



WHAKATIPU
COMMUNITY HUB

**WHAKATIPU COMMUNITY HUB
CHARITABLE TRUST
EOI PROPOSAL**

WHAKATIPU
COMMUNITY HUB

15 JUNE 2022



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LETTER FROM TRUST CHAIR

LETTER FROM THE TRUST CHAIR

15 June 2022
Queenstown Lakes District Council
10 Gorge Road
Queenstown,

Dear Selection Committee,

Subject: QLDC Land Opportunity

Thank you for the opportunity to tender a response to the Queenstown Events Centre land opportunity.

The Whakatipu Community Hub Charitable Trust (WCHCT) would be thrilled to be selected by the Council to construct and operate a badly needed Social Services Community Hub on the site.

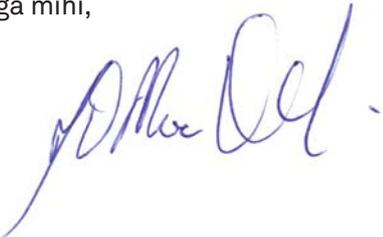
This location is superbly located for the Whakatipu Hub and the social service providers we are working with, a number of which have provided letters of support to our proposal.

Over the past couple of years, the Trust has been extremely active in evaluating potential operating models and is working closely with two very successful similar operations in Tauranga and Christchurch.

We have also recently formed a funding advisory committee to help raise funds for the build and co-opted the experience of Kaye Parker to this committee.

We thank you for this new opportunity and look forward to working with you as you review our proposal.

Ngā mihi,



John MacDonald,

Chair - Whakatipu Community Hub Charitable Trust



INTRODUCTION

INTRODUCTION

THE MULTI-CHARITY STRUCTURE OF THE HUB IS A HIGHLY EFFECTIVE WAY OF MULTIPLYING THE BENEFITS TO THE LOCAL COMMUNITY; MAKING MAXIMUM USE OF THE SITE'S CENTRAL LOCATION, PUBLIC TRANSPORT CONNECTIONS, AND SAFE ENVIRONMENT.

The Whakatipu Community Hub Charitable Trust – (the Trust) submits this EOI to QLDC to enable it to build and operate a Community Hub (the Hub) on QLDC land for the benefit of Social Agencies operating in the Whakatipu, and the ultimate benefit of the community.

The Trust was formed in 2019 to provide a Community Hub similar to other very successful hubs around NZ. The aim is to provide secure, affordable, fit for purpose, and future-proofed facilities for Social Agencies, along with opportunities for collaboration between the organisations.

Kaitiakitanga

At the heart of the Trust's ethics is the concept of kaitiakitanga; providing guardianship and protection. Kaitiakitanga spans all aspects of our Trust and is the basis upon which we intend to design, construct and operate the Hub for the benefit of the wider community.

Kaitiakitanga is not an event; rather, it is a journey of continuous improvement and a duty of care. The Trust is firmly on this path and we will bring all our learning from it to our community, runanga and Council relationships. In accordance with this, the Trust has already consulted widely with local community groups to understand their collective goals and requirements for the Hub and had early engagement with local runanga.

INTRODUCTION *continued.*

SINCE THE INCEPTION OF THE TRUST IN 2019 THE TRUST HAS:

1. Secured Charitable Trust status
2. Carried out extensive optioning to be included within a Commercial project at Remarkables Park (this did not proceed due a shared funding/ construction model)
3. Commissioned a feasibility study with Martin Jenkins. See Appendix 5.
4. Through the Covid-19 pandemic, the Trust continued to evaluate options and review the Hub's potential community offering to ensure it would meet a broad range of requirements. This includes being able to provide for urgent/ emergency support as a central coordination point for social organisations in the community.
5. Funding discussions have taken place with various donors and local Trusts and have been well received as stakeholders see the vital need for this community facility in our growing district.
6. Engagement with stakeholders (and future tenants) has been undertaken to identify a core group of potential occupants. Letters of support from these entities are included as Appendix 3.
7. Funding was secured from local funders and benefactors to pay for a recently appointed project administrator to engage with local organisations and help to confirm requirements of intended parties as tenants.
8. The name of the Trust was updated from Queenstown Community Hub to the Whakatipu Community Hub Charitable Trust, to better represent our wider community.

Members of the Trust have significant depth in the expertise needed to undertake this project. Please refer to the Trustee overview included as Appendix 4, and on our website

<https://www.whakatipuhub.org.nz/>

THE CONCEPT



THE CONCEPT

THE HUB WILL PROVIDE ESSENTIAL SERVICES TO MULTIPLE CHARITABLE ORGANISATIONS THAT, IN TURN, WILL ENABLE THEM TO PROVIDE MULTIPLE BENEFITS TO THE WIDER COMMUNITY.

The Hub will be a cross-community group co-working space where collaboration and mutual support will help enhance community initiatives across Social Agencies.

As recently quoted by Queenstown Lakes Mayor Jim Boulton, the Council estimated the district's population has risen from about 40,000 to 47,000 over the past three years. Given the district's ongoing population growth, it is incredibly important to construct a facility that is fit for purpose now and is future-proofed to meet the community's expanding needs.

The Trust has reviewed and agrees with the Council's findings in the Community Hubs for Social Services case study, 2018 and the Community Facility Strategy 2021. Consultation on the proposed Hub has been undertaken by the Trust with several of the groups and services identified in the Hub's strategy. We firmly believe the Hub will be aligned with Council's Vision Beyond 2050 principals as shown below:



THE CONCEPT *continued.*

THE TRUST'S INTENT IS TO PROVIDE A CLUSTER OF BUILDINGS THAT FUTURE-PROOFS COMMUNITY DEMAND FOR A PERIOD OF NOT LESS THAN 20 YEARS.

The initial construction will comprise 3 X 900m² double-storey buildings and associated accessways and car parking. Once Stage 1 buildings are approaching capacity – estimated to be within the first 5-10 years – a fourth building will be added as Stage 2 with a further 900m². A cluster of buildings, in contrast to one or two large buildings, ensures we can meet the planning constraints of the QEC site.

The land offered by Council under this EOI provides a rare opportunity to create the Hub in a location that is accessible by public transport and major roading connections, while also offering discrete access to the property without overt visible attention. This is important to ensure members of the community who are at risk can access the site safely and without fear of attention or repercussion.

Core WCHCT Themes

- Ability to grow with the districts need
- Affordability
- Security of tenure
- Mental health services are lacking in district
- Sustainability and ethics
- Privacy in design/location for sensitive services
- Local focus, supporting local people, community and construction

Similar Community Hub Models

The Trust has undertaken research into similar community offerings around the country. We have focused on similar Hubs operating in Tauranga as the Kollektive, Christchurch as the Loft, and learnings from Alexandra House and Wanaka Community Hub.

THE CONCEPT *continued.*



*Figure 2 -
Images from
the Kollektive –
Tauranga*



The 'Martin Jenkins Feasibility Study' (included as Appendix 5) commissioned by the Trust in 2019, identified potential tenants for the Hub. Several of those identified have stated a keen interest in the proposed Hub and have provided letters of support to our proposal. Please see Appendix 3.

Proposed Hub Anchor Tenants

1. Whānau Āwhina Plunket
2. Happiness House
3. Senior Citizens
4. Citizens Advice Centre
5. Central Lakes Family Services
6. Well South
7. Queenstown Lakes Community Housing Trust
8. Wakatipu Community Foundation

CONCEPT PLANS



CONCEPT PLANS

WORKING WITH ARCHITECTS, AND DESIGNING IN ACCORDANCE WITH THE PLANNING REQUIREMENTS FOR THE SITE, THE TRUST HAS CREATED THE FOLLOWING CONCEPT FOR UTILISING THE QEC SITE.

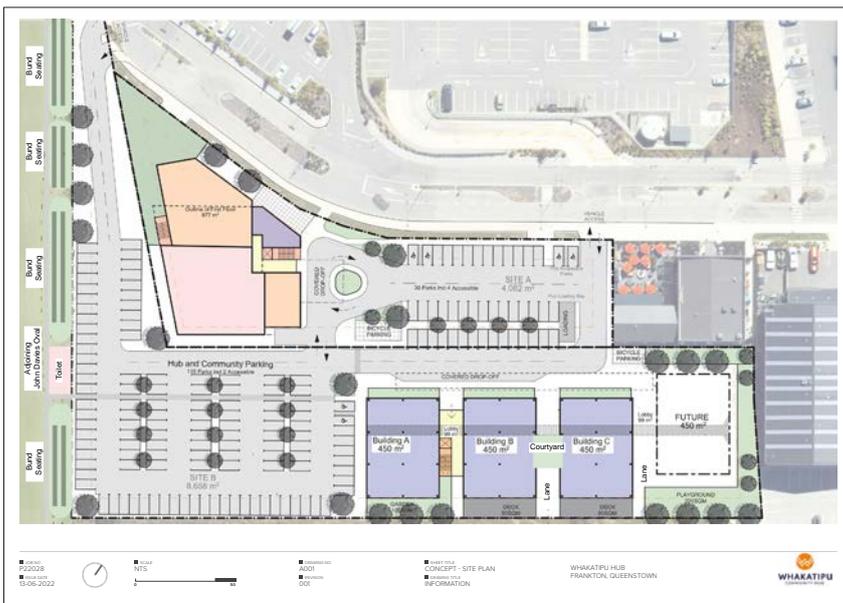
Please see appendix 1.

Good neighbours

The Trust will operate the site in conjunction with the adjoining privately owned commercial property, which we anticipate will have complimentary activities to the Hub. The two properties will provide reciprocal easements for services and right of way corridors.



Figure 3 - Area of interest outlined in 'blue' as per QLDC EOI



Whakatipu Community Hub Concept Plan

See appendix 1 for larger version

CONCEPT PLANS *continued.*

Project management and concept delivery

The Trust embraces Prince2 project methodology in line with QLDC PMO best practice. A Project Delivery Team will be established to deliver the project from concept, through funding, construction, and roll out of the Hub's operations. In developing this proposal, the Trust has received initial feedback and guidance from accomplished industry professionals associated with Community & Civil Projects.

Services and Access

As the site is currently un-serviced, new three waters connections will be made to the Council network and other utilities situated in Murchison Road. The Trust has held initial discussions with the owner of the adjacent land, that services and access are envisaged to run through, to make best use of the site. A letter of support from the adjacent property owners, Queenstown Gateway (5M) Limited, is included as Appendix 3.

Planning/Consenting

The Trust will work within existing designation and planning parameters for the site to seek an outline plan approval for the development.

Under QEC designation 29, the key planning restrictions on the land are:

- A. Maximum Building height of 8 Metres
- B. Setback from the State highway 6 of 20 metres (not applicable)
- C. Setback from other legal roads of 5 metres
- D. Maximum Building footprint of 450m²

It is noted that the current area being offered by QLDC is indicative at this time. It is proposed that a full survey of the site be undertaken to confirm the land's boundaries. This will enable the Trust's architect to complete concept plans for the site, and factor in the above key planning constraints.

The quantity of car parking is expected to meet district plan requirements. It will also provide additional parking for the wider QEC sports facility during evening and weekend periods.

Other key aspects of the building will include:

- Power points for electric car and bike charging
- The use of low carbon concrete (if available)
- Sustainably-sourced timber for finishing and structural uses
- Enhanced sound insulation as it relates to district plan requirements created by the site's proximity to the airport.

Emergency Preparedness

Emergency back-up systems will be designed into the building from day one to provide resilience during a seismic or other emergency. This will include a back-up generator and communication system, modelled in line with the QEC's backup systems.

The design team will work with QLDC's Emergency Operations' staff to coordinate links between the two entities, and to develop systems and processes that can be called upon quickly and efficiently during an emergency.

CONCEPT PLANS *continued.*

Procurement

The Trust anticipates working with a select team to develop the proposal through the concept to design stage with financial support from its key patrons and external funders.

The construction process is anticipated to use local contractors where possible, and market-checked or tendered where appropriate to provide opportunities to local businesses at competitive rates.

QLDC Design Involvement

The Trust is thoroughly supportive of the Council's involvement in the design process and proposes to include a Council representative in the Project Control Group.

Queenstown Airport Corporation - Approvals

Although approvals from QAC are not anticipated to be required – subject to the development meeting the consenting and designation requirements under the District Plan – the Trust is supportive of briefing QAC stakeholders on the proposal and working through any suggestions they may have.

Project Construction Budget

The Trust has undertaken initial local market research into construction costs for the Hub. These are high level and subject to full design and costings. The construction cost is expected to be in the region of \$5000/m² plus an additional \$1000/m² to provide for services and parking.

This provides an estimate construction cost for Stage 1 of the facility, with 3 X 900m² buildings, at \$16.2 million.

The Trust also appreciates that there are considerable construction price pressures in the market currently. We intend to fully develop and cost the concept, working with a development team to realise the concept.

CONCEPT PLANS *continued.*

THIS PROVIDES AN ESTIMATE CONSTRUCTION COST FOR STAGE 1 OF THE FACILITY, WITH 3 X 900M2 BUILDINGS, AT \$16.2 MILLION.

Timing

The trust realises that there is a need for this facility ASAP and would like to get it in place as quickly as possible.



Figure 4 - Indicative Project Timeline

Confirmation of commercial terms

The Trust confirms its acceptance of the commercial terms offered by the Council in this EOI.



INTEGRATION WITH THE QEC



INTEGRATION WITH THE QEC

THE HUB IS DESIGNED TO LINK SEAMLESSLY WITH THE QEC SPORTS FIELDS, BUT NOT IMPACT UPON THEM OR TAKE UP ANY OF THE EXISTING QEC FACILITIES (SUCH AS PARKING). THE LOCATION ALSO PLACES THE BUILDINGS AWAY FROM THE CRICKET GROUNDS, AND OUT OF ANY POTENTIAL BALL STRIKE ZONE.

The location offered through the EOI situates the buildings on the North-eastern side of the grounds, next to the proposed training fields as shown in the QEC Masterplan 2020.

QUEENSTOWN EVENTS CENTRE MASTERPLAN - SUMMARY



Figure 5 - Excerpt QEC Masterplan 2020

INTEGRATION WITH THE QEC *continued.*

The Hub's car park will be available for use by the QEC sports field user's afterhours and at the weekend, expanding capacity for users, parents, and other supporters to park close to the fields.

As part of the design work for the Hub, the Trust proposes to utilise existing topsoil during the site works to create a bund between the car park and the sports grounds on the Western side. The bund will serve as a viewing terrace for spectators watching matches on the QEC.

Should Council desire it, services can be made available from the Hub's site to connect into future toilet or changing room facilities placed on eastern side of the QEC. An indicative future public toilet is incorporated into the Hub plans for consideration.

The Hub will also be available to host sports club events within its meeting rooms, or team administrators within the shared office setup.

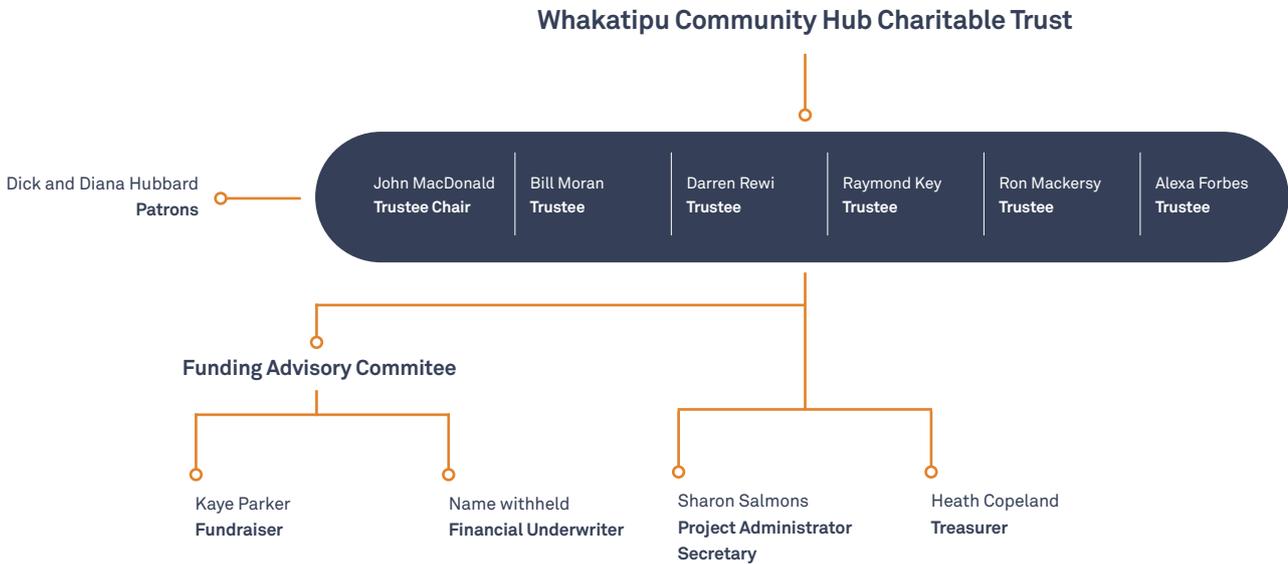
As noted earlier in our proposal, the Hub will ideally be linked to the Council's Civil Defense structure, and the Emergency Operations Centre currently situated at the QEC. This will primarily involve building resilience into the Hub, through telecommunication and electricity backups, but also from an operational perspective. This will provide Queenstown's Social Agencies with a central space to work together in an emergency event where support for the community is needed.



TRUST STRUCTURE

TRUST STRUCTURE

THE TRUST CONFIRMS, FROM A GOVERNANCE PERSPECTIVE, THAT IT IS FULLY LEGALLY COMPLIANT AND REGISTERED WITH THE CHARITIES COMMISSION. THE TRUST'S DEED IS INCLUDED WITH OUR PROPOSAL AS APPENDIX 6. THE TRUST'S REGISTRATION NUMBER WITH THE GOVERNMENT CHARITY SERVICES IS CC57157.





OPERATIONS **POST CONSTRUCTION**

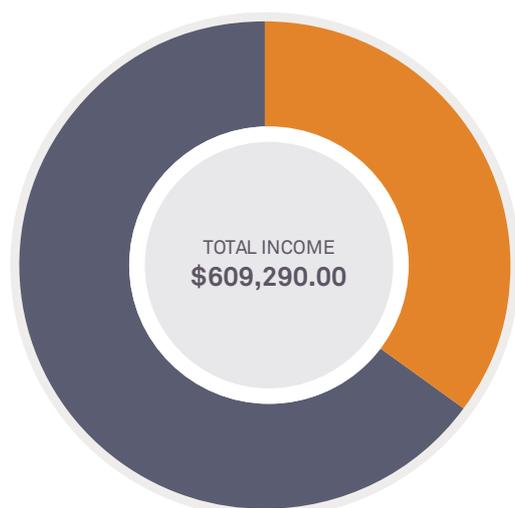
OPERATIONS POST CONSTRUCTION

THE TRUST HAS UNDERTAKEN CONSIDERABLE RESEARCH INTO DEVELOPING A BALANCED OPERATING BUDGET, POST CONSTRUCTION. OTHER HUBS RESEARCHED INCLUDE THE KOLLECTIVE, THE LOFT AND THE WANAKA HUB.

Key annual funding is to be confirmed, however based upon other similar operational models the trust has studied, funding includes:

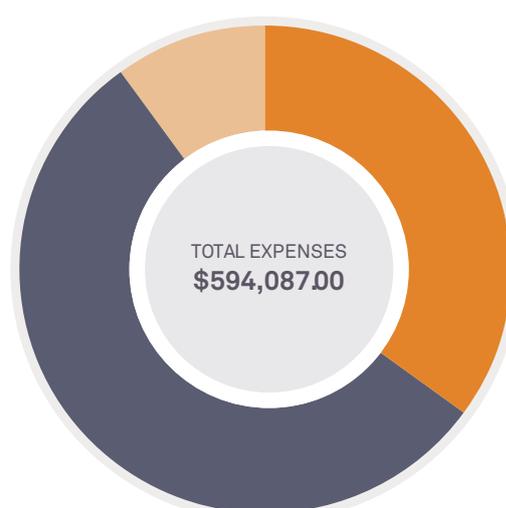
- Desk and meeting room hire
- Government grants for undertaking social activities (such as from the Ministry of Social Development)
- Kitchen hire
- Advertising

INCOME



- OPERATING INCOME
\$215,730.00
- OTHER INCOME
\$393,560.00

EXPENSES



- COST OF SALES
\$209,007.00
- OPERATING EXPENSES
\$327,438.00
- OVERHEADS
\$57,642.00

A detailed draft operational budget is included with this proposal as Appendix 2.



TRUST FUNDING **OVERVIEW**

TRUST FUNDING OVERVIEW

THE TRUST HAS DEVELOPED A FUNDING STRATEGY TO ENSURE THE PROJECT CAN BE COMPLETED SUCCESSFULLY AND WITHOUT COUNCIL CONSTRUCTION FUNDING. THIS WILL INCLUDE TAKING ON KEY LEARNINGS FROM OTHER COMMUNITY PROJECTS.

To date the trust has received seed funding to progress the Hub concept to this point. This has been graciously provided by the Trust's patrons Dick and Diana Hubbard, along with donations from Sky City Charitable Trust and the Council's Mayoral Fund.

The Trust has previously investigated costs and funding when the Remarkables Park option was being considered, however we anticipate changes to the funding structure proposed at that time.

The new location has additional requirements of noise proofing, access and services, along with multiple smaller clustered buildings (as required by the designation). Conversely the multiple buildings concept also allows for building in stages, for which is easier to secure funding.

It is anticipated the build cost for the Stage 1 (Buildings 1, 2 & 3) will be based on \$6000 m² equating to \$16.2 million. An additional non-inflation adjusted cost for Stage 2 (Building 4) equates to \$4.5 million.

Breakdown of funding

The Trust anticipates Stage 1 will be funded by grants as follows:

- Central Lakes Trust – 50% funding anticipated
- Private Philanthropic Donations – 35% funding anticipated
- Community Trust South – 10% funding anticipated
- Lotteries Commission – 5% funding anticipated (once >75% of funding is secured)
- Whānau Āwhina Plunket – potential shared investment in the facility TBC

TRUST FUNDING OVERVIEW *continued.*

Stage 2 funding is still to be determined, however options included seeking further community grants, seeking donations or taking out a commercial loan.

Based on our research of similar community facilities, a successful funding avenue we are considering is to seek key private philanthropic underwriters for the project once the concept is fully designed and costed. This will allow the construction timeframe to be accelerated, while still fundraising the final construction budget.

The Trust has also recently formed a Funding Advisory Committee to help raise funds for the construction and has successfully co-opted the experience of Kaye Parker to this committee. Kaye is a veteran at raising funds from the local community for projects such as the Te Atamira at Remarkables Park, Cure Kids, and the Queenstown Trails Trust.

We appreciate that the above numbers are indicative only at this time and will need to be finalised once detailed design and costings are undertaken.



LEASE VERSUS **TRANSFER OF LAND**

LEASE VERSUS TRANSFER OF LAND

INITIAL DISCUSSIONS WERE UNDERTAKEN WITH THE CENTRAL LAKES TRUST (CLT), WHICH HAS INDICATED IT WILL CONTRIBUTE 50% OF FUNDING TO THE PROJECT. CLT'S POLICY IS OFTEN TO LOOK FOR CO-INVESTMENT TO BE MADE BY THE SUPPORTING COUNCIL, EITHER THROUGH A LONG-TERM LEASE OR A TRANSFER OF THE LAND.

The Trust is agreeable to taking on a long-term lease with the Council. However, we ask that consideration is given to the quantum of additional funders being sought on this project. A transfer of the ownership of the land, once Stage 1 is completed, will provide additional benefits to the Trust via co-contributing funds with another party (such as the Whānau Āwhina Plunket) or enable the Trust to seek commercial funding for Stage 2 (Building 4).

Mechanisms can be built into the Agreement for Sale and Purchase, or via a land covenant that provides for a return of the asset to Council under certain circumstances. We welcome the opportunity to discuss this with you further, should our proposal be successful.



LETTERS OF SUPPORT

LETTERS OF SUPPORT

THE TRUST HAS RECEIVED LETTERS OF SUPPORT ASSOCIATED WITH THE QEC LAND OPPORTUNITY EOI FROM THE FOLLOWING ENTITIES:

1. Dick & Diana Hubbard, Patrons
2. Joseph Mooney, Member of Parliament Clutha Southland
3. Whānau Āwhina Plunket
4. Happiness House Trust
5. Wakatipu Senior Citizens Association
6. Citizens Advice Bureau
7. Central Lakes Family Services
8. Wakatipu Community Foundation
9. Age Concern Southland
10. Queenstown Lakes Community Housing Trust
11. Queenstown Gateway 5M Ltd

These letters are included in the appendices to our proposal.