Item 1: Draft Community Investment Policy 2027

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

This fixture follows the Council workshop on 1 September where feedback was provided on key principles of the draft Community Investment Policy 2027. From that input, officers have developed the draft policy document. The purpose of this workshop is for Councillor's to provide any feedback, prior to the draft policy being formally adopted by Council in early 2027 for consultation with the community, in line with the timing for the 2027 Long Term Plan consultation.

DATE/START TIME:

Tuesday, 10 November 2026 at 10.00am

TIME BREAKDOWN:

Presentation: 10 minutes
Questions /discussion: 20 minutes

PRESENTERS:

Carrie Williams – Policy manager
Marie Day – Community partnerships manager
Roger Davidson – Property director

Prepared by:



Name: Carrie Williams
Title: policy manager

11 September 2026

Reviewed and Authorised by:



Name: Dave Winterburn
Title: Acting General Manager – Community Services
14 September 2026

ATTACHMENTS:

A	Workshop slide deck: Draft Community Investment Policy 2027
B	Draft Community Investment Policy 2027
C	Table outlining changes between existing and draft policy

Attachment A: Workshop slide deck: Draft Community Investment Policy 2027

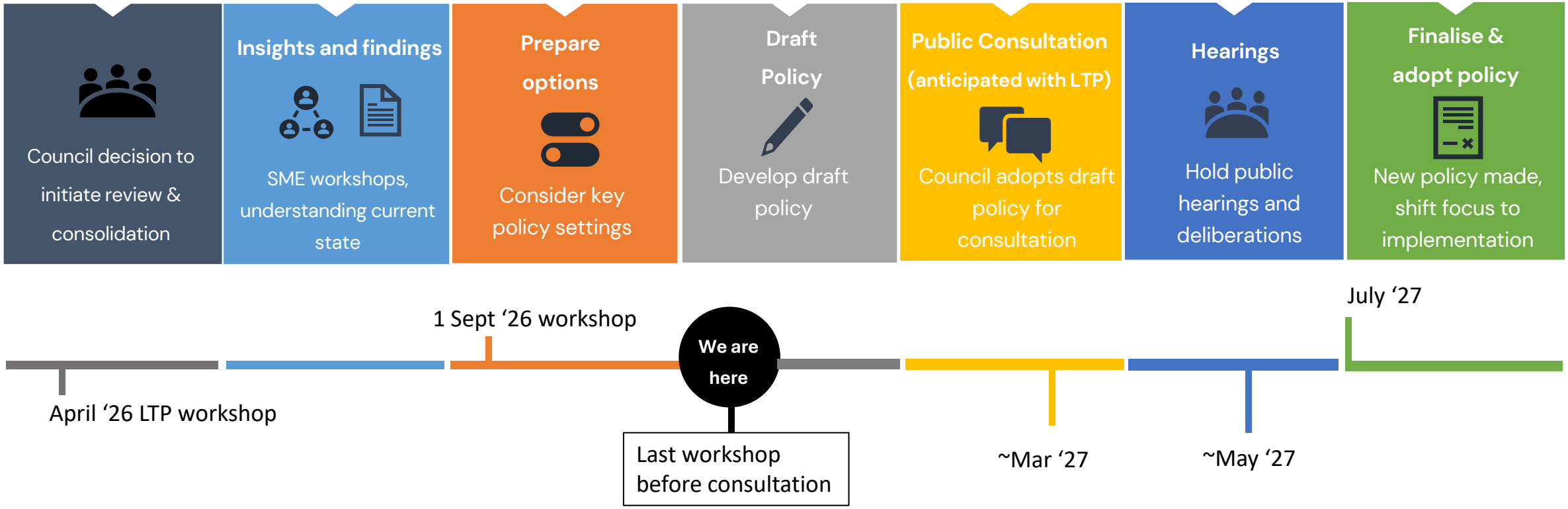
Draft 2027 Community Investment Policy

10 November Council workshop

QUEENSTOWN LAKES DISTRICT COUNCIL

We are at the draft policy stage

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Developing of new processes & ways of working

Implementation of:

- ✓ Smarty grants system & community grants guidelines
- ✓ Interim process for community requests

Starting to develop:

- ➢ Commercial occupancy guidelines
- ➢ Property sale and acquisition guidelines

Implementation/refinement of new processes and when undertaken agreements

What we're trying to do

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Across commercial and community agreements there is a need to:

- improve consistency and transparency
- ensure decisions align with QLDC strategic direction/vision
- provide for value for money through encouraging maximum use of finite public resource
- generally, to improve systems, documenting process and reporting etc.

The draft policy provides a framework to do this through:

- simplifying and consolidating policies (three policies into one)
- allow for consistent assessment though establishing enduring high-level principles, daylighting decision making objectives, delegations and criteria
- introducing more adaptable guidelines for procedure/process detail

Key changes/settings in this draft policy

- Creation of an overarching policy for community agreements (one did not exist before).
- More frequent reviews of agreements (both community and commercial to ensure they are maximising benefit – e.g. standard tenure of 5 years for occupancy, formal EOI process etc as opposed to 10 years).
- Clarity of decision-making roles and responsibilities.
- Tracking of utilisation to better ‘tell the story’ and ensure maximum usage of facilities (through periodic rent reviews etc.).
- Explicitly encouraging partnerships/sharing of spaces between groups.
- Guidance documents to provide clarity in processes to both staff and external groups.

Key trade-offs & limitations



1. **Efficiency vs. Effectiveness:** agreements need to strike a balance
   - Agreement conditions, processes are not too onerous to the extent they impact outcomes. e.g. shorter contracts, more conditions & reporting adds cost and time for staff, elected members and external organisations.
   - Proportionality (section 12 of draft policy) aims to help strike this balance, as well as updating guidance to refine processes over time.



2. **Limitations of existing regulatory frameworks/processes**
   - Most land is governed by the Reserves Act 1997, and/or other site specific conditions or processes – or conditions in agreements themselves (i.e. right of renewals).
     - Policy and guidelines can help Council navigate these processes and agreements, but are complementary, and cannot override statutory process.
   - Many of the changes in policy settings can only be introduced over time as agreements are renewed (e.g. some leases are up to 10 or 20 years).

Key input from last workshop – what we did

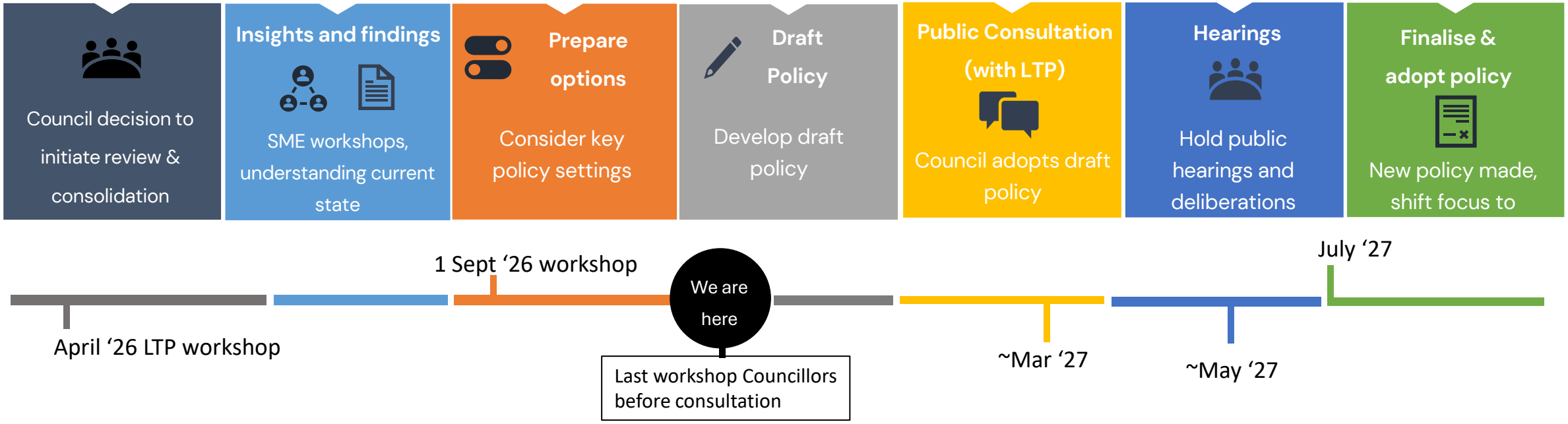
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1. **How to approach hybrid cases, between public vs private benefit? What we did:**
   - Explicitly included 'public' vs 'private' benefit into policy and reference to s.101(3) of LGA to ensure alignment in approach, Charity Services guidance included to assist with navigating this space.
   - Provide pathways for bespoke hybrid agreements between Council and other entities (Section 7.3).
2. **Settings of turnover rate 7.5% still right? What we did:**
   - September 2026 independent valuation found 7.5% turnover rate still right turnover rate for district.
   - Re-emphasis on the reliance on independent valuation to provide consistency and independence for commercial agreements.
3. **'Value for money' – too narrow? What we did:**
   - Included reference to OAG 'value for money framework' 2026 – value does not mean 'economic', but can be social, cultural or environmental value. (*"Value for money means achieving the best possible outcomes with the resources available.")*
4. **'Objective' metrices for community spaces assessment etc. What we did:**
   - 'objective' is not feasible – but consistent assessment can be used to ensure clear rationale in decisions, as per OAG principles – example community occupancy matrix (in appendix).

Any other feedback on the draft policy?



Next steps, engagement & implementation



This looks like..

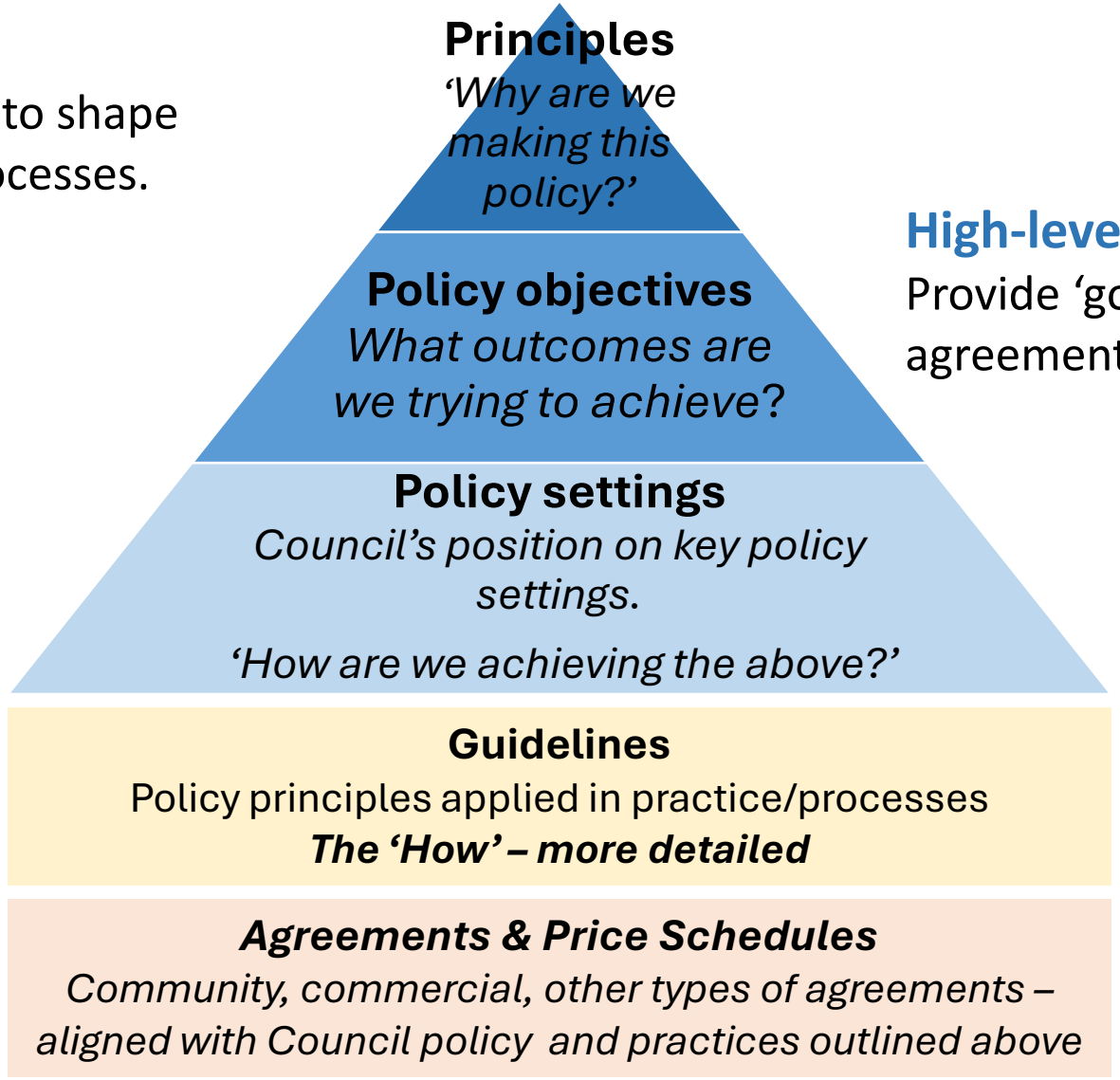
- Piloting reporting and assessment templates (e.g. requiring data collection on utilisation of leases etc.)
- Engagement with community groups for input during LTP consultation period (between now and March 2027)
  - Inform stakeholders (e.g. community organisations with agreement or wanting them)
- Start to drafting other guidelines (Commercial & Property Sale, Acquisition Guidelines)
  - Guidelines and decision-making process will focus on statutory processes.

Appendix

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A: How the policy works in practice

Principles….
Enduring and made to shape decision-making processes.



High-level objectives…
Provide 'goalposts' – what agreements are achieving

Policy settings are…
Big picture settings for Council approval/oversight (tenure length etc.)

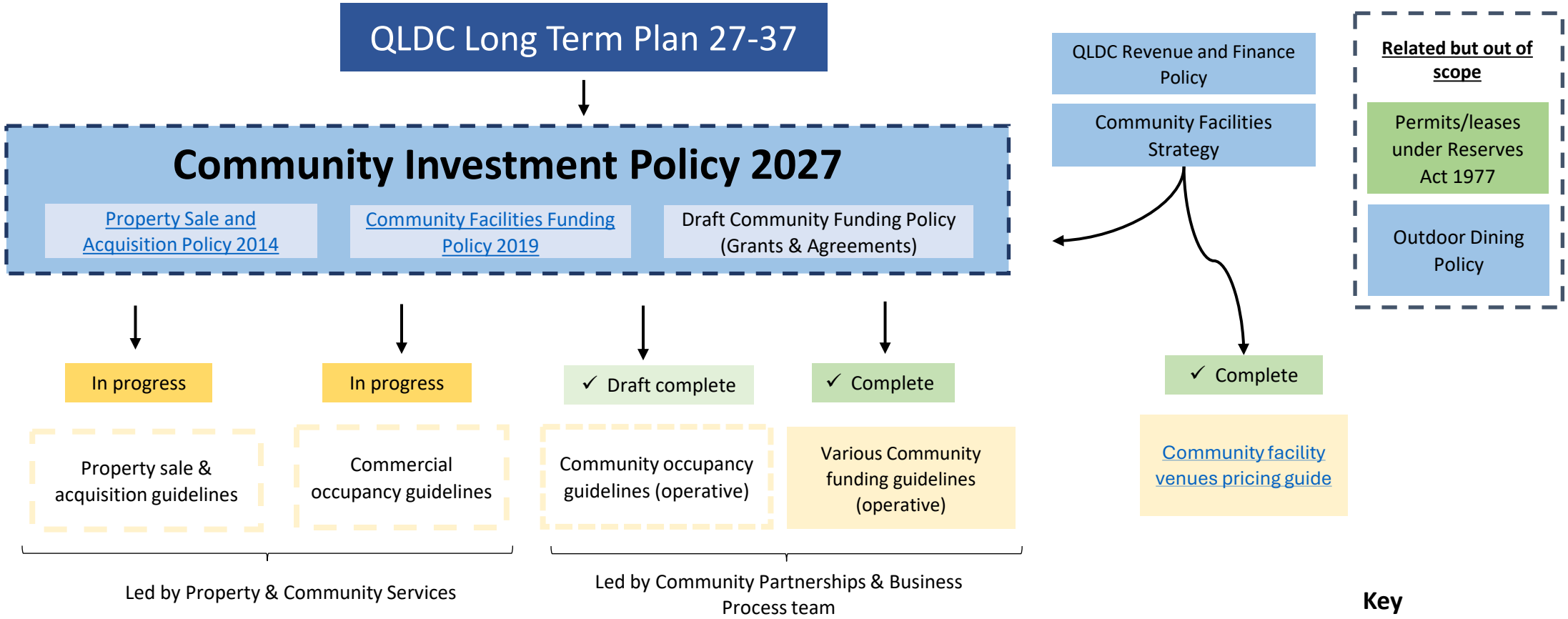
Guidelines are…
More process orientate/ detail to operationalise the above
e.g. 'hard' cases

Agreements & price schedules…
Actual agreements with Council

B: What this looks like in practice

One community investment policy and topic specific guidelines underneath

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QLDC Fees and Charges Schedule

Various fees from 2019 Community Facilities Funding Policy moved here. E.g. prices for venue hire

Agreements with third parties

Various agreements with third parties and their specific terms and conditions (e.g. commercial, community leases, licences, funding or other agreements).

Key

Proposed instrument

Existing instrument

C: Principles & Objectives (Community)

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Principles (Office of Auditor General, OAG Principles)

- **Accountability**
- **Openness**
- **Value for money / outcomes**
- **Lawfulness**
- **Fairness**
- **Integrity**

Objectives

Contestable and other community funding agreements (i.e. grants)

<u>Contestable funding agreements (i.e. grants)</u>

- Demonstrate alignment with Council strategic direction
- Meeting criteria of specific fund they are applying for e.g. events fund, community fund etc. all have own objectives and criteria etc.

<u>Other funding agreements (strategic partnership / MOUs)</u>

- Must have proven track record.
- Provide services which necessitates longer term agreements.

Objectives

Community occupancy agreements (i.e. community spaces)

- Demonstrate alignment with Council strategic direction.
- Supports identified community need.
- Responsible environmental, asset and financial stewardship.
- Encourage collaboration, innovation and partnership.

↓

Interim guidelines and process already created will need only slight adjustment for wording to align with policy objectives.

Principles and Objectives (Commercial)

Principles (Office of Auditor General, OAG Principles)

- **Accountability**
- **Openness**
- **Value for money / outcomes**
- **Lawfulness**
- **Fairness**
- **Integrity**

Objectives: Commercial Occupancy Agreements

- Encouraged alignment with Council strategic direction.
- Responsible environmental, asset and financial stewardship.
- Fair financial return for private use of public assets.

Interim guidelines and processes yet to be developed.

Will be simpler as reliance on independent valuation for setting of rates.

Principles and Objectives (Property Sale & Acquisition)

QUEENSTOWN LAKES DISTRICT COUNCIL

Principles (Office of Auditor General, OAG Principles)

- **Accountability**
- **Openness**
- **Value for money / outcomes**
- **Lawfulness**
- **Fairness**
- **Integrity**

Objectives: Property sale and acquisition

- Encouraged alignment with Council strategic direction.
- Responsible environmental, asset and financial stewardship.
- Fair financial return for private use of public assets.

Interim guidelines and processes yet to be developed.

Guidelines will be largely processes that are required to follow by statue and due diligence, e.g. production of status report, first right of refusal etc.

D: Assessment Matrix (community occupancy)

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Summarized from [Community Spaces Guidelines]

Feasibility Check

Baseline assessments	What QLDC will consider when assessing against this criteria
Eligibility check	Eligibility to undertake activity, registered community organization, meets regulatory obligations,
Sound financial record	Does not have outstanding debt, sound internal governance records (other due diligence)

Assessment against criteria

New Community Investment Objectives Shown on left-side

Objectives (new – in CI Policy)	Criteria (existing)	What QLDC will consider when assessing against this criteria (existing)
Objective 1: Alignment with Council strategic vision	**Alignment with QLDC strategies and community outcomes**	How the proposed programmes or services contribute to relevant QLDC strategies and community wellbeing outcomes.
Objective 2: Supports identified community need	**Need for the tenancy**	Evidence of genuine financial requirements for a community rental rate.
	Benefit to the local community	Evidence of community need and impact
Objective 3: Responsible environment, asset & financial stewardship	**Capacity and experience**	The organisation's history, capability, governance, operating experience, and ability to provide a financially sustainable service.
	Suitability of the space	Location, accessibility, physical characteristics, optimal use, impacts on neighbours or other users, and any changes required to accommodate the proposed use.
Objective 4: Encourage collaboration, innovation & partnership	**Connection and benefit to the local community**	Local support and partnerships, willingness to share space or resources with compatible organisations.

DRAFT Community Investment Policy

QUEENSTOWN LAKES DISTRICT COUNCIL

Community Funding, Occupancy Agreements and Disposal or Acquisition of Council Land

Business unit /Directorate	Community Partnerships | Property | Parks Planning
Approved/Adopted by	Council
Effective date	Month and year
Next review	Month and year (default is three years after adoption)

1 PURPOSE

The purpose of the Community Investment Policy 2027 (the policy) is to establish a consistent and transparent framework to inform Queenstown Lakes District Council's (QLDC or Council) decision-making and management of:

- **community funding,** such as the provision of grants and in-kind support for community groups operating in the district,
- **community occupancy agreements**, where community groups use Council land, assets or facilities,
- **commercial occupancy agreements**, where commercial entities use Council land, assets and facilities,
- the **acquisition or disposal of property** by Council.

This policy also acts an enabler to support:

- a network-based approach across the district through encouraging closer collaboration, coordination and consistency across the Council and community organisations,
- ensuring legislative compliance, transparency and fairness when undertaking agreements with third parties,
- providing a framework for common understanding and expectations of Council's management practices for agreements with external parties.

The application of this policy and the operational aspects and processes of specific activities are set out in relevant guidelines. This framework is shown in the diagram below. This policy should be read in conjunction with the QLDC District Plan/s, the Reserves Act 1977, QLDC's Register of Delegations and other relevant legislation and instruments.

2 SCOPE

This policy applies to QLDC officers and employees, elected members, any contractors or consultants. It also applies to all individuals and/or organisations that enter/seek, community funding, and community or commercial occupancy agreements with QLDC.

This policy applies to:

- all new agreements related to the purpose of this policy,
- existing agreements at rent review, renewal, or where terms are silent or ambiguous and the parties agree to apply the provisions of this policy.

This policy does not apply to:

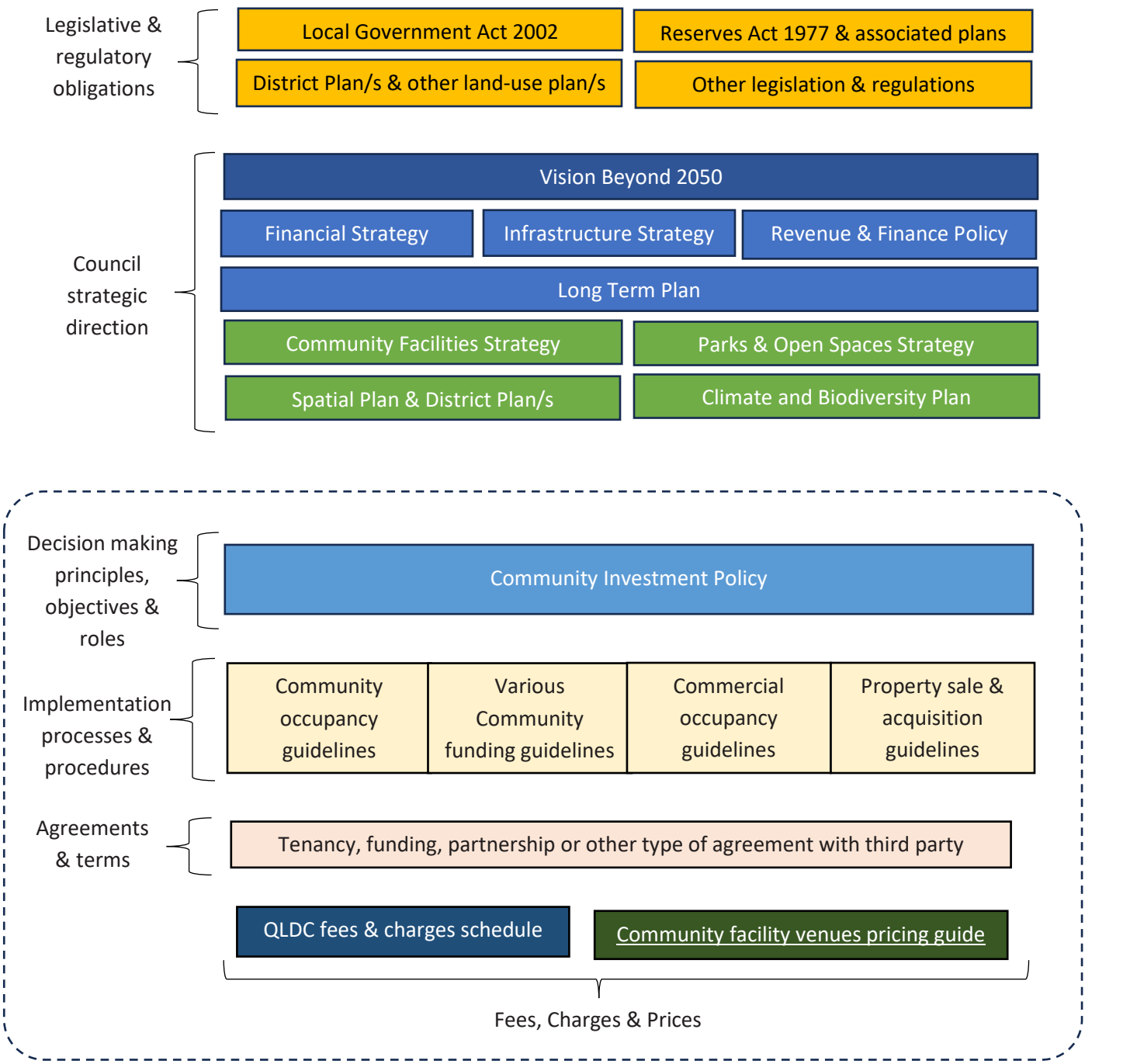
- existing agreements where the terms of the agreement differ from the provisions of this policy and the parties do not mutually agree to apply the provisions of this policy during the existing term of the agreement
- outdoor dining licences
- pop-up stalls or trading
- air space licences
- easements
- residential tenancies.

Land that is subject to the Reserves Act 1977 will adhere to its requirements and any applicable regulations. This policy and appropriate guidelines will be applied where possible, noting that the Reserves Act 1977 (and other legislation) may impose different processes that Council is required to follow.

Total financial assistance provided to the community through community grants and funding covered by this policy is determined in Council's Long Term Plan budget.

3 STRATEGIC CONTEXT

Investing in our communities takes several different forms, both monetary and non-monetary. The diagram below demonstrates the range of regulatory and strategic documents that shape community investment decision making in the district.



4 TE TIRITI O WAITANGI

QLDC acknowledges Kāi Tahu as mana whenua of the Queenstown Lakes District. Council recognises its responsibilities under the Local Government Act 2002 to facilitate Māori participation in decision-making and to maintain processes for mana whenua contribution to Council activities. QLDC has existing relationships with Aukaha Ltd and Te Ao Marama Inc. and will continue to engage with mana whenua on matters relevant to this policy.

5 DEFINITIONS

acquisition	To obtain or receive land or property through a method such as purchase or gift.
asset	Means buildings, structures, maritime facilities, or land owned or administered by Council, where a formal agreement is necessary to enable a commercial right or any associated occupation, such as a lease or licence
community group	Means: • a not-for-profit, charitable, or voluntary entity delivering services, activities, or projects within the Queenstown Lakes District Council boundaries • any funds generated are used to maintain and develop the organisation to support its community services and activities • have the primary aim of working to provide services and benefits to the community • does not make distributions of profits to its members • membership is open to all persons without discrimination based on gender, social, racial, political, or religious grounds, and membership criteria and participation fees are not set in a way that excludes people who might want to participate • does not have a primary purpose of promoting party politics • excludes for profit early childhood education facilities (ECEs) or other education facility.
community funding	Includes: • Contestable funding is allocated through competitive application processes during specified funding rounds to **community groups**. Applications are evaluated based on merit, alignment with strategic priorities, and community impact. This is QLDC's preferred approach because it promotes open and fair competition. • Non-contestable funding is provided without a competitive process, to **community groups** with a proven ability to deliver ongoing services or strategically aligned initiatives. This may include multi-year funding arrangements and **strategic community partnership agreements** that provide stability for key community service providers. • in-kind support includes non-monetary assistance such as venue hire, equipment, and Council services to reduce project or event costs and enhance delivery capacity.

disposal	To sell or otherwise relinquish ownership of land or property.
guidelines	A set of guidelines to provide specific, operational guidance on the processes within the scope of this policy.
occupancy agreement	A **lease** or **licence to occupy** (or other type of instrument) regarding: • Council-owned land and buildings, • **shared space** within a larger Council-owned building, • Council administered parks and reserves, including land held under the Reserves Act 1977 • Council-owned or managed **structure**.
community occupancy agreement	An **occupancy agreement** with a **community group** (see definition above).
commercial occupancy agreement	An **occupancy agreement** with a commercial/for profit person or entity for primarily commercial purposes (i.e. retail sales of goods and services, catering, bar facilities).
property	For the purposes of sale, disposal or purchase/acquisition of property, refers to land, together with anything permanently attached to it, and the legal rights associated with owning that land, and excludes moveable assets or equipment.
Public benefit	Benefits that accrue primarily to the community as a whole, or substantial part of the community, rather than primarily to an individual persons or organisations. Public benefit is informed by the considerations in section 101(3) of the Local Government Act 2002, as well as caselaw and definitions, summarised by Charities Service New Zealand.
Private Benefit	Benefit to a person, business, member or organisation, rather than to the public or a sufficient section of the public. This includes for profit or financial gain of individuals or businesses, that mainly benefit members or a closed group, or access to assets services or opportunities that are not linked to a charitable purpose. For more information regarding this definition refer to Charities Service New Zealand.
shared space	A Council facility, building or asset, or part of same, shared by, or potential to be shared by multiple types of users and/or community groups.
strategic community partnership agreement	Means a formal agreement between Council and an external organisation to work together towards agreed community outcomes, setting out the purpose of the partnership, the respective roles and commitments of each party, and any Council support or investment provided.
structure	A Council owned or controlled building, facility (including maritime facility), equipment, or device made by people and which is fixed to land and can include Council owned or controlled maritime structures such as jetties, wharves and boat ramps.

6 PRINCIPLES TO GUIDE DECISION-MAKING

The Office of the Auditor-General's guidance on managing funding arrangements with external parties sets out six principles that inform Council decision-making under this policy:

- **Accountability**: Decisions and spending must be explainable, recorded, transparent and are made at an appropriate delegated level.
- **Openness**: Processes, criteria, and reasons for decisions are clear. Publication expectations are defined and met.
- **Value for money**: Decisions consider economy, effectiveness, efficiency. Value for money assessment may include consideration of equity, environment and ethics depending on the context.
    - Value for money means 'achieving the best possible outcomes with the resources available' see Office of Auditor General for more guidance.
- **Lawfulness**: All arrangements comply with relevant legislation and Council policy settings.
- **Fairness**: Processes are impartial and assessment is consistent and based on published criteria.
- **Integrity**: Conflicts of interest, gifts, and bias risks are actively managed. Decision-makers act in the public interest.

7 POLICY OBJECTIVES

Policy objectives are outlined for different topics covered by this policy. These include:

- community funding and occupancy agreements
- commercial occupancy agreements
- property sale and acquisition agreements.

7.1 COMMUNITY FUNDING AND OCCUPANCY AGREEMENTS

Types of community funding and occupancy agreements

Council provides a broad range of support to community groups in the district. These can be categorised into three overarching types:

- **Contestable funding agreements:** where funds are allocated through competitive funding processes.
- **Strategic community funding agreements:** where funding is allocated to an organisation based on:
    - a proven ability/track record to deliver services
    - the nature of service/s provided
    - these agreements may also be referred to as **multi-year or partnership agreements** and can either be contestable or non-contestable depending on the context.
- **In-kind support/agreements:** in which Council agrees to provide non-monetary assistance, such as through reduced project or events costs (for example, through a reduced venue hire), and/or other support to community groups.
    - This type of support can take the form of a **community occupancy agreement**, in which Council provides a lease or licence to occupy for community groups at a reduced rate.

These agreements can take different forms depending on the nature of good or service provided. For more information on contestable funding refer to Council's Community Fund webpage. For more information regarding in-kind support, and or non-contestable funding agreements, contact communityfunding@qldc.govt.nz.

Objectives for contestable, non-contestable and strategic agreements

- **Alignment with Council strategic direction and vision:** Agreements demonstrate alignment with Council's strategic vision, community outcomes, as well as meeting statutory and regulatory obligations.
    - For more information on what this looks like in practice for contestable funds refer to Community Funding. Each fund has its own objectives and criteria based on the topic area.
    - These funds include:
        - Arts, Culture and Heritage Funds
        - Community Fund
        - Economic Diversification Fund
        - Events Fund
        - Get Active Community Grant
        - Local Community Support Fund
        - Sport NZ Rural Travel Fund
        - Waste Minimisation Fund.
- As outlined above, Council may enter strategic community funding agreements/partnership agreements with organisations with a proven track-record, or those that provide services which necessitates longer term agreements. These agreements should demonstrate public benefit and value for money through periodic reporting.

Objectives for community occupancy agreements:

- **Alignment with Council strategic direction and vision:** agreements should demonstrate alignment with Council's strategic vision and community outcomes, as well as meeting statutory and regulatory obligations.
  This looks like:
    - Legal and statutory compliance e.g. under the Reserves Act 1977, Local Government Act 2002, District Plan, and or other appropriate standards related to the activity.
    - Alignment with outcomes sought in relevant Council strategic documents, plans and policies.
        - **Proportionality:** the degree of benefit demonstrated against outcomes should be in proportion to the value of investment (see Section 12 for more information).
- **Supports an identified community need**: agreements respond to community need and/or the provision of community and recreational facilities.
- **Responsible environmental, asset and financial stewardship:** the activity/agreement supports responsible environmental and asset stewardship for current and future generations.
  This includes:
    - recognising future community needs and trends, *Mō tātou, ā, mō kā uri ā muri ake nei | For us and our children after us,*
    - prudent use of public resources through ensuring value for money.
        - This includes achieving the best possible outcomes with the resources available, such as social, environmental, and other community outcomes.

- **Encourage collaboration, innovation and partnership**: Initiatives and agreements foster innovative and collaborative approaches, bringing together community groups, mana whenua, and stakeholders to achieve shared goals and foster innovative practices to complex problems.
    - This can be demonstrated by maximising public benefit through shared/multi-use of Council buildings, land and facilities, as well as other collaborative and innovative efforts.

7.2 POLICY OBJECTIVES - COMMERCIAL OCCUPANCY AGREEMENTS

Council will seek to fulfil the following objectives in relation to commercial occupancy agreements:

- **Encourage alignment with Council strategic direction and vision:** In addition to meeting statutory and regulatory requirements, commercial initiatives and agreements are encouraged to demonstrate alignment with Council's strategic vision. Note: Here, and elsewhere in this policy, strategic direction refers to Council documents and plans, including the Long-Term Plan, Infrastructure Strategy, Asset Management Plans, as well as land-use plans, such as Structure Plans and Future Parks and Reserves Plans.
- **Responsible environmental, asset and financial stewardship:** the activity/agreement supports responsible environmental and asset stewardship for current and future generations. This includes:
    - recognising future community needs and trends, Mō tātou, ā, mō kā uri ā muri ake nei | For us and our children after us,
    - prudent use of public resources through ensuring value for money,
        - this includes consideration of implementation requirements, usage requirements and patterns, infrastructure constraints, whole-of-life costs, anticipated costs and benefits, as well as market conditions.
- **Financial return for private use of public assets**: Council will ensure fairness and transparency when setting commercial occupancy rates through utilising independent market valuation where appropriate, this ensures maximum value from private use of public assets.

Due to the nature of commercial agreements, specific agreement terms will be approached on a case-by-case basis, and through negotiation when required.

7.3 APPROACH FOR COMPLEX, STRATEGIC OR MULTI-USE AGREEMENTS

Council may exercise discretion when establishing terms and conditions of use for public assets, as well as price settings and agreements with different users, or for different types of activities.

This may involve:

- bespoke strategic partnership or strategic partnership agreements (or strategic community partnerships agreement) depending on the service provided, such as when the provision of a good or service is undertaken in partnership with Council to achieve strategic objectives.
- differential pricing or other terms and conditions associated with use of public assets, such as when there are multiple users (or types of users) of a public asset or facility.

Due to their complexity, these agreements and pricing approaches will be approached on a case-by-case basis. This will involve, for example, price schedules being established through relevant statutory processes in long term plan and annual reporting, as well as associated consultation requirements under the Local Government Act 2002.

7.4 POLICY OBJECTIVES - PROPERTY DISPOSAL AND ACQUISITION

Council will seek to fulfil the following objectives in relation to property disposal and acquisition:

- **Alignment with Council strategic direction and vision:** agreements demonstrate alignment with Council's strategic direction and meet applicable regulatory and due-diligence requirements.
- **Responsible environmental, asset and financial stewardship:** the activity/agreement supports responsible environmental and asset stewardship for current and future generations.
  This includes:
  - recognising future community needs and trends: Mō tātou, ā, mō kā uri ā muri ake nei | For us and our children after us.
  - The importance of reserve and open space land in delivering recreation, ecological, landscape, cultural and community outcomes must be explicitly considered.
  - prudent use of public resources that considers financial implications, implementation requirements, market conditions, usage requirements and patterns, infrastructure constraints, whole-of-life costs and anticipated benefits, such as through:
    - minimising unmanaged liabilities and ensure Council has the capability and resources required to meet any ongoing ownership, maintenance or management obligations associated with a property,
    - undertaking an assessment of a wide range of delivery and ownership options (including non-ownership models),
    - identification and appropriately managed legal, financial, environmental, operational and reputational risks.

8 POLICY SETTINGS

These policy settings provide Council position on key topics, which are elaborated on through the guideline documents.

8.1 COMMUNITY OCCUPANCY AGREEMENT SETTINGS

Tenure for community occupancy agreements

Type of agreement	Category	Standard term
Community group licence to occupy	Non-exclusive occupation of Council-owned (or administered) land only or land and buildings or space within a multi occupancy Council owned building	Five years
Community group lease	Council-owned (or administered) land only	10 years
	Council-owned (or administered) land and building	10 years
	Space within a multi–occupancy Council owned building	10 years

	Community Group-owned building on Council-owned (or administered) land	30 years
Rent review/review of agreement	All	Every five years

General terms and conditions for community occupancy agreement tenure

- A community group must not assign, sublet or dispose of their interest in an occupancy agreement without approval from Council. The guidelines set out under what terms Council may consider assignment, subletting or disposal. Persons or groups should not profit from the assignment, subletting or disposal of their interest in an occupancy agreement provided by Council. Any commercial sublease of a community occupancy agreement (or part thereof) requires a commercial return to Council.
- Community occupancy agreements shall have no automatic right of renewal at end of the maximum occupancy period.
- All occupancy agreements will contain wording to require periodic review to ensure that Council land, facilities and spaces are being utilised in a way which is appropriate and proportional to the conditions of the occupancy agreement and maximises community benefit. This balances the need for security of tenure for a community group with Council's requirement to respond to growth and emerging trends.
- Matters assessed during period review include:
    - membership or usage trends, and
    - whether there is potential to share the space with other community groups to ensure optimal use of the facility or space.

A **shorter tenure** may be granted in circumstances including, but not limited to:

- where land or buildings are identified in Council's strategic documents or plans for potential alternative use
- where a management plan requires a shorter tenure
- where the parties mutually agree that a shorter tenure is necessary.

A **longer tenure** may be granted in circumstances including, but not limited to:

- where groups co-locate or share facilities
- where significant investment has been made, or is planned, that align with the objectives of this policy
- in exceptional circumstances where the parties agree that a longer tenure is appropriate.

Fees associated with community occupancy agreements

- The community group is responsible for outgoings (as set out in the guidelines).
- Separate regulatory, consent or licensing charges administered by QLDC or Otago Regional Council may apply.

8.2 COMMERCIAL OCCUPANCY AGREEMENT SETTINGS

Tenure for commercial occupancy agreements

- **Term**: standard tenure is five years.
- **Rent review**: every two years

- Any request for renewal of a commercial occupancy agreement will be treated as a new application to ensure that Council land, facilities and spaces are being utilised in a way which is appropriate and proportional the conditions of the occupancy agreement.

A longer tenure may be granted in circumstances including, but not limited to, significant investment is being made or is planned.

Rental rates for commercial occupancy agreements

Commercial occupancy pricing is based on the following:

- QLDC's Revenue and Finance Policy for the use of Council assets and facilities (these are set through public benefit assessment conducted as part of the Revenue and Finance Policy development)
- The higher of either:
    - a commercial rate of 7.5% of gross annual revenue (also called a 'turnover-based rent' – set by independent valuation) or,
    - fee established through an independent market valuation.
- The occupier is responsible for outgoings (as set out in the guidelines)
- Rental rates exclude any separate regulatory, consent or licensing charges administered by QLDC or Otago Regional Council.
- Council may charge a fee to cover the costs of processing an application for a commercial occupancy agreement.

8.3 PROPERTY DISPOSAL AND ACQUSITION SETTINGS

Property disposal

Any recommendation to declare property as surplus (or underperforming) must consider Council's published strategic objectives, policies and/ or plans as at the time of assessment.

The process of selling Council freehold land that has been declared surplus must be publicly notified and subject to roles and responsibilities (outlined below and in relevant Council guidance).

Property acquisition

Property acquisition will be generally identified within the property asset management plan or another key plan endorsed by Council. Should an opportunity to acquire property arise outside a plan, such acquisitions will be considered subject to Council approval and roles and responsibilities (outlined below and in relevant Council guidance).

9 ROLES AND RESPONSIBILITIES

Approvals for decisions relating to the scope of this policy are governed by the QLDC Delegations Register. This means that any approval is limited to the level of an officer's delegated authority.

The tables below provide further detail in relation to the matters covered by this policy. In the event of any inconsistency between this policy and the QLDC Delegations Register, the Delegations Register prevails.

9.1 COMMUNITY FUNDING AGREEMENTS

Description	Decision description
Accountable for reviewing applications, considering staff recommendations, and making final funding decisions where applicable.	Council
Responsible for administering the internal processes, including promoting opportunities, receiving and reviewing applications, conducting assessments, making recommendations, and making funding decisions within delegated authority.	QLDC officers

9.2 COMMUNITY OCCUPANCY AGREEMENTS

Application description	Decision description
New applications and **expiry of existing agreements.**	**Freehold**: • For Upper Clutha: Report to WUCCB (Wānaka Upper Clutha Community Board) for decision. WUCCB may recommend decision goes to full Council. • For other locations: Report to Assets and Infrastructure and/or Community and Environment Committee (if indicated) for decision. Committee may recommend that the decision goes to full Council.
	Reserve: Report to WUCCB for recommendation (if required) followed by a decision of Council.
Renewal of existing agreements under **rights of renewal** specified in the terms and conditions of the current agreement.	**Freehold**: As per applicable delegations in delegations register to Chief Executive and/or Council officers.
	Reserve: As per applicable delegations in delegations register to Chief Executive and/or Council officers, and in consultation with the WUCCB chairperson where applicable.
Applications regarding reserve land that is included in a Reserve Management Plan.	Delegation with Parks and Open Spaces Planning Manager after consultation with the Chair of the WUCCB (if located in the Upper Clutha).

9.3 COMMERCIAL OCCUPANCY AGREEMENTS

Application description	Decision description
Commercial occupancy applications for longer than standard five-year tenure.	**Freehold**: • For Upper Clutha: Report to WUCCB (Wānaka Upper Clutha Community Board) for decision. WUCCB may recommend the decision goes to full Council. • For other locations: Report to Asset and Infrastructure Committee for decision. Committee may recommend that the decision goes to full Council.
	Reserve: Report to WUCCB (for Upper Clutha agreements) to agree to public notification and recommendation, followed by a decision of Council.
Commercial occupancy applications for a five-year or shorter tenure, as well as renewal and rent reviews.	**Freehold**: As per applicable delegations to Chief Executive and/or Council officers in delegations register. Transactions are reported to the Chief Executive on a monthly basis.
	Reserve: Report to WUCCB for recommendation (for Upper Clutha agreements) followed by a decision of Council.
Applications regarding reserve land that is included in a Reserve Management Plan.	Delegation with Parks and Open Spaces Planning Manager after consultation with the Chair of the WUCCB (if located in the Upper Clutha).

Council officers may refer any application to the WUCCB and Council for final decision should the application materially affect Council's long-term strategic position, asset ownership, financial exposure, or public accountability obligations.

9.4 PROPERTY ACQUISITION AND DISPOSAL AGREEMENTS

Description	Decision
Determination that a property is to be disposed or acquired. Note: A Council resolution to dispose property will stipulate an acceptable price range or state whether the Chief Executive is authorised to dispose at a price that the Chief Executive determines to be appropriate.	Report to WUCCB for recommendation (for Upper Clutha property) followed by a decision of Council.
	For an identified land acquisition need that is contemplated in a Council approved plan or instrument (i.e. Future parks and reserve provision plan): Chief executive OR extraordinary Council meeting
Responsibility for the terms and conditions of disposal or acquisition, subject to any specific matters stipulated as part of the Council resolution.	Chief executive
Ability to negotiate and enter into contracts to acquire property so long as the terms of the agreement are conditional upon Council ratification at the next appropriate meeting.	Chief executive
Approve the transfer of reserve land to Council from developers, the Department of Conservation or any other party, where that land has been identified in the Long Term Plan.	Chief executive
Report of all property disposal and acquisition transactions, on an annual basis.	Report to Risk and Assurance committee.

10 CONFLICTS OF INTEREST

Compliance with the QLDC's Conflict of Interest Policy is required. This includes declaring any actual, potential, or perceived conflicts of interest before participating in assessment or decision-making processes. Where a conflict exists, the affected person must withdraw from the relevant discussion and decision. The conflict, the nature of the interest, and the mitigation action taken must be recorded.

11 PRIVACY AND TRANSPARENCY

QLDC collects personal information from applicants to assess applications, administer agreements, and report on activity. This information is managed in accordance with the Privacy Act 2020 and QLDC's Privacy Policy requirements. Information that will not be published includes:

- personal contact details of individuals
- commercially sensitive information
- information that would prejudice the safety of any person
- detailed financial information about applicant organisations beyond what is required for accountability purposes.

QLDC is committed to transparency. The following information will be published or publicly available:

- this policy and the associated guidelines
- announcements, timelines, and eligibility criteria in relation to community funding and occupancy
- names of community groups and entities who have applied for and entered occupancy agreements
- names of funding recipients and amounts allocated
- high-level summaries of funded activities and outcomes
- annual reporting on activities related to the scope of this policy and impact.

12 PROPORTIONALITY

QLDC will ensure that process requirements are proportionate to the value, risk, and complexity of each arrangement. In practice, this means:

- lower-value agreements and funding have simpler application, contracting, and reporting process requirements
- higher-value or higher-risk arrangements have more detailed assessment, due diligence, and accountability requirements; and
- requirements will be scaled to an organisation’s maturity and track record.

Proportionality tiers and their associated requirements will be set out in the guidelines for each area covered by this policy. Proportionality does not preclude adherence to statutory compliance and process under respective acts (e.g. Reserves Act 1977 and Property Law Act 2007 processes).

13 ALIGNMENT WITH REGULATORY FRAMEWORK

- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Reserves Act 1977
- Conservation Act 1987
- Privacy Act 2020
- Public Works Act 1981
- Land Transfer Act 2017
- Property Law Act 2007

- Charities Act 2005
- Incorporated Societies Act 2022
- Managing funding arrangements with external parties, Office of the Auditor-General
- Public Finance Act 1989
- Health and Safety at Work Act 2015

14 MONITORING AND REVIEW

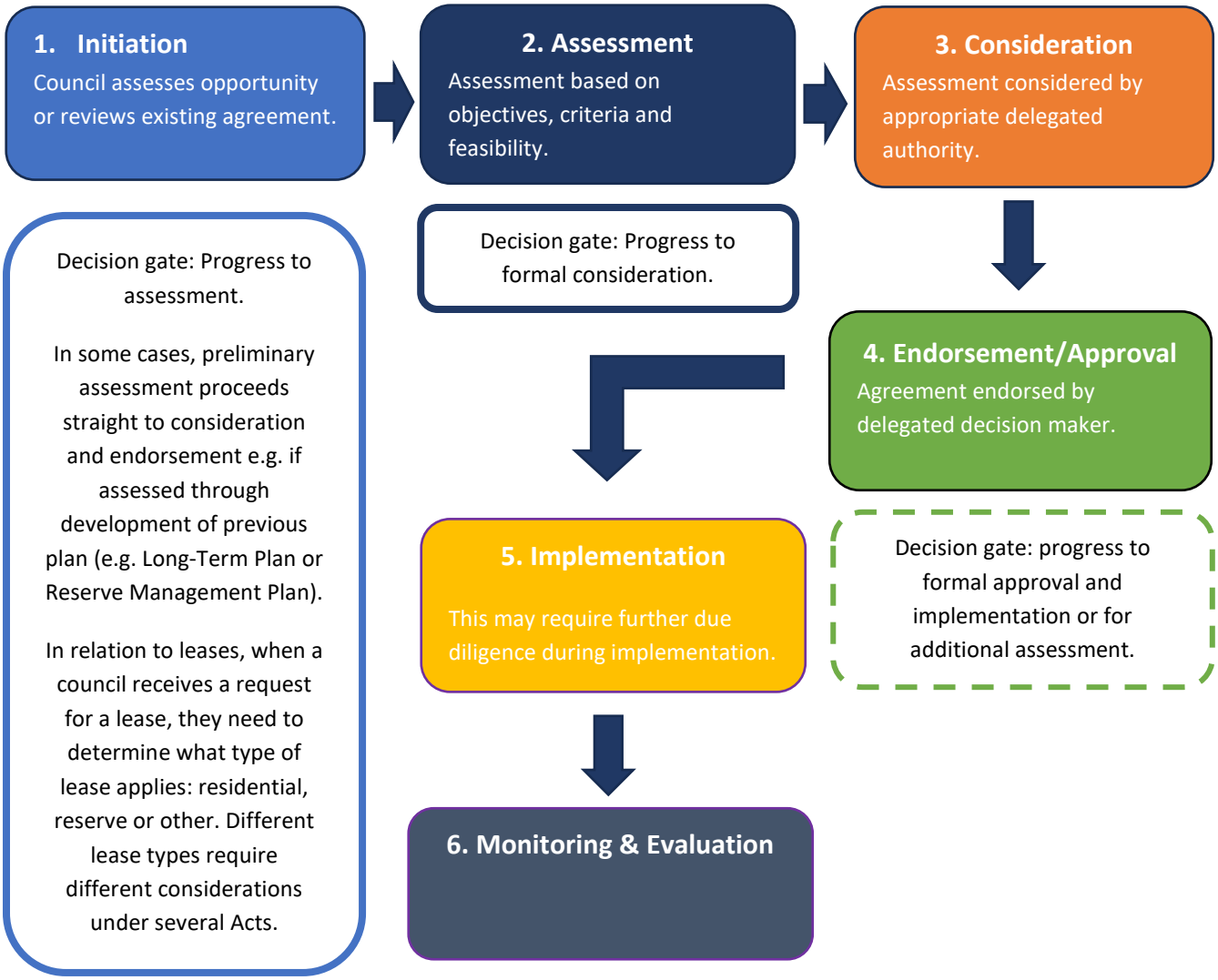
This policy will be reviewed every three years, or as directed by Council. Minor amendments for clarity or to reflect changes in legislation or related policies may be approved by the General Manager Community Services or General Manager Property and Infrastructure.

APPENDIX: HIGH-LEVEL DECISION-MAKING FRAMEWORK

The flow chart below illustrates the high-level decision-making stages for community and commercial agreements.

The decision-making process may differ depending on:

- requirements under specific legislation (e.g. Reserves Act 1977 processes)
- nature and scale of the agreement being undertaken (e.g. high value, risk or complex agreements)
- type of agreement (e.g. commercial agreement, community agreement or another type of agreement).



Attachment C: Table outlining changes between existing and draft policy

Key aspects of the draft 2027 community investments policy

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
Overall structure	Includes both policy and process elements.	Policy is high level, with operational and process detail in guidelines under the policy	Policy is streamlined.
Purpose	2019 Community facilities funding policy (CFFP): no purpose provision, but sets framework of promoting current and future community wellbeing. 2014 Property Sale and Acquisition (2014 PSA): ensure Councils property matters are managed undertaken in an efficient and effective manner, balancing public accountability with commercial needs. Community funding/grants: No overarching policy regarding the provision of funding (or in-kind support) to community groups.	Establishes a consistent and transparent framework to inform QLDC's decision-making and management of: • community funding, • community occupancy agreements and in-kind support • commercial occupancy agreements • acquisition or disposal of property. Draft policy also provides framework for undertaking strategic partnership with organisations which is more consistent.	Focus on establishing clear and consistent decision making process. Wider purpose as covers three substantive areas. Consistency across these areas will allow for better tracking and reporting, to ensure maximum use of finite resources. It also allow for Council to better 'tell the story' of support given to communiy organisations and through which avenues.
Scope	2019 CFFP: includes community and commercial leases and licences of reserve land, community facilities and short term facility hire.	Applies to: • all new agreements related to purpose of the policy	Expanded scope, and clarification that policy may not apply retrospectively. Note: there is the potential for the policy to include some out of scope items through future reviews.

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
	2014 PSA: property sales or acquisitions. As stated above, community funding has no overarching policy. However, each contestable grant programme has an associated guideline (e.g. events fund)	• existing agreements at rent review, renewal, or where terms are silent or ambiguous and the parties agree to apply the provisions of this. Out of scope: • existing agreements where the terms of the agreement differ from the provisions of this policy and the parties do not agree to apply the provisions of this policy during the existing term of the agreement • outdoor dining licences • pop-up stalls or trading • air space licences • easements • residential tenancies.	
Strategic context	Not applicable	(graphic at page 3 of draft policy) Draft policy is informed by QLDC's Long Term Plan, Revenue and Finance Policy, etc., with guidelines sitting under the policy, and associated fees and charges.	New strategic context section - structure centres on a high level policy with operational guidelines sitting underneath for different topics.
Definitions	Limited definitions, some of which are out of date.	Updated and expanded definitions, increased consistency.	More definitions, with aim of increasing consistency across different QLDC activity areas.
Provisions applicable to all aspects of the policy	Not applicable	New provisions regarding: • Te Tiriti O Waitangi – recognises Kāi Tahu as mana whenua, and Council's responsibilities under the LGA 2002. • Principles – focus on OAG guidance principles.	

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
		• Objectives – establishes objectives for agreements in different topic areas • Conflicts of interest – requires compliance with the QLDC Conflict of Interest Policy. • Privacy and transparency – personal information is managed in accordance with QLDC's Privacy Policy and the Privacy Act 2020. • Proportionality – ensures that administrative requirements are proportionate to the value, risk and complexity.	
Community funding			
Objectives	There is no current community funding policy.	Alignment with Council strategic direction and vision, provides for strategic community funding/partnership agreements.	Consistent with current approach; comprehensive guidelines are operative.
Delegations/roles and responsibilities	There is no current community funding policy.	Officers - Responsible for administering the internal processes and making funding decisions within delegated authority. Council - accountable for reviewing applications, considering staff recommendations, and making final funding decisions where applicable.	Consistent with current approach; comprehensive guidelines are in place.

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
Community occupancy			
Objectives	2019 CFFP: provides principles to consider in the approach to fees and rentals.	Proposed objectives are: • Alignment with Council strategic direction and vision. • Supports an identified community need. • Responsible environmental, asset and financial stewardship. • Encourage collaboration, innovation and partnership.	Ensures consistency of objectives between the areas covered in the draft policy, and specifically considers each context covered in the policy.
EOI and application process	2019 CFFP: does not include a detailed application process.	Guidelines sitting under policy will stipulate application process. Public notice will comply with statutory requirements.	Provides for detailed guidelines sitting under the policy to set out consistent, transparent process.
Tenure and rent reviews	2019 CFFP: does not provide standard tenure provisions.	Licence to occupy – five year maximum occupancy Lease – 10 years (can be up to 30 years for community group owned building on Council controlled land) Rent review – every five years, with requirement to consider co-location with other groups as part of review. Longer tenure considered for co-location with other groups as an incentive. Periodic review of community occupancy agreements, including consideration of: • membership or usage trends;	Introduces baseline tenure lengths, with discretion to vary, and incentive of longer term for co-locating with other groups/activities. Periodic review of agreements conditions to ensure public assets are being utilised to maximum benefit and reported against.

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
		• appropriate and proportionate use; • maximising community benefit; and • potential sharing with other community groups	
Rental rates	2019 CFFP: eight annual rental rate scenarios, as well as allocation of outgoings.	Instead of an annual rental fee, cost to community group consist of: • The community group is responsible for outgoings (as set out in the guidelines). • Separate regulatory, consent or licensing charges administered by QLDC or Otago Regional Council may apply.	In order to meet objectives of consistensy and supporting/ empowering community groups to be sustainable, the draft policy proposes responsibility for outgoings and other regulatory charges, in lieu of an annual rental fee.
Delegations/roles and responsibilities	2019 CFFP: not addressed, Reserves Act 1977 requirements apply for reserve land.	Reserves Act 1977 requirements, or: New applications and expiry of existing agreements: • Freehold: For Upper Clutha: Report to WUCCB (Wānaka Upper Clutha Community Board) for decision. WUCCB may recommend decision goes to full Council. For other locations: Report to Community and Environment Committee for decision. Committee may recommend that decision goes to full Council. • Reserve: Report to WUCCB for recommendation (if required) followed by a decision of Council. Renewal of existing agreements under rights of renewal: Freehhold: as per applicable delegations to Chief Executive and/or Council officers. Reserve: As per	Provides increased clarity on decision-making. Treating expiry of existing agreements as a 'new application' ensures that opportunities for colocation or other activities are considered.

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
		applicable delegations in delegations register to Chief Executive and/or Council officers. Applications regarding reserve land that is included in a Reserve Management Plan: Delegation with Parks and Open Spaces Planning Manager after consultation with the Chair of the WUCCB (if located in the Upper Clutha).	
Commercial occupancy			
Objectives	2019 CFFP: provides principles to consider in the approach to fees and rentals.	Proposed objectives are: • Encouraged alignment with Council strategic direction and vision. • Financial return for private use of public assets.	Ensures consistency of objectives between the areas covered in the draft policy, and specifically considers each context covered in the policy.
EOI and application process	2019 CFFP: does not include a detailed application process.	Guidelines sitting under policy will stipulate application process. Public notice will comply with statutory requirements.	Provides for detailed guidelines sitting under the policy to set out consistent, transparent process.
Tenure	2019 CFFP: does not provide standard tenure provisions.	• Term - standard tenure for commercial occupancy agreements is five years. • Rent review: every two years	Adds standard terms.
Rental rates	2019 CFFP: provides ten different charging scenarios.	Rental rates are based on: • QLDC Revenue and Finance Policy for the use of Council assets and facilities	Streamlines calculation of rental rates and fees.

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
		• The higher of either a commercial rate of 7.5% of gross annual revenue (also called a 'turnover-based rent' – set by independent valuation) and/or fee established through an independent market valuation. This will be assessed based on the criteria set out in the commercial occupancy guidelines, that includes consideration of the nature of the activity. • responsibility for outgoings with lessee/licensee • fees exclude any separate regulatory, consent or licensing charges administered by QLDC or Otago Regional Council • Council may charge a fee to cover the costs of processing an application	
Delegations/roles and responsibilities	2019 CFFP: not addressed.	Commercial occupancy applications for longer than standard five-year tenure: • Freehold: For Upper Clutha: Report to WUCCB for decision. WUCCB may recommend decision goes to full Council. For other locations: Report to Community and Environment Committee for decision. Committee may recommend that decision goes to full Council. • Reserve: Report to WUCCB (for Upper Clutha agreements) for recommendation followed by a decision of Council. Commercial occupancy applications for a five-year or shorter tenure.	Clarifies decision-making responsibility.

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
		• Freehold: As per applicable delegations to Chief Executive and/or Council officers in delegations register. Transactions are reported to the Chief Executive on a monthly basis. • Reserve: Report to WUCCB for recommendation (for Upper Clutha agreements) followed by a decision of Council. Applications regarding reserve land that is included in a Reserve Management Plan: Delegation with Parks and Open Spaces Planning Manager after consultation with the Chair of the WUCCB (if located in the Upper Clutha).	
Approach for complex, strategic or multi-use agreements	No policy regarding strategic or bespoke agreements.	Allows bespoke arrangements where an agreement does not fit neatly into either the community or commercial category. This includes: • partnership or service-delivery agreements; • differential pricing; • multi-use assets and facilities; and • case-by-case terms reflecting strategic or statutory circumstances.	Provides an explicit pathway for hybrid and strategically important agreements while retaining case-by-case decision-making.
Property disposal and acquisition			
Objectives	2019 CFFP: provides principles to consider in the approach to fees and rentals. Community	OAG principles, plus proposed objectives are: • Alignment with Council strategic direction and vision. • Responsible environmental, asset and financial stewardship.	Ensures consistency of objectives between the areas covered in the draft policy, and specifically considers each context covered in the policy. Updated principles and objectives are more broadly applicable to both the acquisition and

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
			disposal contexts, and recognises open spaces / reserves considerations. Provision for guidelines to set out operational detail in order to streamline policy.
policy settings	2014 PSA has specific procedural requirements for disposal and acquisitionre.	• Any recommendation to declare property as surplus must consider Council's published strategic objectives, policies and/ or plans. • The process of selling Council freehold land that has been declared surplus must be publicly notified and subject to roles and responsibilities (outlined below and in relevant Council guidance). • Council property acquisition will be generally identified within the property asset management plan. However, should an opportunity to acquire property arise outside that plan, such acquisitions will be considered subject to Council approval and roles and responsibilities (outlined below and in relevant Council guidance).	Process aspects of 2014 PSA will be integrated into guidelines where necessary. Proposed policy settings reinforce the objectives above.
Delegations/roles and responsibilities	2014 PSA: Determination that a property is to be sold/disposed, or a property is to be purchased/acquired - report to WUCCB for recommendation (if required) followed by a decision of Council. Responsibility for the terms and conditions sale/disposal or	Determination that a property is to be disposed or acquired: • Report to WUCCB for recommendation (for Upper Clutha property) followed by a decision of Council. • For an identified land acquisition need that is contemplated in a Council approved plan or instrument (i.e. Future parks and reserve provision	Consistent with current policy, updates and clarification added.

Topic	Current policy setting (if applicable)	Draft policy	Overall difference
	purchase/acquisition, subject to any specific matters stipulated as part of the Council resolution – chief executive. Ability to negotiate and enter into contracts to acquire property so long as the terms of the sale are conditional upon Council ratification at the next appropriate meeting – chief executive.	plan): Chief executive OR extraordinary Council meeting Responsibility for the terms and conditions sale/disposal or purchase/acquisition, subject to any specific matters stipulated as part of the Council resolution: Chief executive Ability to negotiate and enter into contracts to acquire property so long as the terms of the sale are conditional upon Council ratification at the next appropriate meeting: Chief executive Approve the transfer of reserve land to the Council from developers, the Department of Conservation or any other party, where that land has been identified in the Long-Term Plan: Chief executive Report of all property sales, purchases and transfer transactions, on an annual basis: Report to Risk and Assurance committee.	