



Appendix 1:

The Rationale and Modus Operandi of the Cultural Trust

The Three Lakes Cultural Trust was established in 2019 as a tax-exempt charitable company registered with the Charities Services section of New Zealand's Department of Internal Affairs. Its mission is to support and encourage arts and culture in Queenstown Lakes District in ways that enrich the quality of life of residents and that contribute to the cultural, social and economic vitality and resilience of the District.

The Trust's primary purpose is one of leadership and advocacy on the district's cultural capacity, capability and infrastructure needs, with a funding strategy a longer term purpose

In the short to medium term the Trust would like to influence the grant-making decisions of established larger charitable trusts with a key priority, to change this and grow the size of the arts and cultural current distribution of funding.

This cultural plan has been commissioned to provide a framework for the Trust's work: a context and framework for its advocacy and leadership activities and a longer term funding strategy.

The cultural plan commissioned by the Trust therefore differs from the preponderance of cultural plans commissioned in recent years, the context of which is to provide a framework for public policy. The Trust will, where possible, work collaboratively and supportively with the public sector – specifically the Queenstown Lakes District Council, the Otago Regional Council, New Zealand government and their respective agencies – as well as other philanthropic organisations active in the District. An ambition of the Trust is that the plan – and its subsequent iterations – may form a context for that collaboration.

The plan has been characterised as 'indicative' for that reason – that it provides a context for discussion about cultural priorities and the allocation of finite financial

resources.. The Trust cannot mandate a consensus around distributive priorities – consensus requires thoughtful deliberation and active listening. But the Trust can potentially have a catalytic impact by suggesting those priorities and then generating and responding to a debate about them. The consultative process underpinning this study has indicated that there is a perceived lacuna currently with respect not to cultural life in the District but to the articulation of cultural ambitions for the District that it might usefully address.

The Trust is currently refining its modus operandi as it summons itself into existence and builds its board. It has at this point agreed certain parameters, based on its understanding of the cultural life of the District, of the role it can play most productively, and of its understanding of best practices in cultural philanthropy.

- The Trust's aim is to raise funds that are truly additive Its ambition is to secure new resources for the District;
- The Trust does not intend to take on operational or executive responsibilities but to help support individuals and organisations that do have those capacities.
- The Trust has a broad definition of culture and of artistic endeavour, which includes commercial, nonprofit and unincorporated activities, and the creation and distribution of cultural products. It is highly sensitised to the evolution of artistic practice and to the complex relationship between individual creatives and artists, creative industries, and arts organisations. It intends that a broad definition of a vital cultural ecology will inform in its grant awarding activity;
- In terms of QLDC, recent changes to the Local Government Act requires it to take responsibility and be accountable for economic, social and cultural wellbeing in its district.
- The cultural study is uniquely poised both from a substance and timing perspective to inform the spatial plan, which informs infrastructure investment. It then flows into QLDC's long-term plans and funding priorities.
- The Trust understands that a healthy cultural ecosystem requires fungible funding that can address core operating and capital needs, as well as project funding.
- The term 'trust' implies transparency – and the Trust will endeavour to respect the etymology of its name;
- The Trust does not see itself as being responsible for capital-raising initiatives for major arts infrastructure projects in the district. It will certainly advocate for the need for a range of projects, over the next 10 years, and where it is able it will enable and facilitate opportunities for donors to match themselves to capital projects. But the Trust does not see itself as a capital fundraiser for major projects. Nor does it see itself as an owner or shareholder in such projects.

- The Trust's due diligence has underscored the rich seam of artistic activity in the District. It is concerned to ensure that its grants build on (and off) what is already here rather than starting anew;

