

FEASIBILITY STUDY



presented by the Steering Group
established to consider the

Our Place Community Foundation Wānaka-Upper Clutha

April 2023

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

TABLE OF CONTENTS

Table of contents	2
Executive Summary	4
Objective	4
Community engagement	5
The Our Place Community Foundation (OPCF)	7
Some community members: the OPCF Steering Group	9
Our journey to date	12
Why a Community Foundation?	14
The demographics	16
Quality of life	18
Housing affordability	19
Population growth	20
Behind the stats: about our community	20
Our community's needs	22
Shortfalls in community support	22
Gaps in the funding landscape	23
Funding for volunteer infrastructure	25
The difference between a CF and the regional funders	26
Enabling and championing philanthropy	27
Trust consolidation	28
Operational viability & sustainability	28

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Five year operations budget	29
Potential funders & supporters	31
Potential donors	32
Leadership	33
Where to from here?	35
References	37
Appendix 1: About Community Foundations	39
Appendix 2: Vital Signs Data Programme	42
Appendix 3: CFNZ Membership Assessment Criteria	43
Appendix 4: OPCF Trustee Terms of Reference DRAFT	44

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

EXECUTIVE SUMMARY


A community foundation is an established method for philanthropists to ‘give where they live’ and see the effects of their generosity at work in their community. It is a professionally managed legacy fund, administered by volunteer Trustees who are integrated in the community and understand where funding is most needed.

Every so often, a local organisation or individual asks people to support a charitable service or cause – the success of which is often reliant on the requestor’s PR expertise and/ or community profile. There is currently no cohesive, focussed vehicle for generous Wānaka and Upper Clutha locals to give in a way that holistically and strategically supports the dynamic needs of our local community.

Professional services firms have also identified a community foundation as a reliable means to create efficiencies in the way clients endow or bequest funds to the community, for this and future generations.

This study considers the viability and sustainability of a community foundation in the Wānaka-Upper Clutha area.

On this basis, we believe a community foundation that services the Upper Clutha region would be well received and supported not only by those organisations that would benefit and thrive from targeted funding, but also generous individuals who consistently report a will to ‘give back’ to the community within which they live.



“I’ve been looking for something to be philanthropically involved in for a few years.”

Resident –
Wānaka-Upper Clutha

OBJECTIVE

The purpose of this study is to:-

- Objectively assess the feasibility of establishing a community foundation covering the Wānaka-Upper Clutha area;
- Demonstrate community engagement and support for the project;
- Assess potential need within the community; and

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

- Propose a plan for developing people and funding viability over the next 3-5 years

For more information about community foundation principles, ethos and history in New Zealand, please see *Appendix 1: About Community Foundations*.

This Feasibility Study was compiled by the members of the Our Place Community Foundation Steering Group (see *Some community members: the OPCF Steering Group*, p.9).

COMMUNITY ENGAGEMENT

The cornerstone of the process to date has been – and continues to be – community engagement.

Informal engagement commenced in 2021 – at that point, unstructured discussion with residents around what they thought about setting up a community foundation in this area.

Dialogue has evolved to understand what individual stakeholders want from a community foundation, where they perceive need within the community, and whether/ how they would support a foundation. Interviews are based on the following template:-

Community engagement template

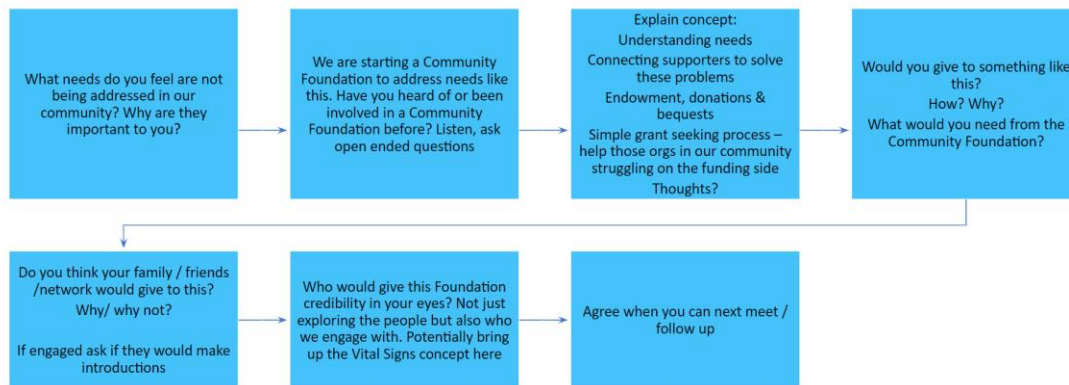


Fig 1: Community engagement template

To date, the Steering Group members have interviewed over 20 residents, involving a cross-section of the primary stakeholders:-

1. Potential trustees

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

2. Potential ambassadors
3. Funding agencies
4. Potential donors
5. Community organisations
6. Professional advisors / services

Feedback from the engagement is included in quotes throughout this document, but some key findings include:-

1. Every respondent is supportive of the community foundation concept and potential benefit to the area
2. Some of the considerations respondents cite as important include clarity, transparency, inclusivity and demonstrated impact. Amongst the Board of Trustees: trustworthiness, credibility, connectedness and diversity
3. At least 50% of respondents were unaware or uncertain what a community foundation was

Input and advice on how to ensure Māori aspirations are accommodated within the purpose of the OPCF is provided by Darren Rewi, senior kaumātua, Wānaka and Queenstown, and a member of the OPCF Steering Group Advisory Panel.

The Steering Group has also been grateful to engage with many people in the community foundation network, who have been generous with their time and sharing of stories and experience. These include: Ray Key (Chair, Wakatipu Community Foundation; Chair, Community Foundations of NZ | Hei whakakaha i ngā hāpori o Aotearoa (CFNZ)), Arron Perriam (Executive Director, CFNZ), Eleanor Cater (Marketing & Membership Services Director, CFNZ), Jennifer Belmont (Chief Executive, Wakatipu Community Foundation), Margot McCool (Donor & Community Engagement Manager, Acorn Foundation), Bill Thomson (Chair, Clutha Foundation), and Clive Pedley (Founding Chair, Te Awa Community Foundation).

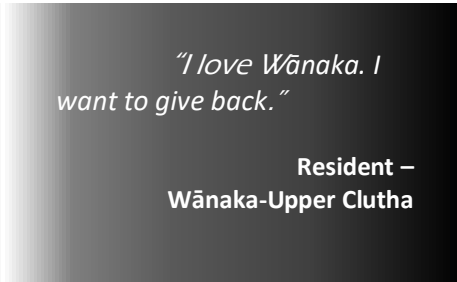
FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

THE OUR PLACE COMMUNITY FOUNDATION (OPCF)

At present, the Our Place Community Foundation (OPCF) is a vision, a Steering Group of five passionate residents, and an associated Advisory Panel (see p.11).

Most of the Wānaka-Upper Clutha residents know we are incredibly fortunate to live in this region, and we love our people and our place. However, there is currently no cohesive, focussed way to give that holistically supports the dynamic needs of our community.



"I love Wānaka. I want to give back."

**Resident –
Wānaka-Upper Clutha**

A community foundation provides this: a professionally managed legacy fund, powered by philanthropy and administered by volunteer Trustees who are integrated in the community and understand where funding is most needed.

The area being initially considered for the OPCF is defined by the Wānaka-Upper Clutha Community Ward, including the residential communities of Wānaka, Albert Town, Hāwea, Luggate, Cardrona, and Makarora.

In the medium term, we are hopeful of including Cromwell-Tirau in the area proposed for the OPCF, but this is not presently practical (see *Some community members: the OPCF Steering Group*, p.9).

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha



Fig 2: Map of Ward boundaries, sourced from [QLDC Candidate's Handbook 2022, p.6-7](#) (edited)⁽¹⁾

The OPCF's (draft) vision is:-

Build a legacy to support resilient, engaged and caring communities today, tomorrow and forever

The OPCF's (draft) mission is:-

The OPCF will inspire philanthropy by being a leader, catalyst and creative force in supporting our community and:-

- 1. Fostering community philanthropy*
- 2. Providing open opportunity for people to give back to the community*
- 3. Providing excellent donor services*
- 4. Responsibly managing endowments*
- 5. Anticipating and responding to community needs and opportunities through strategic grant making; and*
- 6. Providing leadership on community needs and local philanthropy*

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Two core values have emerged as being important to the members of the Steering Group:-

Inclusivity

We will be accessible to everyone who wants to practise philanthropy, at any level. We will build equal relationships with members of our community.

Integrity

We will demonstrate integrity by being authentic, accountable, equitable, ethical and fully transparent

SOME COMMUNITY MEMBERS: THE OPCF STEERING GROUP

The Steering Group and Advisory Panel are comprised of members of the Wānaka-Upper Clutha community. It is likely that most of the Steering Group members will convert to OPCF Board Trustees.

Between them, the five core members bring several decades of local knowledge to this project, underpinned by experience in law; funding and philanthropy; governance; community advocacy and representation; and leadership across the community.

Each of the Steering Group members are drawn to the project for different reasons. Having volunteered at grassroots level within the communities she has lived in over the last ten years, Niamh was initially attracted to a foundation's potential to nurture community by recognising and responding to local need.

After 20 years fundraising for a variety of needs and causes, Fi believes the community foundations model provides a unique vehicle to enable this, to be funded by those most likely to care and most motivated to give – our own community and those who love it.

Janice is attracted by the potential for a foundation to help consolidate small local trusts that struggle with compliance, regulation and attracting trustees. As a practising lawyer, Janice is looking forward to helping clients achieve their philanthropic goals.



“After 20 years of raising funds for a huge variety of needs and causes, it has become clear to me that the best solutions to the problems of this world come from the communities affected.”

**Fiona McPhee,
Philanthropy & Fundraising
Co-Founder -
Australia & NZ**

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Simon is inspired by the legacy aspect of an intergenerational fund which will continue to grow long after we're gone; and Marion by the egalitarian nature of a foundation which works well for the whole community.

STEERING GROUP – CORE

Marion Franks, Aug 2022-date

Marion's long career as a senior commercial lawyer gives her a strong understanding of the framework for a community foundation, along with the obligations to the entire community that flow from philanthropic donations.

Marion has owned property in Wānaka since 2004, and moved here permanently last year. She was appointed Trustee and Director of Warbirds over Wānaka in late 2022



Janice Hughes, Aug 2022 - date

Born in the South, Janice moved to Wānaka in 2004 and co-founded Aspiring Law in 2011, now with offices in Christchurch, Dunedin and Arrowtown. Janice sits on numerous boards of charitable and sporting organisations, and provides pro-bono legal advice and support to Aspiring Law's sponsorship partners around the country. Janice volunteers for numerous community events and activities, and is an active member of Rotary.

Janice is passionate about giving back to the place that provides her with a great lifestyle, and with her unique skillset can add real value in the philanthropic space



Fiona McPhee, Aug 2022 - date

Fiona has lived in Wānaka since 2004 and is a professional fundraiser with expertise in governance, strategic leadership and fundraising. Over the course of two decades, Fi has worked with non-profits, charities and community foundations here in New Zealand, Australia, Europe, SE Asia and North America, and has provided consultancy services to Community Foundations of New Zealand.

Fi is currently Deputy Chair of Wānaka's Festival of Colour, having volunteered with the organisation for over a decade. She offers pro-bono consultancy to Wai Wānaka, Love Wānaka (the Lake Wānaka Tourism endowment fund), Te Kākano Trust and Kahu Youth



FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Niamh Shaw, Aug 2022 – date

Niamh served as a Queenstown Lakes District Councillor for the Wānaka Ward 2019-22. She is currently Chair of the Wānaka Alcohol Group; and Chair of the Queenstown Lakes District Council (QLDC)'s Welcoming Communities Advisory Group. She is a Parent Trustee of both Wānaka Primary School and Mt Aspiring College; and also served as a Mentor on the Volunteer South/Central Lakes Trust Governance Mentoring Programme 2022.



Niamh has a background in local government, community advocacy, project management, fundraising and information technology

Simon Telfer, Aug 2022 - date

Simon has extensive governance experience as an independent Director and Trustee. He has strong connections with QLDC, Central Lakes Trust and local business professionals.



Since Oct 2022, Simon has been the Chair of the Wānaka Community Board. Previously, he has been a vocal advocate of biking and active transport within the community, and chaired the Regenerative Recovery Advisory Group for QLDC post-COVID

At this set-up stage, the demands on members' time and bandwidth have been significant. This, allied with a steep learning curve, has resulted in some attrition. Two of the original core members – Mick Hollyer and Shirley Calvert – have transferred to the Advisory Panel.

Advisory Panel

Mick Hollyer

Ex-commercial lawyer with experience in structure for clubs and charitable organisations. Founding member of the Wanaka Community Patrol (2014); and founding member and chairperson of the Wānaka Community Response Group (2022). Originally a member of the OPCF Steering Group.
Resident: Wānaka

Shirley Calvert, Oct 2022 – Nov 2022

Central Otago District Council (CODC) Councillor 2013-22. Founding member of Cromwell and Districts Community Trust. Originally a member of the OPCF Steering Group.
Resident: Cromwell

Jackie Boyd

Award-winning insurance broker, entrepreneur and highly engaged in the community.
Resident: Wānaka (30 years)

Paul Gardener

Banking, corporate finance, investment, corporate advisory services.
Resident: Wānaka (works in Queenstown)

Paul Moodie

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Chartered Director and Chartered Accountant with governance, business management and leadership skills.
He is a trustee of a number of charities and an independent Director.
Resident: Wānaka

Darren Rewi

Darren is a Māori Kaumatua based in Queenstown, works closely with the community and Queenstown Lakes District Council, supporting the development of a united Māori community with a strong voice in Queenstown.
Resident: Queenstown (works across the district)

Bill Thomson

Chair, Clutha Foundation. Chartered accountant, former partner in Shand Thomson Chartered Accountants Balclutha from 1978-2014.
Resident: Wānaka

OUR JOURNEY TO DATE

The concept of a community foundation for Wānaka-Upper Clutha started with some fortuitous community connections and a growing passion for the community foundation concept and principles.

In 2021 Niamh Shaw, at the time a sitting QLDC Councillor for the Wānaka Ward, was introduced to the community foundation model by Ray Key (Chair - Wakatipu Community Foundation; Chair - Community Foundations NZ (CFNZ)), and her neighbour and friend Bill Thomson (Chair - Clutha Foundation).

After numerous discussions with both, and informal dialogue with a range of residents, in early 2022 Janice Hughes – Director of local law firm Aspiring Law and resident of over 20 years – agreed to partner with Niamh to progress the idea of establishing a community foundation.

Niamh and Janice compiled a list of initial stakeholders: community leaders with a range of skills, who have supported and contributed to the community in a variety of ways. These included potential trustees, ambassadors, donors and elected members.

In July 2022, stakeholders were invited to an informal event to introduce the community foundation concept, float the potential of a foundation in the Wānaka-Upper Clutha area, and invite expressions of interest for involvement in progressing the project.

Ray Key presented and general discussion was informed by Ray, Janice, Niamh and Bill.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Within a month, a small Steering Group convened to look into how a community foundation might be practically established, what sort of model would best suit the community, continue dialogue with stakeholders, and investigate feasibility and sustainability.

At the first Steering Group meeting on 1 Aug 2022, all members agreed that Cromwell-Tīrau should be included in the area serviced by the Community Foundation, since so many of the Cromwell community are also ours.

Niamh and Simon invited five interested residents of Cromwell-Tīrau to an introductory meeting, to discuss whether there was appetite to include Cromwell in the area covered by the OPCF. Shirley Calvert (ex-CODC Councillor) volunteered to serve as champion, to replicate community engagement in Cromwell. Unfortunately, due to a change in circumstance, Shirley resigned from the Steering Group in Dec 2022. She is now a member of the Advisory Panel.

We are aware of – and eager to support - CFNZ's strategic aspirations for broad community foundation coverage in New Zealand. We remain committed to partnering with Cromwell-Tīrau and any adjoining ward/ territory that wishes to provide a community foundation for its residential community.

In the meantime, we have to start somewhere; and that is the community in which we live, work and play. Therefore, at the time of writing, the Steering Group's focus is on establishing the viability of a community foundation to serve the Wānaka-Upper Clutha area.

We propose structuring the Foundation similarly to the Te Awa Community Foundation: a Hub and Spoke model where other districts can, if they choose, 'bolt on' to the Foundation. Such an initiative will most likely be reliant on one or more fortuitous connections, and some key people with the passion and drive for the value of philanthropy in building community.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

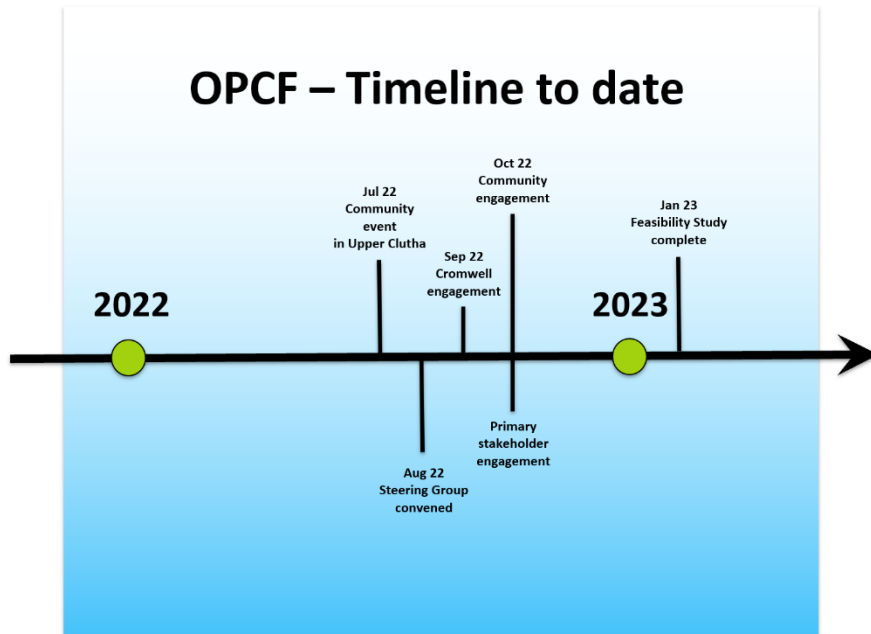


Fig 3: OPCF milestones to date

WHY A COMMUNITY FOUNDATION?

At a high level, a Community Foundation can:-

1. Provide a vehicle for philanthropy in this area
2. Provide a cohesive, informed and strategic response to community need
3. Address funding deficits in the community funding space
4. Bring efficiencies to small local bequest/ trusts, which struggle with compliance, regulation and attracting Trustees

“What I love about [the Upper Clutha Tracks Trust] is that we’re building trails that will be there forever – or at least long after we’re gone.”

**Dave Howard,
Chair –
Upper Clutha Tracks Trust**

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

5. Support community-building and the maturing of our community and its identity

There are presently two Community Foundations in the south of the South Island, both established in 2017: the Wakatipu Community Foundation and the Clutha Foundation. A community foundation for Southland is currently under consideration.

The geographical reach of these Foundations is clearly defined; none include the Wānaka-Upper Clutha, Central Otago, Waitaki and/ or Dunedin areas.

Although Queenstown-Whakatipu and Wānaka-Upper Clutha share the same council territory, the Wakatipu Community Foundation does not generally distribute funds to organisations located in Wānaka-Upper Clutha.

“For some national organisations, it’s very hard to find out what percentage of funds raised locally are directed to local needs.”

**Kate Murray,
Co-Manager –
Community Networks/ LINK
Upper Clutha**

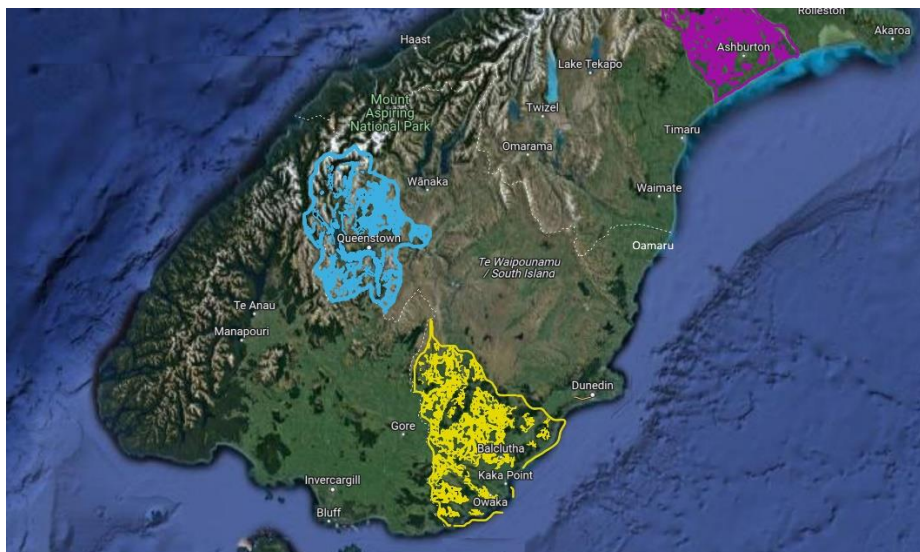


Fig 4: Community Foundations in the south of South Island – Wakatipu Community Foundation in blue, and Clutha Foundation in yellow (approximate boundaries)

From the outset of the project, the Steering Group has worked towards a preliminary understanding of what need within the community could potentially be met by a community foundation. A good starting point is considering the context of people and place, and the conditions unique to our community.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

THE DEMOGRAPHICS

The Queenstown-Lakes District is 8,719km² in its entirety, with the Wānaka-Upper Clutha Ward stretching across approximately half of it (4,226km²). Please see *Fig 2: map of Ward boundaries*, p.8.

Approximately 1/3 of the Queenstown-Lakes District total population lives in the Wānaka-Upper Clutha Ward. As of 2022, the estimated residential population of the Upper Clutha – Wānaka and surrounds – is 16,770 people (see Fig 5, below).

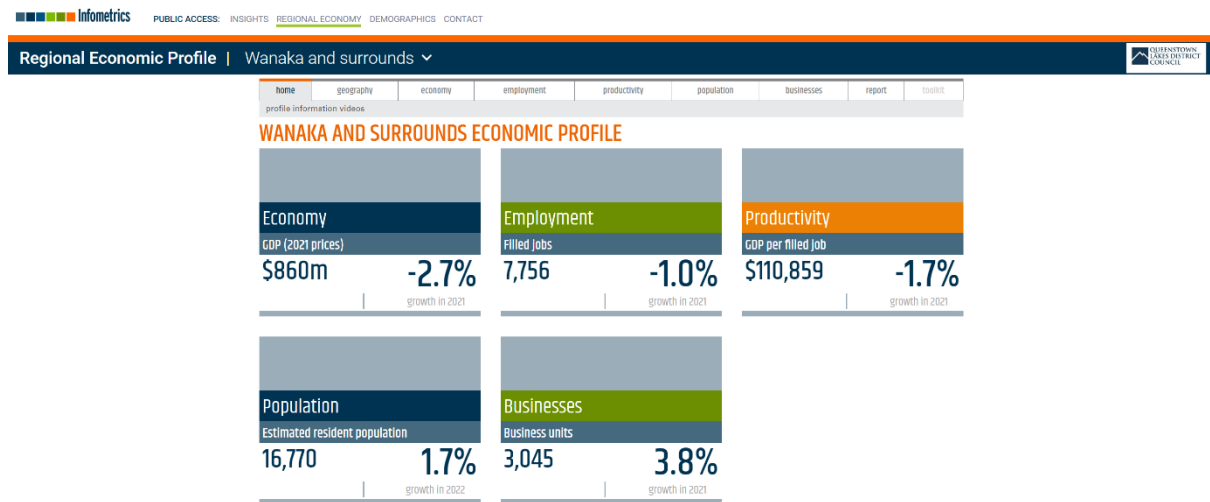


Fig 5: [Infometrics Regional Economy / Wānaka and surrounds / Economic profile](#) ⁽²⁾

The cost of living across the Queenstown Lakes District as a whole is relatively high (particularly in relation to rental cost and property prices).

However, mean earnings across the district are lower than the national average. Compared with an increase of 2.6% in New Zealand, mean earnings in the Queenstown-Lakes District increased by only 2.4% over the twelve months to March 2021.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

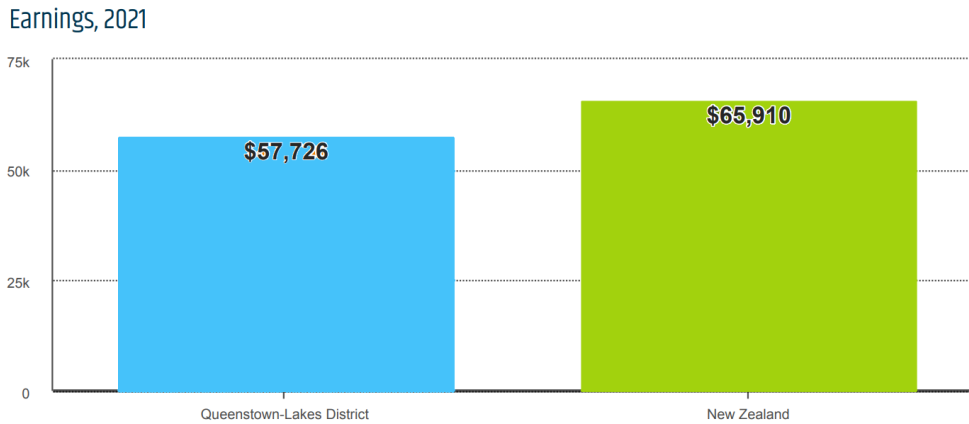


Fig 6: source [Infometrix 2021 Annual Economic Profile for the Queenstown Lakes District, p.30](#) ⁽³⁾

The population age brackets in the Upper Clutha are largely correlated to that of New Zealand, with the largest variance in age composition being just over 3%. The district has an [aging population](#) ⁽⁴⁾.

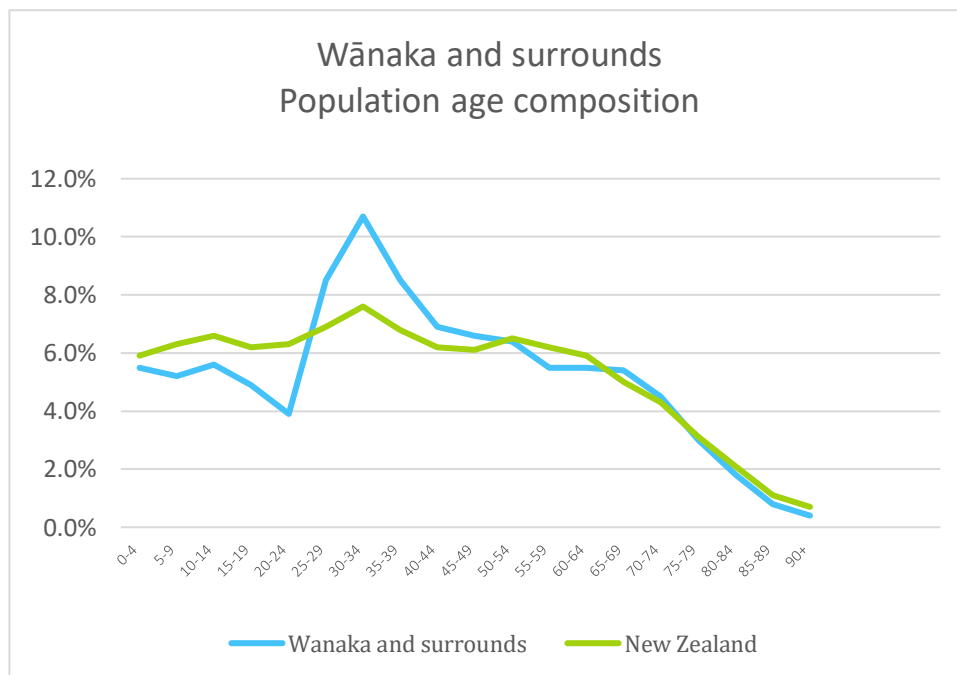


Fig 7: [Infometrix Regional Economy / Wānaka and surrounds / Population age composition](#) ⁽²⁾

Although Wānaka and Queenstown are only 70km in distance from each other, they are physically demarcated by dividing mountain ranges.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

In terms of net wealth the populations of the two centres are similar; however, they are extremely divergent in terms of development, priorities, their economic emphasis and relationship with the Queenstown Lakes District Council. Visitors and residents are drawn to either town for different reasons.

The Wānaka-Upper Clutha community is highly engaged; despite comprising ⅓ of the district's population, the Wānaka Ward issued approximately ⅔ of the public submissions on the QLDC's Ten Year Plan 2021-31; and [¾ of submissions on QLDC's 2021 Representation Review](#) ⁽⁵⁾.

Reliable sources of demographic information about the Upper Clutha region include [Infometrix](#) ⁽⁶⁾, [iNaturalist](#) ⁽⁷⁾ and [Stats NZ](#) ⁽⁸⁾.

Quality of life

Since 2018, the QLDC has conducted an independent, quantitative [Quality of Life](#) (QoL) ⁽⁹⁾ survey amongst the residents of the district.

The QoL survey is a collaborative local government research project to measure residents' perceptions of life quality across a range of measures. The project was initiated to assess the effect on residents' wellbeing in the face of growing pressures on urban communities, and is geared towards informing councils' policy and planning responses to population growth and change.

Upon request, the Council extracted data specific to the Wānaka-Upper Clutha ward area from the Quality of Life Report 2021 ⁽⁹⁾.

Some of the outlying data specific to the Wānaka-Upper Clutha area are:-

1. Overall 81% of respondents rate their quality of life as good or better than good, above the district-wide results of 76%
2. Affordability is a theme, with those who can't heat their home and having barriers to accessing medical professionals/ specialists citing affordability as the main reason(s). Only 28% of respondents agree that electricity is affordable
3. 65% rated their mental wellbeing as good or better, but only 9% agree there are sufficient mental health services in the district
4. 32% of respondents disagree that the Wānaka town centre meets the needs of both residents and tourists.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Only 4% of respondents agree there is enough public transport in the town centre and that it meets the needs of residents

Wānaka-Upper Clutha> Which of the following best describes your current situation?

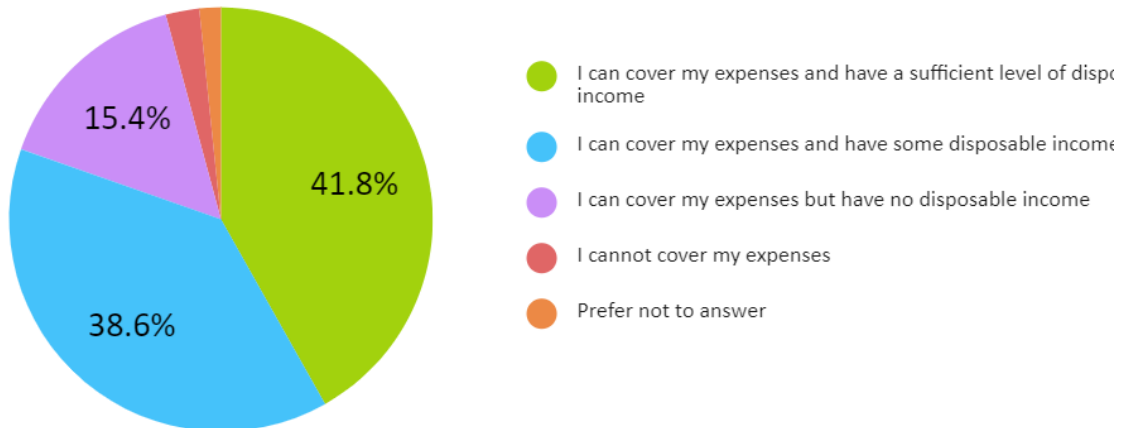


Fig 8: data extracted for Wānaka-Upper Clutha ward respondents to QLDC Quality of Life Survey 2021

Housing affordability

Housing affordability has been an issue in the Queenstown Lakes District [since at least the early 70's](#) ⁽¹⁰⁾. Constrained housing affordability – and the commensurate impact on availability – has a range of social, economic and environmental consequences ⁽¹¹⁾.

[Eighty five percent of homes in the district are worth over \\$1m](#), which is the highest in New Zealand ⁽¹²⁾.

'Locally low wage growth and limited investment in public and affordable housing further the housing pressures felt.'

[Queenstown Lakes Homes Strategy 2021-31](#) ⁽¹³⁾, p.3

Social housing in the traditional sense is not provided in the district. The Queenstown Lakes Community Housing Trust (QLCHT) [offers schemes for rental or secure home ownership, and is targeted at lower income households which meet income and asset tests](#) ⁽¹⁴⁾.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

There are KiwiBuild properties in the district, but [the Kiwibuild strategy is to increase levels of dwelling ownership rather than provide for social housing](#) ⁽¹⁴⁾.

Population growth

The Queenstown Lakes District Council is [categorised as one of twelve 'high-growth' councils](#) ⁽¹⁵⁾ under the [National Policy Statement for Urban Development \(2020\)](#) ⁽¹⁶⁾.

Between 2013 and 2019, the [Queenstown-Lakes District's population demonstrated the biggest growth of any territorial authority at 7.1% a year](#) ⁽¹⁷⁾. Stats NZ projects the district's population to grow to [57,900 by 2033 and 64,800 by 2043, an annual growth rate of 1.4% which is well below the current rate](#) ⁽⁴⁾.

The demand for housing in the district is projected to increase nearly 100% by 2050. Although this demand will be shared over all locations in the urban (and rural) environment in the district, [the greatest quantum of long-term urban demand is predicted for Wānaka Town including Albert Town](#) ⁽¹⁸⁾, p.1-2.

The pace and complexity of activity brings challenges to a district with finite resources ⁽¹⁹⁾, point 5.

Behind the stats: about our community

As a reflection of our community, statistics reveal only a glimmer of who we are. In addition to the above, there are some key factors which define our community and have a significant effect – both positive and negative – on our people.

Few of the Upper Clutha's residents were born and raised in this place; therefore, many of us move to the district with little to no social network or family support. One obvious way to integrate is contributing to the neighbourhood, and there are some well-established community organisations (including two Rotary Clubs) which offer entry-points for newcomers to the area looking to volunteer or socialise.

'Social connections inform why people volunteer. The top motivations are 'a desire to give back to the community', 'to make friends', 'because a friend asked me', and 'gaining work experience'.'

[DIA Report – Strengthening our approach to volunteering Jun 2022](#) ⁽²⁰⁾, p.8

Across New Zealand, there is a high volunteering participation rate with 49.8% of the population volunteering with an organisation or directly in their community ⁽²⁰⁾, p.6.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

People choose to relocate and live in the Wānaka-Upper Clutha area; however, there are limited social 'safety nets'. There is no social housing, nor local refuge or respite care facilities. The nearest hospital with operating facilities is Dunedin, and [there has been no on-call doctor between the hours of 11pm and 8am since Sep 2022](#) ⁽²¹⁾.

Therefore when people experience difficulties – financial trouble, relationship breakup, mental health issues, substance abuse, aging (if that can be considered a difficulty) – there is often little option but to leave the district.

Given the attractions of this area, a large number of people and entities benefit from this place without permanently residing here, whether for leisure, leasing of property, primary and/ or secondary school education. A statistically significant number of families enrol children at the local primary schools and Mt Aspiring College at the start of the ski season (Term 3), and withdraw them before Term 4. This level of uninvolved – or semi-involved – extraction comes at a cost to social cohesion.

Another impact on community is that [24% of properties in the district are infrequently occupied, serving as private holiday dwellings or as short-term accommodation](#) ⁽¹⁴⁾.

'Many are making significant trade-offs to live in the district – for many this means compromise in space, extra hours working, living in housing stress or opting for longer commutes to make it work.'

[Queenstown Lakes Homes Strategy 2021-31](#) ⁽¹⁴⁾, p.3

"People assume this community isn't subject to the same social pressures as other communities. It's all swept under the carpet which makes it harder to address."

Tina
Macdonald –
Whānau Resilience
Kaimahi | Te Rūnanga o
Ngā Maata Waka Inc

"Having a localised fund focusing on specific community issues is very much needed."

Gillian White,
Regional Lead
Volunteer South | Kaitiāo o
te Taitonga

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

OUR COMMUNITY'S NEEDS

Although the demographics of the Wānaka-Upper Clutha community provide indications of the current pressure points within the community – in addition to what future needs might look like – we are aware that a community is dynamic and ever evolving. The present needs within our community may have a different urgency and format in ten or even two years' time.

At some point, the OPCF Board of Trustees may consider undertaking a Vital Signs community-driven data programme, which gathers local data to [‘support evidence-based, locally-relevant solutions to improve the quality of life at the community level’](#) ⁽²²⁾.

The extent of community engagement in the programme appears to be excellent. However, the timing would have to be carefully considered; apart from the significant time- and cost-commitment, Vital Signs may inspire a level of community expectation that would have to be managed (please see *Appendix 2: Vital Signs Data Program*).

It has become apparent that the definition of ‘need’ is much broader than social/ community needs not being recognised. A community foundation has the potential to address a range of need, underpinned by intimate knowledge of our place.

Shortfalls in community support

In any community, the number and type of grassroots organisations are a reflection of and response to need within a community.

The entry level to apply for funding can be prohibitively high for grassroots organisations, with limited resources and increased compliance and regulation. There are also deficits in the current funding landscape, which present challenges to community organisations working to better our community.

“Any opportunity for research to fully understand need in the community would be welcome.”

**Kate Murray,
Co-Manager –
Community Networks/ LINK
Upper Clutha**

“CLT can't currently meet all the need within the wider community especially with its focus on registered charitable organisations: demand outstrips available funding.”

**Mat Begg,
Grants Manager
Central Lakes Trust**

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Gaps in the funding landscape

There are several funding sources available to local community organisations, at a national, regional and local level. The Steering Group assessed over 60 funding agencies that cover Wānaka-Upper Clutha.

None have sufficient funds to meet demand; nor enable the practise of philanthropy by accepting financial contributions or bequests from private entities.

Most funding agencies will not fund services that are considered the remit of central government agencies or ministries – the most obvious examples being the Ministry of Education | Te Tāhuhu o te Mātauranga (needs of the school whānau) and the Southern District Health Board | Te Whatu Ora (health needs). The funding demands on these entities are greater than available funds; and – although there is some funding consistency – they can be slow to respond.

The funding agencies with the funds and resources to support significant requests include the [Department of Internal Affairs \(DIA\) Crown funding, Lottery funds](#) and Ministries; and the regional funders.

The only regional funders which service the Upper Clutha area are the [Central Lakes Trust](#) (CLT) which is based in Cromwell-Tirau, and the [Otago Community Trust](#) (OCT) which operates from Dunedin. The trusts cover a much broader geographical area than that initially proposed for the OPCF. Both are legacy funds, being established for the community via a sale of previously government-owned assets.

Although many local organisations accept donations, funds raised tend to be directed to specific (and imminent) projects.

The Steering Group has identified the following additional gaps in the funding landscape locally:-

A dark grey rectangular box with a white gradient on the left side, containing a quote in white italicized text.

“Many funders have their own criteria for funding. Organisations working with young and old face very similar issues but those dealing with young people appear to have many more funding options available to them.”

Gillian White,
Regional Lead
Volunteer South | Kaitiāo o
te Taitonga

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

	WILL FUND OPERATIONAL COSTS	INTIMATE KNOWLEDGE OF PLACE/ PEOPLE	CONSISTENT/ RELIABLE SOURCE OF FUNDING
DIA/ Crown funds (including the Community Organisation Grants scheme (COGs)), Lotteries, Ministries	Partial: Many NZ organisations rely on COGs as a source of operational funding, but grants are typically in the region of \$1,000-1,500 per annum	No	Partial
CLT/ OCT	No – CLT supports operational costs for social service organisations only	Partial	Yes
QLDC	Partial: Not a funding agency per se; therefore not generally recognised as a funding source	Partial	Partial: Includes multi-year funding as part of its Ten Year Plan submissions process
Local trusts	No	Yes: But generally don't have sufficient funds/ resources to prioritise engagement	No: Generally don't have sufficient funds/ resources
Other e.g. gaming trusts	Partial but limited amounts	Partial	No
Community Foundation	Yes	Yes	Yes

Fig 9: Gaps in the funding landscape; grey = shortfall

Additionally, some organisations will only fund organisations registered with the Charitable Services, which potentially excludes incorporated societies, sports clubs or special purpose groups. For example, CLT – which only funds registered charities - currently has approximately 290 organisations registered with them, out of 700-1000 across the region it services.

However, the biggest gap in the funding landscape – across all levels of funding agencies - is the absence of funds for volunteer infrastructure.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Funding for volunteer infrastructure

The reluctance of funders to issue grants for operational/ admin costs including rent is highlighted in the DIA report – Strengthening our approach to volunteering of Jun 2022. Although the report focuses on government funding, the following is equally applicable to all funding agencies:-

‘Government funding to community organisations with a volunteer base . . . tends to focus on delivering programmes or outcomes, and often excludes specific costs of volunteer infrastructure.’

[DIA Report – Strengthening our approach to volunteering Jun 2022](#) ⁽²⁰⁾, p.1

The report also notes that, generally, funding of volunteer support groups and programmes has not kept up with demand; is too short-term and competitive; and tends to be focused on delivering programmes or outcomes which often excludes specific costs of volunteer infrastructure (see p.2).

This reflects feedback to date from the community organisations we have engaged. The challenge is exacerbated in the Wānaka-Upper Clutha area due in particular to the cost of renting suitable premises.

CLT recently conducted an assessment of need amongst community groups and organisations, and identified several challenges faced by community organisations within the region. The CLT’s Lighthouse Project aims to strengthen community groups by offering programmes or assistance to improve governance and strategic planning, providing access to good information, technology support and backbone assistance. However, the proposed solutions do not address one of the identified challenges: Operating Costs.

“We have so much difficulty sourcing operational funding; it’s not a practical approach by funding agencies. It would be helpful if funders appreciated there has to be an operational component to funding.”

Kate Murray,
Co-Manager –
Community Networks/ LINK
Upper Clutha

“There is little security or continuity of funding for programmes at central government level.”

Kate Murray,
Co-Manager –
Community Networks/ LINK
Upper Clutha

“I see scope for a Foundation to help address need in the community at the organisation level below what CLT can support.”

Mat Begg,
Grants Manager
Central Lakes Trust

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

The Steering Group members are aware that funding development must not (and in the case of the Community Foundation, will not) compete with other community organisations, but expand support for the community. We see the OPCF as a valuable partner of local funders (particularly OCT and CLT): complementing and enhancing existing support, or addressing needs or interests within this area that may benefit from local perspective and thinking.

Although a discussion/ decision for the future Board of Trustees, the OPCF should seek to fill the deficits in the funding landscape – including funding for operational costs, simplifying the grants application, response and accountability processes.

In the long-term, the OPCF could potentially serve as an ‘incubator’ for grassroots organisations, understanding and proactively supporting community projects and initiatives in the area which add value and impact.

The difference between a CF and the regional funders

During the community engagement, one of the most frequently-asked questions was: “How is a Community Foundation different to CLT or OCT?”

There are several points of difference, the most notable being that both OCT and CLT are closed funds. The entities were formed as a result of government legislation (OCT and Community Trust South from the banking reforms in the late 1980s; CLT from the energy reforms).

Neither trust currently accepts philanthropic donations.

Both CLT and OCT have strong presences in the locale, are generous in their support and highly regarded within the community. However, given the extent of the region they cover, neither trust can establish the intimate knowledge of a specific community and its need in the same way a community foundation can. A community foundation is fundamentally a community-initiated response to need.

Finally, neither regional funder fully supports the funding of volunteer infrastructure.

“I don’t see any overlap with Rotary. What can we do to help? We’re happy to collaborate and support in any way possible.”

**Mike Elliot,
Chair –
The Rotary Club of Wānaka**

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Enabling and championing philanthropy

The community engagement process has increasingly highlighted the need to provide opportunity for generous people (also community) to practise philanthropy.

There is currently no cohesive, focussed vehicle for generous locals to give in a way that holistically and strategically supports the dynamic needs of our local community. During community engagement, one of the most common remarks from potential donors was: “Wānaka has been good to me; I want to give back”.

This community consistently demonstrates its readiness and willingness to help and support our neighbours. The will to reach out, connect, and support is illustrated on a weekly if not daily basis on the local social media pages.

Additionally, professional service providers in the area indicate support for a community foundation. We have spoken to lawyers, accountants, investment managers and others in the area, who report clients regularly asking whether there is an avenue for philanthropic bequests, and/ or how to set up an endowment fund.

Several firms are also looking to set up their own individual foundations as a means of giving back to the community in which they do business.

“I come across community members who want to support and assist the community itself and find myself the conduit for helping them achieve their philanthropic goals.”

**Janice Hughes,
Director –
Aspiring Law**

“You have no idea how generous people can be until there is some way to demonstrate it.”

**Resident,
Wānaka-Upper Clutha**

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

The OPCF can serve as a connector between local donors and philanthropists who wish to contribute to a legacy fund, with the comfort of low setup costs and efficient administration, and the surety that interest will be directed where it is most needed at any given point in time.

Trust consolidation

One challenge currently faced by local trusts is identifying trustees willing to take on the duties and responsibilities of relatively small trusts; allied with the administrative and reporting burden. More and more, trustees are [accountable for increasing risks, compliance costs and obligations](#) ⁽²³⁾.

“The reality is [that] the aspirations of community organisations – whether big charities or very small local communities – far outweigh the resources available, money being the main one.”

Clive Pedley,
Chair –
Te Awa Community
Foundation

Each individual trust has its own filing requirements and trustee obligations that must be adhered to.

Consolidation in this space would benefit each fund in freeing up trustees to focus on the core purpose of each trust. Professionals in this area are frequently asked to set up trusts for specific charitable purposes, and have indicated a need for a vehicle like a community foundation to consolidate trusts, rather than duplicating effort.

Community foundations in NZ have helped resettle over \$40m in Trust funds to date, with ongoing discussions in communities about future resettlements ⁽²³⁾.

OPERATIONAL VIABILITY & SUSTAINABILITY

OPCF intends to adopt the operational model for community foundations as defined by CFNZ i.e. an incorporated charitable trust governed by a board of volunteer trustees and ultimately managed by one or more part-time employees.

It is generally recognised that a community foundation cannot be self-sustaining until it has achieved invested funds greater than \$10m. Typically, community foundations apply less than 1.5% of invested donor funds to administrative or operational overheads; therefore \$10m of invested funds would yield income of \$150,000.

With regard to the operational model, we have made the following assumptions:-

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

1. The OPCF will be self-sustaining within 6 years
2. Within the first three years of operation the response to community need will grow as funds are attracted to the Community Foundation
3. Until that time, we anticipate the OPCF will be mainly donor-driven

We consider this a measured and conservative approach, which should pose few issues as long as perception and expectation within the community is carefully managed, and transparency maintained.

We are basing some of our projections on what has been achieved in a neighbouring community. The Wakatipu Community Foundation was established in 2017 and serves an estimated resident population of 32,000. It is the second fastest growing CF in New Zealand.

It is also worth noting that the Wakatipu Community Foundation's audited financial statements indicate that the value of administration donations received have nearly doubled year on year since 2019, amounting to \$240.4k for the [financial year 2021-22](#) ⁽²⁴⁾.

FIVE YEAR OPERATIONS BUDGET

The OPCF will initially require operational funding from external sources.

CFNZ recommends minimum operational funding of at least \$150,000 per year for the first five years (please see *Appendix 3: CFNZ Membership Assessment Criteria*). Based on costs in this area and having consulted staff members and trustees of the Wakatipu Community Foundation, Acorn Foundation, Clutha Foundation and Te Awa Community, the Steering Group considers this a conservative estimate.

Following is the preliminary operating budget for the first three years of OPCF:-

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

OPCF - 5-year indicative annual operations budget						
	FY 23	FY 24	FY 25	FY 26	FY 27	Total
INCOME						
Grants						
Tindal - matched funding	25,000.00	40,000.00	40,000.00	40,000.00	40,000.00	185,000.00
Lottery Community	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00
OCT and/or CLT - partnership	5,000.00	10,000.00	10,000.00	10,000.00	10,000.00	45,000.00
Queenstown Lakes District Council	0.00	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00
	50,000.00	80,000.00	80,000.00	80,000.00	80,000.00	370,000.00
Other						
Future 50	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00
Donations & sponsorship	10,000.00	10,000.00	15,000.00	17,500.00	20,000.00	72,500.00
Trustee donations towards operations	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00
1-2% administration fee	700.00	1,500.00	2,000.00	2,500.00	3,000.00	9,700.00
	65,700.00	66,500.00	72,000.00	75,000.00	78,000.00	357,200.00
TOTAL INCOME	115,700.00	146,500.00	152,000.00	155,000.00	158,000.00	727,200.00
EXPENSES						
Staff costs						
Salary: Fundraising / Donor relations manager	60,000.00	60,000.00	90,000.00	90,000.00	90,000.00	390,000.00
Salary: Administration - 0.25 FTE	18,200.00	18,200.00	18,200.00	18,200.00	18,200.00	91,000.00
Staff Kiwisaver employer contribution	2,346.00	2,346.00	3,246.00	3,246.00	3,246.00	14,430.00
ACC levies	500.00	500.00	500.00	500.00	500.00	2,500.00
Staff training, welfare & general expenses	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	5,000.00
Recruitment	1,000.00	0.00	0.00	0.00	0.00	1,000.00
	83,046.00	82,046.00	112,946.00	112,946.00	112,946.00	503,930.00
Equipment & comms						
Phone	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	6,000.00
Internet	360.00	360.00	360.00	360.00	360.00	1,800.00
Software and licences	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	30,000.00
Computer support	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00
Website maintenance	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	5,000.00
Stationery and Office supplies and postage	720.00	720.00	720.00	720.00	720.00	3,600.00
Marketing activities	7,200.00	7,200.00	7,200.00	7,200.00	7,200.00	36,000.00
	18,480.00	18,480.00	18,480.00	18,480.00	18,480.00	92,400.00
Occupancy or WFH						
WFH	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	6,000.00
	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	6,000.00
General administration						
Accounting fees	0.00	0.00	0.00	0.00	0.00	0.00
Audit fees	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	7,500.00
Legal fees	0.00	0.00	0.00	0.00	0.00	0.00
Bank charges	0.00	0.00	0.00	0.00	0.00	0.00
Insurance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	7,500.00
Subscriptions & leases	600.00	600.00	600.00	600.00	600.00	3,000.00
Accommodation & flights	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	5,000.00
Vehicle travel	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	5,000.00
Community events & entertainment	2,000.00	4,000.00	4,000.00	4,000.00	4,000.00	18,000.00
Community Foundations of NZ - membership	5,000.00	1,000.00	1,000.00	1,000.00	1,000.00	9,000.00
Marketing cost	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00
	17,600.00	15,600.00	15,600.00	15,600.00	15,600.00	80,000.00
Share of Capital Items						
	4,900.00	4,900.00	4,900.00	4,900.00	4,900.00	24,500.00
	4,900.00	4,900.00	4,900.00	4,900.00	4,900.00	24,500.00
TOTAL OPEX	125,226.00	122,226.00	153,126.00	153,126.00	153,126.00	706,830.00
Operating surplus(deficit) for the year	-9,526.00	24,274.00	-1,126.00	1,874.00	4,874.00	20,370.00
Total Expenditure	-9,526.00	24,274.00	-1,126.00	1,874.00	4,874.00	20,370.00

Fig 10: OPCF indicative operational budget

The greatest operational cost borne by the new community foundation will be salary. As a starting point, CFNZ recommends a minimum of 0.75 FTE in 'leadership and critical staff'. We believe this cost can be reduced over the first two years with a 0.5 FTE Manager and 0.25 FTE Administrator.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

There are also cost benefits associated with ensuring staff and trustees are supported by a user-friendly, fit for purpose Enterprise Resource Planning (ERP) system that streamlines processes and is future-proof and scalable over time.

The Steering Group is confident of securing in-kind services, which is factored into the budget in Fig 10 above.

POTENTIAL FUNDERS & SUPPORTERS

The Steering Group assessed over 60 funding agencies that cover Wānaka-Upper Clutha – not only to gauge where deficits exist in the funding landscape (see *Shortfalls in community support*, p.22), but also to determine what sort of operational and seed funding might be available to our fledgling community foundation.

The OPCF faces the same challenges in sourcing operational/ admin funding as many of those we seek to support; in addition to which, there is a reluctance amongst funding agencies to ‘fund the funder’.

This may be due in part to a misconception of the nature of community foundations. During the community engagement process, we found at least 50% of interviewees were unfamiliar with the community foundation concept. Those who had heard of community foundations were more familiar with the American style of philanthropy and related perceptions.

To date, we have identified no funding agencies (with the exception of the Tindal Foundation, which provides matched funding to start-up community foundations) willing to provide significant operational funding to a community foundation start-up.

The DIA’s Community Organisation Grants may consider operational funding, but typically its grants are in the region of \$1,000-\$1,500 to individual organisations per year.

Neither of the regional funders OCT or CLT provide funding for operational/ admin costs (in the past, CLT has granted small amounts to cover operational costs to organisations working in the social service sector).

Although the Steering Group has not yet spoken to the QLDC, we anticipate the likelihood of securing funding from the council is marginal. [A grant request from the Wakatipu Community Foundation of \\$15,000 to cover administration costs](#) (see p.100 of the Submissions to the draft 2021-31 QLDC Ten Year Plan ⁽²⁵⁾) was refused in the QLDC’s Ten Year Plan 2021-31 submissions round.

Although OPCF may be able to secure some operational funding from funding agencies, it is clear that seed funding will be largely reliant on generous and visionary residents and local

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

organisations, who appreciate a charitable organisation cannot operate without related infrastructure.

We anticipate our main source(s) of operational seed funding or support will include all or some of the following:-

1. Personal/ general donations
2. Several community stakeholders have indicated they are willing to consider financial support to cover operational costs
3. Corporate donations
4. Establishment donations/ admin fees (donors setting up endowment funds asked to make a one-off donation towards the Foundation's operational costs)
5. Founding 50/ Future 50 programmes
6. Personal gifting leadership by Trustees
7. Pro-bono or in-kind support

"A community foundation is definitely needed locally – we often get people asking where they could donate money, especially at this time of year [Christmas]."

**Kate Murray,
Co-Manager –
Community Networks/ LINK
Upper Clutha**

Beyond operational funding, there are a range of funding agencies that provide grants for other purposes and specific projects. [In 2019, the OCT approved a \\$250,000 grant to the Clutha Foundation as 'pass-through' funding over five years](#) ⁽²⁶⁾. OCT has indicated it would consider a similar grant to OPCF.

POTENTIAL DONORS

The Steering Group engaged several potential donors known for their charitable work and support of community. We received an overwhelmingly positive response as to the likelihood of their donating to a local community foundation.

One of the most appealing aspects of a community foundation is the range of giving options and flexibility it offers for fulfilling the donor's charitable intentions. Feedback indicates that people are willing to consider donating to community funds and/ or specific charitable sectors; operating/ admin donations; designated funds; and named funds.

We consider it a priority to ensure the support of professional advisors in the area, which will be paramount in attracting and establishing donors. Feedback from professionals across various industries – particularly lawyers and accountants, but also investment managers,

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

insurance agents and RE agents – indicates a steady number of clients/ contacts who ask about donating locally or establishing endowment funds.

The OPCF will develop a Stakeholder Engagement and Partnership Strategy to establish open, respectful and fully transparent relationships with all local professional advisors; ensure there is a broad understanding of community foundations and how the OPCF will operate; and are supported in recommending the Foundation to clients as a vehicle for philanthropy.

“A foundation supports the NGO sector, so Trustees need to reflect that.”

**Kate Murray,
Co-Manager –
Community Networks/ LINK
Upper Clutha**

The Steering Group also sees opportunity to support and potentially consolidate existing family or individual charitable trusts in this locale. Many of the trusts in the area were established by philanthropists, with the intent of supporting the place and community they loved. Some of these trusts don't have sufficient funds to make significant impact alone, allied with insufficient resources to meet the administrative overhead.

These trusts could come under OPCF management to consolidate fund investment and associated governance oversight, while preserving the intent for which the trust was established. This not only leverages returns over funds and increases efficiency, but – most importantly – maintains confidence that the donor's wishes and legacy is professionally managed for generations to come.

LEADERSHIP

The Steering Group members are critically aware of engaging the 'right' people from the outset to establish trust, respect and credibility. This will apply not only to the initial Board of Trustees, but also any staff employed by OPCF.

‘Nothing is as critical to the growth and stability of the organization as the commitment of its board members.’

**Community Foundations of Canada – Community Foundation Start up Manual
2014, p.24**

The Board will comprise a minimum of four and maximum nine volunteer Trustees. It is assumed that members will be appointed according to basic skill-levels, including legal,

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

community services, accounting, fundraising, philanthropic, and communications and marketing expertise.

Importantly, the character traits of founding Trustees must be suitable to what will essentially be a start-up entity for the first two years. Initial Trustees will need to exhibit entrepreneurial spirit, be comfortable with adaptation and change, and have sufficient bandwidth to help build the Foundation from the ground up. Trustees should also be willing to run the organisation until it is feasible to employ staff.

The following criteria are considered necessary in appointing initial Trustees (in order of priority):-

1. Mana: community integration and established credibility within the community
2. Passion: for the community; for the Foundation; and for the values proposed for the OPCF
3. Community impact: demonstrated volunteer work and/ or advocacy
4. Bandwidth: willingness to put in the time to get the job done

The Board will ideally be a diverse mix across gender, age and culture, which reflects the community itself.

The Terms of Reference for Trustees (see *Appendix 4:OPCF Trustee Terms of Reference DRAFT*) will not only detail the responsibilities of Trustees, but also bind members to adherence to CFNZ's Ethical Standards.

Initial and future Trustees of the OPCF will be strongly encouraged to make an investment gift to the community via the OPCF, depending on their personal circumstances. These gifts should reflect the range of giving methods enabled by a community foundation,

"Trustees need to be passionate; willing to make personal sacrifice; willing to donate personally. They should have great connections into local community including businesses and professional services."

Margot McCool, Donor Relationship & Grants Manager – Acorn Foundation

"People involved in the community foundation need to be loyal to the area, committed people. Not all old people."

Resident – Wānaka-Upper Clutha

"I'd want to see people with an unbiased relationship with the community, not just large land owners or property developers."

Resident – Wānaka-Upper Clutha

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

including an endowment, bequest, monthly percentage or contribution to operational costs.

WHERE TO FROM HERE?

The Steering Group believes the Wānaka-Upper Clutha community is a home where a community foundation would thrive.

Having done extensive due diligence around the viability and value of establishing a community foundation in this area, we have reached the stage where a charitable trust must be incorporated before any further work can realistically be done.

The next milestones are as follows:-

1. Finalise Trust Deed and convene OPCF Board of Trustees; incorporate as charitable trust
2. Management/ operational plan, including recruiting and appointing of staff
3. Secure operational funding
4. Develop Stakeholder Engagement and Partnership Strategy
5. Develop Marketing Strategy
6. Appoint Investment Partners (open-tender process)
7. Finalise Fund Development Plan, including charitable sectors and fund types
8. Meet conditions and apply for CFNZ membership

“Once you’ve seen one community foundation . . . you’ve seen one community foundation. Each is unique to the community it serves.”

Margot McCool, Donor Relationship & Grants Manager – Acorn Foundation

“I’d need to see impact and good reporting throughout the year. It would need to be specific.”

Resident – Wānaka-Upper Clutha

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

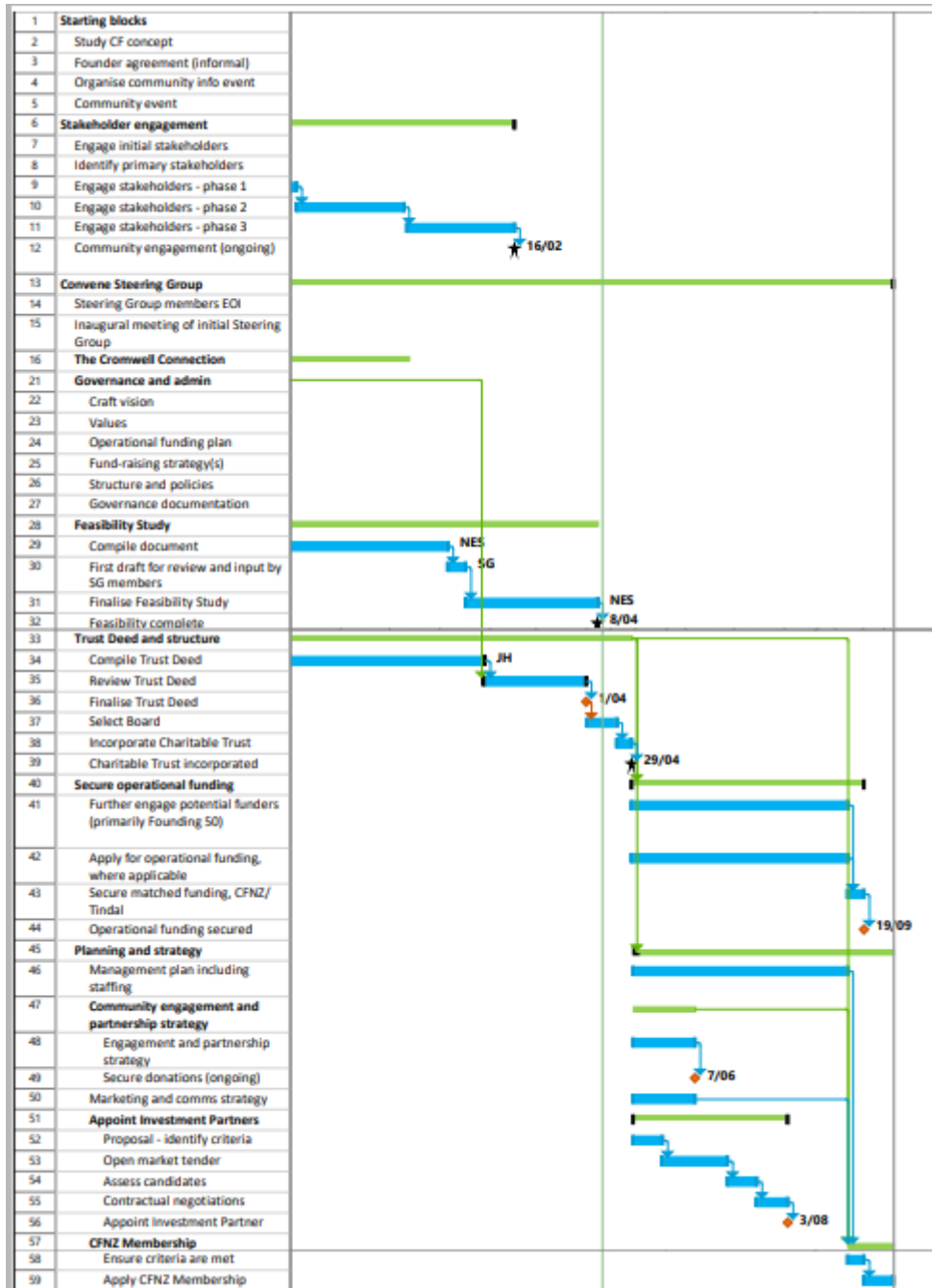


Fig 11: OPCF Project Plan

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

REFERENCES

1. **Queenstown Lakes District Council.** *Candidate's Handbook - Your Guide to Standing in the 2022 local elections.* 2022.
2. **Infometrix.** Infometrix - Regional Economy - Wānaka and surrounds. *Infometrix.* [Online] 2021. <https://ecoprofile.infometrics.co.nz/Wanaka%20and%20surrounds>.
3. —. *2022 Regional Economic Profile - Queenstown Lakes District.* 2022.
4. **Wanaka App.** The Wanaka App - district's population nearly 50000. *The Wānaka App.* [Online] Oct 2022. <https://wanakaapp.nz/news/news/motatapu-event-returns-for-2023/districts-population-almost-50-000?id=635de829eec716002c67a98a>.
5. **Queenstown Lakes District Council.** Details of representation review submissions released. Queenstown-Lakes District : s.n., Aug 2021.
6. **Infometrix.** Infometrix. *Infometrix.* [Online] www.infometrix.co.nz.
7. **iNaturalist.** iNaturalist - Queenstown Lakes District . *iNaturalist.* [Online] <https://inaturalist.nz/places/wikipedia/Queenstown%20Lakes%20District>.
8. **Stats NZ.** Stats NZ. *Stats NZ - New Zealand's official data agency.* [Online] <https://www.stats.govt.nz/>.
9. **Versus Research.** *Quality of Life 2021 Report - Queenstown Lakes District Council.* 2021.
10. **Community Housing Aotearoa.** *Mayoral Housing Affordability Taskforce Report - Queenstown Lakes District Council.* 2017.
11. **Hill Young Cooper.** *Affordable Housing and Queenstown Lakes Proposed District Plan - issues and options.* 2021.
12. **The Spinoff - The rise of New Zealand's middle-class millionaires.** *The Spinoff.* [Online] 8 Aug 2022. <https://thespinoff.co.nz/money/08-08-2022/the-rise-of-new-zealands-middle-class-millionaires> .
13. **Queenstown Lakes District Council.** *Queenstown Lakes Homes Strategy 2021-31: A strategic approach to the Queenstown Lakes District's local housing challenge.* 2021.
14. **M.E Consulting.** *Housing Needs Assessment for Queenstown Lakes District Council.* 2019.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

15. Controller and Auditor-General | Tumuaki o te Mana Arotake. *Insights into Local Government: 2020*. 2020.

16. Ministry for the Environment | Manatū Mō Te Taiao. National Policy Statement on Urban Development 2020 - updated May 2022. 2022.

17. Newshub. Newshub - New Zealand's fastest-growing region revealed. *Newshub*. [Online] 23 Sep 2020. <https://www.newshub.co.nz/home/new-zealand/2020/09/new-zealand-s-fastest-growing-region-revealed.html>.

18. M.E Consulting. *Housing Capacity Assessment Queenstown Lakes District*. 2021.

19. Queenstown Lakes District Council. QLDC council meeting - Community Wellbeing Strategy covering report. *QLDC*. [Online] 28 Jan 2021. <https://www.qldc.govt.nz/media/ycabzpb/2-community-wellbeing-strategy-covering-report.pdf>.

20. Department of Internal Affairs | Te Tari TaiWhenua. *Report - Strengthening our approach to volunteering*. Wellington : s.n., 2022.

21. Wānaka App - Wānaka 'after hours' health care cut. *Wānaka App*. [Online] 08 Sep 2022. <https://wanakaapp.nz/news/news/w-naka-after-hours-health-care-cut?id=631839a1b7cc03002cd53496>.

22. Community Foundations of Canada. Community Foundations of Canada - Initiatives - Vital Signs. *Community Foundations of Canada*. [Online] <https://communityfoundations.ca/initiatives/vital-signs/>.

23. Community Foundations of New Zealand. Community Foundations of New Zealand - Resettling local charitable trusts. *Community Foundations of New Zealand*. [Online] <https://communityfoundations.org.nz/resettling-local-charitable-trusts>.

24. Deloitte Limited. *Performance Report Wakatipu Community Foundation for the year ended 31 March 2022*. 2022.

25. Queenstown Lakes District Council. Submissions to the draft 2021-31 Ten Year Plan. 2021.

26. Otago Community Trust. Otago Community Trust - News - Clutha Foundation Secures Funding for 5 Years. *Otago Community Trust*. [Online] <https://www.oct.org.nz/news/clutha-foundation-secures-funding-for-5-years>.

APPENDIX 1:

ABOUT COMMUNITY FOUNDATIONS

The following preliminary information was emailed to all stakeholders invited to the Information Event on 6 Jul 2022. It is based on material from the Community Foundations of NZ website:-

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

WHAT IS A COMMUNITY FOUNDATION?

A registered charitable trust that invests and manages philanthropic donations, providing a reliable long-term funding source that enriches the quality of life for people in the immediate community now and in the future.



[CFNZ - How it works](#)

Wherever your home or heart may be, through this smart and effective giving model, anyone can make a difference. And generations will benefit. Find out how it works

YouTube – <https://youtu.be/Av4h226qP8Y>

WHY?

A community foundation provides an opportunity for generous people to directly support and leave a lasting legacy for their community, in perpetuity.

HOW DOES IT WORK?

The capital is invested in a fund that is protected and preserved in perpetuity. As it grows over time, the income it earns creates a reliable, long-term funding stream to support your community year on year. Income is distributed annually to local charities, groups and projects.

THE MODEL

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

The community foundation concept originated in America in the early 1900s. The first NZ foundation was set up in 1991 and there are now 17 community foundations in New Zealand, including the Wakatipu Community Foundation. The established model is designed to provide different methods for giving, and the structure is reliable, transparent and accountable.

THE FIGURES

The collective good.

Through New Zealand's Community Foundations over \$50 million has been granted to New Zealand communities in the past 5 years and today we have over \$230 million invested in endowment funds for the future. Furthermore, we have hundreds of anticipated bequests adding up to many millions of dollars yet to be invested for future community transformation. With our invested endowment fund model protecting the original gifts, the potential good these gifts can do for the future is boundless.



Less than 1.5% of any invested returns is directed to the local CF as an administration fee; all other returns are either disbursed as grants or invested back into the fund for its long-term health.

TRUSTEES

A community foundation is operated under a trust deed, and run by a Board of Trustees who understand the challenges local charities and organisations face in their own locale. Trustees volunteer their service to the Foundation.

UPPER CLUTHA: THE NEED

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Currently, in this area there are limited options for generous people to establish private endowments, and specify the causes and charitable organisations they wish their philanthropy to support. Additionally, the cost of establishing a personal endowment fund beyond the auspices of a community foundation is prohibitive.

The volunteer-run and grassroots initiatives in the Upper Clutha face some unique challenges, which are often not recognised by regional funding entities. For example, operating costs in this region are particularly high, and not always supported by funding entities.

MORE INFORMATION

[More information](#) from the parent organisation, Community Foundations of New Zealand | Hei Whakakaha i nga hapori o Aotearoa

APPENDIX 2:

VITAL SIGNS DATA PROGRAMME

The Vital Signs data programme gathers local data to ‘support evidence-based, locally-relevant solutions to improve the quality of life at the community level’. Pioneered by Community Foundations of Canada, it is a community check-up that measures the vitality of our communities and identifies significant trends in a range of areas critical to quality of life.

A Vital Signs programme aims to:-

1. Understand our community and the connections within it
2. Identify key priorities and aspirations of our community
3. Understand the connections within our community, to connect philanthropic and grant-making organisations with the organisations and change-makers addressing these needs and opportunities

With prior agreement, community foundations generally and globally can access and use the Vital Signs template. Should the OPCF choose to implement this programme, it would appropriately be focused on the OPCF region’s community needs and perspective so that OPCF can develop strategies to meet and/ or address the needs identified.

The process and information resulting from a Vital Signs exercise would be a useful ‘stress test’ of the assumptions of need in this Study, from both a donor perspective the and wider community.

[This 2018 video](#), presented by Community Foundations of Canada, is a comprehensive overview of how a community foundation can engage with Vital Signs; the timeline and resources required; the related costs; and the conditions for participating.

In 2016 and 2020, the [Momentum Waikato Community Foundation](#) conducted a Vital Signs study and report. The full 2020 report is [here](#):-

<https://cdn.blutui.com/uploads/momentum/report/momentum-vital-signs-full-report-l.pdf>

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

APPENDIX 3: CFNZ MEMBERSHIP ASSESSMENT CRITERIA

Community Foundations of New Zealand
New Membership Assessment Framework
July 2022

CFNZ Membership Readiness Assessment

Assessment Areas	Evidence
Leadership and critical staff secured	>0.75FTE
Operational funding partnerships secured	>\$150,000 per year for min. 3 years
Initial donor funding secured	>\$250,000
Governance team secured	>50% giving financially
Evidence of community support	Letters of endorsement from; 2 x donor, 2 x community and 1 x civic
5-year growth strategy	Including: Donor engagement, partnership and marketing strategy
3-year operational budget	Min. 2 in 3-year surplus Must include; marketing investment >\$5,000
Philanthropic and fundraising knowledge	Including: experience in donor engagement
CFNZ establishment fee	Min. \$5,000 in year 1 for support provided by CFNZ
Association memberships in place	Min. Philanthropy NZ and Fundraising Institute of NZ through CFNZ member partnership prog. Could include: Chamber of Commerce, Institute of Directors, NZIM etc.
Serving Māori aspirations	Evidence of genuine commitment in engaging with tangata whenua and in supporting local Māori aspirations
Weighted Areas to be led by CFNZ	
Areas of regional priority	Southland, Westcoast, Otago (Dunedin)
The Tindall Foundation support	Agreement of investment support from The Tindall Foundation

APPENDIX 4:

OPCF TRUSTEE TERMS OF REFERENCE DRAFT

These Terms of Reference for Trustees outline the role and expectations of volunteer Trustees serving the charitable trust [to be] established as Our Place Community Foundation (OPCF) by a Deed of Trust [dated xxxx 2023] (Deed).

Purpose

OPCF's charitable purpose is to develop a legacy community fund, to facilitate local philanthropy and to support communities in accordance with the charitable purposes outlined in the Deed. As a community foundation, OPCF's professionally managed funds are intended to provide intergenerational support to charitable organisations and/or initiatives in the communities OPCF serves.

Vision

To build a legacy to support resilient, engaged and caring communities today, tomorrow and forever.

Mission

The OPCF will inspire philanthropy by being a leader, catalyst and creative force in supporting its community and:

- *fostering community philanthropy*
- *providing open opportunity for people to give back to the community*
- *providing excellent donor services*
- *responsibly managing endowments*
- *anticipating and responding to community needs and opportunities through strategic grant making; and*
- *providing leadership on community needs and local philanthropy.*

Role

Trustees are responsible for providing appropriate oversight, governance and leadership to the OPCF as it develops and follows its strategies to fulfil its charitable purpose in the communities it serves.

FEASIBILITY STUDY

Our Place Community Foundation – Wānaka-Upper Clutha

Main Responsibilities and Tasks

1. The Trustees have ultimate responsibility for all the activities of OPCF that will operate in accordance with the Deed and all relevant legislation governing charitable purposes in New Zealand.
2. Trustees will be required to be actively engaged in establishing OPCF as a new start-up entity in the community. This will involve:
 - developing OPCF's initial strategic plan, ensuring implementation of the plan, monitoring and assessing performance with appropriate reappraisal of the strategy as required
 - ensuring OPCF's philanthropic initiatives align with and fulfil its vision and values and fall within the parameters of the Deed
 - actively seeking to identify new donors
 - identifying, analysing and pursuing new philanthropic opportunities
 - establishing and maintaining relationships with initial operational funders
 - fulfilling responsibilities of any subcommittees established by OPCF
 - creating and administering grant-making programmes, policies and procedures that are fit for purpose, providing regular oversight and seeking feedback from donors and grantees
 - selecting and providing guidance to OPCF's investment manager
 - managing OPCF's finances prudently and when possible engaging key staff to take on the day-to-day management of agreed OPCF activities, then providing ongoing oversight and mentoring of any staff and contractors
 - supporting OPCF as a donor - "walking the talk"
3. Trustees will represent OPCF in the wider community and will be expected to act as an advocate of OPCF by developing and maintaining strong, positive working relationships with donors, grantees and other related community groups.
4. Trustees will engage in on-going learning in the community foundations space (both in NZ and overseas) to ensure OPCF understands and anticipates changes in the landscape for effective philanthropy and any emerging trends.
5. The role and expectations of Trustees may change over time as the OPCF matures and becomes established in the community, but as Initial Trustees, there is a clear requirement of a real commitment to the vision and purpose of OPCF to ensure OPCF becomes a viable, active and engaged entity in its community.