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# QUEENSTOWN REGIONAL COMMUNITY HUB

Feasibility Report

6 December 2019



# PREFACE

This report has been prepared by Matthew Fanselow and Olivia Gossage from MartinJenkins (Martin, Jenkins & Associates Limited). MartinJenkins advises clients in the public, private and not-for-profit sectors, providing services in the following areas:

- strategy and investment
- public policy
- evaluation and research
- employment relations
- economic development
- financial and economic analysis
- organisational improvement
- organisational design.

Our aim is to provide an integrated and comprehensive response to client needs – connecting our skill sets and applying fresh thinking to lift performance.

MartinJenkins is a privately owned New Zealand limited liability company. We have offices in Wellington and Auckland. The company was established in 1993 and is governed by a Board made up of executive directors Kevin Jenkins, Michael Mills, Nick Davis, Allana Coulon and Richard Tait, plus independent director Sophia Gunn.

## Context

The Queenstown Community Hub Charitable Trust is developing a proposal to generate support for a central hub of social agencies, with the aim to provide greater opportunities for collaboration between organisations, to support those in need. The Trust wants to create a community hub that is both fit-for-purpose and future-proof. MartinJenkins was engaged by the Trust to engage with potential future users of the hub and those currently working in hubs, to:

- understand views on what a future community hub for Queenstown should seek to achieve
- identify design elements which need to be considered to ensure that a potential hub can benefit the community now, and into the future
- identify potential future users of the hub.

The Queenstown Community Hub Charitable Trust and the Queenstown Lakes District Council have co-funded this feasibility work.

## Our approach

MartinJenkins undertook engagements in September 2019 with a small group of potential future users of the hub, and organisations who provide funding and support for social service providers. We also engaged with the Porter Group, who have been developing a similar community facility proposal.

In addition to this engagement, we undertook desk-based research into other hubs around New Zealand and overseas, to identify how they have been established, and key insights for consideration when developing a community hub in Queenstown.



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# THE QUEENSTOWN REGIONAL COMMUNITY HUB WILL BE AN INTEGRAL PART OF THE COMMUNITY

- Demand is growing exponentially for integrated community spaces across New Zealand. Communities are seeking greater connection and opportunities to collaborate.
- Community hubs create an 'ecosystem' which connect and engage different generations in the community. This is an integral part of modern communities.
- There is growing community support for a hub in Queenstown. Several social service providers have already indicated interest in being tenants of a community hub.
- The Hub is needed urgently. In the next two years, key social service providers in Queenstown will lose their current tenancies.
- A future Queenstown regional community hub needs to be flexible and dynamic, and attractive for all. A successful hub facilitates interactions across generations.
- A community hub in Queenstown will need to grow through time - changing to meet the evolving needs and demands from community. The Hub will need to provide spare capacity for growth.





# EXECUTIVE SUMMARY

Community hubs are becoming more prevalent across the world as a solution to increase connections and efficiencies between service providers, and facilitate social connection between different groups in the community. There are a number of community hubs across New Zealand, ranging from hubs designed and operated by Councils, to community hubs operated privately.

## The need for a hub in Queenstown

The Queenstown Community Hub Charitable Trust is seeking to develop a community hub in Queenstown. Queenstown has unique challenges for social service providers, which are driving the need for a community hub:

- There is a rising cost for rent, a shortage of appropriate accommodation and / or lack of certainty with current accommodation arrangements.
- There is an increased demand for services, driven by an increased cost of living in the area and low wages, a growing population, and other compounding issues.

Among social service providers in Queenstown, there is a desire to collaborate. Some integration and collaboration between social service providers exists at the moment, and there is a desire to further integrate to share resources and learn from one another.

## Factors to consider for a successful Queenstown hub

Engagements with community organisations, master plan developers, and funding organisations identified critical factors for success in the future.

A future community hub will be successful if it:

- is in a location which is easy to access and is connected to other community destinations (e.g. retail, medical services, library etc)
- is close to recreational spaces (e.g. parks, trails)
- builds a sense of community between people, and encourages interaction across generations
- is a multi-use facility, combining social support, interest groups, educational spaces and opportunities for social connection
- includes flexible spaces that can be used at different times, by different groups, and is designed in a way which ensures access for people of all abilities
- provides opportunities for service providers to share resources
- it is a place where people feel like they belong, while being safe and secure
- is a vibrant and interactive space, designed for current and future needs.

Stakeholders identified a variety of potential future users of the hub, and their needs. These were translated into a set of criteria for future design, and informed ideas for how the hub might work – for both members of the community who are accessing services or using the hub, as well as for staff and tenants.

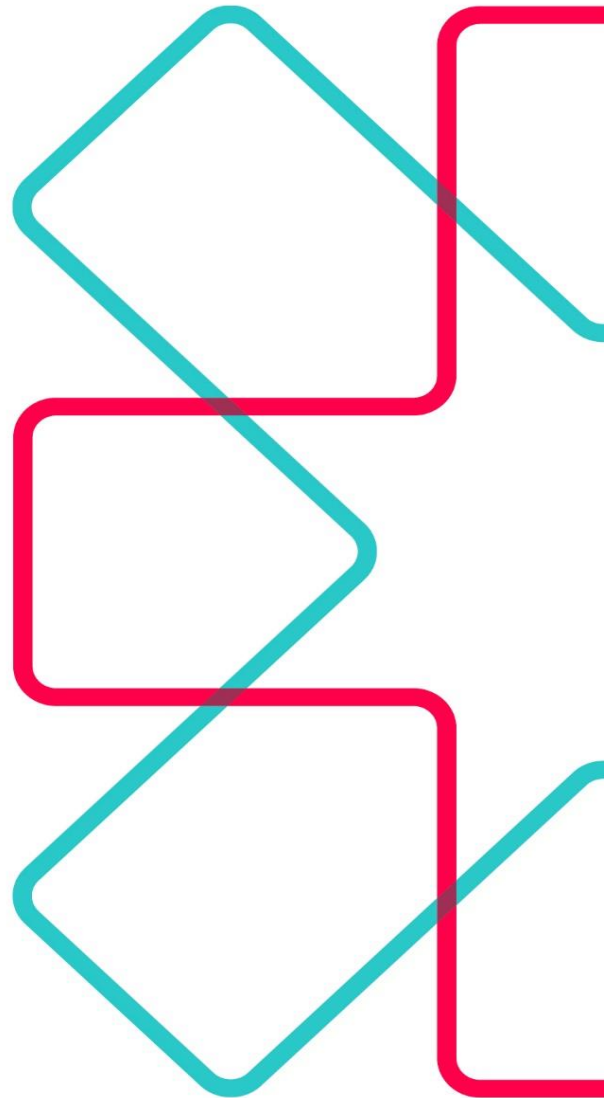
Those involved with setting up other hubs in New Zealand shared critical lessons for consideration in the development of the Queenstown hub, which have informed a set of recommended next steps for the Trust.



# 1 CONTEXT AND NEED FOR A COMMUNITY HUB IN QUEENSTOWN

The 'community hub' approach is becoming increasingly common in New Zealand, and around the world.

This section explores the benefits of community hubs, and factors which are driving a need for a hub in Queenstown.



# 1.1 COMMUNITY HUBS

## Community hubs play an important role in enhancing community connection and individual wellbeing

Community hubs are becoming more prevalent across the world in response to a need for enhanced efficiency, integrated service delivery and the need to upgrade facilities.<sup>1</sup> While these have been key drivers of action, many designers of hubs are seeking to achieve social change by creating spaces which connect and engage different generations in the community.

*“A community hub is a collection of facilities clustered together on the same or adjoining sites. Together, they create a focal point for activity.”<sup>2</sup>*

Community spaces “play a vital role in the social and economic life of communities”.<sup>3</sup> They offer many benefits to individuals; from opportunities to display and share culture, to creating spaces to meet and access shared services. For providers, hubs create opportunities to share resources and gain mutual value from collaboration (e.g. sharing administrative resources or infrastructure), as well as providing complementary services and facilitating referrals.

Research by the Joseph Rowntree Foundation in the UK identified that the success of community spaces is not solely related to the architecture or design of the physical space – it also relies on people within the community using the space and making others feel welcome.

## There are a number of other community hubs in New Zealand

There are a number of existing community hubs in New Zealand. These range from:

- Community hubs which are designed and operated by council – these combine community services such as libraries and sports facilities with social service agencies, Plunket and multipurpose spaces for hire<sup>3</sup>
- Community hubs which are operated privately, and combine office spaces for social service agencies, spaces for delivering services, and multi-purpose spaces for use by community groups. An overview of a selection of community hubs (which are not operated by local councils) are included in Appendix A.

Each of the hubs have been designed for a specific need or purpose, but they follow similar principles of:

- creating a space which brings the community together
- designing spaces which can be used for different purposes, and across different times of the day
- encouraging collaboration between organisations - sharing back office resources, as well as ideas.



<sup>1</sup> AECOM, *Community Hubs International Research Project*. Accessed from <https://www.statedevelopment.qld.gov.au/resources/chaps/community-hubs-international-research-report-aecom-opt.pdf>

<sup>2</sup> Ibid.

<sup>3</sup> Joseph Rowntree Foundation, *The social value of public spaces*. Accessed from <https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/2050-public-space-community.pdf>

<sup>4</sup> For example, the Hutt City Council operates three community hubs. (<http://www.huttcity.govt.nz/Leisure-Culture/community-hubs/>)

# 1.2 THE NEED FOR A HUB IN QUEENSTOWN

Stakeholders we spoke to highlighted a desperate need for a hub in Queenstown for social service providers. A report on community facilities, groups and services conducted by Council (*Our Community Spaces*) reiterates this need, highlighting a number of factors which contribute to this need. These factors are outlined below.

## Lack of certainty in accommodation

The rising cost of rent, shortage of appropriate accommodation (and / or lack of certainty with current accommodation arrangements), is an ongoing stress for social service providers. Those we spoke to indicated a range of transitional arrangements, from subsidised leases in old buildings, to use of facilities which are earmarked for destruction in the future.

This pressure is reiterated in the Council research, which outlines that almost 50% of the 189 groups who engaged with the study will be looking for a new facility or accommodation in the next five years.<sup>1</sup>

## Increased demand for services

Service providers indicated that the situation in Queenstown is worsening, with more people coming to them in need. This is driven by:

- an increasing cost of living, combined with low wages/low incomes which do not rise with the cost of living

- a growing population (Queenstown's population is expected to increase from 39,500 residents in 2018, to 56,400 residents in 2028)<sup>2</sup>
- other issues, such as mental health challenges, addiction, and domestic violence, which are increasing demand for services.

Stakeholders we spoke to also mentioned a projected growth in the number of older citizens in the area, which they anticipate will increase demand for some services.

## A desire for greater collaboration

Some integration and collaboration between social service providers exists, with monthly meetings providing an avenue for staff to share ideas and insights.

Our discussions with service providers supported this, with service providers noting that users of their services may be referred from / to other providers. They wish to reduce duplication, and ensure that people who need services are speaking to the right people.

The *Our Community Spaces* report highlights that groups and services in Queenstown would like to collaborate more to reduce operational costs (sharing space, equipment or resources), share knowledge and experiences, and create multi-generational connections for their clients.



<sup>1</sup> QLDC, *Our Community Spaces: A report on community facilities, groups and services*. December 2018

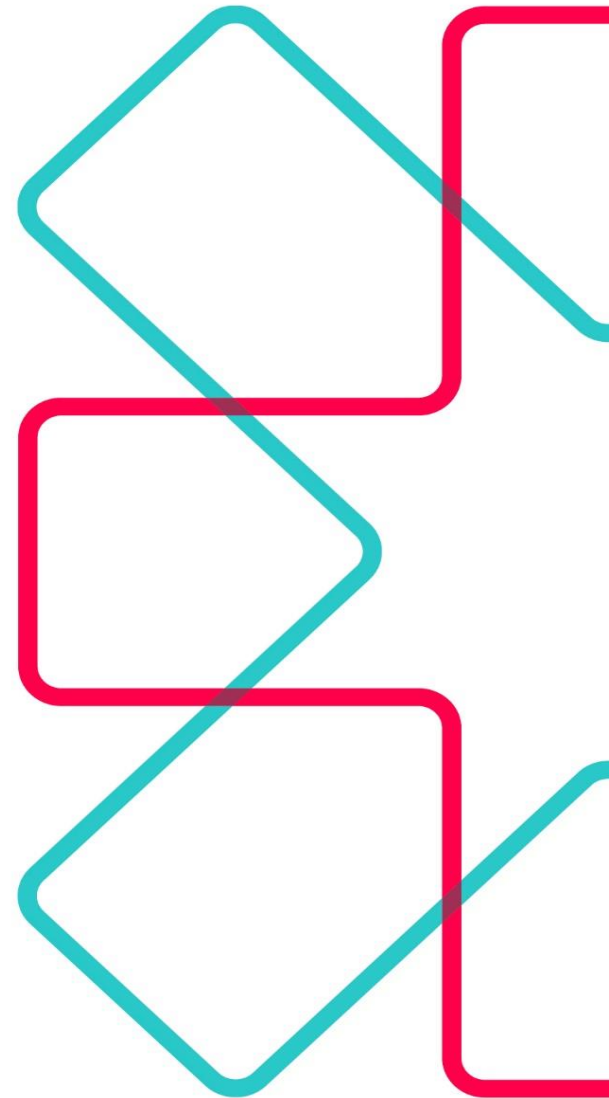
<sup>2</sup> QLDC estimates, retrieved from <https://www.qldc.govt.nz/assets/Uploads/Our-Community/Population-Projections/QLDC-Growth-Projections-2018-to-2048-summary-table.pdf>



## 2 INSIGHTS FROM ENGAGEMENTS

Engagements with social service providers and funding bodies explored:

- What would a successful Queenstown regional community hub achieve?
- Who are the potential future users of a community hub, and what are their needs?
- What needs to be in place for the hub to be successful?
- How might the hub operate to enable collaboration and connection?



# 2.1 VISION FOR A FUTURE HUB

Stakeholders provided a variety of perspectives on what success might look like for a future Queenstown community hub.

A community hub in Queenstown will be successful if it:

**Is a place where people feel like they belong.** A successful hub will encourage diversity, and reflect the community in an inclusive way. Everyone will feel welcome, respected and supported. It will be a 'destination' for community events and activities.

**Builds a sense of community between people.** A successful hub will encourage and facilitate interaction between agencies, as well as between community groups.

**Is safe and secure.** A successful hub will be a safe place for all members of the community, and will break the stigma of accessing services.

**Is designed in a way which provides access for people of all abilities.** Access to public transport, parking spaces and bike spaces will also contribute to its success.

**Is a vibrant and interactive space.** A successful hub will be an engaging, multi-purpose space which allows for educational seminars, sports activities, social activities as well as meetings.

**Has permanent core spaces for organisations to use on a day-to-day basis.** The hub should have a balance between allocated spaces for organisations who are tenants, as well as spaces which can be used on an ad hoc basis (e.g. meeting rooms)

**Has flexible spaces which can be used at different times by different groups.** A successful hub will have collective community spaces, as well as separate meeting rooms or facilities that groups can use.

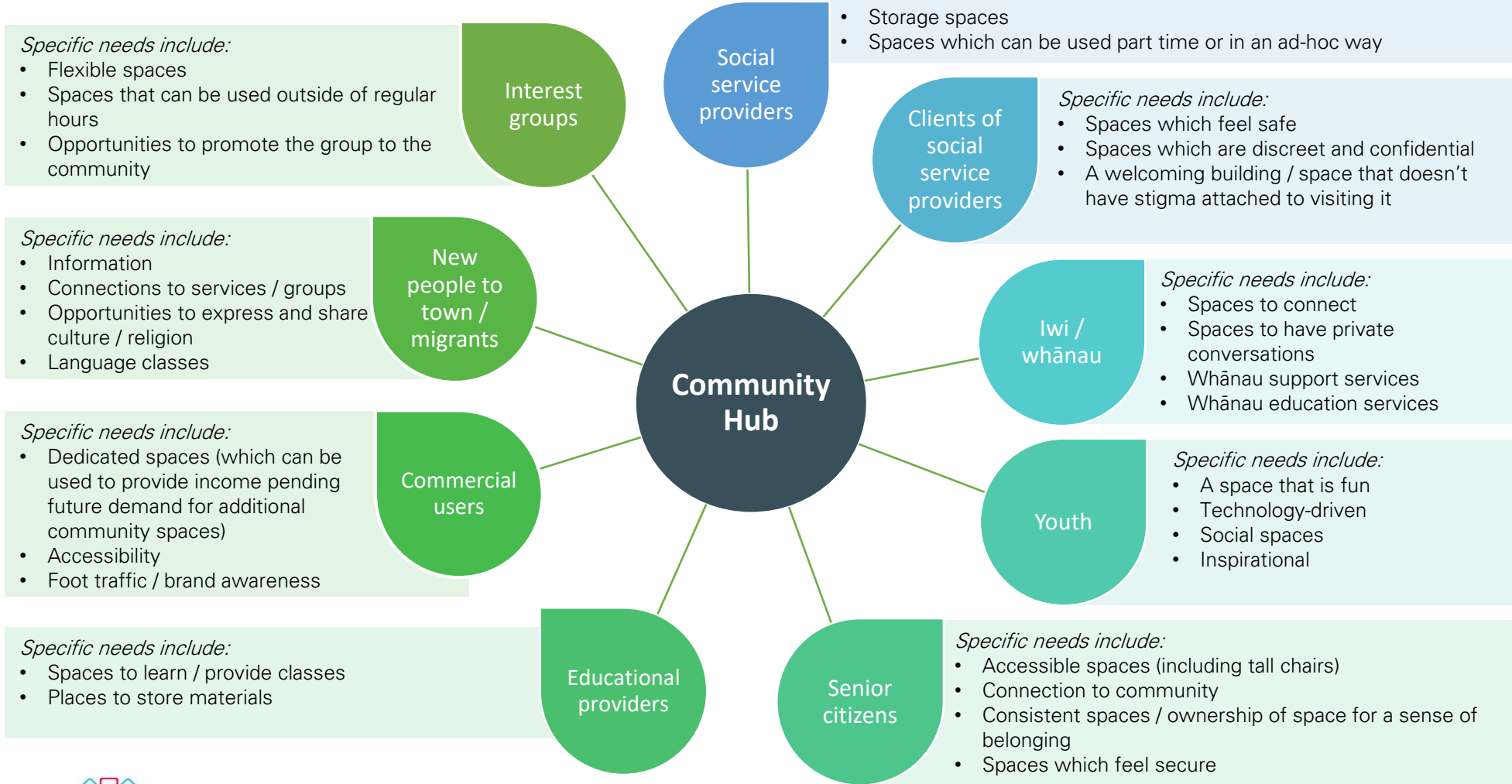
**Provides opportunities for service providers to share resources.** The hub should help reduce operating costs by enabling access to shared resources and opportunities to collaborate.

**Is designed for the future.** A successful hub will be able to expand / adapt to changing needs and demand over time, particularly as population increases and age demographics change in the Wakatipu area.



# 2.2 USERS OF A FUTURE HUB

Stakeholders identified a variety of potential future users of the hub, and their needs.



## 2.3 CASE STUDY: WHAT ORGANISATIONS NEED FOR THEIR LONG-TERM ACCOMMODATION NEEDS

### Wakatipu Senior Citizens

The Wakatipu Senior Citizens would potentially be interested in being a future user if the Hub:

- is accessible (accessible, unisex bathrooms, community facilities on the ground floor)
- has multi-use spaces, with chairs which are easy to get in and out of (e.g. lounge area, spaces for exercise classes)
- has spaces which can have a recurring booking, so that they are familiar for members (e.g. for Friday lunches, where members have a meal between 11.30am and 2pm)
- has a kitchen and shared dining space for weekly meals
- has ample car parks or public transport access, including a space to park a van permanently
- has storage on site, for musical instruments and other items
- has technology such as screens for viewing movies, wireless microphones and a system for people who are hearing impaired.

### Happiness House

Happiness House loses its accommodation in October 2022. Happiness House is looking to base itself in a location which:

- can be easily accessed by clients (location of building, and includes wheelchair access)
- has an entrance that clients can use which is separate from other offices
- has a warm, homely feeling to it (and has spaces which include a kitchen and laundry)
- has spaces which can be used for private conversations
- has a retail space, or a space where donated goods can be sold
- has ample storage (including food storage facilities) for donations
- has outdoor spaces for families to enjoy and children to play (which are fenced).

### Central Lakes Family Services

Central Lakes Family Services currently operates from two locations, in buildings owned by Council. One building is earmarked to become the location of a road in the future.

Central Lakes Family Services is keen to co-locate both offices, in a location that:

- can be easily accessed by clients
- has desk space for 18+ staff, and rooms with couches to have confidential conversations
- multi-use spaces which are suitable for children
- is safe and secure, for staff and clients.



# 2.4 CRITERIA FOR FUTURE DESIGN

To be successful, the future Queenstown community hub must:

## Feel welcoming for everyone in the community

- be a welcoming space for all members of the community
- reflect and celebrate diversity in Queenstown
- be easy to navigate (ie. people are empowered to make informed decisions about what is right for them, and where to find services)
- include open spaces which are light-filled and feel 'warm'

## Have mana

- be well known in the community as a place and space that everyone uses and enjoys being part of
- be known as the place where community engages; 'where things happen'
- reduce the stigma of engaging with services

## Enable connection and encourage collaboration

- design spaces which encourage interaction and sharing between social service providers (eg. through shared kitchen or office spaces)
- be well managed to facilitate connections between members of the community and providers, through interactions and shared spaces

## Be a vibrant destination

- include a mix of social service providers, community activities (eg. library) and a café / retail space
- include spaces which are suitable for all ages (from young children to older people)

## Be designed for now, and flexible for future needs

- have flexible spaces and additional capacity to allow for the hub to expand and grow as demand increases
- include modern technology

## Be accessible and inclusive

- be accessible on arrival for people of all abilities (eg. wheelchair friendly, hearing loop)
- go above and beyond minimum accessibility requirements to be a truly inclusive space (ie. the building is designed to consider all access needs, rather than 'add ons' to meet accessibility requirements)
- be easy to access via public transport, and have adequate bike / car parking spaces for visitors and staff to use
- Have separate access to ensure privacy (particularly for Happiness House customers)

## Include a variety of spaces

- include multifunctional and flexible spaces, as well as permanent core spaces for those who need access to a dedicated space
- indoor and outdoor spaces which can be used by the community
- have a mixture of formal and informal spaces (meeting room / larger breakout spaces for group activities; office spaces; storage facilities; café space or kitchen)

## Be environmentally-conscious

- have an environmentally sustainable design and eco-friendly principles in how it operates
- include green spaces (indoors and outside)
- be energy efficient





# 2.5 HOW THE HUB MIGHT WORK / BE DESIGNED

Stakeholders shared ideas for how a community hub might work, for **clients of social service providers** and **members of the community**.



## Welcoming area

- A welcoming area with clear signage of where services are
- No sign-in requirement (to reduce barriers / hurdles to accessing services)
- Big, open and communal spaces connected to the welcoming area



## Kid friendly spaces

- Play areas for children which are connected to spaces which other users access (creating connections between generations)
- Spaces that are 'child friendly'
- Day care / child care services



## Dedicated hub staff

- People who can respond to those in need and direct them to an appropriate service (a 'navigator')
- Staff who manage tenancy
- IT / administrative support



## Garden

- Garden area which is fenced
- Adjacent to green spaces, with greenery integrated into the overall design
- 'Living walls' / plants indoors



## A variety of meeting spaces

- Rooms that can fit up to 2, 10 or 50 people
- Private spaces for confidential discussions
- Spaces with couches, comfy furniture and tall chairs
- Spaces which are free from distraction and fuss
- Seminar spaces for workshops / information sessions (e.g. grants sessions, community information sessions)
- Spaces for school programmes



## Amenities

- Access to public transport
- Ample parking spaces (for staff and visitors)
- Disability parking
- Unisex toilet facilities
- Lifts and stairs between floors



## Café

- On-site café with reasonable prices (and who can also provide catering for functions)
- Café space that can be used for social lunches
- Healthy food options



## Retail spaces and library

- Retail spaces for charitable shops
- 'Pop up' shops / display areas
- Library on site to encourage the community to visit



Note: Examples of specific needs shared by potential tenants is included in Appendix C

# 2.5 HOW THE HUB MIGHT WORK / BE DESIGNED

Stakeholders shared ideas for how a community hub might work, for both **staff and tenants**.



## Variety of staff spaces

- Desk spaces for administrative staff members / managers
- Mix of 'hot desks' and permanent desks
- Shared kitchen space
- Shared photocopier / other resources



## Storage

- Fridge, freezer and pantry space for food donations
- Storage spaces for donated goods, information brochures and other items
- Locked cabinets near desks



## Open plan and private spaces

- Open plan to encourage connections
- Private spaces for confidential discussions
- Confidential break out spaces for phone calls and face-to-face discussions
- Noise proof / sound proofing



## Flexible opening hours

- Flexibility in when parts of the hub are open / accessible
- Swipe card access for staff members to provide 24/7 access



## Technology

- Smart booking technology for meeting rooms
- AV equipment
- Bluetooth connection to projectors or TV screens
- WIFI



## Amenities for staff

- Showers to encourage cycling / active pursuits
- Bike storage
- Separate bathrooms
- Separate staff parking



## Agreed 'ways of working'

- Agreement to keep information confidential and secure
- Agreed values and ways of working between hub members – including understanding each other's role and being able to promote other services
- Regular building meetings / ways to connect with others in the space and share new initiatives, challenges, and what is coming up



## Stability and security

- Ongoing rental of space at a reasonable rate (including different membership options / rates)
- Arrangements which allow for more flexible use of rooms or desks
- Secure facilities to ensure health and safety of staff



Note: Examples of specific needs shared by potential tenants is included in Appendix C

## 2.6 CONSIDERATIONS FOR THE FUTURE LOCATION OF A FUTURE HUB

There are several factors to consider when determining the future location of a community hub.

Stakeholders we spoke with mentioned several factors for the Trust to consider when determining the location of a future community hub:

- The location needs to be somewhere which is easily accessed by members of the community and clients of social service organisations. At the moment several organisations we spoke to are based in Queenstown Central, in locations which they mentioned are accessible to their clients. However, they anticipate this will change over time, as rising rent costs and employment is forcing people away from Queenstown Central.
- The biggest concern raised by social service providers we spoke with is not being able to provide for members of the community, if they can not be easily accessed, or if there is a social stigma associated with a particular location.
- Frankton / Remarkables Park was noted as a key growth area for Queenstown residents, and generally agreed as a good future location if:
  - there is sufficient parking
  - there is accessible public transport (the \$2 bus was noted as a positive way of supporting accessibility)
  - it is also a destination that people are going to for other activities (e.g. the library, shops, other services)
  - there are green spaces nearby.



## 2.7 INSIGHTS AND LESSONS FROM OTHER HUBS

Those involved with setting up other hubs in New Zealand shared some lessons from their own experience.

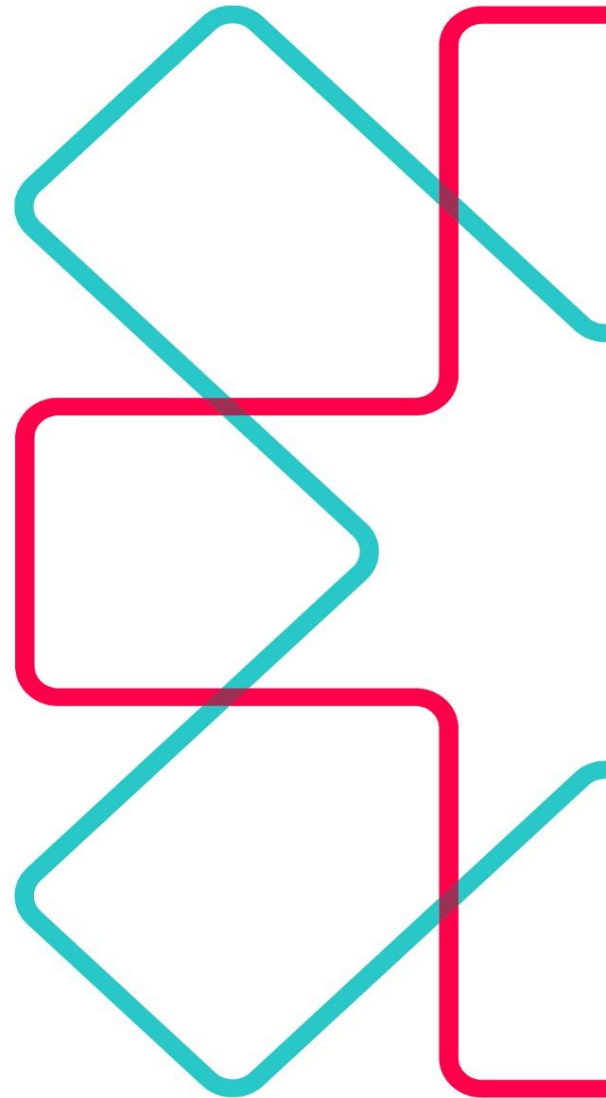
- **Have a clear view of what the vision for the future is and work with organisations to ensure the vision reflects their view** – The Kollektive (Tauranga) has a clear vision of “a place where connections are made easy, where communication flows and where collaboration occurs naturally.” To achieve this, they host member events, training and workshops, as well as social events and networking functions to get members to engage with each other.
- **Have clear governance in place prior to beginning the project** – Insights from The Loft (Christchurch) emphasise the importance of having clear governance in place prior to the project starting. Governance should be a strong, focussed group who are able to support and lead the direction of the venture.
- **Developing a community and family feeling takes effort** – Insights from The Kollektive emphasise that developing a sense of community, and connections between organisations, requires an investment of time and effort. This is an ongoing effort, but The Kollektive cite their member values agreement as a useful tool to promote and encourage a sense of community through shared values.
- **Be cognisant of other services provided from the same building** – Some sensitivity is needed around which groups are co-located, for safety of clients and to ensure that people maintain their privacy. Consideration also needs to be given for tenants who provide the same services. The establishment of the Loft included an explicit ‘non-competitive clause’ so that only one provider for specific key areas of need are tenants.
- **Future-proof for an increase in capacity over time** – the Alexandra Community House, and others, have found themselves at capacity prior to opening. Several stakeholders we talked to mentioned the need to plan for future capacity increases, if the hub is successful.
- **Be aware of how the hub may be used by the community** – the Alexandra Community House became an ‘emergency response’ centre, with people in need coming to reception on a Friday afternoon seeking emergency support. They have had to change how they operate in response to this.
- **People at reception – the navigators – need to have the skills to deal with people in a crisis** – Users and visitors of the hub may not know which services they want to access, and use the people at reception as a point of contact for triaging them. From the Alexandra Community House experience, having people who can effectively respond to people’s situation is critical.

*“We’ve definitely managed to keep folks excited with a ‘we’re in this together’ vibe. It takes work though and we’re finding now we’re experiencing a little drop in engagement from some organisations as the excitement of being part of something new wears away.”*



## 3 RECOMMENDED NEXT STEPS

There are a number of activities that the Trust should focus on to support successful development and implementation of a community hub in Queenstown.





# 3.1 RECOMMENDED NEXT STEPS

	Design for success 31 December 2019 – 30 June 2020	Create a community	Build 2021	Continue to evolve 2022 onwards
Activities	<ul style="list-style-type: none"> <li>Confirm location for the future community hub</li> <li>Develop and test the purpose and vision statements for the hub</li> <li>Engage with potential future community users to confirm vision and future design</li> <li>Meet with organisations who may be future tenants and confirm vision and future space needs (including potential future tenants from the arts community)</li> <li>Develop detailed costing for the hub</li> <li>Secure project funding from investors</li> <li>Confirm future governance and ownership arrangements for the hub</li> </ul>	<ul style="list-style-type: none"> <li>Identify ongoing needs from community, and determine whether the hub can support our community and social requirements</li> <li>Confirm future tenants, including key anchor tenants</li> <li>Concept design of the physical building in a way which meets current and future needs</li> <li>Meet Remarkables Park Design Review Board / seek resource consent</li> <li>Commission working drawings</li> <li>Seek building consent</li> </ul>	Commence build	<ul style="list-style-type: none"> <li>Recruit a General Manager and staff to support daily operations and recruitment of tenants</li> <li>Develop a set of guidelines or values, to ensure future tenants understand how the hub will operate</li> <li>Connect with other hub operators to learn from their experiences (ongoing)</li> <li>Continue to confirm tenants</li> <li>Gather feedback from tenants to improve operations or services (ongoing)</li> </ul>
Key questions to be answered	<ul style="list-style-type: none"> <li>Where will the hub be located?</li> <li>Who will fund development of the hub?</li> <li>Which organisations are likely to be future tenants?</li> <li>Who will own the hub in the future? Who owns the assets within the building?</li> <li>What will the governance arrangements be for the hub?</li> </ul>	<ul style="list-style-type: none"> <li>What does the building design need to include to meet user needs?</li> <li>What are the expectations of hub management and staff?</li> <li>What are the expectations of future tenants?</li> <li>What other lessons can the Queenstown hub learn from other hubs in New Zealand?</li> </ul>		<ul style="list-style-type: none"> <li>What can be done to continue to improve how the hub operates over time?</li> <li>Have community or user needs changed? How could the hub evolve to meet these needs?</li> </ul>



## 4 APPENDICES

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# APPENDIX A – STAKEHOLDERS ENGAGED

We engaged with a number of stakeholders through workshops and small group discussions. Stakeholders were from the following organisations:

- Age Concern (Queenstown)
- Cancer Society
- Central Lakes Trust
- Citizens Advice Bureau (CAB)
- Community Trust South
- Enliven/Supportlink (Presbyterian Support Southland)
- Happiness House
- Pact Group
- Queenstown Lakes District Council
- Queenstown Lakes Family Services (previously known as Jigsaw)
- Salvation Army
- Southern REAP
- The Porter Group
- Volunteering Central
- Wakatipu Senior Citizens Association
- Wakatipu Youth Trust



# APPENDIX B – OTHER HUBS IN NEW ZEALAND

## The Kollektive, Tauranga



The Kollektive is New Zealand's largest community service-based co-working space, with 1800 sqm of space over two levels. It is designed to be a place where connections are made easy, where communication flows and where collaboration occurs naturally.

### Intent behind the design

The Kollektive is dedicated to the success of not-for-profit, social enterprise and charitable organisations. It is designed to enable social service agencies to collaborate with each other and reduce service duplication in an open, friendly and collegial atmosphere.

### Physical spaces

The Kollektive has a mix of spaces, from open plan office spaces, meeting rooms and conference rooms, to multi-function event spaces. It has 135 desks, four kitchenettes and one large kitchen.

### Operations

The Kollektive has a dedicated Manager, who liaises with tenants, and receptionists who make sure the facility is functioning effectively.

The Kollektive has a number of environmentally friendly transport options available for members to use, including electric cars, scooters and e-bikes.

### Members

The Kollektive has a variety of social service, private and community members. Memberships vary from a resident membership with a fixed desk in the building itself, to a non-resident membership where an organisation that is not necessarily in need of an administration base in The Kollektive, is able to use the meeting rooms, conference facilities and receive invites to workshops along with events.



# APPENDIX B – OTHER HUBS IN NEW ZEALAND

## The Loft, Christchurch

The Loft opened in July 2016, but the idea behind it was born following the 2010/2011 Canterbury earthquakes. Many organisations lost premises, but gained an opportunity to reorganise and re-build differently to better meet the changing needs of local families and communities.

The Loft covers more than 1,150 sqm. It's community of agencies is positioned to address for the needs of the city's most vulnerable children, young people and their families.

The Loft operates under a non-competitive clause so only one provider for key areas of need such Family Violence, Housing, Gambling Harm can be found on-site. New tenants must bring with them a unique focus which will enhance the current tenants of The Loft.

### Intent behind the design

Everything that has been done to create The Loft, and how it operates, is linked to the core purpose: "to enhance outcomes for children, young people, families and communities by achieving the optimum added value that co-located community wellbeing services has to offer."

'The Loft' represents both the physical space where services are located in Eastgate Shopping Centre, and also the aspiration of 'rising above'; this reflects the shared journey with the community to 'rise up' and move forward.

### Physical spaces

The Loft has meeting and interview rooms which are available for hire. The pricing structure for venue hire varies for members, not-for-profits and commercial agencies.

### Tenants / services

#### Health services

- Linwood Medical Centre
- Nurse Maude
- CCDHB Older Persons Health Services
- Bubs4U Midwifery Care
- PhysioSouth
- Active Hand Rehab

#### Community and Social Services

- Aviva
- PGF Services
- Family Help Trust
- Christchurch Resettlement Services
- Plunket
- Community Law Canterbury
- Citizens Advice Bureau
- Link People
- Pathways
- Kingdom Resources
- Mapu Maia





# APPENDIX B – OTHER HUBS IN NEW ZEALAND



## The Wanaka Community Hub, Wanaka

The Wanaka Community Hub (WCH) opened in September 2019, and was designed to “provide a welcoming space that nurtures the wellbeing of all individuals and groups in the community.”

### Intent behind the design

The design of the Community Hub was focused on creating a cooperative and supportive environment which builds a sense of community, and fosters social wellbeing.

Core values at the heart of this initiative include:

- *Integrity*: Stakeholders will trust WCH to be accountable and to live its values, and pursue its mission and vision in everything it does
- *Inclusiveness*: WCH will thrive with the diversity of individuals, groups, ages, cultures, abilities, who connect and feel acceptance there: locals and tourists alike.
- *Innovation*: WCH will be a flexible, beautiful, inviting facility that supports sustainable, caring and creative futures within Upper Clutha
- *Financial Sustainability*: WCH will seek to at least match income to expenditure and once established, to operate at a small profit. The facility will be cost effective for users.

### Physical spaces

The Hub offers a number of connected social services for all residents of the community, as well as shared community spaces: meeting rooms, an auditorium (seating 150) for seminars, art classes, exhibitions and musical recitals.

### Tenants

- Anglican Church
- Community Networks
- Community Law
- Community Food Bank
- Heartlands
- Immigration
- JP services
- LINK Upper Clutha
- Presbyterian Support
- Central Otago Budget Advice
- Volunteering Central
- Cancer Society
- YAMI – Soundz incorporated
- Jigsaw
- Community Care Trust
- Creative Fibre
- Anglican Family Care
- Art classes
- Southern DHB – Public Health South, Public Health nurse and Brief Intervention Service



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## Alexandra Community House, Alexandra

Alexandra Community House is a venue in Alexandra which provides offices for a large collection of community services and groups. Opened in 2013, the Community House brings together more than 14 not-for-profit organisations under one roof.

### Intent behind the design

The vision of the Alexandra Community House is for a space that is welcoming to all, resilient, creative and unified.

This multi-function community centre provides a base for not-for-profit organisation and groups at the centre of the rural community. Designed with sensitivity and attention to detail, the development maximises the potential of the site, forming a new public identity for Alexandra while respecting and showcasing the historic St Enoch's Church and mature trees which share the site.

### Physical spaces

The entire space comprises of three visually independent buildings with a linking internal circulation, and a fourth building extending from the back containing storage and a pottery studio. The three main buildings are separated by sheltered exterior spaces, introducing controlled natural light and ventilation to each building along with views of the surrounding landscape. A covered access way and curving exterior walls establish the welcoming and accessible quality which is evident throughout the design.

### Operations

The Community House has a dedicated Manager, who liaises with tenants and makes sure the House is functioning effectively.

### Tenants

- Age Concern Otago
- Alexandra Arts and Crafts Incorporated.
- Alexandra Clyde Union Parish
- Alzheimer's Society
- Anglican Family Care Centre
- Cancer Society
- Catholic Social Services
- Central Otago Budgeting Services
- Central Otago District Arts Trust
- Central Otago REAP
- Jigsaw Central Lakes
- Plunket
- Relationship Aotearoa
- The Alexandra Community Advice Network



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## Dunedin Community House, Dunedin

Dunedin Community House accommodates 18 major community groups under one wing, in a convenient central-city location.

It is operated by the Dunedin Community House Inc., and offers facility and equipment hire to community groups.

Free training sessions are run for tenants and users of the House.

### Operations

The Dunedin Community House has a receptionist.

### Tenants

- Alzheimers New Zealand
- Associated New Zealand ME Society
- Asthma Society
- Brain Injury New Zealand
- Carers Society
- Disability Information Service
- Dunedin Budget Advisory Service
- Epilepsy New Zealand
- Multiple Sclerosis Otago
- Myalgic Encephalomyelitis Information and Support Service
- OAR FM Dunedin
- Otago Farmers Market
- Problem Gambling Foundation of New Zealand
- Shakti Community Council
- Speld
- Stroke Foundation
- Volunteering Otago
- Weave Together



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## Christchurch Youth Hub (Proposed), Christchurch

The Youth Hub Trust is planning on building a youth hub in Christchurch on 4,500 sqm of land (which includes garden space). The youth hub seeks to address a rise in Christchurch youth homelessness and mental health issues. It is intended to be a 'one stop shop' for teenagers and young adults.

Fundraising efforts are currently underway, with the Trust aiming to raise between \$15m and \$20m for the project.

### Intent behind the design

The hub will provide a supervised, holistic environment to support young people to get well and improve their lives.

Acoustic, traffic engineering, urban design and landscaping experts have been brought in to ensure the hub site, a former bowling club, blends into and enhances the local environment.

### Physical spaces and tenants

The Youth Hub will offer youth health, counselling, social and employment services, as well as emergency accommodation.

The intention is for the hub to include medical, mental health and social services, as well as a café and large organic vegetable garden. There will be on-site parking for about 20 vehicles.

### Staff

Two live-in youth social workers will provide 24-hour supervision to ensure a quiet and therapeutic environment.

