



# Whangamatā Community Marae and Wellbeing Hub

## Business Case August 2023

Whangamatā Community Marae Trust &  
Eastern Coromandel Community Services Trust



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# Purpose

The Community Marae and Wellbeing Hub project is based on the collaboration and co-location of a number of community organisations that provide services and activities which benefit and enhance the mana and wairua of the people of Whangamatā. The Whangamatā Community Marae and Wellbeing Hub will serve as a central hub for the Whangamatā community, fostering cultural identity, strengthening social connections, being a place for and supporting residents and visitors to the wider Whangamatā and Thames Coromandel South Eastern Ward

The proposed project is the culmination of considerable inter-organisational collaboration, with the Whangamatā Marae Trust and the Eastern Coromandel Community Services Trust working with the Whangamatā Theatre Society, Whangamatā Arts Collective, MenzShed Whangamatā and the Whangamatā Resource Recovery Trust to test the feasibility of 101 Lindsay Road, to co-develop and co-locate the proposed Whangamatā Community Marae. All these organisations provide services and activities which benefit and enhance the mana and wairua of the community. Joined by representatives of the Whangamatā Community Board and TCDC, this group formed the 101 Lindsay Road Working Group.

The working group identified the key drivers of the need for a new community marae and wellbeing hub through a co-design process of problem and benefit identification.

The business case established the need for and feasibility of the Whangamatā Community Marae and Wellbeing Hub, aiming to provide a dedicated space that promotes cultural preservation, community engagement, community social services, events, and education provision.

This investment will result in a significant increase in capacity for community service provision, as well as an increase in the availability and capacity for a number of community-based activities and events. This will in-turn result in a higher level of social service provision to the Whangamatā and wider South Eastern Coromandel Ward, and an increased level of community engagement.

This investment will provide a significant cultural focal point for all people who live and visit Whangamatā and the wider Coromandel. Providing a culturally appropriate place for Māori and non-Māori alike to gather, learn, celebrate, and grieve. A welcoming and inclusive place for everyone to call home.

This document outlines:

- the strategic case for development, examining the shared vision and strategic direction between key stakeholders, including strategic alignment with Thames Coromandel District Council (TCDC). The case for change looks at the Whangamatā community, providing context and understanding of the people who live in the community and an insight into their needs
- the economic case for the development of the Whangamatā Community Marae is analysed through a multi-criteria options analysis. The preferred option for development is presented, outlining the preliminary financial case and management option moving forward
- the Commercial Case
- the Financial Case
- the Management Case.

## Investment Description

The preferred option identified is to make a staged capital investment of **\$10,741,930** to develop the Whangamatā Community Marae on 101 Lindsay Road, Whangamatā.

To enable the development of this vital community facility, the 101 Lindsay Road Working Group are requesting that TCDC provide a ground lease and licence to occupy the 101 Lindsay Road site, development Option Three, as described in this business case. Further, the request is that the lease established be offered on a long-term basis to provide security of investment to enable development and ongoing operation of the Whangamatā Community Marae and Wellbeing Hub for the direct benefit of the Whangamatā community and visitors to the area.

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# 1. Strategic Case

This section provides a brief strategic overview of the six community organisations that are working together to test this project and who are aiming to co-locate at the Whangamatā Community Marae and Wellbeing Hub. Community collaboration and strategic alignment has underpinned this business case, with the relevant strategic documents of Whangamatā Community Marae, Eastern Coromandel Community Services Trust, and the Thames Coromandel District Council (TCDC) examined through this section. This provides the strategic context for decision making on the development of a Community Marae and Wellbeing Hub at 101 Lindsay Road, Whangamatā.

## 1.1. Whangamatā Community Marae Trust

The Whangamatā Community Marae Trust's vision is:

*Kia tū tēnei marae hei oranga mo ngā tāngata katoa o Whangamatā*

*To be a centre of life and wellbeing for the people of Whangamatā*

*Their mission is:*

*Kia manaaki ngā whānau me te ao Māori i Whangamatā*

*To support and uplift Māori culture and values, and to care for families and people in Whangamatā.*

Their objectives are:

- To establish a modern, state of the art Marae facility that will benefit and support the community of Whangamatā and surrounding areas
- to reclaim, develop and strengthen-Māori language, customs, practices, and protocols through:
  - Kapa Haka
  - Pōwhiri
  - Whaikōrero
  - Te Reo Māori
  - Toi Māori
- adhering to Māori Tikanga of the Marae
- to provide a Noho Marae experience for schools and visitors to Whangamatā which includes pōwhiri, tikanga and experiential learning
- to provide a facility that is culturally appropriate to host tangihanga and to respectfully honour the passing of people in the community
- to host community events that are aligned with our vision and mission.
- to promote health, wellbeing & education in our community by offering services that align with our vision and mission, and by partnering with other entities offering social services in Whangamatā.

Their whakataukī - **TE MATĀ TŪ MOANA**

**Translation** - *Like an obsidian rock, standing steadfast in the ocean.*

**Origin** - *Our whakataukī is adapted from the whakataukī "Te Toka Tū Moana" which was commonly used to describe a war party that could not be defeated, like a rock in the ocean that is unmoving*

*despite the waves crashing over it. Matā links the whakataukī to Whangamatā, with matā meaning obsidian and being the namesake of Whangamatā.*

**Meaning** - this whakataukī represents the place of the Marae in the Whangamatā community, a strong and steadfast presence to support Te Ao Māori and the people of Whangamatā.

The Whangamatā Community Marae Committee initiated the concept to establish a community marae with incorporated community service provision in 2012.

The Marae Trust engaged with the Whangamatā community and a number of established community groups and service providers to gauge support for a community marae in Whangamatā, as well as gauging interest from those groups who align with the vision of the Marae Trust to discuss possible co-location. In 2016, the Whangamatā Marae Trust engaged Giblin Group to develop a business case for the project. The business case demonstrated and supported the demand and viability of a community marae in Whangamatā in partnership with a number of community partners.

## 1.2. Eastern Coromandel Community Services Trust

As of December 2022, the Eastern Coromandel Community Services Trust (ECCST) was serving 451 clients. ECCST (formerly Whangamatā Community Services Trust) have been operating since 2007. ECCST's charitable purpose is:

*"to meet the needs of our community in a caring and confidential environment seeking to empower clients to become resilient."*

The geographical area for services includes Whiritoa, Whangamatā, Tairua, Pāuanui, Hikuai, Onemana and Opoutere.

ECCST have recently completed their strategic planning process. The strategic plan highlights that the current facility ECCST operate from of is unsuitable for their mahi as it is "not conducive for clients or staff for the type of work we do".

The strategic priorities are provided below.

### **Strategic priority one**

*Strive to meet the needs of our community, with guidance from our communities and as identified by the people we serve. A needs oriented, community-informed organisation.*

This priority focuses on ensuring that services:

- Meet the needs of the community
- strengthen service provision in priority areas
- ensure that appropriate resources are in place for service delivery.

ECCST currently deliver services through 14 service contracts with the Ministry of Social Development, Clinical Advisory Services Aotearoa, Hauraki Primary Health Organisation, Te Whatu Ora Health New Zealand Waikato, and the Ministry of Justice.

As of October 2022, ECCST does not hold a current service contract with TCDC.

### **Strategic priority two**

*Increase access to quality support services and be responsive to people in need (the provision of information services to the community at large). An accessible, informed, and informative service that links clients to local and central government social services.*

This priority aims to make the services offered accessible to all within the geographical service area. ECCST are increasing online accessibility. In addition, they aim to make the community centre itself is a one stop centre for locally provided social services in a culturally appropriate setting.

### 1.3. 101 Lindsay Road Working Group

The 101 Lindsay Road working group is composed of all the organisations that identified the value in co-locating on the site, as well as other interested community representatives. It was established to support the 2016 business case process. The group had several meetings, created a milestone document, engaged with community stakeholders, and developed a set of guiding principles for the group as they developed the business case for 101 Lindsay Road. Representatives of the member organisations of this group participated in the co-design workshops undertaken to support this business case. The members are:

- Whangamatā Community Marae Trust
- Eastern Coromandel Community Services
- Whangamatā Theatre Society
- Whangamatā Arts Collective
- Whangamatā Resource Recovery Trust
- Whangamatā MenzShed
- Whangamatā Community Board
- Thames Coromandel District Council

The guiding principles of the working group were revised during the co-design process. This revision also included adapting principles from the Whangamatā Community Marae Trust Vision, Mission and objectives. The group confirmed the following three guiding principles at the second workshop:

#### ***101 Lindsay Road Working Group Principles (that apply to the use of the land):***

1. The activities undertaken on the land will be ones that enhance the mana and wairua of Whangamatā, all people and the surrounding environment.
2. This land is held and utilised for the benefit and greater good of the entire Whangamatā community and the residents of the Southern Ward.
3. This land is to provide a space for community activities including, but not limited to:
  - Educational
  - social connections
  - cultural
  - environmental
  - entrepreneurial.



A set of underlying assumptions were also tested with the group and confirmed. These assumptions are:

- The facility is a culturally appropriate place to gather, learn, celebrate, and to host tangihanga to respectfully honor the passing of people in our community (tangihanga a priority for use of the wharenuī, wharekai, and ablutions block)
- Manaakitanga
- Create a well-connected, welcoming, and accessible development that facilitates opportunities for the community, whānau and visitors to care, share, support and grow.
- Create spaces for welcoming guests and visitors, spaces to share kai, spaces designed for retreat and comfort, and to restore mana and heal.
- Safety and accessibility are an essential element across all programs and site facilities.
- The development model will promote shared spaces and efficiency of space and use, ensuring compatibility with the underlying values of the Community Marae, and will consider opportunities for future growth.
- The Community Marae will operate on a “programmed space” basis, ensuring operational continuity for all users.

### **1.3.1. Co-location Stakeholders**

The focus areas of the non-Council members of the Working Group, are outlined below.

- Whangamatā Community Marae Trust
- Eastern Coromandel Community Services
- Whangamatā Theatre Society
- Whangamatā Arts Collective
- Whangamatā Resource Recovery Trust
- Whangamatā MenzShed

#### **1.3.1.1. Whangamatā Theatre Society**

The Whangamatā Theatre Society is a registered charity. They provide the Whangamatā community with numerous opportunities to participate in and experience creative performance options through theatre productions, musicals, rehearsals, workshops, and various events in the Whangamatā area. Events and productions are open to the public to attend, and roles within the majority of these productions are opened to the community. As well as acting, singing and dancing, productions and events facilitated by the Whangamatā Theatre Society, members of the community also build sets, manage sound and lighting, as well as costume design and making.

The Whangamatā Theatre Society currently utilise a number of venues to carry out their activities and store equipment and materials, including the Whangamatā War Memorial Hall, Whangamatā Club, and various residences in the area.

#### **1.3.1.2. Whangamatā Arts Collective**

The Whangamatā Arts Collective is a membership-based community group who regularly get together to create a wide variety of artforms, including objects, images, music, and others. The Collective also regularly host a variety of workshops, mingle days, classes and exhibitions, most of which the wider community of residents and visitors can participate in.

Currently, the Whangamatā Arts Collective are limited in their activities, due to spatial constraints. The Collective do not have a space of their own, so they utilise available community spaces as well as several private residences as studio space, storage, for workshops, exhibitions, and other activities. The Collective require a single space they can share with the community where their equipment and

art works can be stored, and where they can utilise a studio type space. The ability to display art works and host exhibitions would be considered an additional bonus to the Collective.

### 1.3.1.3. Whangamatā Resource Recovery Trust

The Whangamatā Resource Recovery Trust (WRRT) is a registered charity. WRRT focus on reducing waste through the introduction of multiple waste minimisation initiatives to benefit the Whangamatā community.

WRRT's vision is to:

*Bring accessible waste reduction initiatives and information to the Whangamatā community*

Their mission is to:

*Develop a Whangamatā Resource Recovery Centre in collaboration with other established Coromandel Centres*

WRRT aim to achieve these through five main objectives:

- Establish a centre in Whangamatā
- Build effective stakeholder relationships
- Promote educational opportunities for the local community
- Introduce community waste reduction initiatives
- Secure funding which enables the Trust to achieve our mission

WRRT's activities are significantly constrained, as they do not have a dedicated location to base their operations. In order to operate an effective resource recovery centre, to significantly reduce community waste levels, a dedicated processing facility is required. This is because the items WRRT aim to recover from going to landfill often require some level of repair, cleaning, or dismantling and recycling.

Despite the constraints, WRRT have established a kitchen green waste programme within the community, establishing a network of compost bins and worm farms. It is estimated that over 100 households are now engaged in the programme. WRRT have also prevented 30 pallets of e-waste from going into landfill through a collection drive and their ongoing collection programme.

## 1.4. Thames-Coromandel District Council

The 2021-2031 Long Term Plan (LTP) consulted on options for 101 Lindsay Road, including sale, or preserving the property for use by community organisations. Following submissions from the community, TCDC resolved to delay the decision to declare the site as surplus and available for sale until December 2023.

This section of the report briefly explores:

- TCDC's commitment to Māori
- the context of community centres and halls in Whangamatā
- the Open Space and Community Facilities Strategy
- the Eastern Waikato Waste Management and Minimisation Plan.

### 1.4.1. Commitment to Māori

The LTP 2021 - 2031 identified that 18.3% of the district's population are Māori, with 16 iwi (including the Hauraki District), 12 of whom are recognised through the Treaty of Waitangi settlement process.

TCDC have outlined a commitment to working with iwi and have developed the Māori Contribution to Council Decision Making Policy 2020. The purpose of this policy is:

*The Māori Contribution to Council Decision Making Policy guides elected members and staff on providing appropriate opportunities for Māori to contribute to Council's decision-making processes. It also provides Māori within the District with an understanding of how Council will manage its obligation to provide opportunities for Māori to contribute to Council decision making processes under the Local Government Act 2002.*

### **1.4.2. Open Space and Community Facilities Strategy**

TCDC have a network of community centres and halls it operates throughout the district. The 2021 - 2031 Long Term Plan outlines that:

*These facilities are provided to support the recreational, social and cultural needs of the community. The Council owns community halls in 13 locations throughout the district with the level of management involvement ranging from full building ownership with onsite manager to having service contracts with grants for community-based groups.*

The 2020, Open Space and Community Facilities Strategy was developed to ensure good decision making is carried out for spaces not captured by Reserve Management Plans and provide an overarching strategic direction for council activities with regards to open spaces and community facilities. The vision of the strategy is:

*Thames-Coromandel's community facilities and open spaces are managed effectively and efficiently, celebrate and protect our natural environment, meet community needs, contribute to improving people's health and wellbeing, enhance resident and visitor experience of the district and respond to changing needs and trends.*

In the context of the strategy, 'community facilities' refers to the district's airfields, campgrounds, community and recreation centres, sports clubs, halls, harbour facilities, libraries, marae, museums, pools, public conveniences, and sports fields.

The strategy has three core goals:

#### *Goal #1: Strong Open Space and Community Facilities Networks*

Thames-Coromandel District's open space and community facilities networks:

- enable community health and well-being
- protect, and respect local identity, culture, heritage and environmental values
- are a source of community pride
- are fit for purpose, flexible and encourage high levels of community use and enjoyment
- meet changing community needs
- are provided in the most cost-effective way.

#### *Goal #2: Effective Management of Council's Open Space and Community Facilities Networks*

Management of Council's open spaces and community facilities:

- is based on quality information
- takes a District-wide, 'best practice' approach
- makes best use of existing open space and community facilities
- ensures good stewardship of investments
- meets health and safety requirements.

### Goal #3: Collaboration and Partnership

Council has strong working relationships with other agencies, iwi and community groups to ensure open spaces and community facilities are provided and used efficiently and meet community needs and aspirations.

The Open Space and Community Facilities Strategy strongly aligns with the activities and outcomes of the proposed Whangamatā Community Marae project. This is further explored in section 4 of this report 'Strategic Response'.

The Whangamatā Memorial Hall is the only asset owned by TCDC within Whangamatā where the community can utilise the facility for various purposes.

#### 1.4.2.1. Whangamatā War Memorial Hall

TCDC operate the Whangamatā War Memorial Hall, available for hire by groups and community organisations. The hall has a 500 person capacity. The hireable spaces are:

- Auditorium
- Hall
- Multipurpose/supper room (located between the auditorium and hall, can be a standalone room or operable walls enable these spaces to be expanded or combined)
- Little Theatre
- Mezzanine floor
- Foyer

A kitchen, portable staging, and a variety of equipment and furniture are also available. In addition to the hireable spaces above, the hall offers a number of storage opportunities, from lockers, to cupboards, to large drawers under staging. Storage is hired on an annual basis for a one-year term. The Whangamatā Arts Collective and the Whangamatā Theatre Society currently hire storage space at the Hall.

Bookings can be made up to one year in advance. There are a number of regular users with regular bookings on weekly and monthly basis. For example, the Lions Club book the entire facility over all long weekends throughout the year for their fundraising initiatives.

In 2020-2021 the hall utilisation rate was 40%. This is a relatively high level of use considering that the majority of demand and usage is outside of school and work hours and the impact of COVID-19. This is comparable with other TCDC provided facilities. In 2022, there were a total of 489 bookings, totalling 3,700 hours.

#### 1.4.3. Eastern Waikato Waste Management and Minimisation Plan

The Whangamatā Resource Recovery Trust focusses on community waste minimisation. TCDC's strategic position on waste minimisation is set out below.

The Waste Minimisation Act requires every local authority (individually or collaboratively) to produce a Waste Management and Minimisation Plan. This must show how they plan to manage their waste. The three councils that make up the Eastern Waikato Region are TCDC, Hauraki District Council, and Matamata-Piako District Council. These council's co-developed and implemented the Eastern Waikato Waste Management and Minimisation Plan in 2012, with a revised version of the plan adopted in 2017.

The overall vision of the strategy is:

*"Minimise waste to landfill and maximise community benefit"*

With the strategy specifically stating that “by emphasising community benefit the vision implies taking actions that will reduce cost, improve resource efficiency, encourage local economic development and take care of human and environmental health.”

Of the three councils that developed and implemented this plan, TCDC residents produced the most amount of waste sent to landfill at 688kg per person per year. Comparatively, Hauraki District and Matamata-Piako District sent 363kg and 404kg of waste to landfill per person per year respectively.

The plan outlines four goals focused on developing a range of services to ensure sustainable management, conservation of resources, and protection of the environment and public health. The four goals are:

- Goal 1: To actively promote waste reduction
- Goal 2: Increase the recovery and reuse of resources
- Goal 3: To maintain cost-effective sustainable waste services
- Goal 4: To minimise harm to the environment and public health

When assessing the key issues of waste management, the strategy identified that:

- Council, the community and private sector need to work together to achieve Councils’ goals and objectives. To make this happen, Council needs to find ways to engage the community in good waste practices.
- A need for improved resource recovery facilities within the districts. There are opportunities to target materials for recovery and reuse including e-waste, construction and demolition waste, biosolids and re-usable items like furniture.

A resource recovery centre would support the achievement of these goals.

## 1.5. The Case for Change

Evidencing need is critical in establishing a strong case for investment in the allocation of land and development of a Community Marae and Wellbeing Hub. The needs and desired benefits identified by the community set the parameters for the project’s success. This section sets out information on some of the key drivers of the need for a new community marae which not only provides cultural avenues for the community, but a space to facilitate community social services, events, and education.

The Whangamatā Community Marae stakeholders developed the following statements:

### **Problem Statements:**

- the lack of a publicly available, culturally appropriate place to gather, follow tikanga Māori and other events leads to a disconnection between individuals, whānau and communities which exacerbates social issues
- services are currently dispersed, utilising temporary, makeshift facilities that limit the ability of service providers to achieve wellbeing outcomes leading to a high level of unmet need
- the lack of a shared community space that is available to all the community to connect, learn, and develop (particularly important due to our summer peak populations), leads to isolation, disconnection and a lack of understanding and empathy for the most disadvantaged in our community
- the lack of reuse and recycling facilities creates high levels of unnecessary waste
- lack of sight of many second homeowners to real issues (crime / homelessness / social housing register, poverty) means there is a perception that everyone is doing ok. This means those in need, are not getting the support they need.

## Benefit Statements

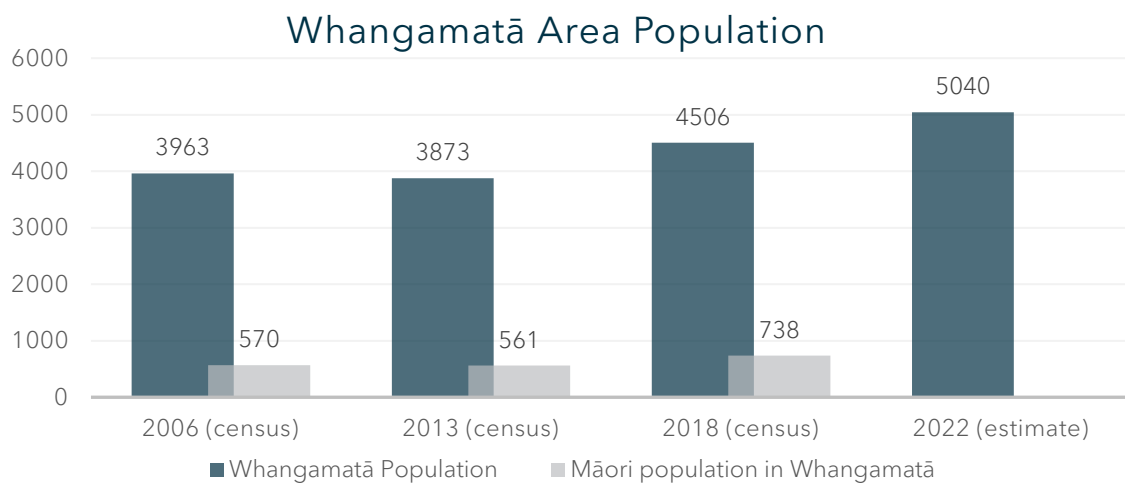
- all people living, and visiting Whangamatā and the wider South Eastern Ward, will have easy access to spaces and services that support their wellbeing
- we will discover strengths, develop leadership, connect and create relationships, build confidence, and have more participation in shaping the community, creating stronger individuals, whānau and community
- community services will be locally and centrally located, enabling people to access the multiple services they may need, when they need it, with information targeted to their needs and aspirations, and wrap around services to alleviate the effects of deprivation
- the community will reduce unnecessary waste through easily accessible reuse and recycling.

### 1.5.1. Understanding who lives in Whangamatā & what they are experiencing

This section provides socio-demographic data for the Whangamatā area. This data illustrates an evidence base to understand the current state of the population and the need for the services and activities offered by the project. All statistics are provided through Stats NZ and based on Census data unless otherwise stated.

#### 1.5.1.1. Age & Population

The following graphs illustrate the population data for the wider Whangamatā area, including the statistical areas of rural and urban Whangamatā.

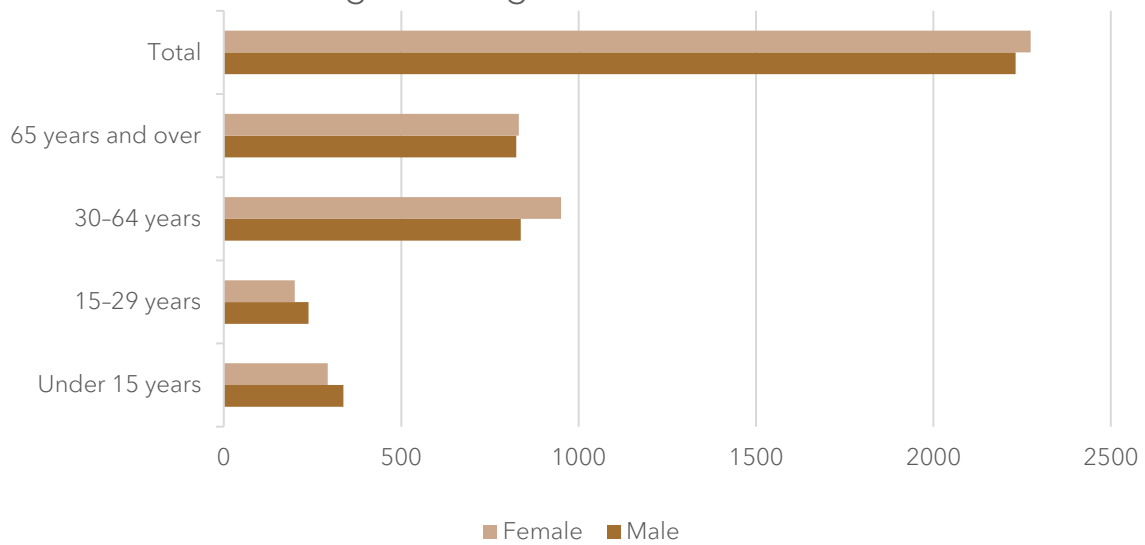


2022 Estimated Population  
of Whangamatā and  
Whangamatā Rural  
statistical areas combined:  
**5040**



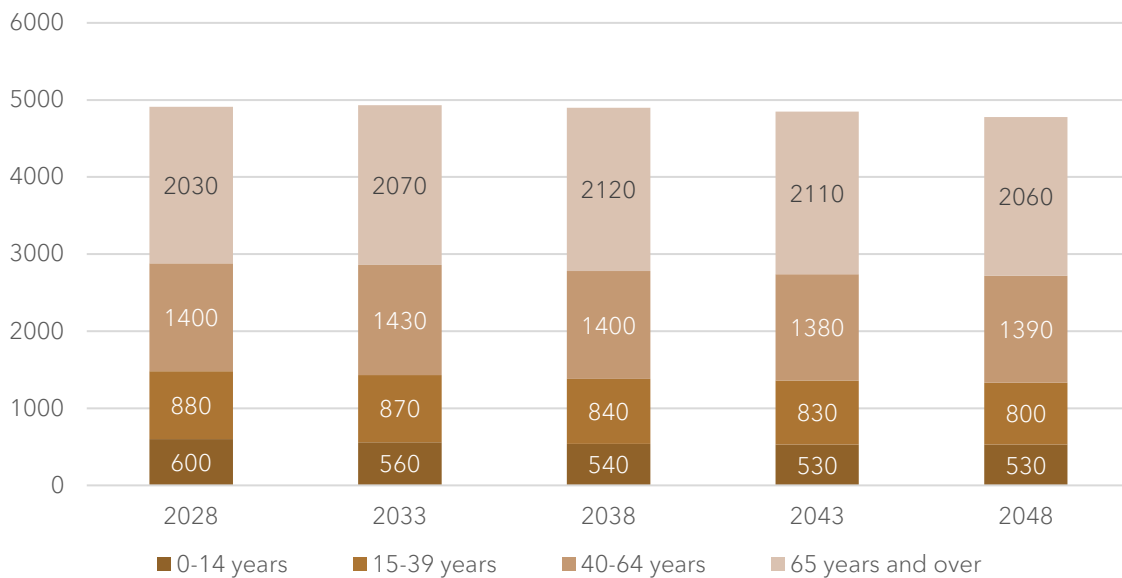
Large Seasonal Population  
31<sup>st</sup> of December is the  
busiest day with  
**28,050 in 2016**  
& **15,600 in 2020**  
(COVID Impact)

### Whangamatā Age & Sex - 2018 Census



The graph below is based on 2018 Census data and predicts the population growth of the combined Whangamatā and Whangamatā Rural statistical areas through to 2048.

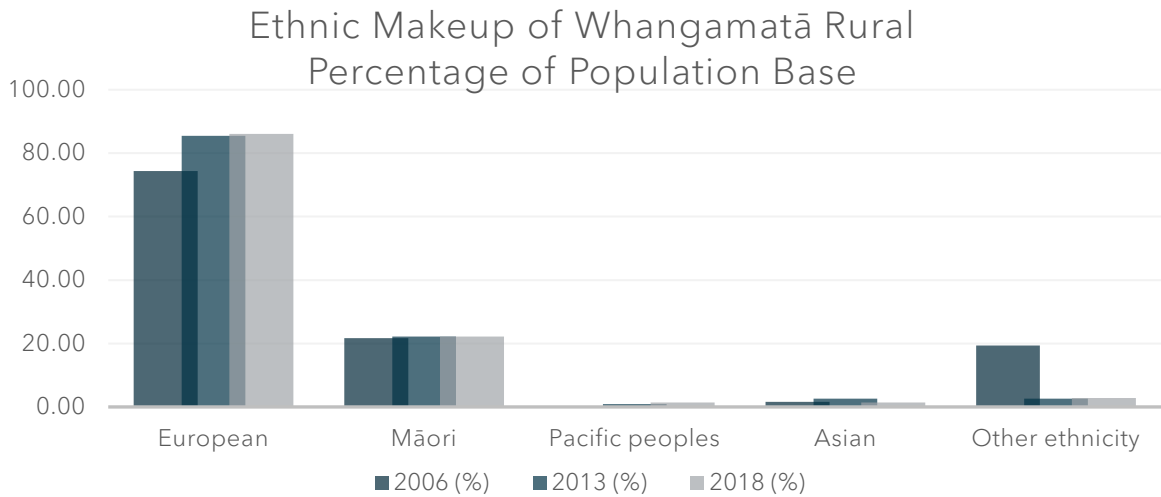
### Whangamatā Area Population Projections 2018 (base) - 2048



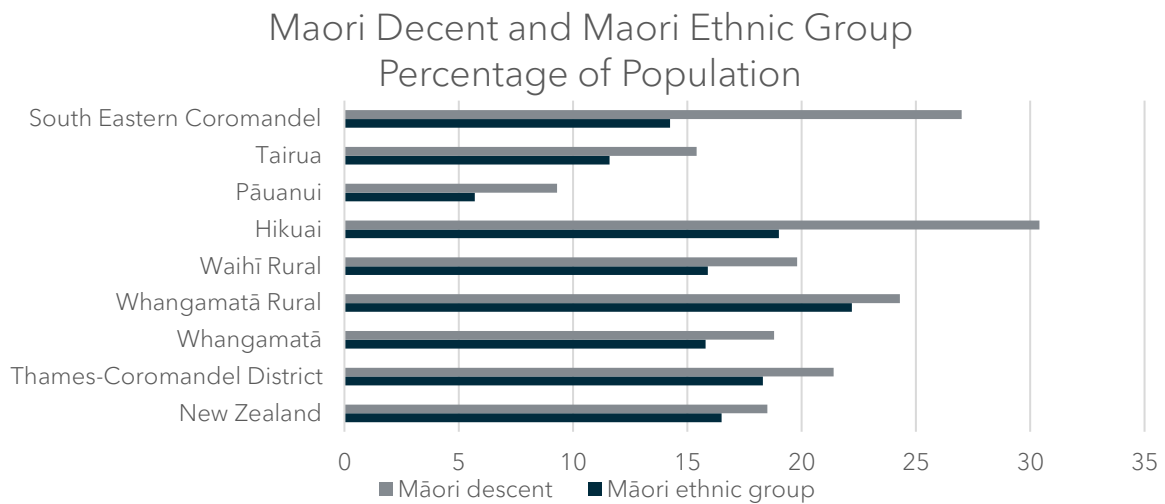
The population growth predictions are based on a moderate growth model. These do not take into account any developments or local government strategies aimed at increasing the local population.

### 1.5.1.2. Ethnicity

The following graphs illustrate the ethnicity of the population of statistical areas of Whangamatā, and Whangamatā Rural on a percentage basis of the population as represented by the census data from 2006, 2013, and 2018. Note that individuals can identify with more than one ethnicity, therefore the total population percentage represented by all ethnicities totals more than 100 percent.



The following graph observes the percentage of the population that identify as Māori, and that have identified Māori decent, displayed as a percentage of the area’s population. South Eastern Coromandel observes the percentage of the combined population totals for statistical areas Waihi Rural through to Hikuai. This data shows a significant level of people with Māori decent and consistent ethnic identity when compared nationally.



15.8%

Of Whangamatā’s population are Māori

Only 2.6% of the people in Whangamatā speak te reo Māori.

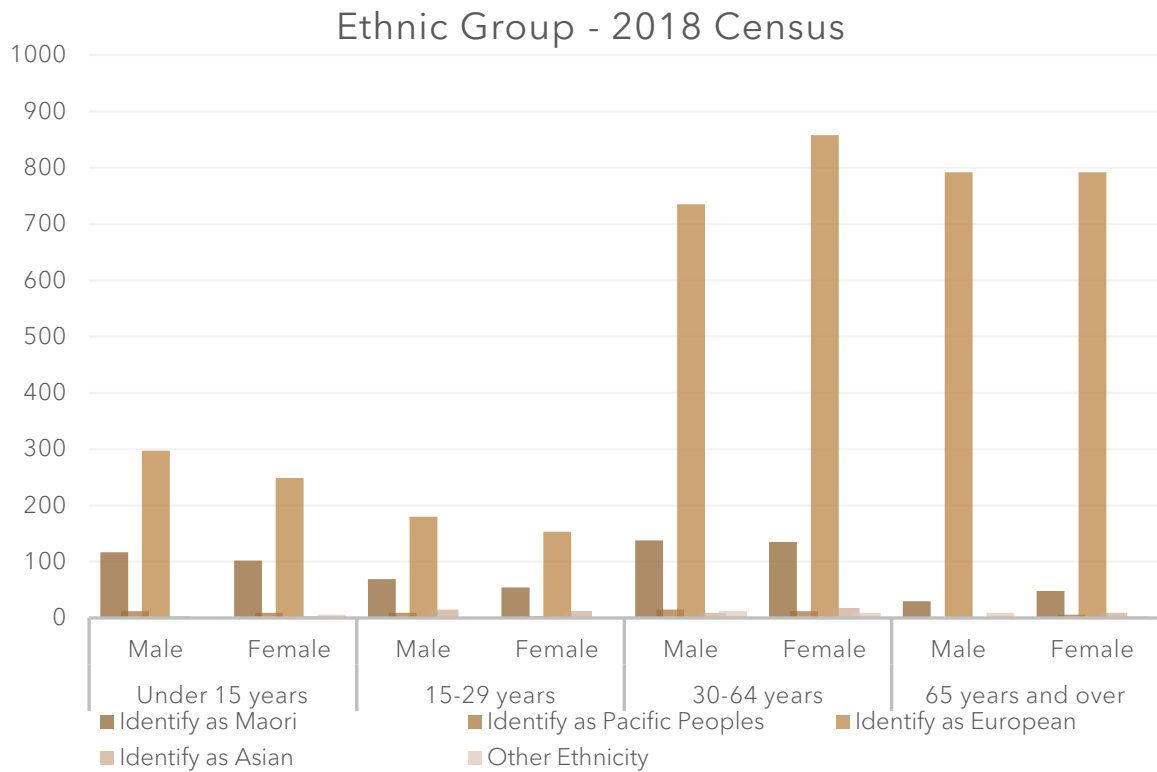


1335

Number of Māori in wider Eastern Coromandel Statistical Areas: Hikuai to Waihi Rural

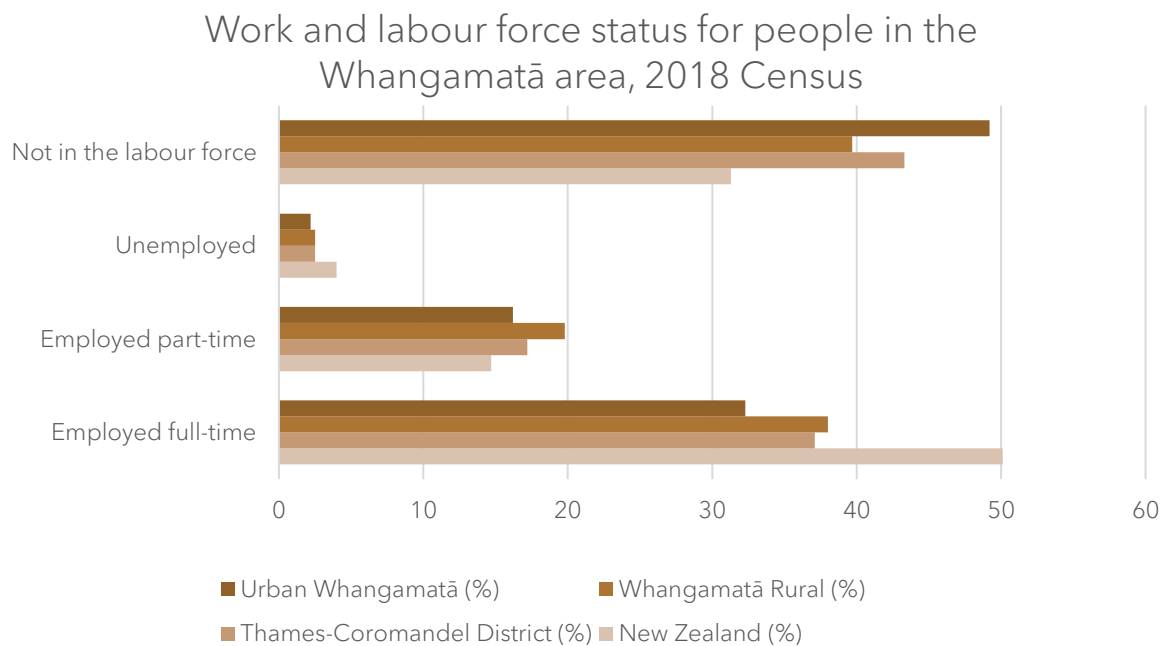


The following graph illustrates the 2018 census ethnic group data by sex and age groups for the population of both Whangamatā and Whangamatā Rural areas combined.



### 1.5.1.3. Work & Income

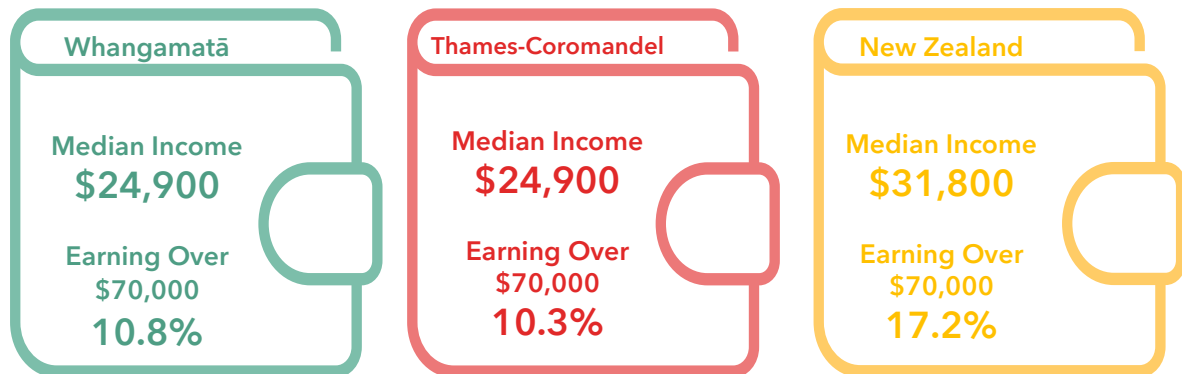
The graph below illustrates the 2018 employment rates for Whangamatā, Whangamatā Rural, and compares these to the wider Thames-Coromandel District and all of New Zealand. Note that those “Not in the labour force” are generally not looking for employment and are often retired or stay at home parents. This category also includes those that are no-longer actively seeking employment.



This data shows that a large portion of the population of Whangamatā are not employed or looking for employment. The unemployment rate is lower than the national rate and on par with the remainder of the district. The population of those at retirement age Whangamatā is 36.75%. compared to 15.2% nationally. The relatively high numbers of those not in the labour force in Whangamatā tracks parallel to the areas age profile.

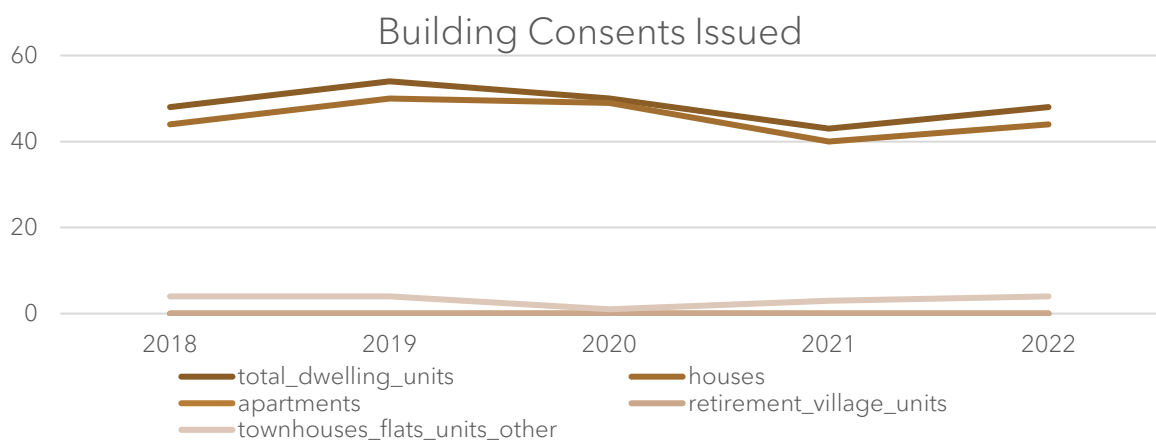
This is then played out in the annual median income levels. The data shows that Thames Coromandel overall has considerably lower than national median income levels. Whangamatā levels are in line with the rest of the district.

### Annual Median Income - 2018 Census



#### 1.5.1.4. Building and Housing

The following graph displays the building consents issued for the Whangamatā and Whangamatā Rural statistical areas from 2018 through to September 2022.



There has been a total of eight resource consents issued for retirement villages for the Whangamatā area since 1990, the most recent two being issued in 2007.



### 1.5.1.5. Crime & Safety

Victimisation data recorded and reported by NZ Police represent the number of people who have been a victim of crime. The data shows the Whangamatā rates as well as the wider Hikuai rates. (the maps for these two areas are provided below).

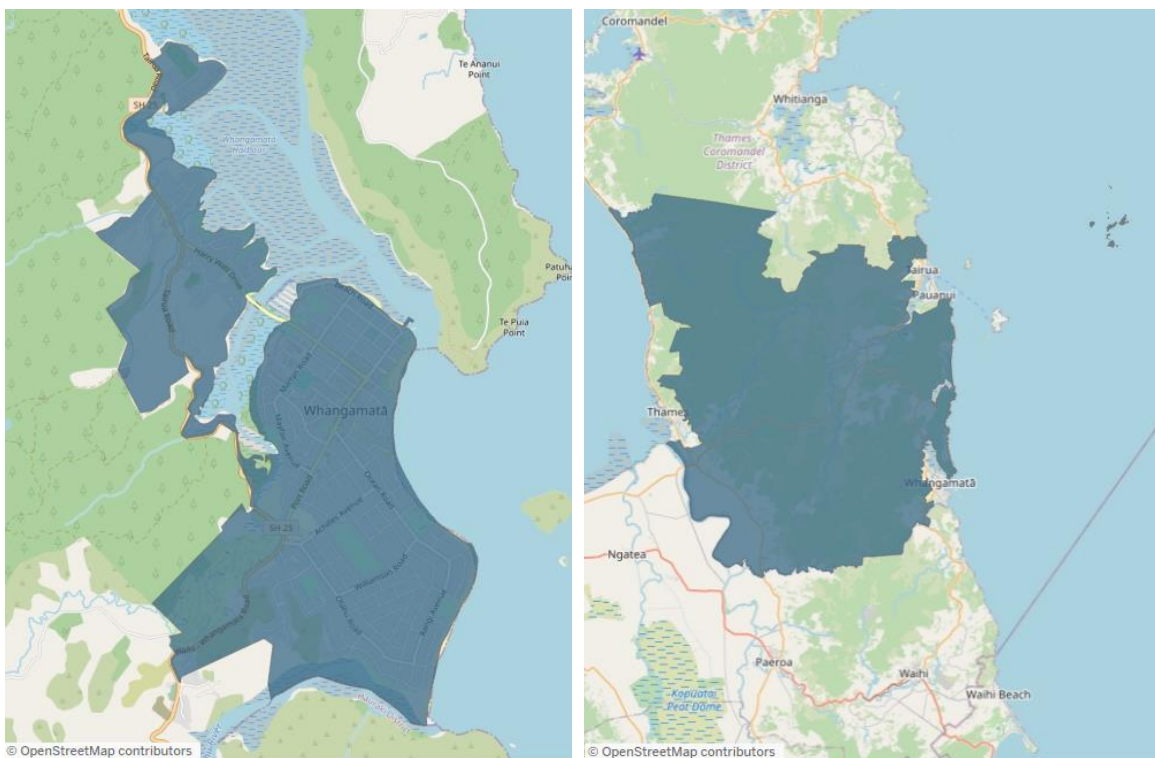
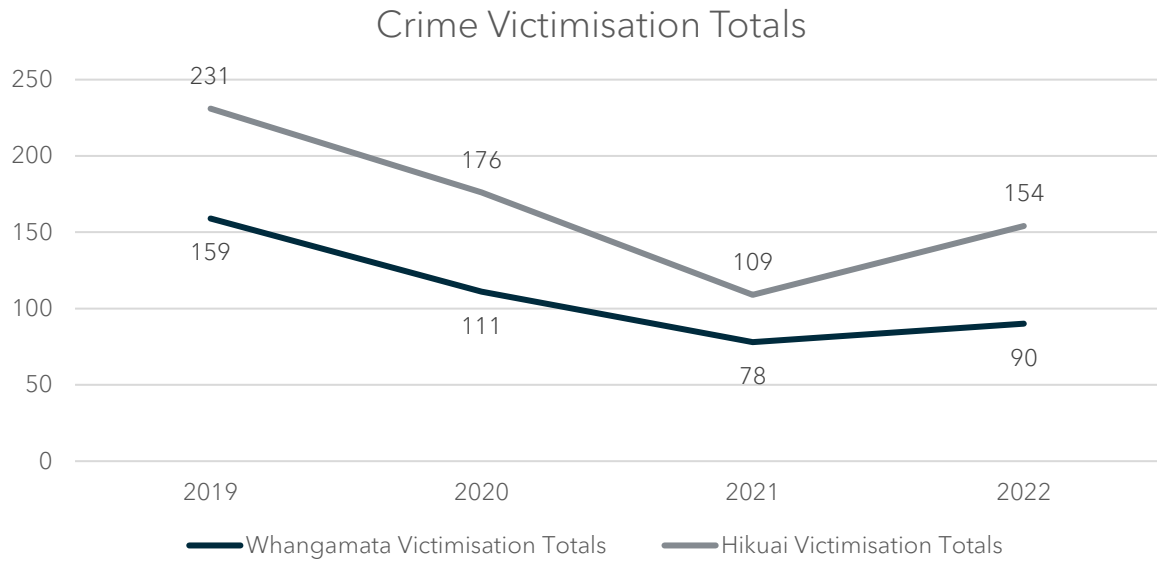
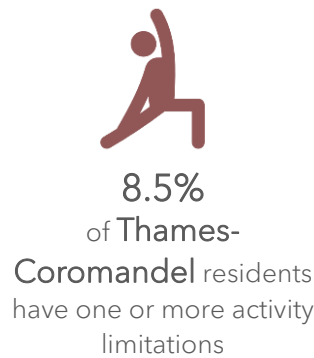
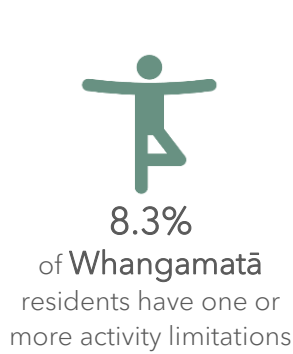
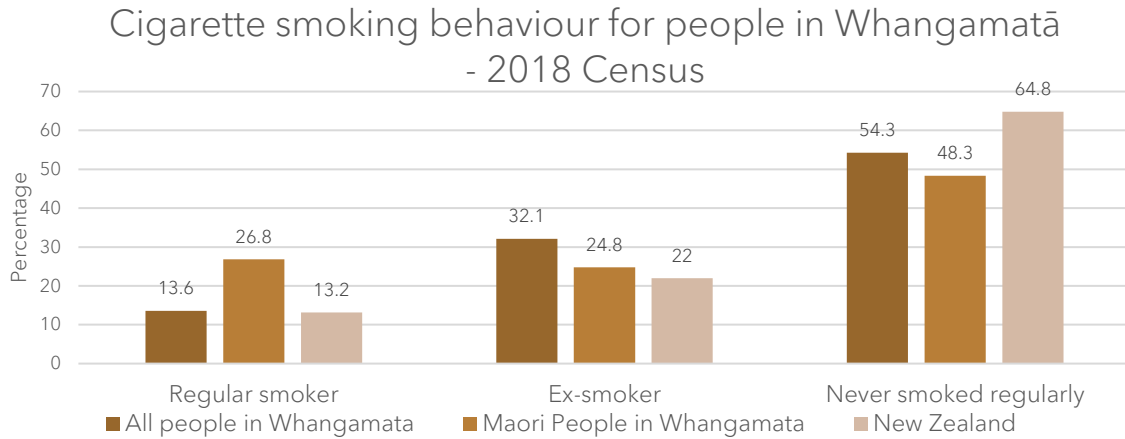


Figure 1 NZ Police Reporting areas, Whangamatā and Hikuai

### 1.5.1.6. Health, Activity & Substance Use

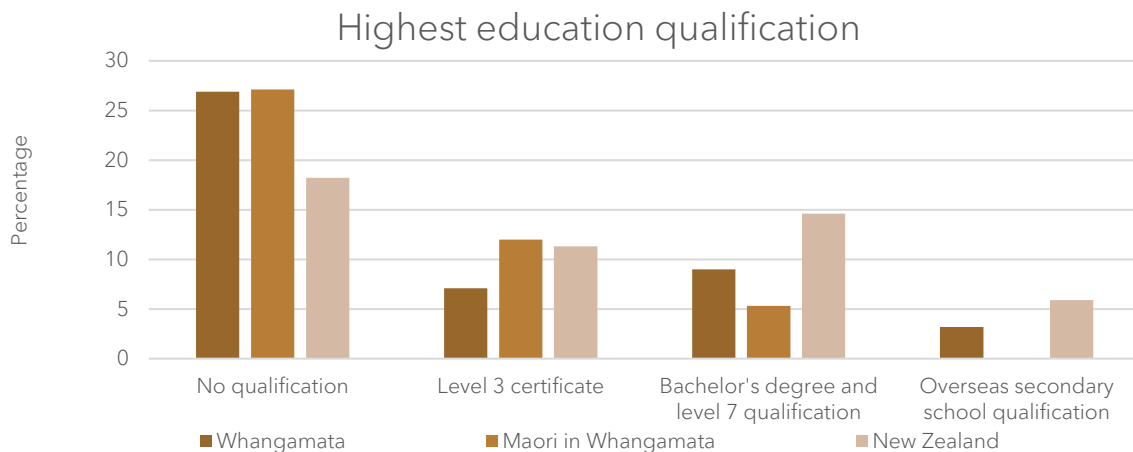
The following graph and infographics observe the health-related census data for the Whangamata area.

Cigarette smoking is a proxy for wider health reporting. The data shows that Māori in Whangamata have particularly high rates of smoking compared to all New Zealand combined.



### 1.5.1.7. Education

The following graph displays the numbers of the community who have either no formal education qualification, or achieved NCEA Level 3, a bachelor's degree, or an overseas secondary school qualification as their highest education qualification.

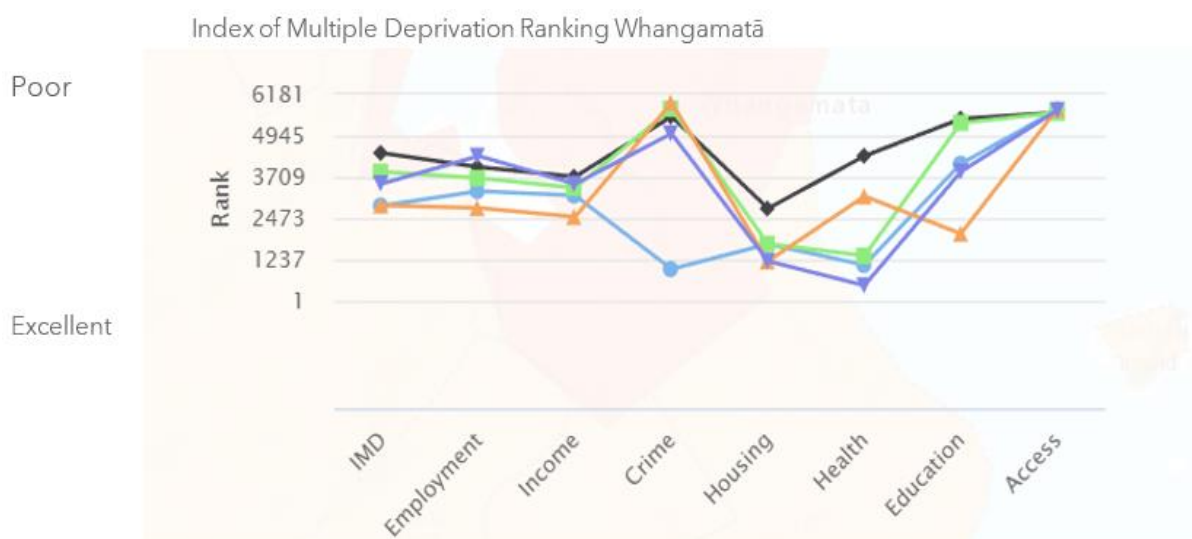


### 1.5.1.8. Deprivation

The Index of Multiple Deprivation (IMD) measure deprivation scores across the wider south-east ward area. The factors that are considered in this assessment are:

- Employment
- income
- crime
- housing
- health
- education
- access.

The IMD shows that although large portions of the area score among the median, urban Whangamatā scores among the highest third or worst in terms of deprivation in New Zealand.



Five geographical areas of Whangamatā mapped across Seven domains of deprivation. IMD18 = combined total

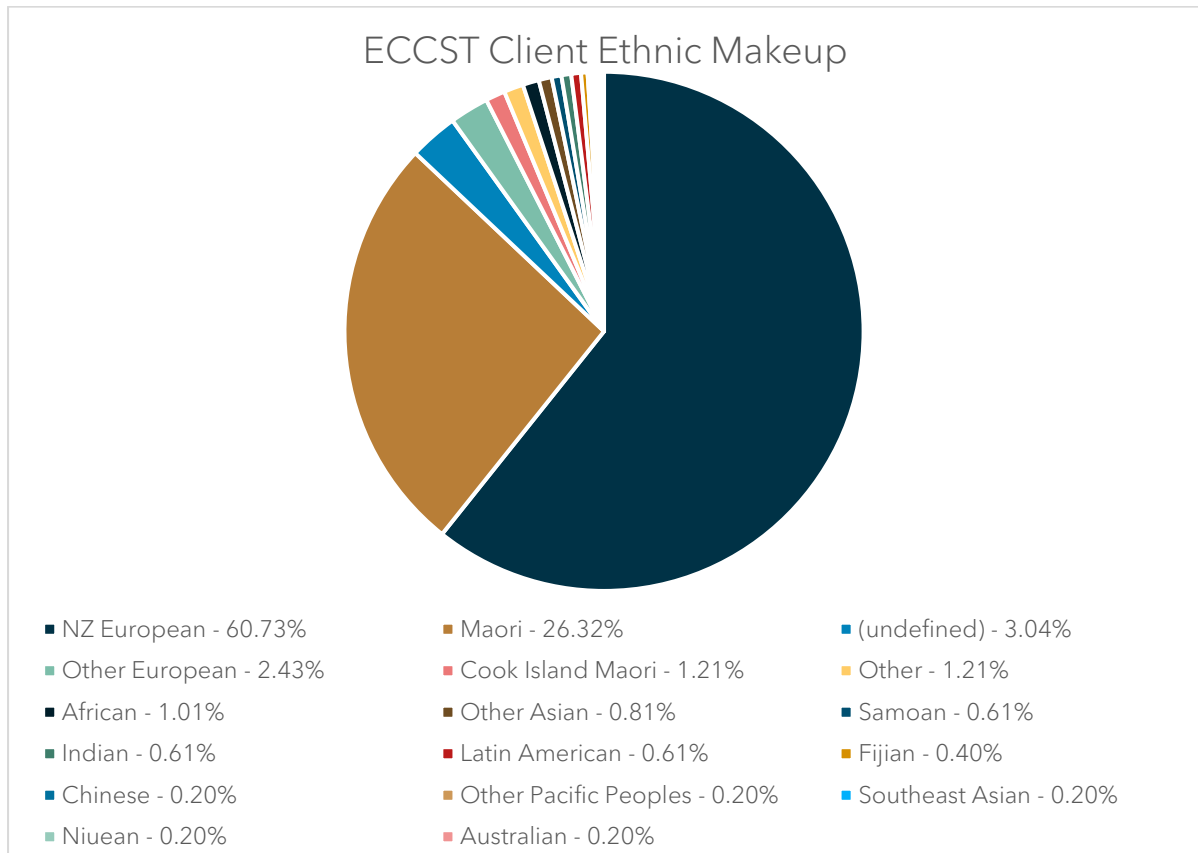
Figure 2 Index of Multiple Deprivation - Urban Whangamatā

Figure 2 observes the specific ranking of deprivation of the urban Whangamatā community, which is measured across five geographical datasets. This shows that aside from one area, Whangamatā have amongst the highest quartile of crime, as well as poor access. The access domain measures the distance from the population weighted centre of each data zone to the nearest three GPs, supermarkets, service stations, schools, and early childhood education centres. It is important to understand that whilst access is high for Whangamatā residents, individuals may experience other factors of deprivation which prevent them from accessing local services.

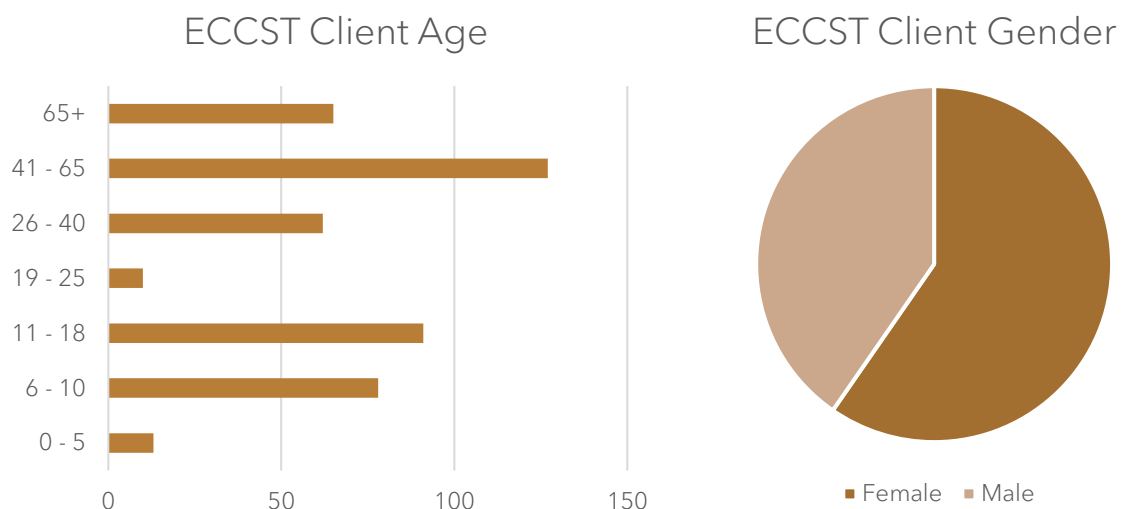
Whilst housing indicates a positive score, the market values have increased significantly since the 2018 data set that informs the IMD. With regards to health, it is widely accepted that most people who develop chronic health needs move closer to an appropriate health provider. With Whangamatā only having a localised health clinic, it is a possible explanation for the positive health score. Despite this score, slightly more people in all of Whangamatā smoke, and have one or more activity limitations when compared to all of NZ. But significantly more Māori in Whangamatā smoke compared to all of NZ.

### 1.5.1.9. Eastern Coromandel Community Services Trust Client Demographics

At December 2022, ECCST provided services to 451 clients across the South Eastern Ward of the Thames Coromandel District. The following graphs illustrate the ethnicity of these clients.

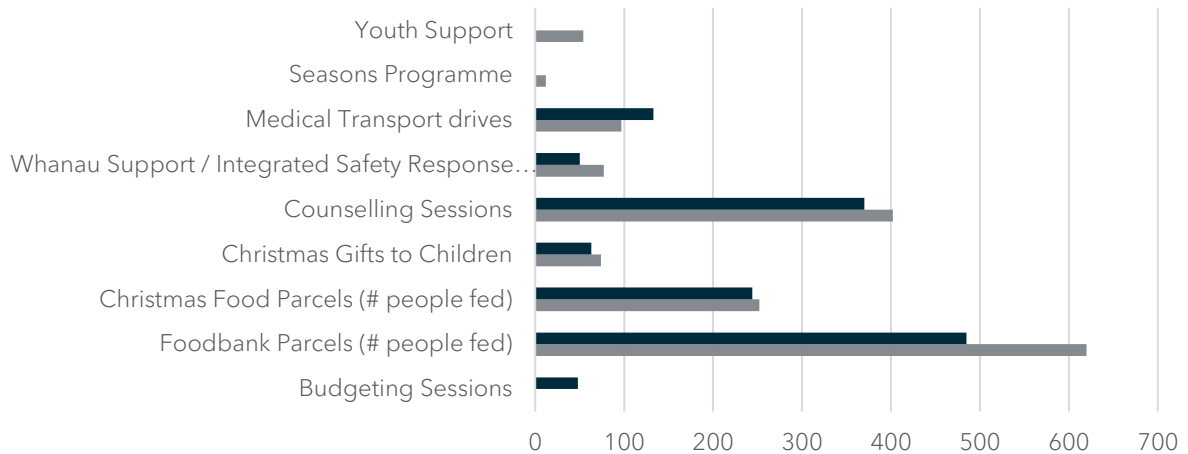


With the Māori population of the Whangamatā area making up 15.8% of the population, it is clear through ECCST's client data that Māori are overrepresented in requiring social services, at 26.32% of ECCST's clients. The following graphs outline the age and gender demographics of ECCST's client base.



The following graph and data table summarises the service outputs of ECCST for 2021/ 2022 (year ending 30 June 2022). This shows a general increase in service outputs, including the addition of two new services (Seasons Programme and Youth Support). Budgeting sessions were not offered for 2022 as ECCST had a lack of advisors to deliver this service. Furthermore, all of these service outputs were heavily impacted by COVID-19 restrictions over both the 2021 and 2022 years, with ECCST expecting to further increase outputs in the future.

### ECCT Service Output Summary



	Budgeting Sessions	Foodbank Parcels (# people fed)	Christmas Food Parcels (# people fed)	Christmas Gifts to Children	Counselling Sessions	Whanau Support / Integrated Safety Response Sessions	Medical Transport drives	Seasons Programme	Youth Support
■ 2021	48	485	244	63	370	50	133	0	0
■ 2022	0	620	252	74	402	77	97	12	54

■ 2021 ■ 2022

## 1.6. Strategic Response

With consideration for the strategic context and the case for change outlined through sections 1.1 to 1.5 of this report, this section outlines the strategic alignment that will be achieved through the collaboration of the Whangamatā community stakeholder organisations in the development of the Whangamatā Community Marae and Wellbeing Hub and its intended outcomes. Specific responses are provided in the context of developing the Whangamatā Community Marae and Wellbeing Hub at the 101 Lindsay Road site, with site options further discussed throughout section 2 of this report.

When considering the stakeholders that intend to co-develop and co-locate on 101 Lindsay Road (members of the 101 Lindsay Road Working Group) and their own strategic context, the site option provides the opportunity to meet virtually all location specific requirements identified by each of the organisations throughout the co-design process. This means the removal of barriers to current activities, as well as providing the opportunity for activity and service delivery growth.

### Stronger Together

The 101 Lindsay Road Working Group stakeholders are already working collaboratively within the community, having recently implemented a joint project to celebrate Matariki 2023 in Whangamatā. The event was a success which clearly demonstrated the strength of the collaborative. The Whangamatā Community Marae Trust and Arts Collective managed the toi Māori and art activities at

the Whangamatā Hall. The Marae Trust also provided a community hangi, with a considerable contribution to the cost of the kai provided by ECCST. Waste management was led by WRRT, hangi tickets sold through the Information Centre and ECCST for \$5 per head or koha if cost was a barrier, and Menzshed representatives assisted in processing and serving hangi to the community. The first 40 meals were provided to the local and charitable respite care and medical care facility, Moana House & Village.





### **1.6.1. Whangamatā Community Marae Trust**

The use of 101 Lindsay Road for the development of the Community Marae and Wellbeing Hub would considerably bolster the Whangamatā Community Marae Trust and empower them to realise the Trusts vision and mission, as well as their strategic objectives.

### **1.6.2. Eastern Coromandel Community Services Trust**

The current facility that ECCST operate from does not meet their current needs, nor the anticipated future needs of the community. Co-location on 101 Lindsay Road will provide ECCST an opportunity to provide a more client focused location, providing a higher level of confidentiality for clients visiting the centre and seeking services. It will also provide the opportunity to facilitate all of the current programmes, services, and activities from a single location, improving accessibility. The co-location with other community services and organisations will also improve pathways for members of the community. This will enable ECCST to easily point clients in the direction of other organisations services and activities, such as for example the Te Reo classes joint initiative between ECCST and the Whangamatā Community Marae Trust, which have consistently reached class capacity.

Through the existing relationship with the Whangamatā Community Marae Trust, ECCST have recently appointed a Takawaenga to increase ECCST's ability to engage with those 'hard-to-reach' within the Māori community. This initiative is already proving successful, having identified considerable unmet need within this community due to the whakama (shame) associated with accessing ECCST services. ECCST's Takawaenga has identified levels of financial and social deprivation that ECCST are now assisting with.

Co-development of the Community Marae and Wellbeing Hub at 101 Lindsay Road will provide the opportunity for ECCST to make significant inroads to achieving their strategic priorities. In particular:

*Increase access to quality support services and be responsive to people in need (the provision of information services to the community at large). An accessible, informed and informative service that links clients to local and central government social services.*

### **1.6.3. The Whangamatā Theatre Society**

The Whangamatā Community Marae and Wellbeing Hub will provide the Whangamatā Theatre Society with a single location to base the majority of their activities. This includes rehearsal, equipment, prop and costume design. As well as a space for workshops, small shows and a space to work on sets and props. This will reduce the need to spread activities across a range of locations, bringing continuity to their operations.

### **1.6.4. Whangamatā Arts Collective**

The Whangamatā Community Marae and Wellbeing Hub will enable the Arts Collective to centralise and expand their activities. Currently the collective is regularly constrained for storage and studio space, and activities are spread across a multitude of community and private locations.

Following the successful Matariki Whangamatā 2023 celebration facilitated by the Whangamatā Community Marae Trust, which included kai and community workshops, The Arts Collective are actively seeking to grow their activities to incorporate toi Māori. The overwhelming success of this collaborative event has seen the Arts Collective commit to another joint venture for the 2024 Matariki celebrations.

The proposed Community Marae and Wellbeing Hub will provide spaces for equipment and art storage, and studio workspaces, and provide for spaces where the Arts Collective can host workshops, events and exhibitions.

### 1.6.5. Whangamatā Resource Recovery Trust

The development of the Whangamatā Community Marae and Wellbeing Hub will enable the Whangamatā Resource Recovery Trust to realise their current vision and mission, in developing a resource recovery centre in Whangamatā.

The impact of this centre could prove to have a significantly positive impact on reducing the net waste to landfill from the Whangamatā community. Not only does the community marae align with WRRRT's strategic plan, it also strategically aligns with the Eastern Waikato Waste Management plan through all four goals within this plan, and closest to Goal 2:

Goal 1: To actively promote waste reduction

Goal 2: Increase the recovery and reuse of resources

Goal 3: To maintain cost-effective sustainable waste services

Goal 4: To minimise harm to the environment and public health

Alignment with TCDC's strategies is explored further in the next sub-section of this report.

### 1.6.6. Thames Coromandel District Council

There are multiple levels of alignment between the proposed Whangamatā Community Marae and TCDC's strategic and operational principles. This section investigates several of these points, highlighting that due to the considerable strategic alignment, the Whangamatā Community Marae project should be fully supported by TCDC.

#### 1.6.6.1. Commitment to Māori

Council are committed to working with Māori in a meaningful way. This has been largely empowered through the implementation of the Māori Contribution to Council Decision Making Policy 2020. The purpose of this policy is outlined by TCDC:

*The Māori Contribution to Council Decision Making Policy guides elected members and staff on providing appropriate opportunities for Māori to contribute to Council's decision-making processes. It also provides Māori within the District with an understanding of how Council will manage its obligation to provide opportunities for Māori to contribute to Council decision making processes under the Local Government Act 2002.*

In taking steps to foster the development of Māori capacity to contribute to decision-making, support of Māori culture is critical. The marae is central to Māori culture and is a focal point of Māori community activities. Given the lack of marae within the South Eastern Ward, the development of the Whangamatā Community Marae, and support to the Whangamatā Marae Trust in achieving its vision and mission will provide a significant avenue for people to build their relationship with Māori culture. With the Whangamatā Marae Trusts strong local iwi support, this project provides a significant opportunity for TCDC to foster the development of Māori capacity to contribute to its decision-making processes whilst simultaneously building good relationships with all groups of Māori in the South Eastern Ward.

Māori are currently overrepresented in the ECCST client base, making up 26.32% of the client base, yet only making up 15.8% of the urban Whangamatā population (2018 Census).

### 1.6.6.2. Community Centres and Halls

TCDC support for the Whangamatā Community Marae and Wellbeing Hub project will provide a necessary and significant boost and diversification of the districts network of community centres and halls. It would enable expansion of current activities and development of new activities to help meet community needs.

Several of the 101 Lindsay Road Working Group member organisations utilise the Whangamatā War Memorial Hall for meetings, exhibitions, performances, storage and so on. However, whilst the halls utilisation is reported at around 40% annually, all organisations have expressed difficulty in securing booking times when they need or want to utilise the facility. This has, at times, led to an inability to carry out the intended activity, or significantly restrict the planned activity. It was anecdotally noted that the majority of the booking conflict comes from trying to secure one off bookings, as bookings made in advance make up the majority of the facilities use. It is noted that the halls highest usage rates are in evenings and weekends, reflecting the times most community groups can feasibly carry out their activities. The entire facility is also occasionally booked out for a number of days for events such as school NCEA exams, and productions.

The Whangamatā Hall is devoid of tikanga, toi Māori and so it does not support the kawa of tangihanga or other activities that may be sensitive to the cultural and spiritual requirements that a facility such as a wharenuī provides. The Whangamatā Community Marae and Community Wellbeing Hub will provide a culturally appropriate hub which will provide for additional community space to gather for events encompassing social, educational, cultural, and community elements, reducing pressure on the current network and providing significant opportunities for community groups to carry out and expand their current activities.

### 1.6.6.3. Open Space and Community Facilities Strategy

The proposed Whangamatā Community Marae and Wellbeing Hub will provide space for community recreation and be an operational community centre, have bookable spaces similar to community halls, and provide a highly accessible marae central to Whangamatā.

TCDC acknowledge the important function of the community facility network in (items shown are those most relevant to the Whangamatā Community Marae and Wellbeing Hub project):

1. Helping to build strong, healthy and vibrant communities
2. fostering improved lifestyles and a sense of belonging and pride among the District's residents, many of whom live in remote locations
3. providing places where people can connect, socialise, learn and participate in a wide range of social, cultural, artistic and recreational activities and events
4. supporting economic activities and promoting socio-economic well-being
5. providing important gathering points in civil defence emergencies

Through delivering social, community, and cultural services, the Whangamatā Community Marae and Community Hub will have a significant impact on the area in delivering points 1. through 5. of the above community functions.

#### 1.6.6.3.1. Council Partners, Community Facilities, and Iwi

Through the strategy, TCDC acknowledge the invaluable contribution of community partners, volunteer groups, and iwi relationships in maintaining many of the districts open spaces and community facilities. All of the six organisations aiming to collaborate and develop the Whangamatā Community Marae contribute to the community significantly through their activities. ECCST already

contribute considerably through their activities across Whangamatā and the wider South Eastern Ward of the district, and are in need of a new and larger facility to be able to properly accommodate current activities and allow for the growth the community needs. The Whangamatā Marae Trust, whilst not representative of local iwi, have very strong iwi connections and representation of local iwi within the trust. The Whangamatā Marae Trust aim to make Māori culture readily available to residents and visitors alike. Promoting cultural practices, continuing to build community and iwi relationships, and provide a marae as a focal point for Māori and the wider community to hui in a culturally appropriate setting.

#### *1.6.6.3.2. Issues and Opportunities*

The Open Space and Community Facilities Strategy identifies eight issues and opportunities:

1. Geographic distribution of our towns and settlements
2. an ageing, slow-growing population
3. seasonal peak population
4. affordability and opportunities to collaborate
5. fit for purpose
6. robust information, planning and management practice
7. changing recreation and population health trends
8. climate resilience.

The development of the Whangamatā Community Marae and Wellbeing Hub addresses many of the identified issues and aligns with a number of the opportunities identified:

1. Whilst located centrally in Whangamatā, the activities of several of the stakeholder groups aim to positively impact residents and visitors to the districts wider South Eastern Ward. Community services coordinated from Whangamatā already reach this wider geographical area, and with very few marae in the district, the cultural impact is envisaged to be far reaching.
2. The activities of several of the stakeholders are targeted at the changing demographic of the area. All organisations aim to engage the community with their activities, providing opportunities for all ages. ECCST already provide counselling and educational services, community transport and medical transport, as well as Comfort Kai (a weekly community meal provided free to the community) and foodbank services to name a few. Furthermore, ECCST strategically aim to be responsive to the community's needs.
3. The seasonal population peak is credited with providing strong economical opportunity for the district within the strategy, but also acknowledged for the considerable strain placed on the districts open spaces and facilities as a result. The Whangamatā Community Marae and Wellbeing Hub will provide additional community space to host events, will enable broader community service provision for those in need, and will also be able to support the local and visiting community during a civil defence emergency in offering accommodation, food, and food storage/preparation facilities.
4. The Whangamatā Community Marae and Wellbeing Hub project provides council with a significant opportunity to collaborate with several community organisations, who are in-turn collaborating to develop the project, as well as looking to future collaboration of their activities. This shared community space with its envisaged facilities will also provide other community groups and organisations the opportunities to work collectively and collaborate into the future. Hubbing community services and organisations is now used widely both nationally and internationally, and provides efficiencies and cost effective use of community funds through construction, management, and maintenance when compared to organisations establishing their own facilities in isolation.
5. Through the detailed design phase, the Whangamatā Community Marae and Wellbeing Hub will be developed to specifically meet the needs of the stakeholder organisations in

community service delivery, while being flexible to include future services that align with the project principles. Consultation to date as outlined in section 3.1 of this report provides insight into how stakeholders intend to share spaces and collaborate in delivering their community activities.

6. The intention for the Whangamatā Community Marae and Wellbeing Hub is to be community managed, an evidenced based approach to development needs and management will be applied.
7. Several stakeholder activities directly target recreation and health needs, providing opportunities for physical exercise through activities such as kapa haka, theatre production, and dance, as well as through social services and education.
8. Climate resilience of the facility will be further explored through the design phase of the project. The desktop planning assessment attached as an appendix to this report provides a high-level insight into the hazards that may affect the site.

### **1.6.6.3.3. Strategic Goals**

Three overarching strategic goals are set out in the Open Space and Community Facilities Strategy. The guiding principles of the stakeholders of the Whangamatā Community Marae and Wellbeing Hub's 101 Lindsay Road Working Group strongly align with these goals.

1. The activities undertaken on the land will be ones that enhance the mana and wairua of Whangamatā, all people and the surrounding environment.
2. This land is held and utilised for the benefit and greater good of the entire Whangamatā Community and the residents of the Southern Ward.
3. This land is to provide a space for Community activities including but not limited to:
  - educational
  - social connections
  - cultural
  - environmental
  - entrepreneurial.

Both council's strategic goals, and the working groups principles aim to provide services to the community that meet the community's needs, foster collaboration, and promote and respect culture, whilst enhancing mana and wairua of the community.

### **1.6.7. Eastern Waikato Waste Management and Minimisation Plan**

When assessing the key issues of waste management, the Eastern Waikato Waste Management and Minimisation Plan identified that:

Council, the community and private sector need to work together to achieve Councils' goals and objectives. To make this happen, Council needs to find ways to engage the community about good waste practices.

A need for improved resource recovery facilities within the districts. There are opportunities to target materials for recovery and reuse including e-waste, construction and demolition waste, biosolids and re-usable items like furniture.

This creates a strong affiliation with the Whangamatā Resource Recovery Trust. WRRT through their strategic plan are aiming to build an effective relationship with council to help deliver their strategic outcomes of establishing a resource recovery centre in Whangamatā, promote educational

opportunities, introduce waste reduction initiatives, and secure funding to enable WRRT to achieve their mission.

The plan outlines four goals focused on developing a range of services to ensure sustainable management, conservation of resources, and protection of the environment and public health. The four goals are:

Goal 1: To actively promote waste reduction

Goal 2: Increase the recovery and reuse of resources

Goal 3: To maintain cost-effective sustainable waste services

Goal 4: To minimise harm to the environment and public health

All four of these goals and the majority of the objectives that sit within each goal in the strategy align with the Whangamatā Resource Recovery Trust's vision and mission:

Vision:

*"Bring Accessible waste reduction initiatives and information to the Whangamatā Community"*

Mission:

*"Develop a Whangamatā Resource Recovery Centre in collaboration with other established Coromandel Centres"*

The specific objectives from the Plan that are relevant to the project are:

Goal 2:

- Prioritise waste reduction, reuse and recovery and recycling initiatives which align with other community objectives such as social and business development; and environmental protection.
- To investigate and develop private and community sector partnerships and arrangements which contribute positively to the WMMP's vision and goals including delivering beneficial economic, environmental, social and cultural outcomes.

Goal 3:

- To work with service providers to identify efficiencies while maintaining or improving service levels
- To look for opportunities to recover the value of waste materials locally
- To take actions that will improve information on waste and recovered material activities in the districts
- Work with the waste sector and the community to increase the range of reuse, recycling and recovery options available in the district, maximising the economic benefit to the community.

101 Lindsay Road is zoned industrial, the initial assessment undertaken by Veros, indicates that the establishment of a resource recovery centre would be a permitted activity. This is a key benefit for the development of this site, as most other zones would require resource consent for this type of activity.

## 1.7. Stakeholder Engagement

A co-design process was used to engage with stakeholders and test the need and form of a community marae and wellbeing hub in Whangamatā. Three workshops were held with project stakeholders identified by the lead organisations, the Whangamatā Marae Trust and the Eastern Coromandel Community Services Trust. This process allows us to develop and consider a range of options and test and ensure those options respond to the needs of the local community and visitors. The workshops also provided guidance to our wider research. These workshops were carried out with key stakeholders as follows:

Workshop One Problems and Benefits, local area mapping and needs identification. (26 October 2022)	Step 1	Identified areas of need and opportunities
	Step 2	Identified problem and benefit statements
	Step 3	Identified the catchment area of a Community Marae at Whangamatā
	Step 4	Completed a stocktake of current services, how they are provided, and aspirations held by each service provider
	Step 5	Identified aspirations and facility requirements
Workshop Two Options development and testing. (14 December 2022)	Step 6	Reviewed the proposed facility location, mapping Whangamatā community services
	Step 7	Identified project principles
	Step 8	Tested the capacity of the site to accommodate service activities and shared space concepts
Workshop Three: Business case development. (5 July 2023)	Step 9	Confirming the scope of activities
	Step 10	Identifying governance and management preferences
	Step 11	Discussing funding and finance opportunities
	Step 12	Discussing the pros and cons of development options two and three.



Figure 3 Whangamatā Community Marae, Stakeholder Workshop One and Two

## 2. Economic Case

To identify the preferred option for development, a range of options were identified and developed. Outcomes were assessed and weighed against the Whangamatā Community Marae and Wellbeing Hub projects investment objectives, desired outcomes, overall cost, and community impact. This section identifies the service catchment, development options, and presents the assessment of these options.

### 2.1. Service Catchment

The services and activities, provided by the key stakeholders and the geographical extent of them vary. Most services and activities are targeted toward the residents and visitors of Whangamatā. However, the services undertaken by the Eastern Coromandel Community Services Trust cover the wider South Eastern Ward of the Thames Coromandel District, including provision of services to clients in Pāuanui, Hikuai, and Tairua. Similarly, the Whangamatā Marae Trust aim to provide a place of belonging for all in the wider southeastern Coromandel, noting there is only one marae in the area.

- Oturu Marae, a whānau marae of Ngāti Rautao, located at Pukepoto, Tairua

The next closest marae are:

- Mataora Marae, a whānau marae, principally iwi Ngāti Porou ki Hauraki, located in Mataora Bay, 20 km northeast of Waihi
- Waihi Community Marae, located in Waihi on the Corner of Victoria and Consols Streets
- Ko Te Ra Matiti (Wharekaho) marae of Ngāti Hei, located at Simpsons Beach, Whitianga



Figure 4 South Eastern Ward, Whangamatā

### 2.2. Location Options

A high-level assessment of possible sites in the Whangamatā was completed during the project feasibility study, this was updated as part of this business case. The criteria considered when seeking an appropriate property in Whangamatā included:

- accessibility
- size of the property
- district planning assessment

The criteria were developed as part of the co-design workshops.

#### 2.2.1. Accessibility

To maximise user accessibility, it was determined that the development location needed to be within the urban Whangamatā area, and accessible to the town centre. A location close to stakeholders existing premises would also provide for their existing clientele. When looking at potential locations, a distance assessment of 400m, 800m, and 1200m was applied. Figure 5 provides reference to the primary area investigated for potential development sites. Investigations also included the Whangamatā South urban area.





Figure 5 Preferred Development Site Location

### 2.2.2. Property Size

A spatial needs assessment for each of the stakeholder's activity/service was completed against current good practice. A spatial requirement was then applied to each activity. This process also tested and applied opportunities for sharing spaces, creating a more efficient and cost-effective project whilst also exploring and encouraging collaboration between the project partners. This assessment found a total development area requirement of 4,360m<sup>2</sup>, not considering general site circulation, which can vary site to site and with detailed design. This spatial assessment is detailed in section 3.1.

Future growth capacity was considered critical for a future-proofed site. Both in the sense of accommodating growth of any of the individual stakeholders, but also to be able to accommodate any potential additional and appropriate community organisations that may look to co-locate in the future. To date, a number of other community organisations, such as the Whangamatā Lions group have expressed interest in co-locating on the site in the future. Whangamatā Community Patrol are also hoping to have their patrol vehicle securely accommodated on the site.

Providing an allowance for future growth and circulation, a preferred total site size of 5,200m<sup>2</sup> or greater was considered fit for purpose.

### 2.2.3. District Planning

The intended activities and services of the Whangamatā Community Marae are diverse. So, to ensure development potential, the District Plan zones at any potential location need to provide for a reasonable opportunity to gain resource consent for the intended activities.

### 2.2.4. Initial Location Assessment Results

Assessments of property in Whangamatā during the initial project feasibility study, and to complete this business case found that there is no alternative appropriate property available for development of the Community Marae and Wellbeing Hub apart from **101 Lindsay Road site**.

Reserves were not investigated as potential development sites.

## 2.3. 101 Lindsay Road

The 101 Lindsay Road, Whangamatā site is a 6645m<sup>2</sup> industrially zoned property owned by Thames Coromandel District Council (TCDC). Located in the northeast of urban Whangamatā, in the towns industrial area and adjacent to Aickin Road Sports Reserve.

We understand the 101 Lindsay Road is currently occupied and utilised by Recreational Services Limited (RSL). Their lease covers an estimated 965m<sup>2</sup> area of the total site as indicated in figure 7, and is structured as a month-by-month lease since their initial annual lease expired December 2022, having not indicated a desire to TCDC to re-new.

We also understand that there are several informal uses of the site:

- Around a quarter of the site on the eastern corner is informally used as a BMX bike track
- the Whangamatā Lions have a container on the site
- Veolia utilise a storage shed on the site
- TCDC are utilising the nursery in the western corner of the site as a storage depot as well as varying amounts of the balance of the site as a depot for storage.

### 2.3.1. Location Analysis

The 101 Lindsay Road site is centrally located in Whangamatā, providing good accessibility (see Figure 6). The site is within 800 metres of the town centre and is accessible within 1200 metres to a large portion of urban Whangamatā. The accessibility assessment also identifies several of the community services and organisations within Whangamatā, all except three of the identified service locations are within 1200 metres of the site (see Figure 6).

Whangamatā Community Marae and Wellbeing Hub stakeholders consider the 101 Lindsay Road location to be very central and highly accessible to the community, with good associations with the active reserve (rugby grounds and skatepark) across the road. From a social services perspective, ECCST currently operate most of its services from its office located on the Whangamatā CBD's main retail strip at 505 Port Road. This location whilst central, has proven to deter some of the community from accessing services that they need due to the whakama (shame) associated with seeking help. The 101 Lindsay Road site provides a greater opportunity to provide a highly accessible location that can provide for a low-profile entrance to social services in an area of much lower foot-traffic than the CDB.

The industrial zoned area means that residents are less likely to be adversely affected by any noise or high traffic during events. It is acknowledged that there is very limited on street parking in the area. Therefore, adequate parking needs to be accommodated within the development to cater to the needs of all stakeholders and visitors to prevent adverse traffic impacts on nearby businesses.

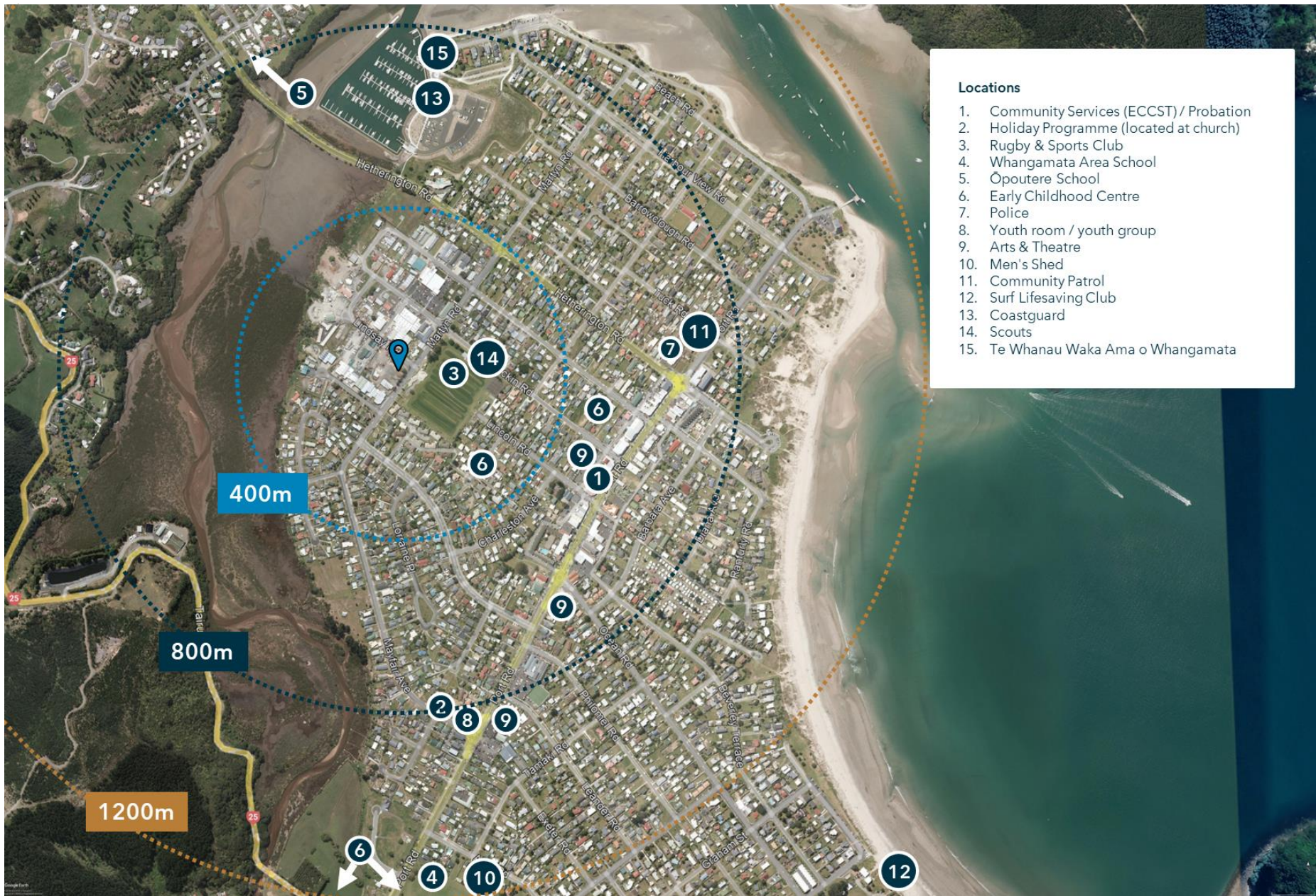


Figure 6 101 Lindsay Road and Community Groups and Service Locations, Whangamatā

## 2.3.2. Planning Assessment

Veros carried out a high-level desktop planning assessment of the 101 Lindsay Road site based on the proposed project purposes and activities. (Appendix A - Initial Planning Assessment project memorandum).

The assessment found no potential known contamination, historical or cultural features, or any flood hazard issues with the site. The assessment also illustrates that the proposed activities are likely to be categorised as one of two key uses:

- Key Use 1: Atea, wharekai, wharenuī, social services, foodbank and social supermarket
- Key Use 2: Recycling, restoration, upcycling, and retail activities

The planning assessment found that the activities under Key Use 1 meet the definition of a 'Community Facility' as defined in the TCDC District Plan. Community Facilities are permitted activities within the Industrial Zone and do not require resource consent if:

- a) *It meets the standards in Table 4 at the end of Section 46; and*
- b) *If present, any office component of the building is located adjacent to the front yard or a publicly accessible driveway, and:
 
  - i. *Has a pedestrian entrance facing the street or driveway that is directly accessible from the street or driveway; and*
  - ii. *The main windows of the building face the street; and*
  - iii. *Has no loading bay or storage of materials or waste between the office and the street or driveway; and**
- c) *It is directly related to an industrial activity.*

None of the activities and uses in Key Use 1 are considered to be directly related to an industrial activity. Therefore, the initial assessment is that Key Use 1 as a Community Facility requires a **Discretionary Activity Resource Consent**.

The planning assessment found that the activities under Key Use 2 in general, meet the TCDC District Plan definition of an industrial activity. In terms of the retailing and selling of goods which are repaired or restored, Rule 14 of Section 46 (Industrial) of the District Plan outlines the retail component of Key Use 2 is a permitted activity (does not require resource consent) provided:

- a) *It meets the standards in Table 4 at the end of Section 46; and*
- b) *It is accessory to an industrial activity.*

Table 4 - Standards		
1.	Front yard	6 m
2.	Yard from a non-Industrial Area boundary	7.5 m
3.	Maximum building height	15 m
4.	Maximum height in relation to boundary of a Residential Area	3 m & 45°
5.	Maximum site coverage	70 %
6.	Maximum fence height in a yard that extends from a non-Industrial Area	3 m
7.	Maximum lux level received at any point beyond the site, as measured vertically and horizontally	5 lux

It is considered that the retail component is accessory to the primary activity which is defined as Industrial, and it can meet all the performance standards within Table 4 above. Therefore, the initial assessment is that Key Use 2 is a permitted activity and **does not require resource consent**.

## 2.4. Whangamatā Community Marae Development Options

As a result of this analysis, and the absence of alternative, available, and appropriate property in Whangamatā, the following options were considered for the development of a Whangamatā Community Marae and Wellbeing Hub at 101 Lindsay Road, Whangamatā.

### 2.4.1. Option one - Status quo

Option One is to do nothing, with all of the community stakeholder groups carrying out operations within the community as per their current arrangements. This option does not provide for the expected growth experienced by these organisations, and the demonstrated needs of the community or respond to any of the project problems or meet any of the project benefits.

### 2.4.2. Option Two - 101 Lindsay Road - Site residual

Option Two proposes development of an estimated 3545m<sup>2</sup> of the north-eastern (Lindsay Road) side of the site for the Whangamatā Community Marae and Wellbeing Hub. This is just over half of the total site area and aligns with the existing lease which is currently occupied and utilised by RSL. This option also leaves an estimated 2,135m<sup>2</sup> for use by TCDC and other stakeholders. This option does not meet the identified spatial requirements of the Whangamatā Community Marae and Wellbeing Hub.



Figure 7 Option Two possible site usage diagram

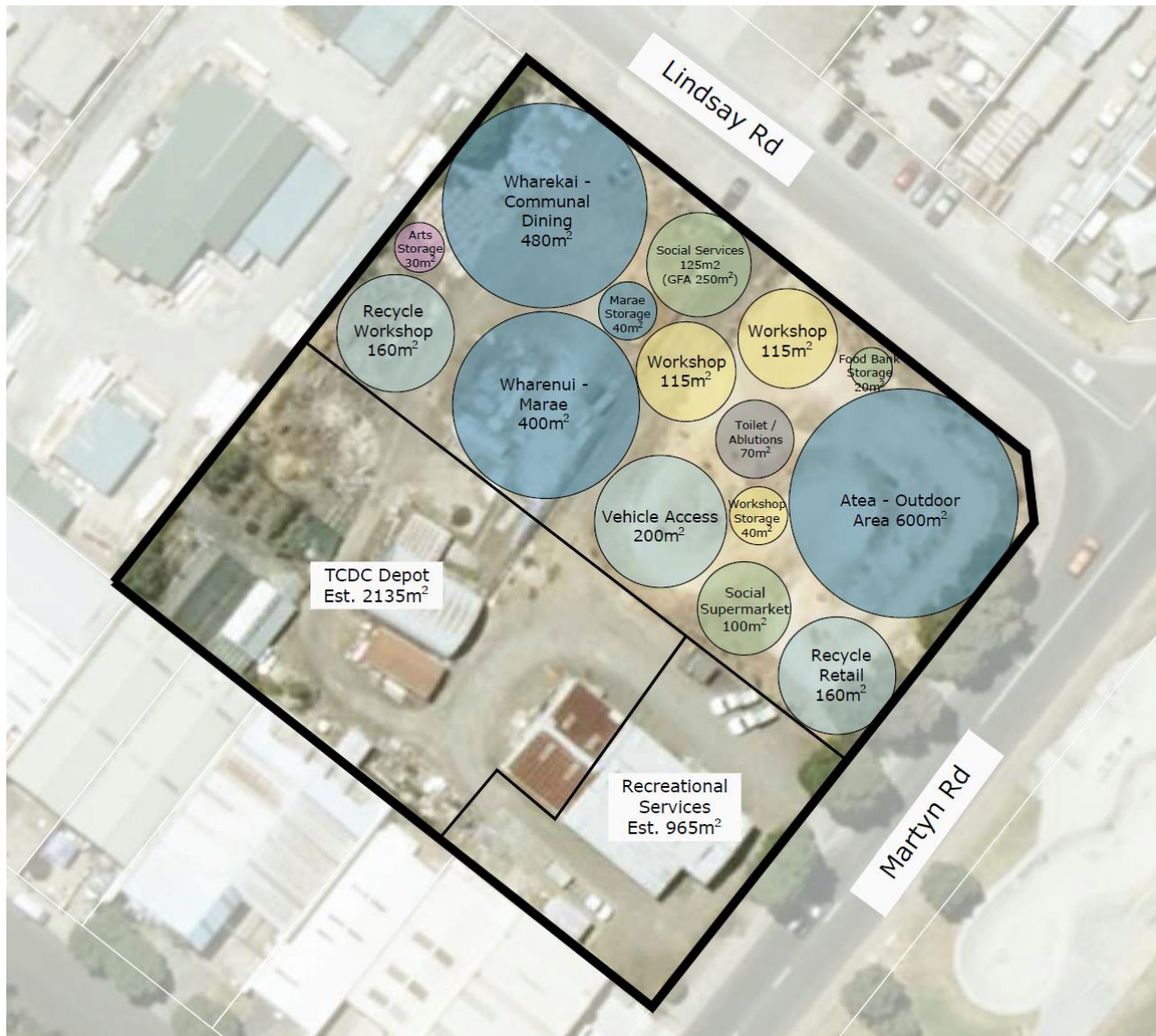
A spatial needs assessment for each of the stakeholder's activity/service was completed against current good practice and is detailed in section 3.1 of this report. Option Two does not accommodate the full development requirement of 4,160m<sup>2</sup> as identified through the spatial needs assessment process. Therefore, the total development footprint would need to be reduced to fit the available space. The development would require an estimated 20% reduction in total. In addition, the

community services and office administration space would likely need to be developed as a two-story facility, adding some additional cost and complexity to the development.

The total facility development proposed for Option Two is summarised in the following table. This proposal has focused 500m<sup>2</sup> of the development floor area reduction on vehicle access, parking and siteworks areas, and a 375m<sup>2</sup> reduction in building size across the project.

	Area (m <sup>2</sup> )	Reduction from fit for purpose GFA	
Marae	Wharenuui - Marae	400	
	Storage - Marae	40	
	Wharekai Communal Dining area	480	
Common Use	Atea - Outdoor area	600	
	Toilets / Ablutions	70	
Social Services	Parking	700	
	Office	250	Facility to be developed as two-story to half site footprint (125m <sup>2</sup> )
	Social Supermarket	100	
Art / Theatre	Foodbank Storage	20	
	Arts Storage	30	
Workshops	Workshop(s) & Storage	270	
	Processing Workshop	160	
Reuse & Recycling Area	Workshop Trade/Retail	160	
	Site works / Vehicle Access	125	
	Canopy Covered Vehicle Access	75	
Total GFA		3,485	
Total Building & Site Footprint		3,360	

With a total development building site and site footprint of 3,360m<sup>2</sup> a balance of 185m<sup>2</sup> remains for site circulation and open space. This proposal would limit the negative impact on stakeholder activities and services. However, the final project development would fall short of what has been identified as fit for purpose and future proofed to meet the community needs.



### 2.4.2.1. Testing Activity Fit

An activity fit plan was created to test the capacity of Option Two for the range of proposed activities to be accommodated on the site (this is not a master plan).

The plan shows the total site occupancy of the activities based on the spatial assessment allowances, with the estimated 20% reduction in development size previously described. The 700m<sup>2</sup> parking requirement and 185m<sup>2</sup> site balance **are not shown** and is represented by the unoccupied space within the Option 2 site. This would need to be considered and accounted for through the master planning process.

This assessment shows that a significant reduction in the activities identified by the stakeholders would be required to accommodate the Whangamatā Community Marae and Wellbeing Hub in just over half of the 101 Lindsay Road site. Furthermore, this option would not provide capacity for growth of services, or addition of new services.

### 2.4.3. Option Three - 101 Lindsay Road - Whole site

Option Three proposes development and use of the entire 101 Lindsay Road site for the Whangamatā Community Marae and Wellbeing Hub.

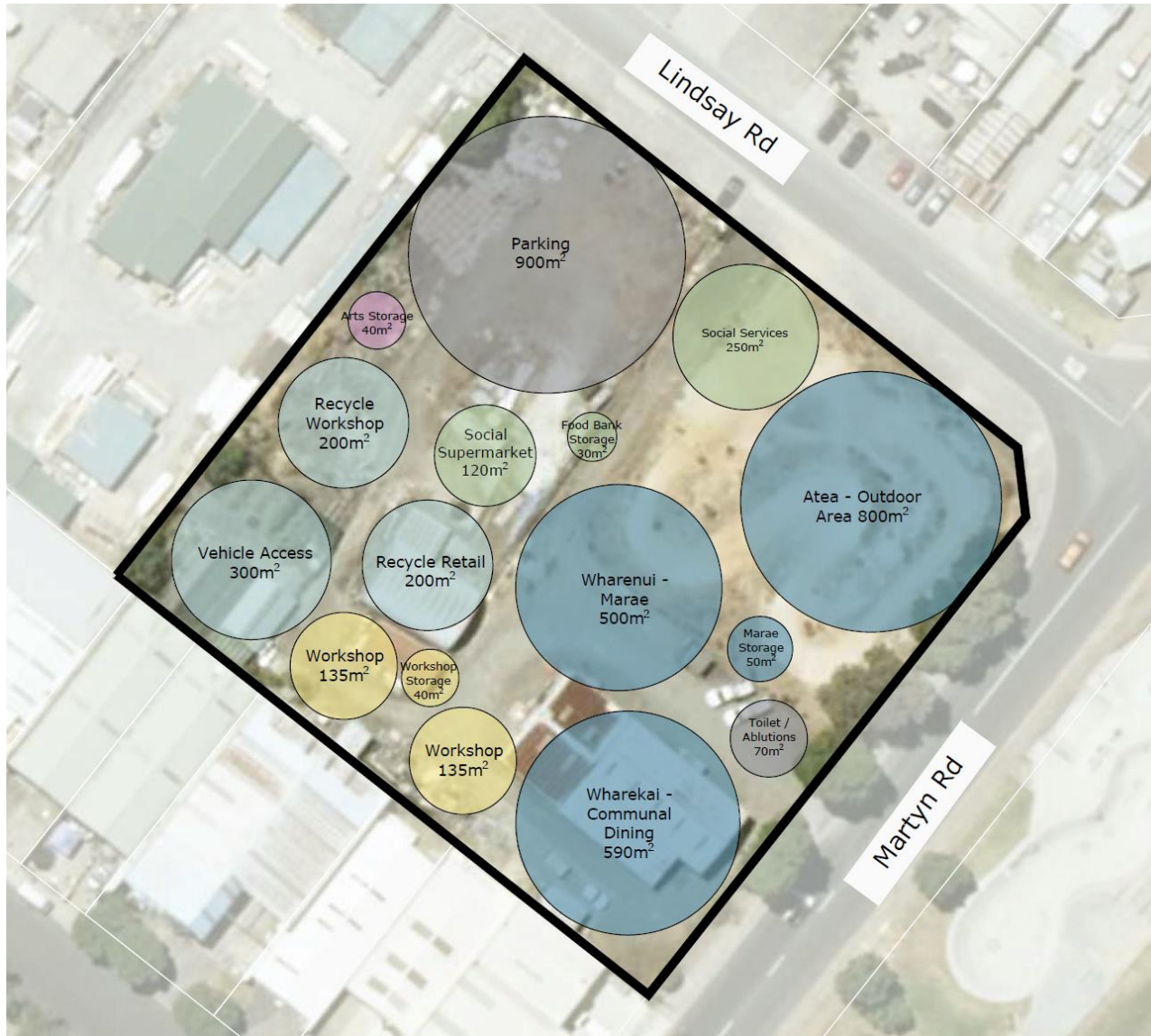


Figure 8 Option Three possible site usage diagram

The total facility development proposed for Option Three is summarised in the following table.

		Area (m <sup>2</sup> )
Marae	Wharenui - Marae	500
	Storage - Marae	50
	Wharekai Communal Dining area	590
	Atea - Outdoor area	800
Common Use	Toilets / Ablutions	70
	Parking	900
Social Services	Office	250
	Social Supermarket	1200
	Foodbank Storage	30
Art / Theatre	Arts Storage	40
Workshops	Workshop(s) & Storage	310
Reuse & Recycling Area	Processing Workshop	200
	Workshop Trade/Retail	200
	Site works / Vehicle Access	225
	Canopy Covered Vehicle Access	75
Total Building & Site Footprint		4,360





### 2.4.3.1. Testing Activity Fit

An activity fit plan was created to test the capacity of Option Three for the range of proposed activities to be accommodated on the site (this is not a master plan). The plan shows the total site occupancy of the activities based on the spatial assessment allowances. The spatial analysis shows a total of footprint requirement of 4,360m<sup>2</sup> including parking. This leaves a balance of 2,274m<sup>2</sup> for additional pathways/circulation and open and green spaces.

This assessment shows that all the activities identified by the stakeholders fit on the 101 Lindsay Road site, with capacity for growth of the initial services or new services.

## 2.5. Options Assessment

This section assesses each of the possible development options.

		Baseline Option	Viable Programme Options		
		Option 1 - Status quo	Option 2 101 Lindsay Road - Site residual	Option 3 101 Lindsay Road - Whole site	
<b>Meets Stakeholder needs</b>	Investment Objectives	All people living, and visiting Whangamatā and the wider South Eastern Ward, will have easy access to spaces and services that support their wellbeing	No	An increase in access - with parking and circulation limitations	Yes - Significant increase in access
		We will discover strengths, develop leadership, connect, and create relationships, build confidence, and have more participation in shaping the community, creating stronger individuals, whānau and community	No	Yes - improved level of community engagement and collaboration enabled	Yes - high level of community engagement and collaboration enabled
		Community services will be locally and centrally located, enabling people to access the multiple services they may need, when they need it, with information targeted to their needs and aspirations, and wrap around services to alleviate the effects of deprivation	No	Yes - with future growth limitations	Yes - with capacity for future growth and potential incorporation of other community organisations
		The community will reduce unnecessary waste through easily accessible reuse and recycling.	No	Yes - with future growth limitations	Yes
	Initial site requirements	Whangamatā Community Marae Trust	No	Partial - Spatial restrictions	Yes
Eastern Coromandel Community Services Trust		No	Partial - Spatial restrictions	Yes	
The Whangamatā Theatre Society		No	Partial - Spatial restrictions	Yes	
Whangamatā Arts Collective		No	Partial - Spatial restrictions	Yes	

		Baseline Option	Viable Programme Options		
		Option 1 – Status quo	Option 2 101 Lindsay Road - Site residual	Option 3 101 Lindsay Road - Whole site	
Meets Stakeholder needs	Initial site requirements	Whangamatā Resource Recovery Trust	No	Partial - Spatial restrictions	Yes
		MenzShed Whangamatā	No	Partial - Spatial restrictions	Yes
		Non-resident stakeholders	No	No room for future residence option	Yes
	Future Growth Capacity	Whangamatā Community Marae Trust	No	No	Yes
		Eastern Coromandel Community Services Trust	No	No	Yes
		The Whangamatā Theatre Society	No	No	Yes
		Whangamatā Arts Collective	No	No	Yes
		Whangamatā Resource Recovery Trust	No	No	Yes
		MenzShed Whangamatā	No	No	Yes
		Non-resident stakeholders	No	No	Yes
	Enabling achievement of organisational strategic goals	Whangamatā Community Marae Trust	No	Yes	Yes
		Eastern Coromandel Community Services Trust	No	Yes (with some possible limitations to programmes)	Yes
		The Whangamatā Theatre Society	No	Uncertain	Yes
		Whangamatā Arts Collective	No	Uncertain	Yes
		Whangamatā Resource Recovery Trust	No	Limited (with some spatial limitations)	Yes
		MenzShed Whangamatā	N/A	Limited (with some spatial limitations)	Yes
		Non-resident stakeholders	N/A	N/A	N/A

			Baseline Option	Viable Programme Options	
			Option 1 – Status quo	Option 2 101 Lindsay Road - Site residual	Option 3 101 Lindsay Road - Whole site
<b>Meets Stakeholder needs</b>	Project Risk	Inability to raise the required capital development funding	N/A	Low	Low
		Breakdown of inter-organisation relationships	No	Low. Risk is mitigated by inter-organisation governance agreement	Low. Risk is mitigated by inter-organisation governance agreement
<b>TCDC Strategic Alignment</b>	Commitment to Māori		No	Yes	Yes
	Community Centres and Halls		No change	Provision of additional community capacity	Provision of additional community capacity plus future proofing
	Open Space and Community Facilities Strategy	1. helping to build strong, healthy and vibrant communities	No	Yes	Yes
		2. fostering improved lifestyles and a sense of belonging and pride among the District's residents, many of whom live in remote locations	No	Yes	Yes
		3. providing places where people can connect, socialise, learn and participate in a wide range of social, cultural, artistic and recreational activities and events	No	Yes	Yes
		4. supporting economic activities and promoting socio-economic well-being	No	Yes	Yes
		5. providing important gathering points in civil defence emergencies	No	Yes	Yes

		Baseline Option	Viable Programme Options	
		Option 1 - Status quo	Option 2 101 Lindsay Road - Site residual	Option 2 101 Lindsay Road - Site residual
<b>TCDC Strategic Alignment</b>  Open Space and Community Facilities Strategy; <i>Issues and Opportunities</i>	1. Geographic distribution of our towns and settlements	No	N/A	N/A
	2. an ageing, slow-growing population	No	Additional and expanded programme delivery	Additional and expanded programme delivery
	3. seasonal peak population	No	Limited additional community space, community service provision, & civil defence capability & resilience	Additional community space, community service provision, & civil defence capability & resilience
	4. affordability and opportunities to collaborate	No	Yes	Yes, with room for future growth in collaboration
	5. fit for purpose	No	Largely fit-for-purpose, with some spatial limitation	Yes, with room for future growth
	6. robust information, planning and management practice	No	Yes	Yes
	7. changing recreation and population health trends	No	Yes	Yes
	8. climate resilience.	No	Yes	Yes

		Baseline Option	Viable Programme Options		
		Option 1 - Status quo	Option 2 101 Lindsay Road - Site residual	Option 3 101 Lindsay Road - Whole site	
TCDC Strategic Alignment	Open Space and Community Facilities Strategy; <i>Strategic Goals</i>	<p>Goal #1: Strong Open Space and Community Facilities Networks</p> <p>Thames-Coromandel District's open space and community facilities networks:</p> <ul style="list-style-type: none"> <li>- enable community health and well-being</li> <li>- protect, and respect local identity, culture, heritage and environmental values</li> <li>- are a source of community pride</li> <li>- are fit for purpose, flexible and encourage high levels of community use and enjoyment</li> <li>- meet changing community needs</li> <li>- are provided in the most cost-effective way.</li> </ul>	No	Yes - with limitations	Yes
		<p>Goal #2: Effective Management of Council's Open Space and Community Facilities Networks</p> <p>Management of Council's open spaces and community facilities:</p> <ul style="list-style-type: none"> <li>- is based on quality information</li> <li>- takes a District-wide, 'best practice' approach</li> <li>- makes best use of existing open space and community facilities</li> <li>- ensures good stewardship of investments meets health and safety requirements.</li> </ul>	No	Yes	Yes
		<ul style="list-style-type: none"> <li>- Goal #3: Collaboration and Partnership</li> </ul> <p>Council has strong working relationships with other agencies, iwi and community groups to ensure open spaces and community facilities are provided and used efficiently and meet community needs and aspirations.</p>	No	Yes	Yes

		Baseline Option	Viable Programme Options		
		Option 1 – Status quo	Option 2 101 Lindsay Road - Site residual	Option 3 101 Lindsay Road - Whole site	
TCDC Strategic Alignment	Eastern Waikato Waste Management and Minimisation Plan	Council, the community and private sector need to work together to achieve Councils’ goals and objectives. To make this happen, Council needs to find ways to engage the community about good waste practices.	Limited recycling and repurposing facilities available		
	Eastern Waikato Waste Management and Minimisation Plan District Zone Compliance	A need for improved resource recovery facilities within the districts. There are opportunities to target materials for recovery and reuse including e-waste, construction and demolition waste, biosolids and re-usable items like furniture.			
	Eastern Waikato Waste Management and Minimisation Plan District Zone Compliance	Goal 1: To actively promote waste reduction	No	Yes - Through WRRT - with limitations	Yes - Through WRRT
		Goal 2: Increase the recovery and reuse of resources	No	Yes - Through WRRT - with limitations	Yes - Through WRRT
		Goal 3: To maintain cost-effective sustainable waste services	No	Yes - Through WRRT - with limitations	Yes - Through WRRT
		Goal 4: To minimise harm to the environment and public health	No	Yes	Yes
	District Zone Compliance Project Risk	Key Use 1: Atea, Wharekai, Wharenui, Social Services, Foodbank and Social Supermarket	N/A	Discretionary Activity resource consent required	Discretionary Activity resource consent required
		Key Use 2: Recycling, restoration, upcycling, and retail activities.	N/A	Permitted activity	Permitted activity
		Risk to TCDC as a result of project failure through finance or governance/management failure, resulting in the site being left with building infrastructure in-situ.	N/A	Low. Risk is mitigated by inter-organisation governance agreement	Low. Risk is mitigated by inter-organisation governance agreement
	<b>SUMMARY</b>		<b>Lowest score</b>	<b>Medium score</b>	<b>Highest score</b>

## 3. Details of Preferred Option

Following the assessment, **Option Three**: development and use of the entire 101 Lindsay Road site for the Whangamatā Community Marae and Wellbeing Hub was identified as the preferred option.

### 3.1. Service Provision and Spatial Assessment

To test the ability of the 101 Lindsay Road site to accommodate the range of activities represented by the project stakeholders a spatial needs assessment for each activity/ service was completed against current good practice. A spatial requirement could then be applied to each activity. This process also tested opportunities for sharing spaces. Identifying shared spaces ensures that space efficiency is explored and achieved.

The Working Group reviewed the spatial assessment and created a more efficient and cost-effective project whilst also exploring how to encourage collaboration between the potential project partners. The feedback from this process is summarised in Appendix B - Service Provision and Spatial Analysis - Workshop 1 Feedback. The refined Spatial Analysis Table is provided on the following pages. If successful in securing the site from TCDC, this will be used by the project partners in the next phase of the project to support the development of the site master plan.



# Spatial Analysis Table

Space	Service Providers	Activities	Explanation	Spatial Requirement	Shared Use?
1. Wharenui	Community Marae Social Services Arts Theatre	Community meetings, tangihanga, celebrations, noho marae, marae experience, educational workshops, exhibitions and events, performances, and holiday programmes	Wharenui (meeting house) to sleep up to 120 people (noho marae), and to seat up to 250 people for Tangi, community gatherings, shows, exhibitions or concerts, marae experiences, and educational workshops. An operable wall could allow the space to be utilised by multiple users when not being used for formal cultural purposes.	<p><b>Open space - 500m<sup>2</sup></b></p> <p><i>250m<sup>2</sup> = 227 users seated</i></p> <p><i>312 users loose seating</i></p> <p><i>625 users standing</i></p>	The wharenui is a communal space that is available to all. However, should the need for an important hui arise, or a Tangi, community bookings would become a secondary priority and exclusive use for marae purposes undertaken. Appropriate for workshops, theatre, arts, and holiday programmes. Not appropriate for sporting activities. Can also be used during civil defence emergencies along with the whare kai to house and feed people and support civil defence functions
	Community Marae Social Services	Communal kitchen, food storage, and dining hall, comfort kai community meal provision, cooking classes	<p>Wharekai (eating house) with food storage capacity, commercial kitchen, and dining room to seat 250 people. The wharekai is a communal kitchen space that can accommodate a variety of events, including providing space to prepare food and space to dine for marae celebrations, tangi, community meetings, training, etc.</p> <p>The wharekai can be utilised to produce community kai on a large scale for onsite community meal provision or distributed to the community from the wharekai as a foodbank service. An outdoor area to lay</p>	<p><b>Kitchen - 90m<sup>2</sup></b> = 8 users, large fridge, freezer, and pantry</p> <p><b>Dining - 500m<sup>2</sup></b> = 624 users loose seating</p>	Use of this area is shared. The size of some events may require partial exclusive use, or timing of activities around large event catering needs (such as Tangi). The whare kai can also be used for conferences, workshops, classes, and some more active activities than can be hosted in the wharenui, such as messy play. Can also be used during civil defence emergencies along with the wharenui to house and

			hāngi needs to be provided close to the wharekai.		support civil defence functions and evacuees, adding considerable capacity to Whangamatā's current Evacuation site at the Whangamatā Hall.
<b>3. Atea</b>	Community Marae Social Services Arts Theatre	Pōwhiri, hui, outdoor events and gatherings, markets, performances, kapa haka, public displays	Open meeting area in front of the wharenuī. This area is used to formally welcome guests to the marae, and to debate contentious issues. In the wider community context, this space can be used for all outdoor events gatherings and performances. Mobile clinics could also temporarily set up for services to the community.	<b>800m<sup>2</sup></b> Regularly twice the size of wharenuī	Open for use for all. Will need to be made available for exclusive use to the marae for tangihanga and important hui when these arise. Booking and notification to other facility users would be required for formal events.
<b>4. Marae Storage Space</b>	Community Marae	Storage of equipment to enable various marae activities	Storage of chairs, tables and other equipment utilised for kapa haka, accommodation equipment.	<b>50m<sup>2</sup></b>	
<b>5. Ablutions</b>	All users	Toilet, shower, and laundry facilities	Ablutions block able to cater to large gatherings and events, with safe toilet and shower facilities, including accessible facilities. Due to the size and activities mix, more than one ablution block will be required on the Community Marae site.	<b>70m<sup>2</sup></b>	A shared facility, able to be utilised by all facility users at all times.
<b>6. Parking</b>	Parking	Parking and hardstand	Parking for guests, staff and volunteers. Secure parking for pool vehicle storage. A hardstand area that can accommodate mobile clinics, with access to services is also required. Due to the size and activity mix, parking can be	<b>900m<sup>2</sup></b> - est. 29-40 carparks varying with type and layout	Shared with all users

7. Social Services Reception			spread over the site. Secured parking provision is also required for storage of the Community Patrol vehicle and the ECCST pool vehicles.		
	Social Services	Welcome guests and clients, direct people appropriately, schedule appointments, and a waiting room	Workspace for the community centre receptionist who will welcome all, provide guidance and direction to guests and clients, receive deliveries, schedule appointments, etc. A seated waiting room which aligns with the community centre values.	<b>Reception - 10m<sup>2</sup></b> = 1 desk space <b>Waiting area - 10m<sup>2</sup></b> = 6 users seated	This space is managed by the community centre, however, can act as a reception and waiting room for all facility users, clients and guests.
	Social Services	Day to day administrative activities for social and community services	Exclusive staff office space to cater for 15 social and community services staff (currently 10 full time staff - expecting to grow to 15 to accommodate community need).	<b>105m<sup>2</sup></b> Allocating 7m <sup>2</sup> per person to accommodate 15 staff. Kitchenette and bathrooms to be included within this allocation.	This office space would be for the exclusive use of social and community services staff.
9. 6 breakout meeting rooms / offices	Social Services All other users	Individual meetings, probation consultation, personal support, workshops, and classes	Bookable spaces for various community service providers to host guests and clients for meetings, support sessions, consultations, to enable community social services such as counselling budgeting support, youth support, family violence support, employment return to work support, etc. 3 rooms can be constructed with operable walls enabling a boardroom / multifunction space to host family meetings, staff meetings and programmes. The remaining 3 rooms need to retain a high level of confidentiality for	<b>Meeting room - 96m<sup>2</sup></b> = 3 users per room - 16m <sup>2</sup> each	Managed by the community centre as the primary users, these spaces can be booked by facility stakeholders for meeting and consultation use. Probation consult rooms remain for exclusive use by the community probation service.

			counselling sessions etc. At least one room will need to be fitted out with security to facilitate community probation consultation.		
<b>10. Foodbank/Social Supermarket</b>	Social Services	Community kai provision	Considerable food storage and processing space is required to enable community meal and foodbank service provision. A social supermarket would require a retail like space for clients to collect food. Ideally this would be located adjacent to or connected to the social services reception to facilitate a good workflow.	<b>Social Supermarket - 120m<sup>2</sup> Foodbank Storage - 30m<sup>2</sup></b>	Foodbank food storage would require an exclusive space. The social supermarket requires an exclusive retail like space; however, these two spaces can be incorporated into the same building.
<b>11. Community Services Storage</b>	Social Services	Programme equipment storage	A store space for equipment to support service provision and to store donated goods.	<b>30m<sup>2</sup></b>	
<b>12. Arts and Theatre storage</b>	Arts Theatre Social Services	Storage space	A storage area for art equipment, works in progress, theatre props and costumes that is secure and accessible to theatre and arts users, and is accessible to the shared spaces where the equipment and artwork will be utilised and worked on (wharenuī, wharekai).	<b>40m<sup>2</sup></b>	This storage is not exclusive, however security and specific locations for arts and theatre props etc. will be required. Storage could be shared with the workshop storage spaces.
<b>13. Workshop - Wood</b>	Menzshed Community Marae	Regular meeting and workshop space	A dedicated workshop space for woodworking use, tutorials and carving. Sized to accommodate woodworking machinery and an appropriate extraction system to remove dust. Must be separate from metal workshop due to health and safety and fire hazard reasons.	<b>135m<sup>2</sup> = 13 users</b>	Workshops can be utilised by all site users with the supervision / approval of the primary workshop operators. Workshops should be located close to the recycling processing and warehouse to enable and promote interorganizational cooperation. Growth considerations for engineering
<b>14. Workshop - Metal</b>	Menzshed	Regular meeting and workshop space	A dedicated workshop space for metalworking tutorials and use. Sized to accommodate metalwork machinery.	<b>135m<sup>2</sup> = 13 users</b>	

15. Workshop - Storage	Menzshed Community Marae	Material and workpiece storage	A dedicated storage facility for wood and metal works materials and	40m <sup>2</sup>	Storage can be conjoined with the arts and theatre storage requirements.
					and robotics activities should be considered through development.
16. Recycling collection and processing point	Resource Recovery Services	Item drop-off, processing, storage and workshop	A drive-thru drop-off point where goods can be donated by members of the public to a warehouse/workshop facility where the items can be assessed, repaired, and stored.	Warehouse - 200m <sup>2</sup> Drive-thru - 300m <sup>2</sup> (site dependent)	Drive-thru requires exclusive parking bay to allow for large vehicles and vehicles with trailers to drive-thru, enabling towing vehicles and trucks to unload and move through the premises without needing to reverse. Processing, workshop, and warehouse facility would be for exclusive use by WRRT.
17. Retail Store	Resource Recovery Services	Retail sale of product	A retail store where recycled and repurposed goods can be sold to the public.	200m <sup>2</sup>	

## 4. Commercial Case

### 4.1. Procurement Approach

The proposed procurement approach will be confirmed by the project governance board.

A design build approach with tight specification is recommended following approval of the overall concept design with key stakeholders.

The recommended form of contract is NZS 3916 Conditions of contract for building and civil engineering - Design and construct.

An open procurement, single stage process is recommended. Meaning a single request for project proposals is requested from the market. Construction can still be staged as deemed appropriate by the project management team.

A key risk is scope creep and cost escalation making the project unaffordable for the community and requiring additional funding to be secured. A fit for purpose design is sought that maximises the ability of the project partners to secure facilities to deliver their services.

### 4.2 Market Interest

It is anticipated that there will be reasonable interest in this project due to the size and location of the build. There are multiple contractors that can deliver the project in the Waikato region.

Advance notice and supplier briefings will be incorporated into the procurement process to actively engage with the market.

Due to the nature of the project third party and in kind support will be sought as part of the procurement process.

## 5. Financial Case

The financial case tests if the proposal is affordable and identifies funding sources. The Whangamatā Community Marae and Wellbeing Hub is a multifaceted development, it is critical that the costs and financial management of building and operating the hub are sustainable. The costs used in this Financial Case are preliminary costings based on current industry standards and are based on a set of assumptions that will need to be tested in future stages of the project.

The project partners are committed to taking a collaborative approach towards funding and the exploration of various funding sources. An inclusive strategy, grounded in the spirit of mahi tahi, will be implemented to secure the necessary finances, reflecting both traditional and alternative funding sources.

This financial case aligns with community needs, local government policies, and the overarching vision for the project. It lays the foundation for a sustainable project that resonates with the cultural values, interests, and environmental stewardship that are priorities of the project partners and wider Whangamatā community.

### 5.1. Costs

The preliminary costings of the Whangamatā Community Marae and Wellbeing Hub are based on current industry averages for similar building and development typologies. Refined pricing will come with site master planning and detailed design.

The following table provides a high-level breakdown of the capital development project costs for the preferred option, Option Three.

Development Cost Component	Cost
Preconstruction costs	
- Project Design / Refinement	
- Resource Consenting	
- Design & Building Package	\$337,855
Construction & design costs	
- Base build & FF&E (\$7,592,750)	
- Site Works (\$300,000)	
- Detailed Design (\$227,783)	
- Cost Escalation (\$586,540)	\$8,707,072
Professional fees	
- Legal & Accountancy	
- Project Management	
- Council Cost - Consents	
- Other Consultant Fees	\$842,809
Project contingency excluding construction	
- To allow for additional professional costs (excluding construction)	\$42,140
Client construction contingency	
- To allow for construction variations etc.	\$812,053
	<b>\$10,741,930</b>
Operational Cost Component	Cost
Building operational costs (per-annum)	\$125,000
Ground Lease (per-annum)	\$350

The following table provides a high-level breakdown of the capital development project costs for **Option Two**.

Development Cost Component	Cost
Preconstruction costs	
- Project Design / Refinement	
- Resource Consenting	
- Design & Building Package	\$313,735
Construction & design costs	
- Base build & FF&E (\$6,456,750)	
- Site Works (\$230,000)	
- Detailed Design (\$193,703)	
- Cost Escalation (\$498,784)	\$7,379,236
Professional fees	
- Legal & Accountancy	
- Project Management	
- Council Cost - Consents	
- Other Consultant Fees	\$744,625
Project contingency excluding construction	
- To allow for additional professional costs (excluding construction)	\$37,231
Client construction contingency	
- To allow for construction variations etc.	\$688,045
	<b>\$9,162,873</b>
Operational Cost Component	Cost
Building operational costs (per-annum)	\$125,000
Ground Lease (per-annum)	\$350

### Cost Assumptions:

- base build - reflects base building structure on an open plan basis
- costs include a budget for fitout - reflecting works to suit specific use, such as partition walls, shelving etc.
- furniture and equipment cost relating to the space (FF&E) is for the wharenuī and wharekai, with a reduced allowance for the social services office, as this stakeholder has the majority of FF&E already.
- building areas are adopted from indicative spatial plan estimates
- costs include an estimate for consenting or council relates costs/fees
- costs reflective of current construction pricing - a 7.5% construction and design escalation allowance is included
- exclusions:
  - GST
  - depreciation
  - funding
  - any specific design requirements / toi whakairo / building features / artworks



## Building Operational Costs

The building operational costs are estimated at \$125,000 per annum and do not change across both options. Whilst the total development size for Option Two is smaller, there is additional building complexity and ongoing costs due to the requirement for a two-story social services building.

## 5.2. Funding Gap - Collaborative Approach

Once the project partners have security over Lindsay Road, a funding plan will be developed to provide a clear approach to securing project funds.

The primary focus will be on securing funds from major funding bodies, for example, Oranga Marae, Trust Waikato's Significant Capital Projects Fund and the Lottery Significant Projects Fund.

Other, smaller potential funders will also be approached, including:

- Rata Foundation's Building Projects Grant
- Lion Foundation Grant
- Toi Ake, Creative New Zealand grants
- Corporate Grants/Donations and Philanthropic Donations
- Corporate Grants/Donations
- Philanthropic Donations
- Community Fundraising

The funding outline below was amended (particularly to add funding sources for the new project components, like the resource recovery centre) and inflation adjusted from the 2016 Giblin Group Business case.

Fund	Organisation	Max Amount	Inflation-adjusted Max Amount	What it will fund
Oranga Marae <sup>1</sup>	Te Puni Kokiri / Department of Internal Affairs	Unknown	Unknown	M
Significant Capital Projects Fund	Trust Waikato	\$5 million	\$6.26 million	M, C, W
Lottery Significant Projects Fund	Department of Internal Affairs	\$3m+	n/a	M, C, W
Building Projects Grant	Rata Foundation	\$500,000	\$626,250	M, C, W
Regional Cultural & Heritage Fund	Ministry for Culture and Heritage	Unknown	Unknown	M, C, W
Lion Foundation Grant	The Lion Foundation	\$400,000	\$450,500	M, C, W
Four Winds Foundation Grant	The Four Winds Foundation	\$25,000	\$28,812	M, C, W

Key: =M = Marae, C=Community Services facility, W=Whangamatā Resource Recovery Trust

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<sup>1</sup> The eligibility for this fund will require further conversations between Te Puni Kokiri / Department of Internal Affairs for eligibility.

Fund	Organisation	Max Amount	Inflation-adjusted Max Amount	What it will fund
Toi Ake - Mātauranga Māori Te Awe Kōtuku Fund	Creative New Zealand	\$65,000	\$78,337	M
Tindall Foundation Grant	The Tindall Foundation	\$15,000	\$16,531	M, C, W
Te Pūtea Whakamauru Para - Waste Minimisation Fund	Ministry for the Environment	\$150,000	\$150,000	W
Pub Charity Grant	Pub Charity Limited	\$50,000	\$56,312	M, C, W
First Sovereign Grant	First Sovereign Trust Limited	\$25,000	\$28,812	M, C, W
Southern Trust Grant	Southern Trust	\$30,000	\$33,093	M, C, W
Philanthropic Donations	Philanthropic Entities	Unknown	Unknown	M, C, W
Corporate Grants / Donations	Companies	Unknown	Unknown	M, C, W
Community Fundraising	Community Groups	Unknown	Unknown	M, C, W

Key: =M = Marae, C=Community Services facility, W=Whangamatā Resource Recovery Trust

We note that the actual funding priorities and allocations, particularly from major funders will ultimately be determined by each respective funder following a formal application process. The list of funders in Table 1 is indicative. It may evolve, particularly in response to new government policies at both local and central levels, which may introduce funds not previously listed. Therefore, this list is provided as a guide to the project team to begin the Funding Plan.

### 5.2.1. Funding Acknowledgement

The Whangamatā Community Marae Trust, ECCST, and the project partners acknowledge the generous funding contribution of Momentum Waikato and TCDC toward the project feasibility and project business case to date, and thank them for their support.

## 5.3. Ongoing Operations at the Site

The Whangamatā Community Marae and Wellbeing Hub at Lindsay Road provides the opportunity to create a thriving ecosystem where various organisations can collaborate and deliver essential services to the community. In the following section, we outline an ongoing operations and business model that will ensure the continued successful operation of the project, benefiting the Whangamatā community in diverse and meaningful ways.

By strategically aligning the operating model with the specific needs of the community and various funding opportunities, a comprehensive and resilient framework is built for delivering essential services, supported by grants, government contracts, philanthropic funds, and donations.

Each of the organisations will contribute financially to shared site costs, including the lease, maintenance and site overhead costs.

### 5.3.1. Whangamatā Community Marae Trust: Focus on Kaupapa Māori Delivery

Based on its delivery focus, the Marae entity is strategically positioned to qualify for various operational grants. Potential funding sources include Te Puni Kokiri, Te Mātāwai, established under Te Ture mō te Reo Māori 2016 (Māori Language Act 2016), and other organisations that align with

kaupapa Māori delivery such as Te Whatu Ora and Te Aka Whai Ora. Government and philanthropic funds ensure the ongoing sustainability of operations.

### **5.3.2. Eastern Coromandel Community Services Trust: Social Delivery and Accessible Programmes**

Eastern Coromandel Community Services Trust provides services tailored to the needs of the communities that it serves. These services are primarily financed through grants, government contracts, and donations. It currently operates with a dedicated team of paid employees, who are integral to the delivery of various social services. As part of the collaborative effort at 101 Lindsay Road, the assumption is that ECCST will continue to operate under the same operating model, the new facility will provide room for expansion – this expansion would be in line with community needs and funding availability. The Trust will relocate from its existing site to the new location. Particular focus areas include Rangatahi | Youth, Whanau | Family, Seniors, and Community classes offering Te Reo Māori Classes, Kete Kai Cooking Classes.

### **5.3.3. Whangamatā Resource Recovery Trust: Waste Minimisation and Community Collaboration**

The Whangamatā Resource Recovery Trust’s mission is to develop a reuse, repurpose, and recycle centre in Whangamatā. They are working in collaboration with other Coromandel centres, local community groups, and the people of Whangamatā. The delivery of their programmes to support waste minimisation will be supported through grants and contracts as well as retail sales at the site.

#### **Land**

TCDC owns the land at 101 Lindsay Road. There are a number of options for securing the land for the project, with a long-term lease to the Whangamatā Community Marae and Wellbeing Hub project entity being the preferred project outcome.

In line with TCDC’s Community Leases and Licences to Occupy Policy, a community organisation is defined as:

*Any organisation which is a not-for-profit organisation that is incorporated, either under the incorporated Societies Act 1908 or the Charitable Trusts Act 1957 or established under any other statute, and:*

- a. Provides a Community Service;*
- b. Does not make distributions of profits to its members; and*
- c. Has open membership criteria; and*
- d. Restrictions are not imposed, such as setting membership or participation fees at a level that exclude most people who might want to participate.*

All stakeholders of the proposed Whangamatā Community Marae and Wellbeing Hub entity meet this definition. It is anticipated that if a community lease / licence to occupy 101 Lindsay Road is granted, the rental per annum will reflect the TCDC policy, which currently sets this at \$350.

#### **Staff and Programming Costs and Revenue**

At this stage, we have assumed that each organisation will manage their own ongoing staff and programming costs for their individual service delivery needs. Costs will be incurred to staff and run programmes across the centre, over and above those currently provided, some of these will be collaboratively provided by a range of the organisations – this is seen by the project team as a key strength of the co-location. A programme schedule for activities at this level can be developed by all occupants of the site, in line with the purpose and objectives of the project. An operational funding plan will be part of the programming to secure grants and funds to deliver the programme.

It is anticipated that revenue from leasing / hiring spaces will generally not generate high levels of revenue. This is currently anticipated to be based on a koha approach. However, discussions with prospective tenants, particularly possible Government tenants and tenants that align strongly with the project objectives, should be a future focus as the project development continues and the programming schedule is developed. This could include Te Korowai Hauora o Hauraki<sup>2</sup>, which is currently scoping service delivery options in the area.

### **Development Programme**

The programme schedule will be developed once the site is secured in parallel with the detailed design and master planning stages. The proposed project entity will guide this.

The project is likely to be delivered in stages, reflective of project funding income timing and stakeholder readiness. Project staging will be considered during detailed design and master planning.

## **5.4. Conclusion**

Grounded in the spirit of mahi tahi, the financial case is based on leveraging traditional, alternative, and community-based funding sources, resonating with the community's values and needs. The multifaceted approach to funding ensures flexibility and resilience in the face of changing priorities and regulations.

By balancing fiscal responsibility with a strong commitment to social, cultural, and environmental stewardship, this financial case embodies a sustainable, cooperative, and community-centred approach that aligns with the overarching vision for the project. It serves as a model for holistic community development that is both financially sound and culturally resonant.

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<sup>2</sup> Te Korowai Hauora o Hauraki is an iwi-based, not-for-profit incorporated society, deeply rooted in kaupapa Māori principles, providing a broad range of health and wellness services across the Hauraki region for over 25 years. They offer culturally grounded and community-focused services like GP clinics, mental health support, family assistance, home-based care, health promotion and public health services.

## 6. Management Case

The management case addresses the achievability of the proposal and planning arrangement required to both ensure successful delivery and to manage project risks. This includes:

- Managing the risks in the design, build, funding and operational stages
- Manage service change
- Ensure that objectives are sustainably met

### 6.1. Delivery Workstreams

We have identified three workstreams to deliver this project if Lindsay Road is secured. A high-level overview of each one follows.

#### 1. Leadership and Governance

- This workstream is about applying robust governance and management structures to the Whangamatā Community Marae and Wellbeing Hub as a whole and ensuring each of the individual organisations have robust governance and management structures to maximise success. This workstream includes the development and delivery of the funding plan.

#### 2. Design and Build of Lindsay Road

- This workstream is about the effective management of the design, and construction of the project.

#### 3. Operationalise the Lindsay Road site

- This workstream is about transforming the Lindsay Road site into a dynamic, shared space through the effective management of communal facilities, sustainable maintenance strategies and the finalisation and implementation of the lease option and shared services agreements. This will also cover the completion of a business plan for each organisation that will support a sustainable approach to capital development.

Figure 9: Delivery workstreams

#### 6.1.1. Leadership and Governance

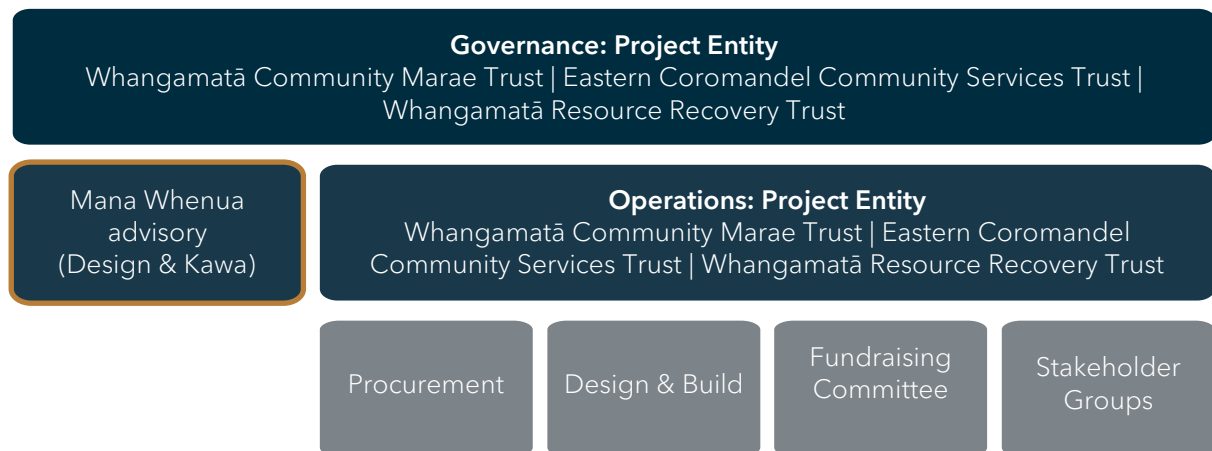
As stressed throughout this business case this project is based on a collaboration between a number of organisations. The Whangamatā Community Marae Trust was established as the central pillar of leadership and governance for the Marae project. The Trust's history has been marked by challenges and rebranding. However, its objectives have remained clear: establishing a Marae as an inclusive, cultural, social, and educational hub in the community while preserving and promoting te reo me on tikanga.

The three key organisations that are proposed to have formal governance and management roles are:

- Whangamatā Community Marae Trust
- Eastern Coromandel Community Services Trust
- Whangamatā Resource Recovery Trust

All three of these organisations currently have formal governance arrangements at an organisational level.

The proposed governance arrangements are set out in the diagram below.



The arrangements for each of the individual organisations follow.

### Governance

#### *Whangamatā Community Marae Trust*

The Whangamatā Community Marae Trust brings strategic guidance, mātauranga, and essential community links to the project. With a firm commitment to preserving cultural values, interests, and necessities, the Trust will lead the construction of the whareniui and wharekai. Collaborating closely with mana whenua, the Marae Trust will ensure the project's activities uphold the marae's kawa. They have excellent relationships with the other two trusts that will form the proposed governance group.

#### *Eastern Coromandel Community Services Trust*

The Eastern Coromandel Community Services Trust (ECCST) is focussed on providing social services to support community development. The ECCST will leverage its existing strong financial systems, current team management strengths and a well-established governance structure. The ECCST will play a pivotal role in ensuring smooth operations and efficient programme delivery.

#### *Whangamatā Resource Recovery Trust*

The Whangamatā Resource Recovery Trust (WRRT) focuses on waste minimisation and environmental stewardship. Complementing the Marae's kaitiakitanga responsibilities, the WRRT, as an umbrella and resource body, collaborating with the Marae Trust and other tenants at 101 Lindsay Road.

The three organisations above will form a new governance entity.

Through this cohesive and united governance approach, the three entities form a powerful partnership, seamlessly working together to oversee all project activities at 101 Lindsay Road.

### Mana Whenua Advisory Group

Operating alongside the Whangamatā Community Marae Trust and the wider Lindsay Road Governance entity the Mana Whenua Advisory Group is critical in informing the tikanga and kawa of the project, such as design elements, naming guidelines, and establishing and maintaining the kawa of the Marae (the Marae's protocols). The advisory group could include representatives from the various iwi with interests in Whangamatā, namely Ngāti Hako, Ngāti Hei, Ngāti Maru, Ngāti Pū, Ngāti

Tamaterā, Ngāi Tai ki Tāmaki, Ngāti Rāhiri Tumutumu, Ngāti Tara Tokanui, and Ngāti Whanaunga. There are also several hapu and whanau with various tikanga requirements that should be considered. At a meeting on 6 July 2023, the Marae trustees confirmed that they have a strong relationship with mana whenua.

This aspect of the project is vital, especially for a community marae. While the individuals and organisations participating may evolve over time, the presence and role of mana whenua groups, with their enduring ties to Whangamatā will consistently remain. Over time, as situations evolve, this group will be used as a reference point to ensure that tikanga and kawa are integral to a well-functioning marae.

## **Operations**

### *Project Entity*

The Lindsay Road project entity will effectively manage and implement the Marae project. This will comprise the three project leads - the Whangamatā Community Marae Trust, ECCST, and the WRRT. These leads will oversee critical processes such as;

- site design
- procurement procedures
- funding acquisition
- operating models
- change management and communications.

As part of procurement the following professionals will be procured:

- a project manager will be appointed by the three entities to oversee the technical delivery of the project, this will include all subsequent technical advisory services, e.g., geotechnical, planning, design, main build contractor etc.
- a funding manager will be appointed to oversee the delivery and execution of the funding plan.
- The change management plan will be developed and delivered by the Project Entity and its individual organisations.
- a communications advisor will be appointed.

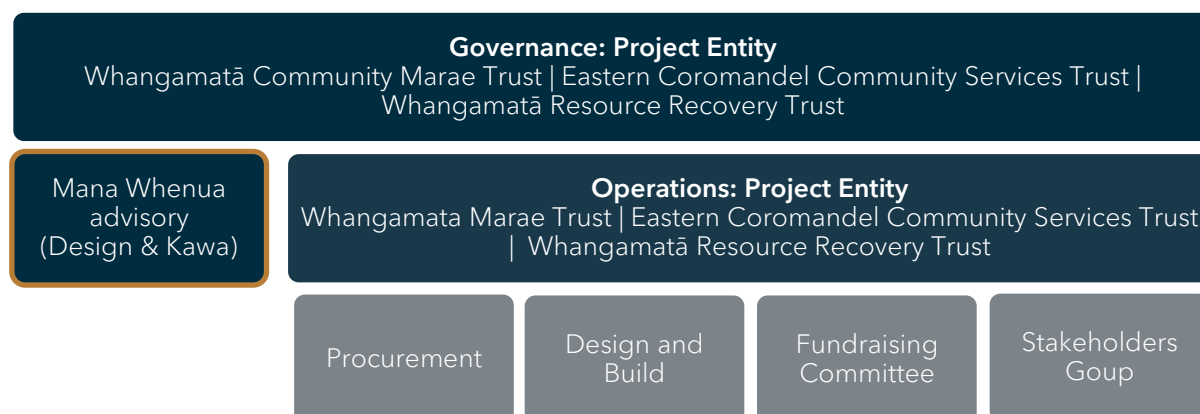
### *Fundraising Committee*

The funding manager will work with the fundraising committee. This committee plays a central role in creating and ensuring the delivery of the project's funding plan. This committee will be sourced from across all the project partners with a focus on fundraising and financial capability.

### *Stakeholder Group*

All the project partners will be part of the stakeholder group, including TCDC and the Whangamatā Community Board. Membership of the stakeholder group as the project proceeds will help to ensure maximum buy in to the project.

### 6.1.1.1. Critical Parts of The Project Infrastructure



### 6.1.2. Build & Design

The build and design milestone table below a high-level guide for planning. The Project Manager will be responsible for delivering the programme, reporting to the project governance group.

Stage	Key Milestones	Activity	Responsible Key Organisation
<b>Business Case Underway</b>	101 Lindsay Road confirmed by Council		Whangamatā Community Marae Trust Eastern Coromandel Community Trust, Whangamatā Resource and Recovery Trust/
<b>Stage 0: Project Establishment 1 Month</b>	Establish the project governance and confirm the project plan	Confirm project entity including Terms of Reference and charitable status.	Whangamatā Community Marae Trust Eastern Coromandel Community Trust, Whangamatā Resource and Recovery Trust/
<b>Stage 1: Origin 3 - 4 Months</b>	An in-principle agreement from funders for the capital works for the Marae.	Obtain in-principle agreement from funders for construction.	Project Entity
	Seek agreement (in-principle) from service providers and anchor tenants.	Acquire in-principle agreement from service providers and primary tenants.	Project Entity
	Confirm procurement process (as per Commercial Case). (Project Manager appointed)	Confirm site design and procurement process.	Project Entity
	Communication and engagement plan established.	Initiate communication, engagement plans, and fundraising strategy.	Project Entity
	Fundraising strategy and plan established. (Fundraising Manager appointed)	Initiate communication, engagement plans, and fundraising strategy.	Project Entity and Stakeholders Group
	Mana whenua advisory panel established.	Form a mana whenua advisory panel.	Project Entity



	Engage with stakeholders and solicit feedback. (Continuous throughout this process)	Engage with stakeholders and solicit feedback.	Project Entity & Stakeholders Group
<b>Stage 2: Design and Acquisition 4 - 6 Months</b>	Complete design process, Secure funding for this stage.	Secure funding for the design process.	Project Entity & Fundraising Committee
	Procurement process implemented.	Implement procurement process.	Project Entity
	Confirmation of operating model.	Identify the operating model and complete an operating plan	Project Entity
	Gather and integrate stakeholders' design feedback.	Gather and integrate stakeholders' design feedback.	Project Entity & Stakeholders Group
<b>Stage 3: Fundraising 18 - 36 Months</b>	Implement the funding plan for gaining the funding for capital costs. The plan identifies funding avenues for specific criteria/outcomes, e.g., heritage or tourism.	Execute the capital cost funding strategy. Can be initiated during stage 2	Project Entity & Fundraising Committee
<b>Stage 4: Finalisation &amp; Execution 15 -18 Months</b>	Finalisation of the completed design.	Finalise design and disseminate formal RFP for contractors.	Project Entity, Mana Whenua Advisory group & Whangamatā Community Marae Trust
	Formal RFP for contractors.	Finalise design and disseminate formal RFP for contractors.	Project Entity (Project Manager)
	All supporting technical reporting completed.	Ensure all reporting completed.	Project Entity (Project Manager)
	External funding streams secured.	Secure external funding streams.	Project Entity & Fundraising Committee
	Tender awarded to main contractor	Assign tenders to primary contractors.	Project Entity
	Necessary consents are obtained.	Procure necessary permits.	Project Entity
	Undertake build	Manage build process	Project Entity (Project Manager)
	Complete change management plan, including facilities management and team building, shared services agreement completed	Carry out all actions in change management plan to ensure building is ready to operate	Project Entity and all individual organisations
	The building is ready for use.	Ensure building readiness for use. Blessing Operations	Project Entity Mana whenua Advisory Group
	Contingency and handover	Undertake handover and commercial defecting process	Project Entity (Project Manager)
Collect final project feedback from stakeholders.	Collect final project feedback from stakeholders.	Project Entity & Stakeholders Group	

Table 1 Delivery Stages

### 6.1.3. Operationalising the Lindsay Road Site

The operationalisation of the Lindsay Road site revolves around the efficient execution and management of shared facilities through a facilities management plan. The detail of this will take into account the lease option, ongoing governance, and the agreed shared services agreement.

#### 6.1.3.1. Potential Programmes for the Established Community Marae & Wellbeing Hub

The Community Marae and Wellbeing Hub can offer cultural enrichment, educational programmes, social gatherings, emergency support, and economic benefits. These offerings provide the basis of the project partners collaborative approach, it also aligns with other potential future partner groups like Te Korowai Hauora o Hauraki, who are assessing their service delivery in the region. The significance of kaupapa Māori services, and their comprehensive integration within the community marae, plays a crucial role in improving Māori health and well-being (Waitangi Tribunal, 2019). These further positions the marae as not just a cultural hub, but also as a central locus of well-being for the community.

Programmes, determined by the Project Team, will respond to the changing community and enduring role of mana whenua groups. The programmes and activities will likely include:

##### *Marae Events:*

- Pōwhiri
- Hui
- Wananga (Educational workshops)
- Arts and cultural exhibitions
- Toi Māori (Māori art)

##### *Educational Initiatives:*

- Te Reo Māori classes and language revitalisation programmes
- Tikanga Māori (Māori customs and protocols) workshops
- Kapa Haka (Māori performing arts) training and performances.
- Kohanga Reo support and activities
- Collaboration with local schools and early childhood centres for cultural education

##### *Tangihanga:*

- Provision of a culturally appropriate and spacious venue for tangihanga (depending on guidance from the Mana Whenua advisory group)

##### *Community Meeting Space and Facility:*

- Hosting community gatherings, forums, and workshops
- Collaboration with local community organisations and services
- Partnerships with ECCST, Te Korowai o Hauraki, and Whangamatā Youth Trust for health and well-being programmes

##### *Waste Education and Outreach:*

- Organise workshops and seminars to raise awareness about waste minimisation practices in the community.
- Conduct educational campaigns to promote recycling, composting, and reducing single-use plastics.
- Collaborate with local schools and businesses to implement waste reduction programs.

*Resource Recovery Centre:*

- The collection and diversion recyclable and reusable materials from landfill.
- Partner with Menzshed to accept and refurbish items like electronics, furniture, and clothing, reducing waste and supporting a circular economy.
- Provide educational tours and activities at the centre to educate visitors on sustainable waste management practices.

*Workshop Engagement:*

- Menzshed working with local rangitahi youth and seniors from the community to teach people skills in craftsmanship, engineering, use of tools and equipment etc.

*Sports and School Visits:*

- Hosting visiting sports teams, such as rugby and waka ama
- Welcoming visiting school groups for educational and cultural exchanges
- Providing facilities for training camps and workshops

*Emergency and Civil Defence Support:*

- Acting as a Civil Defence post and emergency accommodation facility during times of crisis.
- Collaborating with local authorities to ensure community safety and support during emergencies.

*Commercial Functions and Events:*

- Offering the Marae and other bookable spaces as a venue for meetings, workshops, conferences, community and cooperate events that do not require liquor

*Support for Local Economy:*

- Collaborating with local contractors and businesses for construction, maintenance, cleaning, and catering services
- Contributing to the local economy through employment and procurement opportunities
- Training and mentoring

*Note: The list above represents potential programmes that align with the vision, mission, purposes, and aims of the Project Team, acknowledging that monitoring of community need is required to maintain a relevant and targeted programme of activities.*

## 7. Governance Options for the Lease

The Council has indicated its preference to maintain a single lease with a lessee under the structure of a community lease priced at \$350/annum. Two potential pathways for this were assessed.

The lease agreement with the Council will be a crucial document defining the operational structure of the site. Under the lease, it is essential to present options for whether a single entity or a newly established entity (Trust) will hold the lease.

Regardless of who holds the lease, the lease agreement must encapsulate the fundamental principles that will guide the operations of the site. These principles include community engagement, cultural preservation, and commitment to local development. The two options are presented below:

### 7.1. Option A: Establish a New Entity Solely for Managing the Lease (preferred)

This option involves creating a new organisation for managing the lease and anchor tenants. This is the preferred option as it:

- Reflects the collaborative nature of the project
- Maximises the pros of the option
- The cons of this option are easily addressed during the establishment phases of the project including good documentation of roles and responsibilities.

#### Pros:

- Ensures strong cultural alignment and community representation.
- Concentrates focus on managing the lease and anchor tenants, which could enhance efficiency.
- Secures alignment with local community and cultural values across all key stakeholders.
- Allows for the introduction of different ideas, perspectives, and management styles.
- Credibility and relationships are maintained as the entity will be created from the existing three key stakeholder organisations.
- The single-purpose focus might attract additional funding or support.
- Offers flexibility to alter the entity's mandate or structure as needs change.

#### Cons:

- Incurs start-up costs and requires time to establish the new entity.
- Adds complexity and could confuse roles and responsibilities between the new entity, and the individual organisations.

This option is reflected in the following diagram.



The entity will be confined to site specific responsibilities, including:

- **Management of Lease:** The primary responsibility of the new entity would be to manage the lease, ensuring its terms are upheld and that it continues to meet the needs of the community marae project.
- **Anchor Tenant Liaison:** The entity would also oversee relationships with anchor tenants, ensuring their needs are met and that they adhere to the terms of their lease agreements.
- **Coordination with all individual Stakeholders:** The entity would need to maintain clear and open communication with all stakeholders, ensuring alignment and avoiding confusion over roles and responsibilities.
- **Setting and maintaining shared values:** The entity would be responsible for developing and maintaining the marae whanonga pono (values) with all stakeholders. Providing clear parameters such as respect for tikanga, no smoking or vaping, no alcohol on site etc.

## 7.2. Option B: Whangamatā Community Marae Trust Holds the Lease

This approach leans into the existing structure and relationships of the Whangamatā Community Marae Trust. This option is not preferred as it:

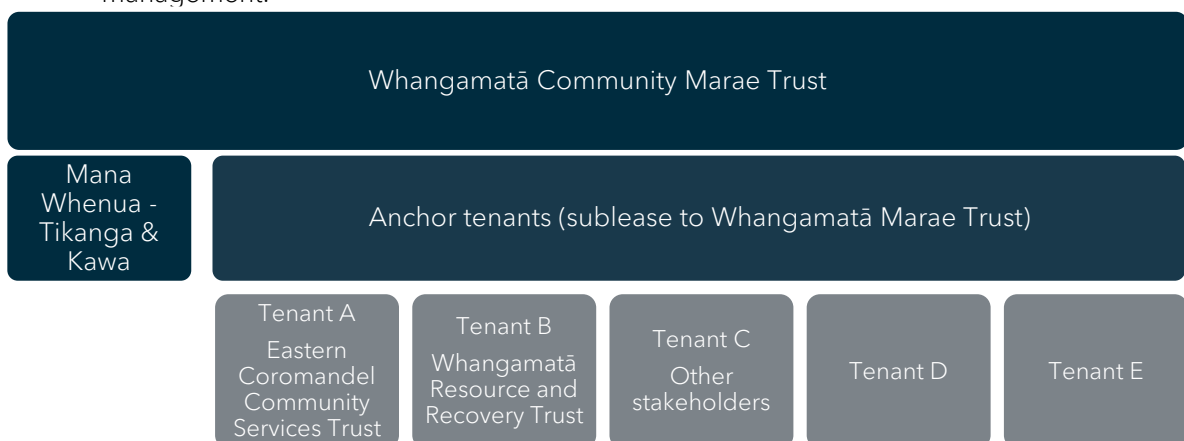
- Does not align with collaborative nature of the project
- Places too much pressure on the Whangamatā community Marae Trust
- Does not fully utilise the skills and experience of the other key stakeholders
- Some of the cons are difficult to mitigate.

### Pros:

- Utilises existing Trust resources, relationships, and infrastructure.
- Ensures strong cultural alignment and community representation.
- Capitalises on the Trust's established credibility within the community.
- Provides direct control over the Marae site, promoting operational continuity and stability.

### Cons:

- Risks overextension of Trust resources and capacities.
- Limits representation to one of three main stakeholders, potentially undermining collaborative nature of project.
- Potential conflicts of interest could arise if the Trust's other responsibilities intersect with lease management.
- The Trust's existing obligations may inhibit flexible or innovative approaches to lease management.



## 7.3. Change Management

Change management is a critical component in successfully implementing the Whangamatā Community Marae and Wellbeing Hub project. As the Project Entity embarks on this transformative journey, the proposed changes span various aspects, including policy, internal personnel, cultural behaviour, processes, technology, and more. Each of these areas, although distinct, interconnect and collectively contribute to the overall change landscape. The following is a high-level consideration assessing the depth and breadth of change required and the proposed activities to manage these changes effectively.

1. **Policy & Legislation:** The Council's endorsement substantially mitigates many of these challenges, including building consent, rendering this a low-impact category. However, some alterations may necessitate policy review and coherent communication strategies.
2. **People (Internal):** The substantial lead time and preceding wananga minimise any disruptions or disturbances in staff roles and responsibilities. This is deemed a low-impact category given the comprehensive planning and communication measures.
3. **Culture & Behaviour:** With the generous lead time and pre-emptive wananga, incremental changes in behaviours and attitudes can be efficiently managed. Consequently, the impact in this category is classified as low.
4. **Processes:** A co-design approach involving all relevant stakeholders ensures that any alterations to existing processes can be effectively managed. The impact here is consequently classified as medium to low.
5. **Technology:** Instigating a new site may necessitate substantial modifications to technological systems. This is, therefore, a high-impact change requiring methodical development, the roll-out of new functionalities, skills gap analysis, training, and documentation.
6. **Stakeholders (External):** Given that stakeholders were engaged in the initial feasibility stages and will continue to be included throughout the process, their impact can be regarded as low.
7. **Property, Equipment, and Facilities:** Consistent with the initial assessment, establishing the new facility necessitates significant changes to existing facilities and equipment, positioning this as a high-impact category. The Whangamatā Community Marae Trust and Whangamatā Resource Recovery Centre Trust will have a considerable site to manage and consider ongoing operational management and expense for, a significant change to their current operations. Staff may need to be employed by these organisations, a further change from the status quo. Additionally, kawa and tikanga education will be necessary for all anchor tenants.
8. **Other:** Elements such as privacy, data collection, reporting, finance, and contracts are projected to experience minimal impact due to efficient planning and management strategies.

With diligent planning, stakeholder engagement, education, and a co-design approach, most impacts can be efficiently managed, facilitating smooth change implementation.

## 8. Next Steps

If TCDC make a decision to provide the 101 Lindsay Road site to the working group for the purposes outlined in this business case, the process outlined in section 6.1.2. will begin.

- Stage 0: Project Establishment 1 Month
- Stage 1: Origin 3 - 4 Months
- Stage 2: Design and Acquisition 4 - 6 Months
- Stage 3: Fundraising 18 - 36 Months
- Stage 4: Finalisation & Execution 15 -18 Months

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# 10. Appendices

Appendix A: Initial Planning Assessment project memorandum

Appendix B: Service Provision and Spatial Analysis – Workshop 1 Feedback





## Appendix B: Service Provision and Spatial Analysis – Workshop 1 Feedback

The following feedback is directly linked to the specific section of the Spatial Analysis Table found in Section 3.2.2 of this report.

1. Wharenuui
  - a. This building can be co-located with the wharekai, provided the spaces are still physically separated
  - b. 500m<sup>2</sup> is considered to be very large. Potential to reduce size
  - c. Is appropriate to be used for holiday programmes, meetings, arts, performances etc. Not appropriate to be utilised for sport or activities that could damage the wharenuui
  - d. . The wharenuui needs to be able to be used as one open space but separation of larger space can enable multiple smaller spaces for use
  - e. Can be used during civil defence emergencies along with the whare kai to house and feed people and support civil defence functions.
2. Wharekai

The wharekai can also be used for various activities and is more appropriate for higher energy type uses than the wharenuui. For example, messy play.

  - a. An outdoor area to lay hāngī needs to be provided for close to the whare kai.
5. Ablutions

Ablutions block needs to include laundry facilities and to be centrally located for use by all on site (the Community Marae will need more than one set of toilets given size and activity mix of site).
6. Parking

Parking (and/or accessibility) needs to be adequate to prevent adverse effects on neighbours. Also needs to be able to cater to buses and mobile clinics (including services to clinics)

  - a. Secured parking needs to be provided for three social services pool vehicles and a community patrol vehicle overnight.
7. Social Services Reception

Reception needs to be close to the Foodbank, as a key function of the social services receptionist is receiving donated food, putting together and dispatching food parcels

  - a. The waiting area is not normally needed to accommodate more than five people at a time.
8. Social Services Office Space

The conference room can be removed from the project – provided shared use of the wharenuui and wharekai. However, Social Services require exclusive staff office space to cater for 15 people (currently 10 full time staff – expecting to grow to 15) (if the project advances this needs to be tested during the design process to establish if 15 desks / workstations are required, or the space can be an activity based, or a hot desk arrangement).
9. 6 Breakout Meeting Rooms / Offices

Breakout rooms can be more functional if built to allow:

- a. Three rooms with operable walls, enabling opening up to a boardroom / multifunction space to host family meetings, staff meetings and programmes
- b. Three rooms need to retain a high level of confidentiality for counselling sessions etc.
- c. Ensuring sound proofing. One room to have security systems installed to facilitate probation meetings.

10. Foodbank/Social Supermarket

The foodbank can be incorporated into the social supermarket space with a link to social services reception. The Social Supermarket can be reduced to 120m<sup>2</sup>.

12. Arts and Theatre Storage

Separate arts and theatre studio not necessary if use of wharenuī and wharekai for rehearsals, meetings, and workshops is secured

- a. 100m<sup>2</sup> is enough studio type space - can be accommodated in wharenuī and wharekai
- b. Storage for art equipment, works in progress, and theatre props and costumes still required - could be co-located with workshop storage. Need estimated 80m<sup>2</sup>.

13. Workshops (wood and metal)

Workshops and workshop storage should be functional buildings.

- a. Should be located close to recycling processing and warehouse to promote partnership
- b. Workshops to consider growth to accommodate engineering and robotics type activities.

16. Recycling collection and processing point

Recycling drop-off / drive-thru needs to enable towing vehicles and trucks to drive through premises without needing to reverse.

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