lakes Swimming Club
- Sport Central
- The Salvation Army
- Whakatipu Sports Hub
- Whakatipu Wild School



EDUCATION/TRAINING

WĀNAKA

Upper Clutha Woodcraft Guild
Wānaka Community Workshop

QUEENSTOWN

Headlight
Kinga Krupa Music
KiwiHarvest
Queenstown Creative Writing Group
Red Cross Queenstown
Southern Lakes Branch of NZ Deerstalkers Assoc

RELATIONSHIP BUILDING ACROSS COMMUNITIES

BUSINESS/FINANCIAL-RELATED

ECOLOGY-RELATED

WĀNAKA

Community networks/LINK

WĀNAKA

Upper Clutha Tracks Trust
Wānaka Arts

WĀNAKA

Bike Wānaka
Friends of Pembroke Park
Grow Wānaka Community Garden, Compost Centre, and Education Hub
Te Kākano
WAI Wānaka

QUEENSTOWN

Citizens Advice Bureau
Stroke Foundation NZ
Volunteer South

QUEENSTOWN

Southern Powerlifting

Facility Owners/ Managers (Non-Council)

A decision was made to host a focus group with facility providers as the 2018 survey produced limited engagement. The information gathered from the 2024 focus group has been supplemented with facility provider interviews.

A range of themes have emerged;

1

Increasing demand:

Facility owners and managers are seeing an increasing demand for space.

“We are pretty much fully booked, there are a couple of spaces”.

2

Peak time pressures:

It is often challenging for groups to access facility space at peak times after school and in the evening.

3

Core facility activities limit other user

access: Ability to provide space at times is limited by the needs of the host organisation’s core activity.

4

Compliance barriers:

Resource consent challenges, limitations on after-hours access, police checks requirements for community access and contract requirements were restrictions on some facilities providing space for community groups.

5

Activity conflicts:

Managing the diversity of space usage arrangements, e.g. short-term, ongoing booking, permanent and the nature of the activities can be challenging.

6

Unrealistic expectations:

i.e. of some groups seeking space

7

Rising operational costs:

The impact of meeting rising compliance costs including insurance and rates. This was a particular challenge for community organisations that provide facilities for community use:

“Funding opportunities not enough to support running costs”.

“A 1/3 of our turnover goes in rates”.

8

Uncertain tenure:

There was uncertainty for some facility managers around the tenure of their site, for example a facility which is on commercial land and could be sold at any time for other purposes.

9

Physical facility limitations:

Not being able to provide adequate storage, challenges with sound management and having multiple users on site.

Examples of facility owners supporting community groups to address the challenge of affordability:

- > A facility owner has established a rental arrangement with its community tenant where the rent is increased incrementally, over an agreed period, to eventually reach a commercial rate, giving the group the opportunity to develop their resource base.
- > Another facility manager talked about working with groups to encourage them to make links with other organisations to share the space as a way of reducing costs.

MINISTRY OF EDUCATION

Schools have always been an important provider of community space.

The Ministry of Education (MoE) is currently reviewing its approach to property development and, with this change in government direction, has indicated that new school developments in the district are challenging to implement.

The two schools that participated in the 2018 research, Hāwea Flat and KingsView are both still seeking space.

Hāwea Flat School was planning to create a larger hall facility for school and community use. The costs of the project, in conjunction with the MoE announcement of the potential relocation of the school, resulted in the process being stopped. The school has negotiated a four-day-a-week lease (in school hours) with the Council for the use of Hāwea Flat Hall. This is working as an interim measure, but the school roll has doubled since 2018, and the numbers exceed what is permissible to have in the community hall. The result is full school events can only be held outside.⁵

The KingsView School is still looking for a whole new site to deliver its activities from.

MINISTRY OF SOCIAL DEVELOPMENT- QUEENSTOWN HUB

There are a range of community groups that work out of the site on a weekly basis as well as two other government agencies.

The site also provides three meeting/interview spaces. These are regularly booked by at least three community agencies. Health organisations and community interest groups, e.g. embroidery, also use this space.

The fact that the space is free is attractive to groups and it is often used as a base “while they secure a more permanent setting for their organisation”.

The presence of security guards and perceptions of what the Ministry represents restrict the appeal of the site to some groups.



⁵ Temporary spaces for Hāwea Flat School have since been provided since this research was undertaken.

Council Facilities

COUNCIL INVOLVEMENT IN COMMUNITY FACILITY PROVISION

Council has 105 properties/spaces that it either directly manages for community group use or leases to community organisations. They include community centres, sport and recreation facilities, libraries, sports fields, parks and reserves.

Council provides grant funding to support community groups (excluding sport & recreation) to meet their rental costs. In the 2024 grants round, applications totalling just over \$1,000,000 were received from groups to cover operational costs such as rent. Council granted \$450,000 towards groups for operational costs, with a similar amount committed to these groups for two further years.

The research identified a gap in Councils approach around what can be expected in community and council facility partnerships, e.g. in relation to retrofitting, purchase and/or rent of facilities, capital facility grants and operational expenses.

FEE STRUCTURE FOR USE OF COUNCIL FACILITIES

The fees that community groups pay to hire and lease Council community facilities are set under the Venue Pricing Guide July 2024.

Council funds community facilities through a mixture of rates and user fees. The challenge Council faces is to find a balance between the cost of building, maintaining and running the facilities and ensuring that access remains affordable for community groups. QLDC's Finance & Revenue policy indicates a 55% cost subsidy for Council venues with the other 45% coming from public user charges/fees.

In striking this balance, Council's objectives are:

- > Community, sporting and cultural groups prosper and deliver services and facilities to their members and the wider community.
- > Groups share facilities to maximise their efficient use and reduce the cost to the community.
- > Using community facilities is affordable (particularly for youth) and is not a barrier to participation.
- > When public facilities are used for private commercial gain, the community should receive a fair return.

“Just under 75% of the groups in the research who used Council facilities assessed them as affordable”.

USER SATISFACTION WITH COUNCIL FACILITIES

Just under 75% of those who used Council facilities were satisfied with their experience.

COUNCIL FACILITY TRENDS

Over the last couple of years there has been a shift in popularity of venues for community use, e.g. Lake Hayes Pavilion which used to be quiet over winter now has seven regular users per week.

With the creation of Te Atamira there has been a shift of dance class bookings from Arrowtown Community Centre to this new venue.

Most venues are busier in winter when weather and light conditions are less favourable for training outdoors.

COUNCIL FACILITY CHALLENGES

The level of demand for space and the management of competing space needs are key challenges, particularly for the high usage facilities in the QLDC network.

The following QLDC facilities are experiencing increased demand and are difficult to secure space at, particularly at peak times:

- > Queenstown Events Centre is at capacity after 3.00pm on weekdays and weekends due to community sport and other regular bookings.

There is no ability to host events at the Queenstown Events Centre in the winter months as it is fully booked for sporting activity.

The sports fields are at maximum capacity in summer and winter.

- > Lake Wānaka Centre. Last-minute bookings are often unavailable and multi-day bookings need to be made well in advance.
- > Wānaka Recreation Centre is at capacity after 3.00pm on weekdays and weekends due to community sport and other regular bookings.

Other challenges:

- > Queenstown Memorial Centre is capped at 422 people and parking is an issue which creates challenges for theatre performances.
- > Sound/noise management and the numbers of different groups that can fit in both Queenstown Memorial Centre and Lake Wānaka Centre.
- > The 10.30pm curfew at Arrowtown Community Centre limits bookings that can be made. Note this was a consent condition due to the close residential properties.
- > Use of the Sir John Davies Oval at Queenstown Events Centre is dependent on international and domestic cricket bookings and other major events.
- > Providing access to adequate storage for groups is an issue, both inside venues and separate storage areas such as containers on reserves.

“Recently we are receiving many requests all around the district for storing containers on reserves with the purpose of storage for sports and activities, as well as requests for containers and generators on reserves from Community Response Groups for community resilience purposes”.

PARKS AND RESERVES CHALLENGES

Pressure is being placed on QLDC-managed reserves with an increasing number of requests for:

- > Youth oriented facilities like basketball courts.
- > Pickleball.
- > Padel
- > Club sheds, e.g. for kayaks.
- > Changing sheds for sports
- > Open water swimming club facility in Frankton and Wānaka.
- > Third spaces thinking (i.e. Home/Work/Play) to hang out and gather, along with public toilets and BBQ's.
- > Requests for improved or enlarged carparks and new active travel routes.

Under QLDC reserve management plans, public green space is prioritised. Built structures and infrastructure often don't align with the purpose of reserve land, i.e. building stormwater detention basins on reserve land could conflict with the user experience of field quality.

Opportunities and challenges

OPPORTUNITIES TO ADDRESS COMMUNITY FACILITY/SPACE NEEDS

Recognising the need for more community spaces, Council has identified a work programme for community facilities within the QLDC Long Term Plan 2024-2034. Future planned investment is primarily focused on Queenstown Events Centre, Wānaka Recreation Centre, the proposed Ballantyne Road Sports Hub, 516 Ladies Mile site and a Southern Corridor Community/Sports Hub.

Discussions with other groups/trusts around social service provision hubs, arts hubs and shared clubrooms for sporting organisations are ongoing.

There are some recent and anticipated improvements on reserve land, such as the Bendemeer Bay rowing club expansion and new boat sheds; Queenstown Kayak Club's Park St storage building; new community native plant nurseries in Glenorchy, Arrowtown and Bridesdale; new toilets and cricket pitches in Shotover Country, Northlake and Marine Parade; cricket training nets at Wānaka Recreation Centre; and new playground at Luggate Memorial Centre.

Other ideas/potential opportunities:

Partnerships:

- > Developing a policy on community facility partnerships.
- > Investigating partnership opportunities to develop facilities, including identifying community infrastructure solutions that address both community and economic sector needs.

Lease Arrangements:

- > Assessing the Council's portfolio of leased venues to determine opportunities to provide additional spaces for community organisations and ensuring that community groups and services understand the process for being considered for a lease arrangement.
- > Assessing existing community lease arrangements to identify opportunities for more efficient and effective use of facilities.

Resourcing:

- > Ensuring that the divestment assessment process for Council-owned property includes consideration of potential community use of the site and/or that the proceeds are attributed to the provision of community facilities elsewhere.
- > Council to consider options for revising the use of development contributions to generate additional revenue towards funding the service upgrades required by the additional growth demand. Council to enable the strategic acquisition of quality reserve land for community recreation facilities, and the acquisition of freehold land which enables diverse options for use.
- > Any future development of Council libraries to include space for community groups.

'WE NEED MORE INVESTMENT IN PHYSICAL SPACES BUT ALSO IN COMMUNITY SERVICES LIKE OUR LIBRARIES. THE LIBRARY SPACES ARE ALSO TOO SMALL, AND OUR LIBRARIES HELP FOSTER CREATIVITY, SPARK IMAGINATION, AND PROVIDE ACCESSIBLE OPPORTUNITIES FOR ALL.'

- > Increasing focus on the asset management of Council-owned community facilities including improved maintenance plans and sustainable investment models.

FUNDER PERSPECTIVES

The four major funders in the region - Central Lakes Trust, Otago Community Trust, Community Trust South and New Zealand Lottery Grants Board (Department of Internal Affairs) - were interviewed.

All funders have reduced their funding available to allocate within 2024-2025 financial year. New Zealand Lottery Grants Board has also had a major reduction in grant funding to the regions because of funding being diverted to support the Cyclone Gabrielle response.

“Think over the next few years is going to be a very constrained funding environment, not just community funders like us, councils have major issues and the government is also pulling back. Can see it remaining in a bit of a holding pattern for a while”.

The funders are seeking applicants' projects to align with their strategic priorities and increasingly focussing on groups' ability to demonstrate the impact that investment in their project would have on the community.

“Space development needs to be connected to the creation of vibrant spaces and places, not creating spaces for the sake of spaces”.

Collaboration between groups regarding community facilities is a key factor for the funders, as is the proven ability for facilities to be financially sustainable on an ongoing basis.

“People want to hang onto their patch and don't want to share”.

OTHER FACTORS THAT WERE RAISED IN THE FUNDER INTERVIEWS

1

Climate action:

A focus on climate action is becoming an important consideration within funding decisions.

2

Retrofitting:

Retrofitting of existing facilities and understanding the extent to which any heritage buildings can be modified are important considerations in addressing community space needs. Increasing awareness around the cost of developing fit-for-purpose spaces is important for moderating community group expectations.

3

Inclusion:

The importance of creating facilities that recognise and support cultural diversity within communities.

4

Building Costs:

The impact of increased building costs.

5

Casualisation of sport and recreation:

The impact this is having on service delivery and facility provision.

OPPORTUNITIES/IDEAS

1

Community Loans:

Some of the funders said they have the capacity to provide community loans for facility development.

2

Development of a Community Facility Brokerage/Facilitation Support:

An initiative to support groups working collaboratively to achieve the solution to their space needs.

Part B: Ideas and opportunities



**WANAKA
RECREATION
CENTRE**





Current themes in community facility design and operation

The 2018 'Our Community Spaces' report identified a series of design and operational principles required for the creation of successful community facilities and spaces, informed by national and international research. These themes are well reflected in the subsequent QLDC Community Facilities Strategy 2020.

Anecdotal feedback via this 2018 research showed that though the core principle of user-centric design has universal acceptance, it is widely understood that this principle is not always enacted in practice. Examples were provided where project specialists working on facility projects in the district did not engage effectively with users to understand their space requirements. This resulted in features that did not meet practical day-to-day needs. Additional feedback highlighted how user engagement is more than asking what people need in a space, it is about working with them to truly define their needs and recognising that this process takes time.

On revisiting the 2018 research for this report, the insights on facility planning and operational practice are still relevant. In particular, the findings suggest a heightened focus on the following factors:

1: INCLUSIVENESS

The design and operation of community facilities being responsive to people with diverse backgrounds, identities and cultures.

Specific reference was made to:

- > Provision of facilities that meet the needs of diverse ethnic communities, e.g. Interfaith areas.
- > Designing/modifying facilities to meet the needs of neurodiverse communities.
- > Design of bathrooms and change rooms to meet gender, familial, physical and cultural demand.
- > The importance of visibility and accessibility for encouraging inclusion.
- > Creating spaces that give visibility to Te Ao Māori and support cultural connections.

Kāi Tahu outcomes⁶



⁶ Queenstown Lakes Grow Well Whaioira Spatial Plan

2: ENVIRONMENTAL SUSTAINABILITY

The focus on reducing the environmental footprint of community facilities remains at the forefront of facility development.

Opportunities include:

- > Minimising water consumption, waste production, carbon emissions, energy consumption and food/ kai waste.
- > Design of public and community spaces to support climate resilience.
- > Biophilic design, connecting people to nature through incorporating natural elements, materials, shapes and colours into the design.
- > Focusing on a circular economy which aims to keep materials and products in use for as long as possible, and to recover and regenerate them at the end of their lifecycle. Sustainable facility design can influence the use of renewable or recycled materials, designing for durability and repairability, minimising waste and emissions, and promoting sharing and leasing models.

Luggate Memorial Centre was designed as a certified passive haus with a focus on achieving a healthy and comfortable building that consumes very little energy.

To achieve this, attention was paid to the energy flows of the building, the orientation and shading, insulation, airtightness, ventilation and the performance of the windows and doors.

The result is a very comfortable, usable facility.

The cost to create a passive facility were 25-30% more, mainly due to a small product market and a limited product range. The system has not been fully operational until recently, so it is not possible to provide conclusive data that it is achieving the desired environmental impacts at this stage.

3: RESILIENCE PLANNING

Community facilities have an essential role to play in civil defence emergencies both as a safe haven and an emergency coordination point. To support emergency preparedness, facility planning should ensure provision for storing emergency equipment and resources.

There is clear evidence of the importance of ensuring that communities are aware of these community facilities and are included in emergency planning for the District in the preparation of a major event occurring.

4: ECONOMIC SUSTAINABILITY OF COMMUNITY FACILITIES

The focus is on challenges relating to increasing costs such as insurance, utilities and aging infrastructure whilst also funding asset renewals. The key is how to balance this with affordable rents/fees for community groups.

5: FACILITY DESIGN

The importance of designing flexible spaces includes the ability to use secondary spaces such as including moveable walls allowing for different configurations for users and multiple utility points. Connecting to the use of outdoor and roof spaces is also a current theme.

The integration of smart technologies that enable buildings to monitor, control and optimise various aspects of operations such as energy, lighting, ventilation, indoor air quality and access is also an area of design which is an increased focus for facility designers.

Country Lane has purchased the old high school building and relocated this to their site in June 2024. They are renovating this as a community arts centre with exhibition and studio space with plans to open by the end of 2024.

CASE STUDY

COUNTRY LANE

Growing up as the fourth generation on the Grant Farm, a sheep farm at the centre of the Whakatipu Basin, Country Lane Queenstown Ltd was born as a business idea when Bruce Grant and Tineke Enright's parents, Bill and Tilly Grant retired from sheep farming in 2014. With a multi-generational connection and strong love of the land, Bruce and Tineke sought to protect and enhance the farm, and its heritage buildings, repositioning the farm as a hub for artists, craftspeople and events.

Bruce and Tineke and their families began transforming the old farm buildings one by one into shops and café, creating a space accessible to the community within the historic farm backdrop.

“Our goal is to create a space within the Whakatipu Basin that generate long-term positive benefit for our community”.

Key to the development of Country is protecting elements of Queenstown's heritage. Under the Country Lane umbrella “our rural sheep farming roots and the iconic Queenstown buildings that gave rise to the early days of tourism and our community's pioneers are now protected”.

As well as original farm buildings the Country Lane is now also home to six iconic holiday cabins relocated from the Lake View Holiday Park and the old Queenstown District High Building, relocated from Central Queenstown.

Country Lane is home to 14 tenants and is also used regularly by a range of community and business groups as a venue to meet-up.

A key focus of the Country Lane Retail Village is on supporting start up and sole trader businesses.

“We are focussed on providing locals with the opportunity to realise their dream of running their own business, something that is increasingly difficult to do as property values and leasing costs soar in the CBD and commercial zones. Our drive is to build a unified collective between Country Lane and its' tenants”

In addition, Country Lane regularly hosts free events such as the Makers Market and car boot sales for the wider community to gather, relax and be inspired. Country Lane's tenants also provide ample opportunity for the community to come together with celebrations of cultural occasions, community workshops and other fun events.

Further plans for the site include transforming the old Queenstown District High School building into a visual arts hub, establishing a health hub for health and beauty focused businesses, creating additional retail, eatery, and office spaces. There is also a potential for educational facilities.

Country Lane's recognition as a special and successful community venture has grown significantly. The result of this is that the demand for use of the space is far greater than what is available. Since 2020 82 requests for access to space have been received from a wide range of groups and entities including the arts and community organisations.

Country Lane continues to go from strength to strength, but it has not been without its' challenges. The two main things that the business has had to address is navigating through how to achieve their community vision on site when aspects on what they are seeking to achieve do not fit with their zoning requirements and achieving affordable rentals in the face of high core costs such as rates.

- > Te Atamira has received requests to co-ordinate outpost venues. This is a possibility but is dependent on having access to the funding required to meet core operational costs.
- > The Salvation Army has retained the Gorge Rd property and there is some capacity for groups to use that site.
- > The value of having a shared portal to promote the range of facilities available to the community across the district was identified by facility providers.
- > Three Lakes Cultural Trust has established a portal which includes a posting section for venues and the QLDC Welcoming Communities programme is looking at producing a resource which will also contain information on venues.
- > In addition, there are several online space/venue promotion sites such as SpacetoCo NZ and Talking Space, a site for renting counselling rooms. Further assessment is required on the most appropriate approach(es) to meet the needs and whether this can be addressed by any existing initiatives.

THERE ARE DIGITAL OPTIONS AVAILABLE THAT SEEK TO CONNECT VENUES AND COMMUNITY ORGANISATIONS BY MANAGING PAYMENT AND BOOKING PROCESSES. THESE SYSTEMS CAN CONNECT COMMUNITY ORGANISATIONS SHORT OF SPACE WITH VENUE OPERATORS WITH SPACE.

Multi-purpose facilities:

The drive for multi-purpose facilities has been a predominant planning approach for some time. This relies on the concept of groups collaborating and utilising spaces in sequence to share community facility space. However, new research is challenging the concept of multipurpose community facility design, which traditionally means a space (or spaces) that allows for a range of activities, as the standard. The premise of this model is that space must be returned to a passive clean and clear state. This requirement does not fully support the range of community, art, music, cultural, child-based, technology-based and specialist exercise groups that need to leave their equipment in place. Nor does it provide for the development of communities within a facility as in a community sector or arts hub.

“Some diversification of spaces across the network is preferable to a one size fits all ‘cookie cutter’ design or reversion to a utilitarian ‘vanilla multi-purpose approach”.

Retrofitting:

The reuse or retrofitting of existing sites remains a key strategy in addressing community facility needs.

There are a number of examples where buildings have been repurposed/retrofitted for other uses, i.e. Paetara Aspiring Central in Wanaka, Queenstown Performing Arts & Cultural Trust building converted into studios at Country Lane.

Careful thought needs to be given to repurposing buildings as there are many significant potential issues to be aware of to ensure that the end product is fit for purpose for the groups using it without too much compromise.

Some examples are;

- > The impact of any change of zoning as the result of a change of purpose, i.e. from a commercial use to a community use results in additional standards and costs. For example, at Paetara Aspiring Central additional costs were also anticipated in the change of use of the type of building, i.e. fire-retardant paint was required on a wall bordering a neighbouring section even though the land was vacant!.
- > Clarity between tenant and landlord as to where the costs lie for the utilities and actual fit-out of a space. i.e. at Paetara Aspiring Central the tenants were provided with the completed building shell and were tasked with the responsibility of securing funding to complete their desired fit-out within that space.

Funding

EXPLORE AND DEVELOP CREATIVE FUNDING AVENUES

As identified in the 2018 report, addressing the growing demand for community facilities within a finite funding pool remains 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 identified to complement existing streams.

“Standout challenges are funders’ ability to respond to the increasing demand for funding and the financial environment within which they are operating”

SOURCE: PHILANTHROPY NZ (2023)⁷

Additional general insights from the 2024 research:

- > Anecdotal material was provided on the impact of increased funding available during the COVID-19 pandemic that boosted the sustainability of community organisations and provided the ability to engage in a range of new activities. Many of these funding arrangements have now come to an end, and this will have a direct impact on the ongoing operation of some community organisations.
- > That there is a growing interest amongst funders of community initiatives in having data on the social impacts of investing in groups/projects. Community groups and organisations will need to ensure they have the capability and capacity to monitor and evaluate the social impact of their services effectively.

- > Similar conversations about developing creative funding sources are occurring within the different sectors that make up the wider community sector. While it is acknowledged that there are sector-specific needs and funders that have interests in targeted areas, where possible collaboration across the sectors to source new revenue opportunities would be beneficial.

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.
- > Debentures.

FUTURE FUNDING

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

- > Crowd-funding platforms.
- > Investment models, e.g. impact investment, corporate giving, creating investor networks.
- > Community foundations.
- > Community shares programmes.
- > Establishing entities specifically to attract funding for community facility development (e.g. Hutt City Community Facilities Trust).
- > Developer incentives.
- > Debenture schemes

⁷ Responding to communities under pressure: a pulse check of philanthropic and grant funding (2023), Philanthropy NZ

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 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.”

A local example is The Wakatipu Community Foundation, established in 2018. Since then, it has been actively developing its capital base and has engaged with key partnership projects such as Impact100 Wakatipu, Work Place Giving, and Love Wānaka and Love Queenstown community funds.

Love Queenstown and Love Wānaka are giving platforms that invite visitors and the tourism industry to protect this place, now and for generations to come through donations. The funding raised goes directly to community based environmental initiatives

The nature of the region is such that there are high-net individuals who reside or visit and have an interest in making philanthropic contributions. Organisations like the Foundation provide an important conduit for the effective management of these funds. “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.”⁸

The Wakatipu Community Foundation is a key partner in the creation of a pathway into investment in community facility development in the region.

CASE STUDY

MOMENTUM WAIKATO COMMUNITY FOUNDATION AND WAIKATO REGIONAL THEATRE PROJECT⁹

Momentum Waikato Community Foundation¹⁰ has been leading the Waikato Regional Theatre project since its inception in 2016. At that time the Hamilton City Council were looking for a partner to facilitate the new venue.

Working with a range of partners, including mana whenua, the business community, local and central government and community funders, the Momentum Waikato team have “ushered this transformational project into emerging reality”.

The Theatre, based in Hamilton CBD, will be a multipurpose performing arts centre around a 1300 seat auditorium with circle balconies and flexible staging. It is due to open in 2025.

Since 2016 Momentum Waikato has driven an \$80 million fundraising effort to achieve the vision.



Source: Momentum Waikato Website

⁸ QLDC submission to the Overseas Investment Office consultation, point 2.12 pg. 5 (2018)

⁹ This case study was published on the Community Foundations site: communityfoundations.org.nz

¹⁰ Momentum Waikato Community Foundation: www.momentumwaikato.nz

Impact investing

These 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 Zealand* and this type of investment is increasingly being used to fund community initiatives.

Bay Trust in Tauranga is a leader in impact investing. Bay Trust operates a \$200M globally diversified investment portfolio with considerable assets that are held on behalf of the community. The trust currently invests 15% in impact investments.

The key points behind their investing:

Investing – an impact investment is not a grant. Any investments considered will need to demonstrate how the funds will be repaid.

Intention – the intention to create impact needs to be embedded into the investment, not a by-product.

Measurable - the impact needs to be identifiable and measurable in order for us to assess, manage and monitor the effect of the investment and compare it with other opportunities.

There is an opportunity to explore the potential of applying the Bay Trust model to the Queenstown Lakes District. Funders like Central Lakes Trust and Community Trust South are also engaging in social impact investing.

Migrant Investors

Anecdotally the Queenstown Lakes district has benefitted from the generosity of overseas investors and migrants philanthropically.

“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.”

SIMON BATTRICK QLDC COMMUNITY SERVICES

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 social, cultural and/or environmental community benefits.
- > The majority of income is from trading goods or a service.
- > The majority of the profit is spent on 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

CASE STUDY

THE EXCHANGE IN ERITH, SOUTH EAST LONDON-A COMMUNITY OF MAKERS¹¹

This is a vibrant community hub that was once a disused library. In 2021 the Exchange launched a community share offer to help complete building works. GBP150,000 was raised which was matched by a funder. They have since raised a total of GBP3.6M.

Now a community-led venue, the Exchange provides space for artisans, offers workshops, hosts performances and events, takes history tours, and has a community garden, a shop and a café.

Source: *The Exchange* (theexchangeerith.com)



Other Ideas to Support Community Facility Development:

Space Brokerage:

The concept of creating a space brokerage service/initiative to assist groups working on planning a community facility to achieve their goals was raised in the research.

Suggestions of how a brokerage model could assist groups include:

- > Connecting with other groups and supporting the development of a collective understanding of what the project's space needs are.
- > Advising on the steps required in the facility development process.
- > Assisting with the securing of funding.
- > Assisting with consent and compliance.
- > Creating connection with project specialists, e.g. architects and builders
- > Advising on best practice in relation to facility development including facilitating access to successful examples.

Elements of this are already being provided through sector bodies such as Sport Otago, QLDC Partnership Team and grant organisations/funders. This concept would pull all aspects into one channel and create a comprehensive resource for community organisations.

There are examples of businesses such as Feldspar, a Dunedin-based project management and consultancy business, that also provide specialist staff to support organisations with an end-to-end support service in the development of community facilities, however these do come at a cost..

Business Partnerships in the Provision of Space

Building stronger partnerships with the business sector to help address space needs was a key theme in the research.

Examples were provided where businesses provide space within their facilities for community groups. This ranged from groups having office space within businesses to businesses supporting community groups to use their space out of hours.

The idea of an app to link businesses who may have space available for community groups was raised in the research. The BNZ has a partner centre in Frankton which offers three meeting rooms and casual meeting spaces. This resource is available for BNZ customers, and some community groups host their meetings there.

¹¹ The Exchange in Esith: www.theexchangeesith.com

Partnership with other local and territorial authorities

The assessment in the 2018 report of the value of considering opportunities for joint council initiatives to provide community facilities as part of creating a regional network remains highly valid. Particularly considering ever-increasing pressure on individual territorial authorities to address increasing expectations within limited resources.

“There is a shift in focus for local government in New Zealand, with an emphasis on efficiency, core services, and managing costs for ratepayers. While some initiatives are welcomed, there are also concerns about the potential impacts of reduced Crown funding and the focus on "basics".

The Central Otago District Council is currently developing several key initiatives that will impact the wider regional network of community facilities including.

1

A new community centre in Cromwell. The 2,000 sq metre facility will contain:

- > A 400-seat auditorium.
- > A 40-seat cinema.
- > Museum.
- > Café and bar.

The design of the facility included showcasing technology to facilitate the operation of the centre.

As well as being a base for local arts and culture activities, the intention is to attract national and international touring shows.

2

The development of a master plan for the Cromwell Racecourse. The intention is to develop the 92 hectares as a sport and recreation area connected by an underpass to the main town. This will accommodate the need for more sport fields and recreational activities.

3

The development of a master plan for Molyneux Stadium in Alexandra.

Other activities that have the potential to have cross-regional impacts:

The senior netball/rugby/football teams in the Central Otago District Council (CODC) area are looking towards Wānaka and Queenstown for access to facilities.

Otago Regional Council (ORC)

ORC provides another potential opportunity for partnership, particularly in relation to its active relationship with the environment sector. A current focus is the development of an Integrated Catchment Management Programme which would see ORC working very closely with the environment sector to deliver services.

Partnerships with Developers

Property developers and investors are key players in the creation of infrastructure within communities. Given the level of building development occurring in the district and the competing demands for land use, partnerships between developers and community groups and services and other entities are an important part of the solution for addressing community space needs.

Since the 2018 report, examples of property developer involvement in the provision of community facilities in the district include Willowridge Developments with Wānaka Recreation Centre and Paetara Aspiring Central, and RCL Group's creation of social infrastructure in Te Tapuae Southern Corridor.

The Gordon family and the ROA group are currently planning new health facilities for Wānaka. Discussion is required on whether there is any potential within these projects to accommodate space for community-based health groups/services.

There is an opportunity to learn from previous developer partnerships and proactively engage with developers to assess what other partnerships might be feasible.

“In order to deliver appropriate community infrastructure and facilities the importance of a collaborative approach between Community, Government, Business and Professional Support cannot be overemphasized.”

SECURE SOURCE (IN 2018 REPORT)

FUNDER PERSPECTIVES

The four major funders in the region - Central Lakes Trust, Otago Community Trust, Community Trust South and New Zealand Lottery Grants Board (Department of Internal Affairs) - were interviewed.

All funders have reduced their funding available to allocate within 2024-2025 financial year. New Zealand Lottery Grants Board has also had a major reduction in grant funding to the regions because of funding being diverted to support the Cyclone Gabrielle response.

“Think over the next few years is going to be a very constrained funding environment, not just community funders like us, councils have major issues and the government is also pulling back. Can see it remaining in a bit of a holding pattern for a while”.

The funders are seeking applicants' projects to align with their strategic priorities and increasingly focussing on groups' ability to demonstrate the impact that investment in their project would have on the community.

“Space development needs to be connected to the creation of vibrant spaces and places, not creating spaces for the sake of spaces”.

Collaboration between groups regarding community facilities is a key factor for the funders, as is the proven ability for facilities to be financially sustainable on an ongoing basis.

“People want to hang onto their patch and don't want to share”.

OTHER FACTORS THAT WERE RAISED IN THE FUNDER INTERVIEWS:

1

Climate action:

A focus on climate action is becoming an important consideration within funding decisions.

2

Retrofitting:

Retrofitting of existing facilities and understanding the extent to which any heritage buildings can be modified are important considerations in addressing community space needs. Increasing awareness around the cost of developing fit-for-purpose spaces is important for moderating community group expectations.

3

Inclusion:

The importance of creating facilities that recognise and support cultural diversity within communities.

4

Building Costs:

The impact of increased building costs.

5

Casualisation of sport and recreation: The impact this is having on service delivery and facility provision.

OPPORTUNITIES/IDEAS

1

Community Loans:

Some of the funders said they have the capacity to provide community loans for facility development.

2

Development of a Community Facility Brokerage/Facilitation Support: An initiative to support groups working collaboratively to achieve the solution to their space needs.



Protecting and sustaining the natural environment in the Queenstown Lakes District is a recognised driver for the future of the Queenstown Lakes district. A significant growth in groups committed to different aspects of environmental protection has occurred over recent times. A challenge for many of these groups is securing affordable and fit for purpose facilities (buildings and land).

The 'Our Community Spaces' research identified a particular need for space amongst the Upper Clutha based environmental groups. There were also some groups in the Wakatipu Basin seeking facilities who were keen to collaborate with others on addressing these needs.

Environmental Hub for Wānaka

Environmental groups in the Upper Clutha have identified the opportunity to work collaboratively to seek solutions to their space needs and this case study gives insight into their story.

Representatives from Wai Wānaka, Wao Aotearoa, Wānaka Wastebusters, Te Kakano, Grow Wānaka and Wanaka Community Workshop met in May at a focus group, as part of the 'Our Community Spaces' research, and had an initial discussion around space needs. A follow-up session is planned to secure more detail on each other's individual facility requirements and to share existing any plans for facility development e.g. Wānaka Wastebusters (see insert) with the goal of identifying a feasible solution (s) for achieving their collective space requirements.

There is the recognition amongst the groups that "While we all have slightly different mahi, by understanding one another's drivers, capability, aspirations and challenges, we can support one another better".

The opportunity to be co-located builds on the value of existing collaborative relationships occurring across groups to deliver services. Examples include nature education, input from WAI Wānaka into delivery of WAO Summit sessions; Urban Action Group work that brings together Te Kākano, WAI and others to deliver on their areas of particular specialty, working with tertiary institutions to bring interns to the district to support specific pieces of work.

There are a range of strategies and plans such as the Biodiversity Strategy; Community Catchment Plan; Destination Management Plan and Diversification Plan, requiring environmental groups to work more closely with one another and with other groups across the district to be successful. Co-locating and/or shared spaces for this joined up delivery "will amplify and strengthen the impact we can achieve in delivery on these plans."

The provision of a 'front door' dedicated to environment groups will also:

- > Provide a space for space for environmental groups who currently do not have a base to operate from. This lack of a facility "can at times diminish their ability to lead in spaces in which they are expected to provide leadership."
- > Contribute to the relationships between regional and local government and also with areas of central government through use of a shared space. A shared space would enable groups to present a united voice and host others collectively in ways that are more effective and efficient for all
- > Strengthen Queenstown Lakes participation on national collaborations such as Environment Hubs Aotearoa and Aotearoa New Zealand Catchment space

"People travelling from around the country would have a place to ground themselves, to meet with a variety of local groups and to plan forward together. As well a unified voice from this District into national spaces is critical to our ability to contribute and where necessary, to influence."

- > Support cost and general operational efficiencies for the individual groups

"For a shared space to be successful in nurturing the kinds of collaborative activity we envisage, needs to be grounded in values that resonate across groups".

Wānaka Wastebusters Cameo

Wastebusters is working to secure a larger site and build an exemplar circular economy and environment hub in Wānaka. Discussions have already been held with QLDC, funders, architects, and stakeholders to bring this vision to reality in the next 2-5 years.

The new circular economy and environment hub will be inspirational and fit-for-purpose, demonstrating our district's values of resourcefulness, environmental leadership and creativity.

It will be built sustainably, using repurposed materials where possible. The hub will house Wastebusters existing services (waste reduction consultancy, reuse and recycling), and enable us to expand onsite services into areas like repair, construction and demolition recovery, composting demonstrations, textiles recovery and remakery workshops.

Wastebusters will work collaboratively with other environmental organisations in the Upper Clutha basin to ensure future needs can be met across the sector, and to make the new hub a gateway to connection, community wellbeing and environmental action.

As a centre of excellence in the transition to a circular economy, Wastebusters will be able to further contribute to the diversification of our local economy, and to strengthen our financial model and resilience for the future.

CASE STUDY

TE ATAMIRA

Te Atamira is Queenstown's new arts and culture centre opened in May 2022, it welcomes more than 80,000 visits per year open seven days per week. It is operated by Te Atamira Whakatipu Community Trust, a Charitable Trust, for the purpose of fostering, promoting and facilitating community interest and involvement in the arts, culture and creative industries, by developing fit-for-purpose space and accessible, inclusive programmes

Te Atamira, meaning platform or stage, has a mission is to be a platform for creativity to flourish for everyone, every day. It is home to 22 spaces for creativity – art gallery, pottery studio, art classroom workshop, recording studio, a theatre presentation space, rehearsal spaces, two dance studios, two project spaces, six music itinerant spaces and six visual art studios. It also provides space for more than 38 arts and cultural organisations.

Te Atamira operates seven days a week, with more than 12 hours of access per day. It caters for diverse creative needs.

“We have been surprised by the sheer number of people who need and desire to use inclusive, safe, and equitable creative space.”

This includes approximately 400 people each month who attend free community programmes such as Wriggle and Rhyme (music and movement for under 5's) and monthly community nights which include singing, drawing and dancing. In addition, Te Atamira delivers Saturday Arts Social-a weekly Saturday multi-arts programme for those over 60; Make Space – a mental and physical wellbeing creative programme. Ticketed tamariki and rangatahi holiday programmes that have so far attracted 4,310 attendees.

Te Atamira is continuously navigating and balancing the high demand for spaces and rising costs i.e. energy, insurance and cleaning. While several revenue streams are in place, many are limited by the competition for funds.

Some key learnings from the Te Atamira Journey:

With honest consultation you can achieve great things. “There is extraordinary knowledge and expertise in our community – through workshops and 1:1 meeting we received ideas, thoughts and feedback that was essential to shaping the brief and creating a space that was functional, safe and inclusive this has directly correlated also to being well used!”

Many people have been on and still are part of the journey, not everyone is on the journey at the same time or for the whole time. There is a reason or season with some interactions and that is all part of being open to many contributors and partners but keeping core to the organisations mission.

“Te Atamira is a platform for creativity for everyone – it is a community space that is welcoming and connects people, it's fit for purpose facilities enables the community and those leading regional, national and international artists to meet, share and be inspired in the same space. It is also giving us data of what we need in creative, cultural and community infrastructure – in the past data is gathered from other regions which have different pressures, funding and community that doesn't always translate”.

“Last year our town was recognised as the second most creative city in Aotearoa New Zealand – this vision has largely been led and invested by the community who want our community to thrive, increase economic diversity, be informed and advocate for future infrastructure and continue to grow strong enabling partnerships”.

Many social service organisations supporting the growing community have outgrown their premises or operate from substandard buildings, often originally built as holiday homes, which are cold, small, dark, damp and overcrowded. Despite the unsuitability of such premises, rents are high and ever increasing and tenure unstable.


The need for a social services community hub in the Whakatipu Basin, which provides fit for purpose space and secure tenure, has been on the community agenda for a number of years. The Whakatipu Interagency Network was the original proponent and in 2019 John MacDonald began championing the concept from vision to reality. He brought together a team and the Whakatipu Community Hub Charitable Trust came into being.

The goal of the Trust is to create a hub facility that provides long term, affordable and secure tenure to social service providers and community groups who can share services and resources to create efficiencies.¹²

Martin Jenkins and Associates Limited (Martin Jenkins) were engaged to undertake a feasibility report. The report confirmed the need for a dedicated facility for the social services sector in the Wakatipu Basin. This has been subsequently re-enforced by the data gathered in this research.

The following are the criteria identified by Martin Jenkins to achieve a successful community hub¹²:

To be successful, the future Queenstown community hub must:

<p>Feel welcoming for everyone in the community</p> <ul style="list-style-type: none"> • be a welcoming space for all members of the community • reflect and celebrate diversity in Queenstown • be easy to navigate (ie. people are empowered to make informed decisions about what is right for them, and where to find services) • include open spaces which are light-filled and feel 'warm' 	<p>Have mana</p> <ul style="list-style-type: none"> • be well known in the community as a place and space that everyone uses and enjoys being part of • be known as the place where community engages; 'where things happen' • reduce the stigma of engaging with services 	<p>Enable connection and encourage collaboration</p> <ul style="list-style-type: none"> • design spaces which encourage interaction and sharing between social service providers (eg. through shared kitchen or office spaces) • be well managed to facilitate connections between members of the community and providers, through interactions and shared spaces 	<p>Be a vibrant destination</p> <ul style="list-style-type: none"> • include a mix of social service providers, community activities (eg. library) and a café / retail space • include spaces which are suitable for all ages (from young children to older people)
<p>Be designed for now, and flexible for future needs</p> <ul style="list-style-type: none"> • have flexible spaces and additional capacity to allow for the hub to expand and grow as demand increases • include modern technology 	<p>Be accessible and inclusive</p> <ul style="list-style-type: none"> • be accessible on arrival for people of all abilities (eg. wheelchair friendly, hearing loop) • go above and beyond minimum accessibility requirements to be a truly inclusive space (ie. the building is designed to consider all access needs, rather than 'add ons' to meet accessibility requirements) • be easy to access via public transport, and have adequate bike / car parking spaces for visitors and staff to use • Have separate access to ensure privacy (particularly for Happiness House customers) 	<p>Include a variety of spaces</p> <ul style="list-style-type: none"> • include multifunctional and flexible spaces, as well as permanent core spaces for those who need access to a dedicated space • indoor and outdoor spaces which can be used by the community • have a mixture of formal and informal spaces (meeting room / larger breakout spaces for group activities; office spaces; storage facilities; café space or kitchen) 	<p>Be environmentally-conscious</p> <ul style="list-style-type: none"> • have an environmentally sustainable design and eco-friendly principles in how it operates • include green spaces (indoors and outside) • be energy efficient

In early 2023 the Trust secured a 35-year lease from QLDC for 1.4 hectares of land situated at 3 Murchison Road, Frankton.

Over 2023 the Trust engaged the architects, Wingates to create the first conceptual plan for the facility and connected with potential users to help with the project design.

The original goal for completion was 2024 and has been delayed due to Covid and the time it is taking to secure the required funding.

¹² Source: Feasibility Report on the Whakatipu Community Hub Trust website: www.whakatipuhub.co.nz

Current State

The Trust has been investigating relevant local, regional, and government grants, partnering with NGOs and social impact investment options to fund the project however the \$50m estimated cost of the original design appears unachievable in the current economic climate.

Due to the challenging financial situation work is now being done on a cost benefit analysis to understand whether extending the staging of the original design and initially building only 2 of the 5 buildings in the current design or redesigning one larger building would be more cost effective.

In addition, the Trust has sublet a portion of the lease area to food rescue champions Kiwi Harvest and is working on another for the Whakatipu Transport Alliance to use as a laydown area. These are mutually beneficial relationships utilising the land and providing operating income for the Trust to allow work to continue.

The next stage will be to working through the consent and procurement phases while re-engaging with the stakeholders on the new design and timeframe.

CASE STUDY

WĀNAKA COMMUNITY HUB

After much hard work by community volunteers the Wānaka Community Hub opened its doors in November 2019.

The Hub was the realisation of a vision to provide a much-needed purpose-built facility for social services in Upper Clutha.

It offers office spaces, meeting rooms, access to a commercial kitchen, an auditorium and a foyer space that can host smaller events and art exhibitions.

The Hub houses four full time tenants, and approximately 12 part time community focussed tenants. The anchor tenant Community Networks LINK runs many of the activities that happen at the Hub including the JPs, the food bank, community kitchen and the community gardens

On any given month 40 -50 groups use the Hub on an ad-hoc basis, ranging from private commercial and government agencies meetings to community art, wellbeing, church, and children's groups.

Demand for space at the Hub is high, there are a range of needs that they have not able to accommodate.

“I think if we had a crystal ball we might have anticipated future demand for office space, these have always been very much in demand with a wait list of tenants wanting additional floor space or days, and we've had many enquiries from groups we have had to turn down”

The facility is managed day to day by a Hub Manager (20 hrs per week) with a team of two part-time staff who cover the front desk from 9am to 5pm Monday to Friday, a cleaner that comes in every morning, and a casual worker who provides front desk cover when needed

The Hub is governed by a trustee group of seven community members. Trustees meet on a monthly basis.

On completion of the facility this was a debt of \$1,000,000 comprising of \$500,000 of loans from Angel Investors and \$500,000 to the Anglican Diocese. In 2020 Queenstown Lakes District Council provided a loan to cover the repayment of the Angel loans. This loan was converted to a grant in 2022 and the remaining \$500,000 of debt was covered by donations and fundraising events.

Going into the future that Trust is looking to alter the fee structure to. Secure more detail on this and to align more closely with community groups and other community initiatives e.g. Community Emergency Response and Welcoming Communities.

The Learnings

- > Under anticipating the demand for office space:
- > The underutilisation of the auditorium. This being majorly due to time limits for use due to a noise restrictions associated with being in a residential area. The commercial kitchen adjoins the auditorium and cannot be used independently whilst the auditorium (the noise is too loud in the auditorium).
- > Ensuring that the proponents of the build process are also aware of the operational arrangements for the facility project. Different skills are required to manage the operations of a facility versus the construction process.
- > Ensure that fees and charges/rents/leases are developed in association with ongoing costs both for operations and capital asset renewals in the future.

CASE STUDY

TE POU O MATA AU, CLUTHA DISTRICT WAR MEMORIAL AND COMMUNITY CENTRE

“Inspiring the future Serving the present Honouring the Past”

SOURCE: TPOMA WEBSITE

Te Pou O Mata (TPOMA), Clutha District’s dynamic, new multipurpose community, business and visitor hub opened in August 2023. It is the result of the vision of the Clutha Community Hub Charitable Trust and the wider Clutha Community. To date 38,000 people have been through its doors.

This contemporary facility utilises design to capture attention and inspire. Built by Calder Stewart the 3200 square metre building accommodates:

- > Auditorium Seating for 462+ people. The auditorium converts in an open floor space so is able to accommodate a range of activities.
- > 28 Co-working spaces
- > 8 Tenancies including the iSite and Clutha District Council service desk, Clutha Development, and a cinema. Provision has been made for a Café and rooms for health services/clinics.
- > 12 Meeting spaces
- > 117 metres of art rail
- > Dedicated space for World War 11 Memorial including provision for an historical showcase
- > A commercial kitchen

The use of technology to assist with the ease of operation and the reduction of overheads such as energy costs was key in the design.

The completed hub received an Excellence Award in the Warren & Mahoney Civic, Health and Arts category of the New Zealand Property Industry Awards.

Since August 2023 TPOMA, as well as becoming the home for a number of businesses and organisations (community and local government), has also hosted a range of activities including Samoa Independence Day celebrations, music events including hosting Kaylee Bell, sport tournaments, health expos, graduation ceremonies, business events, comedy and theatre performances and art exhibitions.

The new facility is on the site of the original War Memorial Hall. The feasibility planning considered a range of options including upgrading the existing facility. On assessment the decision was a new build was the most appropriate option.

“The consideration around this facility was its longevity, its ability to attract and retain tourists and professional acts, its ability to fill gaps in the modern commercial environment, its ability to stimulate like investment in the district, and ultimately its ability to deliver on what was requested through the community consultation process, “Source: TPOMA Website

The cost of the facility was \$25,000,000 and The Clutha District War Memorial & Community Centre Charitable Trust secured funding from the following sources:

- > Central Government Kanoa’ via the Crown Infrastructure Partners “shovel ready” projects fund: \$7.4 Million
- > Clutha District Council Annual Plan process 2020/2021: \$7.5 million
- > Alexander McMillian Trust-\$75,000
- > AAW Jones \$20,000
- > Lotteries - Community Facility \$500,000
- > Clutha District Council - Investment Funds \$2.5 million
- > Otago Community Trust-\$2.2 million
- > Community Fundraising-\$12,000
- > Clutha Foundation: \$8,000
- > Harry J Wilson Trust \$25,000
- > Clutha District Council Civil & landscaping \$1.8 million
- > TTCF \$250,000
- > Local family trust donation

TPOMA’s financial model provides for the core operational costs to be met through income from the permanent tenancies. They are well on the way to achieving this.

Operational management is overseen by a full-time manager and another full-time equivalent position comprised of part time roles. The demand for the facility is putting pressure on current staffing levels and the goal is to create additional capacity. They have a pool of volunteers to call on for assistance with events and maintenance, and an arrangement with the local repertory society where they volunteer to run the stage systems for events in return for income to assist with their hire costs for their own events.

User quote:

"Thanks for all your help in organising our staff training day and making it such an easy process, we really appreciated it! We loved the venue, it was such a hit with everyone."

Conclusion

Since the 2018 report, important gains have been made in the provision of community space. Council, commercial, and community providers have contributed facilities, however demand has outpaced supply.

The community organisation landscape has changed since 2018 with fewer specialty groups and more whole-of-community support organisations. This report has identified that 46 community groups out of 113 are seeking new facilities/space.

The findings in this report are similar to those in the 2018 report, just with a clearer picture of what the community space needs will be in the near future. It's with this in mind that the key ideas and opportunities were presented.

The ideas and opportunities aren't just about building more facilities, rather it is about developing cross-sector partnerships, strategic integration of development and planning, and a better utilisation of existing spaces.

One idea presented was exploring brokerage support to community groups in order to achieve their facility goals.

Council is not in a position to realise the desired space demands on its own. An active partnership between QLDC, facility providers, community organisations, local communities, funders, and other key groups will be paramount to achieving the sustainable provision and operation of community facilities in the district.



