

# **Coromandel Community Hub Project Feasibility Study**

Prepared for:

**The Board of Coromandel Independent Living Trust**

On behalf of the

**Project Stakeholders**

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*Hutia te rito o te harakeke,  
Kei whea te kōmako e kō?  
Kī mai ki ahau;  
He aha te mea nui o te Ao?  
Māku e kī atu,  
he tāngata, he tāngata, he tāngata*

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**i. Introduction**

This section is to provide context to the report:

When carrying out the investigation into this feasibility study it became apparent the concept of a community hub is synonymous with providing a facility to enhance “wellbeing” in the community. With wellbeing defined as “quality of life”. The following extract from Treasury’s 2018 Investment Statement Investing for Wellbeing, March 2018 sums up my findings ... *“Wellbeing comprises tangible and intangible aspects of life experience, including housing, income, employment, community engagement, enjoyment of environmental amenity, education and health and security.”*

Two definitions of Wellbeing clearly show the impact and value that a Community Hub can play in the achievement of wellbeing by members of the community:

OECD Better Life Index	NZ MSD Social Report
Quality of Life <ul style="list-style-type: none"> <li>• Health status</li> <li>• Education &amp; skills</li> <li>• Social connections</li> <li>• Civic engagement &amp; governance</li> <li>• Subjective wellbeing</li> <li>• Work &amp; life balance</li> <li>• Personal security</li> <li>• Environmental quality</li> </ul> Material Conditions <ul style="list-style-type: none"> <li>• Income &amp; wealth</li> <li>• Jobs &amp; earnings</li> <li>• Housing</li> </ul>	Ten Domains of Wellbeing: <ul style="list-style-type: none"> <li>• Health</li> <li>• Knowledge &amp; skills</li> <li>• Paid work</li> <li>• Economic standard of living</li> <li>• Civil and political rights</li> <li>• Cultural identity</li> <li>• Leisure and recreation</li> <li>• Safety</li> <li>• Social connectedness</li> <li>• Life satisfaction</li> </ul>

There are many common threads and a community hub can play a significant role in assisting members of the community realise many of these attributes of wellbeing. It also allows central and local government to play their part through social investment.

I commend the people behind this proposal for their foresight and dedication to their community. The project meets current central government policy under consideration by the House:

<http://www.legislation.govt.nz/bill/government/2018/0048/latest/d56e2.html>

**ii. Executive Summary**

The Coromandel Community Hub Project looks to gain leverage and benefit for the upper Coromandel region through bringing Iwi, key support agencies and allied groups together in a single location.

Coromandel Independent Living Trust’s (CILT) ambition is to develop the Coromandel Community Hub as a fully accessible building that will house not only health and social services, but also sport and recreation. It will incorporate the Impact Hub alongside hot-desking and work share spaces for individuals and groups. It will encourage new services to be provided, that will be delivered in such a way as to avoid duplication and provide opportunities for resource sharing and knowledge distribution.

This document outlines the investigation and consideration of existing facilities and current initiatives to ensure the rationale fits with the needs of the community.

The views of a wide range of individuals and organisations were sought, and their opinions freely given.

## Conclusion

The significant support this Hub project has generated from the Upper Coromandel community and Waikato based funding agencies leads the author to believe the project is feasible and should be progressed.

There are **recommendations** throughout the document and they are summarised here:

1. Harness the energies and support of Iwi, the social service providers alongside those seeking to grow the sport and recreation efforts in the district. Everyone is seeking a way forward to improve the wellbeing of the community and this project can provide the catalyst for positive change.
2. CILT have the people and experience to take this concept and, with continued community support and appropriate funding, successfully plan, build and operate a Community Hub.
3. The Hub should endeavor to bring together social and community service delivery with a strong focus on encouraging community wellbeing through promoting sport and recreation within a model facility that showcases the latest energy efficiencies and green building technologies.
4. The Project requires the value of the land as part of its asset base to help secure funding from Lottery Grants as the potential primary funder. Donation of the land by Council for the Hub project fulfills the original purpose for acquiring the land, i.e. community good and is zoned recreational use.
5. The major risk to the project hinges on obtaining appropriate funding. The strong community support and long-term value to the community must make this project of significant interest to funders who seek in to improve the wellbeing of the communities they serve.
6. The Hub is the most significant public project in the Upper Coromandel for many years. It has the potential to provide multi-generational value and it would be a travesty if appropriate funding could not be raised. I commend the funding agencies to be as bold with their cherished trust funds as CILT and its supporters have been with their time and energy.
7. The breadth of support and wide range of tenants and future tenants reinforces the community wish to see the Hub project come to fruition.

### Final Recommendation

This project has the potential to bring together those individuals and groups interested in the wellbeing of all the people residing in the Upper Coromandel. The Hub project has the potential to provide a facility that can focus the efforts of individuals and groups to bring about positive generational change.

### iii. Background to this document

This feasibility study into the Coromandel Community Hub Project (the Hub) was Commissioned by Coromandel Independent Living Trust (CILT) and funded by a grant from the NZ Lottery Community Facilities Fund.

The following document provided the scope for the study:

**Instructions for a Feasibility study on the possibility of a Coromandel Community Building.**

Prepared for Coromandel Independent Living Trust (CILT).

The feasibility study will:

- establish the size and scale of the project, relating it to the position of Coromandel Township and the catchment area of the upper Coromandel Peninsula;
- discuss the current situation where only marketplace rental office space is available for community organisations in Coromandel, and what would be desirable in its place and, by creating an inventory, ensure that this project will not duplicate an existing property;
- consider the options to deal with the existing situation with particular reference to Coromandel's rural isolation;
- comment on risks and benefits of each option to CILT and other participating agencies, encouraging partnership and suggesting suitable local partners in the project;
- comment on the best option or options with special attention to sustainability and variety, so that many different services may be contained under the same roof;
- create an outline for the planned approach which will also future-proof the project and identify possible changes in communication methods;
- make an assessment of CILT's ability to deliver the project and the results over time;
- identify a suitable site within the confines of Coromandel Township;
- list all possible sources of funding the project;
- identify ways that the project will align with government and local body priorities.

The feasibility study is to be presented within an agreed period of time, using a standard template and conducted as much as possible on a face-to-face basis, ensuring at all times local participation.

#### **iv. Purpose**

The purpose of this document is to articulate and record the findings of research and interviews with prospective tenants, collaborative partners and the broader community. The document discusses potential sites for the Hub, considerations of the facilities for inclusion in the Hub, future proofing the facility and the all-important viability for funding.

#### **v Consultation**

The author, with the assistance of Pete Sephton a Coromandel local with extensive networks and contacts carried out interviews of individuals and representatives of organisations in the Upper Coromandel Peninsula. A list of those interviewed can be found in Appendix 1.

The result of those interviews was overwhelming support for the Hub. The very few negative comments raised the following issues:

- Location – felt the Hub should be on or closer to the main street for improved access for clients
- Concern it was a CILT project purely for CILT purposes
- Concern sports and arts groups were being invited to be a part of the project to “prop” it up.

Notwithstanding the three negative comments above those same respondents stated they felt a hub was of value to the community.

The Trustees of Coromandel Independent Living Trust emphasised the paramount importance of consulting tangata whenua. CILT is committed to the principles of the Treaty of Waitangi that can be expressed as:

- Partnership;
- Participation;
- Protection.

The Trust believes that meaningful iwi engagement is a priority, especially as the land now owned by Council that CILT wishes to build on, is whenua of the Te Patukirikiri, tangata whenua of Kapanga.

The author would like to thank the wide range of respondents for the time they gave so freely and the candour with which they responded to our questions.

**vi Coromandel Town and Upper Coromandel - data**

**Isolation**

Coromandel Town is the commercial centre of the Upper Coromandel. The town relies upon road access to surrounding towns and cities. This road access has proven problematic in recent times with storm damage affecting ease of access in and out of the district. There is no hospital in Coromandel but is well served by local medical practices.

The nearest large town is Thames 63kms and 1¼ hours south. Hamilton is 155kms and 2½ hours distant and Auckland 170kms and 2½ to 3½ hours away.

Limited bus services run between Coromandel and the main centres and there is a 2 hour ferry from Auckland to Coromandel with sailing frequencies varying depending on the season.

**Population**

The population of Coromandel town appears to be relatively stable, showing a small decline in permanent residents. There is a recognisable increase in older people residing in the district and a noticeable decline in younger people. Over half the population of the Upper Coromandel reside in Coromandel town.

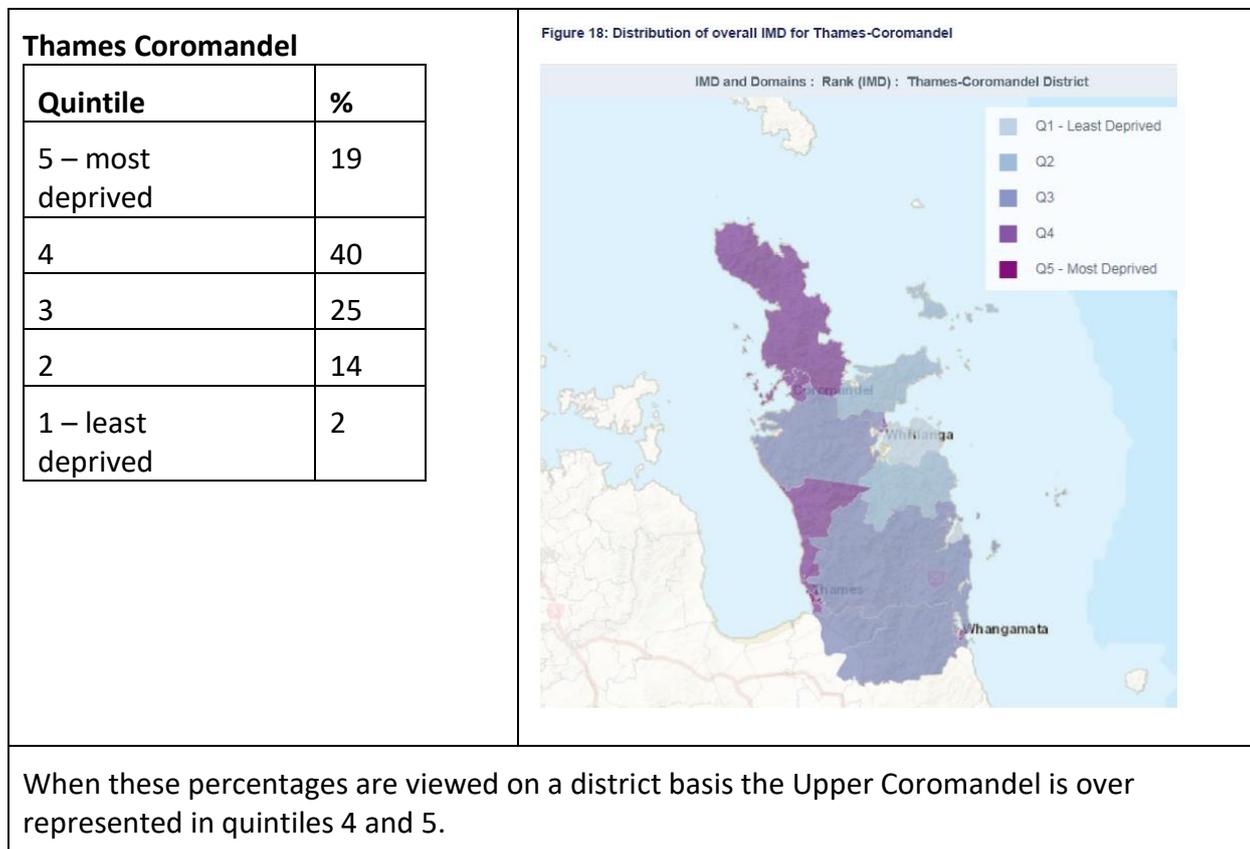
	<b>Census Year</b>		
<b>Population</b>	<b>2001</b>	<b>2006</b>	<b>2013</b>
<b>Under 15</b>	600	537	453
<b>15-64 years</b>	1809	1845	1692
<b>65 years and over</b>	468	489	675
<b>Total</b>	2877	2871	2814

*Source NZ Statistics*

## Deprivation Index

The following statistics using the Index of Multiple Deprivation<sup>1</sup> show a very high level of deprivation in the Thames Coromandel District, nearly 60%.

The 2013 census shows that 29.4% in the ward identify as Māori. This population resides principally in Manaia, Harataunga (Kennedy Bay), Koputauaki and Coromandel Town.



### Thames-Coromandel District Deprivation index

“In 2013, Coromandel-Colville Community Board had the highest deprivation score of 1,062.0 and Pauanui the lowest with 922.0.”

Source: <https://profile.idnz.co.nz/thames-coromandel/deprivation-index?WebID=100>

<sup>1</sup> Waikato Plan May 2018, Socioeconomic Deprivation in the Waikato Region

## 1. Coromandel Community Hub Community Support

This project is promoted by the Trustees and management of Coromandel Independent Living Trust (CILT) and the project has generated support and collaborative interest from all sectors of the community in the Upper Coromandel area.

### 1.1 *Iwi*

Local Iwi have stated their willingness to support and be a part of the project. CILT is keen to see their involvement in the design and build phases to ensure their cultural perspective and history is embodied in the building design and aesthetic. From an operational perspective Iwi recognize the game changing potential the Hub could make. This is especially so if CILT, with support from Iwi can develop transitional programmes from school to employment for the younger members of the community.

The following have been consulted:

- Patukirikiri Iwi
- Ngati Maru
- Ngati Whanaunga
- Ngati Tamatera
- Ngati Pukenga, Manaia
- Ngati Huarere
- Ngati Porou ki Hauraki
- Te Wharekura O Manaia

Awaiting a response from Te Ahi Kaa

Support from local Māori leaders, including:

David Williams is an Iwi recognized Treaty negotiator for Te Patukirikiri whose rohe includes Coromandel town. David has given verbal support for the Hub stating he is 100% behind the concept. He believes his Iwi would be very interested in seeing Te Aranga design principles. CILT hopes the final design will be a reflection of this desire.

Harry Mikaere is the chair of Iwi Māori Council, in governance relationship with Waikato DHB. He is the Rangatira of Ngāti Pūkenga Ki Waiau, based in Manaia. He is a past chair of Hauraki Māori Trust. He is the chair of Te Korowai Hauora o Hauraki. He is the owner, with his wife, of the local residential rest-home Phoenix House and is a major figure in the development of aquaculture in Coromandel.

Martin Mikaere, Tumuaki at Te Wharekura O Manaia . He is an enthusiastic supporter. Martin heads a very successful Kura Kaupapa and is a very respected member of the community. His main social concern is helping young Māori make a successful transition from school to the workforce and he can see CILT and the Hub playing a role in that.

Wanda Brljevič is the vice-chair of the Ngati Huarere ki Whangapoua Trust. Wanda is a local resident with a strong commitment to community development and agrees that improved conference facilities in Coromandel would birth the potential for wananga, noho marae or cultural arts festivals.

## 1.2 Collaborative Partners

It is imperative this project seeks and obtains support from local, regional and national collaborative partners. CILT has been very active in sharing their vision with others and their open style of communication has secured collaborative support from a large range of individuals and entities. These collaborations are identified through the wide range of organizations wishing to be a part of a new facility.

## 1.3 Community Board and TCDC

A significant collaborative partnership for this project is the Coromandel-Coleville Community Board and TCDC. This author has had meetings with Sandra Goudie, Mayor, Rob Williams, CEO, Paul Davies, Legal Counsel, John Muston, Property Manager. The outcome of those meetings was a clear understanding that this project was likely to get support if the community support was strong.

The availability of the Pound Street site is a political decision. The informal discussion with the Legal Counsel and Property Manager stated there were no council legal encumbrances for releasing the land for such a project. It was clearly stated the easiest path forward would be for the council to gift the land to the project. It was acknowledged that the land had been purchased many years earlier for a community project which had not eventuated and had lay idle since.

### TCDC Impact in the Upper Coromandel

This author cannot find evidence of significant recent local projects by the council on behalf of the people of the Upper Coromandel Peninsula. A gift of the Pound Street site is a very cost-effective way to provide a facility of enduring benefit to the people of the Coromandel-Colville ward, and beyond.

**Recommendation:** Harness the energies and support of Iwi, the social service providers alongside those seeking to grow the sport and recreation efforts in the district. Everyone is seeking a way forward to improve the wellbeing of the community and this project can provide the catalyst for positive change.

## 2. Coromandel Independent Living Trust (CILT)

At the initiation of Midland Health CILT was formed in 1994 by Mike Noonan and others. The organisation was based in the old hospital and had a focus on providing information about disability. This soon broadened to include people who are disadvantaged, and not only information but the provision of services. CILT adheres to the Community Development model of responding to need, which can be through the provision of services or ensuring that services are provided by others. CILT has been in Tiki House since 2000 and in that time created the environment for groups to co-locate: one example is Community Mental Health which is now providing a broad range of services but needs room to provide more.

## **2.1 CILT Vision and Mission**

### CILT's Vision

“To enhance the well-being of all people of the Upper Coromandel Peninsula”

To fulfill this Vision requires a facility that will meet the needs of the community, the 100+ which includes; CILT volunteers, staff and collaborative partners now and into the future.

### CILT's Mission

“To respond to need by working collectively with others to strengthen our community”

NB – the CILT Strategic Plan 2018 – 2020 can be found in Appendix 2

## **2.2 CILT Current Services**

CILT Services include:

- Whanau based Day Programmes for people with disabilities in Coromandel and Whitianga with predominantly Māori participants
- Community Resource and Heartlands Service Centre in Coromandel
- Graeme Dingle Foundation Kiwi Can Programme in three local schools on the Peninsula – Coromandel, Colville and Thames
- Community Transport Service – volunteer drivers provided for patient travel to appointments in Thames and Hamilton, mobility van transport for shopping to Thames
- Management of the Coromandel Refuse Transfer Station
- The Goldmine – a community reuse centre based at the Refuse Transfer Station
- Development and Maintenance of the Harray Walking Track (3km), Coromandel
- Restoration of the Samuel James Building with public amenities
- Registered Community Housing Provider
- Tenancy Management of 14 flats owned by CILT for pensioner housing in Coromandel (7 bedsits purchased then 7 new single bedroom units built by the Trust in 2012)
- Community Support Service including Strengthening Families, Integrated Safety Response, Abuse Prevention and Whanau Support
- Education programmes such as the Incredible Years Parent Programme, Disability Awareness
- Commercial room rental (daily or hourly)
- Video Conference Equipment and projector hire

CILT work with people of all ages to make their community a better place. CILT holds several Govt contracts (Outcome Agreements).

### **Collaborations:**

CILT works with the local Community Board, Business Association, schools, iwi, government agencies and other Community Service providers to meet the needs of the local community in the Upper Coromandel.

### **Local Economic Contribution:**

CILT, with a total income of \$910,000+, which includes just under \$700,000 of funding from outside the community, with just over 70% of this funded through various government contracts. Staff secure the remainder through social enterprise activities, rental receipts and by applying for various grants and donations.

CILT employs 30 staff who almost all work part-time to provide these services to the community. They also have 68 volunteers. All these people are obviously passionate about their role at CILT and in their community.

### **Affiliations:**

CILT is affiliated to many peak bodies and holds membership of national organisations such as Inclusive NZ, NZ Federation of Disability Information Centres, Community Housing Aotearoa, Community Networks Aotearoa, Waste Management Institute NZ Inc, Social Services Providers Aotearoa Inc. and Zero Waste Network Aotearoa.

### **2.3 CILT projects**

CILT holds contracts with the Ministry of Social Development, Oranga Tamariki, the Ministry of Education and the Ministry of Health (through the SPAN Trust). An example is a grant from Waikato District Health Board enables CILT to offer transport services to the community, this has led to one of the lowest rates of “do not attend” their hospital appointments in Thames and Hamilton.

Government agencies using the Tiki House facilities include Probation Services, Department of Corrections, Māori Land Court, IRD, ACC, Ministry of Education, Electoral Services and Community Mental Health.

In the past two decades CILT has successfully delivered numerous programmes such as: Kiwi Can in three local schools; the Incredible Years Parenting Programme in Coromandel, Whitianga and Manaia; the Artists in the Making, in Whitianga and the Work Cop-op, in Coromandel, day programmes for people with a disability; Adult and Community Education programmes through a Tertiary Education Commission contract; the Community Max Programme for 16 to 24 year-olds; and numerous workshops of community benefit, such as the Treaty of Waitangi.

CILT has built a strong relationship with Coromandel-Colville Community Board and has delivered projects at their request. These include the delivery of Social Housing for older people, building the Harray Walking Track, restoring a heritage building in a local reserve that now houses the Information Centre, and the development of the Goldmine Re-use Centre at the Refuse Transfer Station.

CILT currently holds an MSD contract for transition from school for children with a disability and plans to re-introduce the Career Navigator as a programme within local schools.

CILT is in the early stages of a Māori Development initiative, led by Tom Kemp, a local professional with wide central government experience. He has an emphasis on social housing and will form an integral component of CILT’s offering to its communities. One of the strategies to ensure genuine consultation is the formation of a working advisory group, comprising key local people. It will also support CILT to strengthen Tikanga Māori within the organization and add to the mana already established by CILT’s workers who are Māori and those who work to support Māori.

A current project, at the Community Board's request, is the provision of a community Wifi service in Coromandel Town.

## 2.4 CILT Funding History

	2017 % share of revenue	2017 Amount	2016 % Share of revenue	2016 Amount	2015 % Share of revenue	2015 Amount
Government Grants/Contracts	72.75	\$504,656	71.23	\$502,337	73.1	\$486,713
Other Grants & sponsorship	14.57	\$101,053	17.58	\$117,512	18.72	\$124,652
Donations	12.68	\$87,969	11.19	\$80,075	8.17	\$54,420
<b>Total</b>		<b>\$693,679</b>		<b>\$699,923</b>		<b>\$665,785</b>

CILT has a long history of receiving grants and donations from the following organisations to carry out their activities:

- Lottery Grants Board
- Trust Waikato
- The Lion Foundation
- Grassroots Trust
- Sanford Limited
- Thames Coromandel District Council & Community Boards
- NZ Community Trust
- Len Reynolds Trust
- SPAN Trust
- Working Together More Fund
- Making a Difference Fund
- ANZ Staff Foundation
- DV Bryant Trust
- Coromandel Senior Settlement Trust
- Coromandel Bizarre Charitable Trust

The Funders who assisted with the Community Reuse Centre build (\$210,900 cost) were:

- Ministry for the Environment
- Thames Coromandel District Council
- Trust Waikato
- Waikato Regional Council
- Seagull Centre Trust

### 2.4.1 Previous Significant Project

The following is an example of CILT's ability to manage significant projects (provided by CILT in-house accountant).

#### ***History of the Kapanga flats, Coromandel***

*In 1998 the Thames Coromandel District Council started to sell off their Pensioner Flats and different groups in all the wards began to take them over. In Coromandel the 7 flats, on Kapanga Road, were offered (at \$12.5K each) to the Coromandel Senior Settlement Trust who declined the Coromandel Colville Community Board offer.*

*CILT, with no experience in social housing, agreed to accept the offer – they conferred with other trusted organisations, identifying finally New Zealand Housing Foundation, who agreed to support CILT.*

*Through committee membership in Community Housing Aotearoa CILT accessed the Housing Innovation Fund by way of Housing New Zealand. The seven units were refurbished at a cost of \$33,783.*

*CILT then approached the District Council to build new flats on their land, again in Kapanga Road. This needed a specific arrangement of long term lease for 30 plus 30 years. This required negotiation between central and local government.*

*To enable CILT to build seven new single bedroom pensioner flats in 2012 CILT received a grant of \$150,000 from Housing NZ and two housing loans: a \$380,000 suspensory loan which will not require repayment in 2037 if we adhere to the loan terms and a \$637,000 loan which is interest free for 10 years and maturing in November 2037 (\$479,584 was the balance of the loan remaining as at 31 December 2017).*

*During this process CILT engaged with the Environment Court.*

*CILT owns the asset, the total build for the new housing being in the region of \$1.188M.*

*CILT manages the asset and manages the tenancy.*

*CILT is the only registered Community Housing provider in the Eastern Waikato.*

*The Kapanga Flats are the only social housing built in the district in the last 20 years – CILT's portfolio of 14 needs to be seen in the context of Housing New Zealand's provision which is 2 houses in the ward.*

*As part of CILT's social housing, they have also partnered with Habitat for Humanity to do essential repairs to two houses in Manaia, which has been highly successful with the only government involvement being recoverable loans to the owners from Work and Income, and a lot of volunteer input.*

*CILT acknowledge the contribution of the New Zealand Housing Foundation.*

## **2.5 CILT Governance, Policies and Financial Position**

### **2.5.1 Governance**

CILT has a board made up of Vicki Sephton (Chair – appointed in 2017 when the long serving chairperson, Airini Tukerangi, passed away)), Andy Reid, Margaret Harrison, Mike Noonan. All four are from the Upper Coromandel and are long standing board members.

#### **Vicki Sephton** Chairperson

Vicki is an educator who has lived and worked in the Coromandel area for 35 years. She has been a supervisor at Coromandel Playcentre, a teacher at the local schools, and, for a number of years, the Principal at Te Kura o Manaia. Vicki now specialises in literacy education and works in a support and advisory role with schools on the Coromandel.

Both Vicki and her husband, Peter, are active members of the local community. Vicki is committed to working in a collaborative and consultative manner to promote the welfare and wellbeing of all members of this diverse community.

#### **Andy Reid**

Andy is a Chartered Accountant who has over 20 years of corporate finance and advisory experience gained as a co-founder of merchant banking firm Cranleigh. Andy is now a Director and Founder at StantonReid a specialist corporate finance and advisory firm. His home is in Coromandel with his wife Tara Homan who has a business in the township. Andy emigrated to NZ from England in 1993. Andy's strengths are in strategic and business planning, long term business modelling and business improvement.

He is a partner in Adventure Racing Coromandel who organise five adventure and cycling races every year across the Coromandel Peninsula and he is a founding Trustee of the Spirit of Coromandel Trust which encourages young people into outdoor activities.

#### **Margaret Harrison**

Margaret is Ngati Porou ki Harataunga. She was raised, and her home remains, at Harataunga (Kennedy Bay) a local community of Coromandel. The mother of 3 children, both she and her husband Danny are involved with their local kura and marae.

Margaret has been employed by the Thames Coromandel District council for over 25 years. Her current role is Area Coordinator for the Coromandel-Colville ward.

Margaret brings to the board not only an intimate knowledge of the diverse communities that CILT serves but also a strategic viewpoint of those community's potential.

#### **Mike Noonan** (Executive Trustee)

Mike is a founding Trustee who has been delegated the position of Executive Trustee to ensure that the long-term goals of CILT are being achieved. With a background in radio, sales & marketing Mike is an excellent advocate with a strong network across various sectors. Mike is also a Trustee of the Supported Lifestyle Hauraki Trust (Chair), Coromandel Community Services Trust, Driving Creek Railway Arts and Conservation Trust, SPAN Trust and Inclusive NZ.

### **Future Governance and Management**

The author has broached the possibility of the Board reviewing its membership based on skills to ensure there are no gaps in the governance skills. This was readily accepted by the Chair and she has stated they would be pleased to welcome membership from outside the region if it is appropriate.

The Board is aware of the need for succession planning, especially in the senior management role and a strategy is in place to prepare for future management needs. There is a current vacancy for one more Trustee.

### 2.5.2 Relevant Policies

To ensure appropriate delivery of services and compliance with best operational practice CILT has developed, adheres to and maintains the following policies:

<b>Policies</b>	
3.1 Governance	3.10 Housing
3.2 Management	3.11 Risk Management
3.3 Finance	3.12 Conflict of Interest
3.4 Employment	3.13 Reporting Suspected Abuse
3.5 Health and Safety	3.14 Smoke-free Policy
3.6 Privacy and Record Keeping	3.15 Netiquette
3.7 Public Relations	3.16 Child & Young Person Protection Policy
3.8 Meeting Community Need	3.17 Suspected Criminal Behaviour (including Fraud and Corruption) Policy
3.9 Intake and Needs Assessment	3.18 Transport Policy

### 2.5.3 Financial Position

CILT Financial Controller is Joanne Scott, CA and their independent auditor is Tony Coombe, CA, of Coombe and Associates, PO Box 21, Paeroa 3640.

The Annual Report is available on the CILT website: <http://cilt.org.nz/>

The following Documents are available to accompany this feasibility study:

1. CILT Performance Report 2017 Audited
2. Coromandel Independent Living Trust – Management Trust Report – March 2018
3. Coromandel Independent Living Trust – Profit Loss by Cost Centre – Quarter to 31 March 2018
4. CILT Organisation Chart
5. CILT Capital Projects History

**Recommendation:** CILT have the people and experience to take this concept and, with continued community support and appropriate funding, successfully plan, build and operate a Community Hub.

### 3. Project Background and Purpose

#### 3.1 Coromandel Community Hub Background

Most of Coromandel towns community and social services organisations are currently housed in Tiki House, 45 Tiki Road, Coromandel. For the last eighteen years CILT have been providing administrative and reception services for their own delivery of programmes and for the other tenants based in Tiki House. Over this period the demand for services, increases in the number of service providers and the need to better utilise technology as part of service delivery has grown significantly.

Room bookings increased 43% during 2016 and 2017 with some people having to be turned away. The current facility is not large enough to keep up with growing demand for space, security and service delivery.

CILT's primary purpose is to provide services to the community in the most effective manner possible and to ensure the funds they receive from agencies, trusts and support groups is used in the most fiscally responsible way possible.

Resource sharing within a facility is an effective way to stretch funding dollars and provide more effective services to clients.

A feature of all community hubs are the various ways they utilise their shared space and resources such as **the Brian Perry Sports House** at Wintec Rotokauri Campus in Hamilton. Architects Chibnell Bucklell describe how the physical space of their project *"...works to challenge traditional modes of structures built for administration and organisational use. Being a team hub that houses many sporting organisations throughout the Waikato, the building, both externally and internally, physically portrays notions of movement, interchange, agility, speed, strength, teamwork and cooperation. The interior of the building addresses the internal workings of the team hub philosophy, with a voluminous open plan layout. More intimate and concentrated workstation clusters are shared in communal spaces for meetings and seminars, resource and reprographics. All sporting codes that share the collection of spaces, coordinate and cooperate with shared service facilities."*

CILT in Tiki House attempts to provide resource sharing and it is a drawcard for out of town service providers like; Heartland Service (MSD), Probation Services (growing demand for their services), Māori Land Court, Inland Revenue, ACC Contractors and Electoral Services. There is a proliferation of government services to meet growing community need and the Hub provides a facility to meet this need. Other current tenants include a psychiatrist, a psychologist, an osteopath, a massage therapist and a lawyer.

The concept of having like-minded individuals and organisations working in a co-located space has great appeal. It also benefits the users of these service as they can be introduced to other support people by walking into another room, rather than making an appointment to see someone in another location. This shared service model is proven to provide more effective service to those in need.

There is very limited opportunity for resource sharing in the Tiki House set up. The rooms are basic with limited soundproofing for confidential conversations carried out by tenants like lawyers, accountants, psychologists, budget advisors and food bank.

The Tiki Road site is not providing an environment conducive to collaborative resource sharing, or the introduction of technology to aid in service delivery. The facility does not have effective training and meeting rooms.

As space is already at a premium in Tiki House adding other needed services, like Adult Community

Education, commercial kitchen facilities, youth programmes and those for the elderly, meeting and conference rooms, space for dance, yoga and tai chi and a hydro-therapy pool has become very difficult. Likewise, there is nowhere for business people to work in a shared environment. The ideal would be for a shared space where young and old, business focused, and charity driven groups can work together and gain synergies from working together.

Consideration for repurposing was given during this feasibility study period discussion with a wide variety of respondents indicate there are no other facilities that are of an appropriate size or able to provide modern facilities in the town. Council provides no public library. Research also indicates the compromises that need to be made when repurposing and old or heritage building can cause service delivery issues and the costs of ensuring there are no compromises can exceed the cost of a greenfields build.

The only public meeting facilities provided in the town by the District Council include a Citizens' hall and a meeting room in the local service centre. As a result, TCDC support the development of this proposed new community facility. In short, the Tiki Road building is no longer providing an environment conducive to collaborative resource sharing or the introduction of new technologies to aid in service delivery. The existing offices are not fit for purpose and the building does not offer common areas able to be used for meeting rooms or training courses. There are no other buildings or providers available in the Town suited to meet this growing need for modern offices and community meeting spaces. Part of this growing need is the global phenomenon of Impact Hub – a world-wide network of places that encourage ideas exchange and economic development.

In summary

This project is to provide a modern, enduring, collaborative environment where the social and community needs of the people of the Upper Coromandel Peninsula can be met; this includes health and wellbeing through providing space for health professional and sports, recreation and community clubs. To complement the delivery of social and community services it is proposed to provide (hot desk) space and facilities for work from home businesses and an Impact Hub.

### **3.2 Value proposition**

*The ethos behind Community Hubs is that they are public spaces that offer co-located and/or integrated services such as education, health care and social services. They provide a focal point and facilities to foster greater general community activity and bring residents, the local business community and smaller organisations together to improve the quality of life in the community.*

The Hub should be neutral in matters of spatial boundaries when supporting community needs. The location of the Hub should not define the boundaries of its influence.

The Hub can be the facility that supports the Upper Coromandel Peninsula through:

- Providing a one stop location for community services
- Providing an accessible, inclusive environment for all people, especially those with disabilities – encourage the community to engage in activities
- Providing a one stop location for professional services
- Providing a meeting space for out-of-town agencies, drawing them into the area

- Providing a location for the provision of social services
- Being the location for a variety of health services
- Providing a focal point and potentially some administrative services for sports administrators and clubs to encourage greater participation in healthy lifestyles (anecdotally there is evidence of very low sports participation in the area – see special notes 2.2.1)
- Provide a location for central government agencies to deliver services
- Providing public spaces with access to technologies like ultra-fast broadband and access to public computers
- Providing serviced hot desks for small home businesses looking to share collaborative spaces
- Provide a location and services for Impact Hub and support the Impact Hub ethos. Which in part is to provide a flexible working space to bring together lone workers, to combat isolation and encourage social entrepreneurship
- Sports and recreation encouragement – providing space for individuals and groups
- Providing a Conference Room for organisations and other professionals
- Providing a comfortable space for learners to study and do homework

The facility should have flexibility in space configurations to meet the changing needs of the community and service providers.

### 3.2.1 Sports Participation

Greater emphasis is being placed on sports as a means of improving community wellbeing. It has been clearly described that the Upper Coromandel has a very low sports participation rate and features high on the social deprivation index. There are undoubtedly a wide range of reasons for this but lack of facilities, opportunity and volunteers to lead change are reasons that may be improved through the Hub.

Coromandel Sports Coordinator, Geoff Horton writes in his recent paper [Increasing Sports Participation – Coromandel](#)

*Coromandel Community leaders view sport as a viable means to create social capital that reduces truancy and absenteeism statistics, substance abuse and provides a medium that could rectify apathetic and indifferent academic performance and attitudes towards the benefits derived from local employment.*

Studies show benefits of sports participation in a community, are increased physical and mental wellbeing, reduced social or ethnic tension and increased volunteering and community connectivity. In individuals enhanced self-esteem, self-confidence and positive educational outcomes are possible.

Sustainable sports hubs can lead to long term economic development and urban regeneration.

*There is evidence that sport is a type of ‘social glue’ contributing bonding capital by increasing social connectiveness and sense of belonging.*

[A Review of Social Impacts of Culture and Sport Taylor, Davies Wells et al 2015]

Low participation of sports in the Coromandel region is noted by Horton in his report compounded by lack of access and repeated patterns of behavior as older family members were not active in sport and their children followed suit.

Young people involved in sports go on to be actively involved in positive community activities. *In all age groups the beneficial effect of youth sport on community involvement persists through age.* [Taylor, Davies, Wells et al 2015]

In Hortons report he suggests empowering local youth with age appropriate involvement at all levels of planning and delivering community development programmes. And as young people learn leadership skills through sporting opportunities whether by playing, coaching or by emulating their mentors these transfer to valuable real life /work skills.

Scotland's community sport hubs provide good examples of varied community models which engage genuine local partnerships to create diverse hubs to cater for specific community needs. What a community is interested in they will invest in.

Within this frame work they all set out to achieve an increase of sports participation in all ages by following these 5 principals:

- Growth in sports participation
- Engage local community / understand local needs
- Promote local leadership
- Bring key partners together
- Offer a range of sporting activities

[[www.communitysportshub.co.uk](http://www.communitysportshub.co.uk)]

The ability to resource share means that a sport hub in the Coromandel could offer shared physical space, reduced operating costs, access to training resources and experts, a pool of willing volunteers and a media profile. Thus, sustaining a more diverse range of sports and leisure activities which may struggle when working alone and in a smaller population base than bigger metropolitan areas.

Linkages with multiple groups (not just sporting) may support people who experience barriers to inclusion such as elderly or the disabled. [[www.sports.scotland.org.uk](http://www.sports.scotland.org.uk)]

Coromandel Sports Coordinator Horton believes the *health, developmental and social benefits of future sport programmes may attract more support in the future as the community becomes increasingly concerned about*

- *Health and fitness*
- *Participation preferences of older people*
- *New values and experiences brought to sport by women*
- *Presence of groups seeking alternative sports*

Horton acknowledges the need to lay the groundwork out, to document processes well, create authentic partnerships, rethink previous sport delivery and implement sustainable plans. In his report he details the beginning steps which have already been taken by the community and a pathway forward.

*Ahi kaa.*

When a community works, plays and invests in their place, literally keeping the home fire burning and in so doing keep their community alive.

### References

Increasing Sports Participation Rates Coromandel Geoff Horton  
<https://journals.humankinetics.com/doi/abs/10.1123/jsm.21.4.571>

A Review of Social Impacts of Engagement with Culture and Sport. CASE: the Culture and Sport Evidence Programme. Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur. March 2015

[www.sports.scotland.org.uk](http://www.sports.scotland.org.uk)

[www.communitysportshub.co.uk](http://www.communitysportshub.co.uk)

### 3.2.2 Energy Efficiency in Community Hubs

Passive House/Passivhaus or ecofriendly builds are becoming more commonplace, they provide a suitable building with less ongoing running costs than traditional builds and often meld well with community hub principles of being socially responsible. Kakariki House in Grey St, Hamilton is owned and occupied by the WISE Group, an umbrella group for 10 mental health organisations. In 2008 when it was built it was the first in the Waikato region to be an official green building certified by the New Zealand Green Building Council.

Kakariki House boasts a range of special features. It was built using concrete blocks instead of timber. The blocks, made of 20 per cent recycled aggregate, slow down heat transfer and require less energy for heating or cooling. Any timber which wasn't recycled came from sustainably managed New Zealand forests. The carpet is made from recyclable carpet tiles which can be individually replaced. Motion sensors control lighting and a computerised system stringently monitors the use of power and water. All bathrooms include low flow toilets and taps and only energy efficient lighting has been used.

In the Brian Perry Sports House a patterned precast wall works as a solar trombe wall, absorbing the solar heat gain during the day, and passively releasing it to the interior space within.

### **3.3 Benefits to the Community and Service Providers**

The Hub is proposed to provide open access to the whole of the Upper Coromandel community. A place where the public can receive social and community support and a place where groups providing services can share resources and spaces.

- This would be a fully accessible site catering for all people with a disadvantage or a disability, including physical, hearing and vision impaired.
- Sharing resources; allowing all tenants access to reception (printing, copying etc.), technology (video conferencing, ultrafast broadband), kitchen, human resource functions like back office

financial and administrative, institution information; e.g. funding opportunities, electronic vehicle charging station, energy use; e.g. photovoltaic power generation.

- Enhanced convenience for clients who can access multiple services from a single point of access; This benefit should not be understated, and it can also build an ethos of collaboration within the tenants.
- Creating synergies between services, leading to greater awareness and utilization of them.
- Sharing multi use rooms that can be sized to suit needs from small meeting rooms, larger board room and large training room. This provides all users with a wide range of usable spaces and shared facilities within the facility.
- Providing conference, informal meeting and outside spaces for collaborative meetings.
- Consider making this a zero carbon, highly energy efficient facility as a model to the community and to reinforce the “clean green image” of the Coromandel.
- The provision of this affordable space would attract more services from external providers into the town.

The physical building could showcase all that is good about the region including its strong links with Māori, arts, culture and the environment.

This study finds only positive impacts in the concept of bringing as many of the service providers as possible under one roof.

**Recommendation:** The Hub should endeavor to bring together social and community service delivery with a strong focus on encouraging community wellbeing through promoting sport and recreation within a model facility that showcases the latest energy efficiencies and green building technologies.

### **3.4 Project Description**

The proponents of the Hub propose for accessibility purposes the Hub to be a new building with a wide range of spaces available for service providers to use. To be fully inclusive the building needs to cater for everyone, including those with physical, hearing and vision difficulties. It will also ensure that those with mental health issues and condition like autism are well served

These spaces include:

- Open community space – where people can gather as a community, possibly incorporating the main entrance. This area would include facility reception
- Small meeting rooms – to cater for 2 to 4 people
- Larger meeting rooms – variable size spaces through partitioning doors that can cater for group/public meetings and training sessions (possibly also opening into the open community space at the main entrance for very large groups). Proposed to cater for workshops/board room style/theatre style seating. These spaces will need to have AV capability
- clinic type rooms – for health providers
- Hot desk/office space for visiting agencies (e.g. MBIE Regional Partners)
- Dedicated offices for long term tenants
- Open plan work areas for groups and individuals with similar focus
- Dedicated vid com room
- Secure storage for tenants, especially those making use of open plan areas and shared offices
- Shared kitchen (possibly a registered commercial kitchen for educational purposes) and ablution facilities, including accessible showers
- Specialised room for the Food Bank
- Facilities management/operations space
- Individual work spaces and facilities including computer, copying, printing and scanning

The building will be designed to be energy efficient and aim to minimize overheads and operating costs.

#### **3.4.1 Facility Management**

CILT propose to manage the facility, providing administrative and reception services. They have proven experience with providing these services in Tiki House and have the support of current tenants. Operational costs will be offset wherever possible, by rental payments, service charges and casual room hire.

Consideration will be given to setting up a steering group through the design phase where the needs of tenants and other stakeholders can be incorporated into the build.

When operational an advisory group will be instituted so the needs and wishes of the community and tenants can be voiced to CILT management on a regular basis.

#### **3.4.2 Coromandel Building Inventory**

Other buildings in Coromandel that were considered and/or may be impacted by the construction of a new facility in the town include:

- Tiki House – the owner states he is aware of the limitations with the site and supports the building of a new facility by CILT.
- St John meeting room – meeting room for hire, approximately 30 people, and the space is used as the Civil Defence base and welfare centre. Their support for the Hub is reinforced by a letter of support from their committee.
- Trust Waikato building at the swimming pool – this building is leased from the Ministry of Education has 112sqm upstairs that is utilized by some community groups like; rugby league, tai chi, Spirit of Coromandel Trust, yoga and swimming club. SeniorNet ceased using this facility due to difficulty of access.
- Proposed K Parry conference centre – a 150sqm space for lease is proposed above serviced offices on Pottery Lane.
- School hall proposed to be set up with a generator to act as a welfare centre in times of need.
- Citizens’ Community hall on Kapanga Road
- TCDC Meeting Room at the Council Office.

None of the sites above meet today’s minimum requirements of accessibility.

### **3.5 Proposed Location**

Any site where the land does NOT have to be purchased is very attractive from a fund-raising perspective.

The Hub location requires a site that can hold a 500 to 750sqm building with additional space for possible future expansion (Future Proofing the site), it requires space for enough parking to serve a building of this size, conveniently located close to the building. This will also serve to relieve congestion of parking in the main COromandel town carpark.

Pound Street in Coromandel provides a greenfields site. This site was obtained by the Thames Coromandel District Council (TCDC) at the request of the Community Board in the early 2000’s for a sports facility “Sportsville”. The block at 150 Pound Street plus some of 260 Pound Street would be ideal for the Community Hub. This proposed project is in keeping with the Community Board wishes for the land to be used for community good and CILT intends to incorporate in the building design facilities that can also be used by sports groups. This. project is an ideal starting point for future sports development in the area on the surrounding land. Increased sports participation in the district is an objective of Sport Waikato. It is a flat site also adjacent to the Coromandel Area School playing fields, on a cul de sac with easy access to service connection, electricity, water and sewerage. The site is well outside the inundation zone.

Discussion with TCDC indicate a community hub would meet the requirements for land use.

The 600sqm pavilion plan for the Sportsville facility concept has been lodged with council and this does provide the basis for council to agree to move forward on using this space for a community good project.

The site is 400 metres (a 4 minute walk) from the main commercial area of Coromandel. It is outside of the Heritage Zone which should enable the use of modern energy efficient building technologies and styles to benefit the build and its occupants.

Meetings with local land agents indicate a shortage of suitable land for sale within the commercial precinct of the town centre. A single interviewee and potential tenant believes land in the middle of the retail area could become available if the owners were approached.

The other possible sites include a land swap with Ministry of Education to make a parcel of land immediately north of Hauraki House available. This site is size constrained especially with regard future proofing and is within the Heritage Zone which may increase construction costs. This author believes any additional construction costs should be around energy efficiencies and the application of green building codes which should reduce operating costs.

Other sites on or immediately adjacent to the main road will require purchasing at market rates, stretching funds, and will be within the Heritage Zone.

Our analysis concludes that if the Council is prepared to transfer the Pound Street land to CILT at no cost, as recommended by the Coromandel Colville Community Board the project has a greater chance of success. By not requiring funds to be used for land purchase it allows for the greatest flexibility in the build and future proofing to maintain the facilities ongoing benefit to the community.

**Recommendation:** The Project requires the value of the land as part of its asset base to help secure funding from Lottery Grants as the potential primary funder.

Donation of the land by Council for the Hub project fulfills the original purpose for acquiring the land, i.e. community good and is zoned recreational use.

### 3.6 Project Risks and other Considerations

As with any proposed site there are some considerations that will require investigation and possible resolution.

Area	Risk	Likelihood	Mitigation
Capital	Unable to raise sufficient capital from grants	Medium – CILT have engaged very appropriately with funders and have had very strong indicators of support from them	Consider a wider range of funding opportunities including low or no interest loans Scale back the project Worst Case – Halt the project
Facility	Another competing facility is built in town	Low – Unlikely, the only new facilities being considered are widely different to the Hub; e.g. K Parry office / meeting space (smaller than Tiki House) and the currently shelved Elim Church	Maintain a watching brief on any new development
Community support	Community support lost	Low – due to the very strong support from such a wide range of sectors from within the community	Keep the community informed of progress
Tenants	Tenants do not sign up	Low – The exceptionally strong support and expressed willingness to be part of the Hub	Set up a steering committee for the build to involve potential tenants in the design and fit out of the Hub to maintain their interest and encourage their “buy in”. Obtain firm commitments from tenants to take on space prior to design
Land	Council do not gift the land	Medium – it will ultimately be a political decision Concerns may include what happens if CILT ceases operations – Council are unlikely to want to take over ownership of the land and facility	Identify and resolve any issues Continue to encourage to the Community Board to act on your behalf with Council and Councilors Find leaders in the community to advocate on your behalf
Land	Costs associated with securing the land escalate	Medium – costs like: <ul style="list-style-type: none"> <li>• securing a valuation</li> <li>• Geotechnical report</li> <li>• investigating its HAIL status</li> <li>• Subdividing (there may be a time constraint of 4 to 6 months for a subdivision)</li> </ul>	Secure specific grants for these costs Encourage Council to waive their fees
CILT	Facility not managed appropriately	Low – CILT have a proven track record in managing Tiki House	Set up a tenants group to share information and discuss and resolve issues

Area	Risk	Likelihood	Mitigation
CILT	CILT ceases operating	Low – areas to consider are: Board and management effectiveness Insolvency	Board review to ensure ongoing capability Succession planning for Board and senior management Ensure the Trusts Settlers have capability to arrange a replacement organisation
Construction	Building project not managed properly	Low – CILT has a proven track record, including the building of the Kapanga Retirement Flats	Budget analysis, reporting and good project management Support from others to complement CILT expertise

**Recommendation:** The major risk to the project hinges on obtaining appropriate funding. The strong community support and long-term value to the community must make this project of significant interest to funders who seek to improve the wellbeing of the communities they serve.

## 4. Capital Cost Projections

### 4.1 Cost Assumptions / Considerations

- The base construction is estimated to be in the vicinity of approximately \$3,000 per sqm.
- Providing services to the site and landscaping will be extra and
- Internal fit out will vary depending on the space ranging from \$400 to \$750/sqm, furnishings could be around \$100/sqm.
- Operating cost – annual operating costs of around \$50/sqm are probably consistent with existing rates.
- Funding the fitout cost would be considerably reduced through tenants making use of existing equipment – although care must be exercised to keep an element of consistency in style. Sponsorship may reduce these costs further.
- Reception would cost around \$45,000 per annum, a cost potentially divided pro rata amongst tenants. \$20/hr + overheads
- Management of the facility would most likely to be CILT given their proven capability in Tiki House
- The role of Project Manager should be considered during the pre-build and build phases.
- Sponsorship for key costs may be possible; e.g. computer equipment, telephony systems.
- Building naming rights could also be considered – perhaps PowerCo may be interested in sponsoring on-site power generation (solar, wind) for the building as a model for the community in return for building naming rights?

As an example, the recently completed new Trust Waikato building in central Hamilton was finished to a very high standard with the construction, fit out and furnishings costing a total of \$5,000/sqm. It can be assumed the Hub would be less than this while still maintaining a high standard of finish.

## 4.2 Hub Spaces / Rooms

An in-depth quantity surveyed budget will be prepared if the stakeholders decide to progress to the next stage. At this stage the primary stakeholders could be considered CILT, TCDC and funders.

The optimum size of the Hub based on feedback by tenants and possible tenants looking at their prospective future needs indicates a building of at least 750sqm.

Space	SQM for each room type	# of rooms	Rationale	Total SQM
Communal space / entrance / reception	100	1	Includes communal am/pm tea + lunch room	100
Board room	32	1	Limited use	32
Vidcom rm x 1	10	1	Regular use	10
Large meeting / training rm with vid com	60	1	20 x mth	60
Small office	12	6	4 x full time and 2 x shared by 7	72
Retreat room x 3	10	3	Shared by open plan tenants	30
Hot desks	4	4		16
CILT Open Plan work area # 1	50	3	CILT x 3 Admin, finance, social services	150
Open plan office # 2	50	1	Provision for sports groups	50
Open Plan area # 3 (impact hub)	50	1	Impact Hub	50
Managers Offices	20	4		80
Professional services @ 15sqm	15	4	3 x fulltime and 1 x shared	60
Clinic type offices	16	4	3 x fulltime and 1 x shared	64
Secure storage + wiring cabinets	4		Space for most tenants	60
Facility management / operations	20	1		20
Food bank	15	1		15
Commercial kitchen	40	1		40
Toilets / Bathrooms / Ancillary areas	20	5		100
			<b>Total Sqm</b>	<b>1009</b>

The projections show the board room may be underutilized. Other space savings may be possible through diligent room booking systems and desk / space sharing.

### **4.3 Operational Cost Projections**

Operational funding is currently sourced from project and programme grants, supplemented with some revenue generated by services and leasing space in Tiki House. This would be expected to continue along the same basis.

### **4.4 Revenue Generation**

- Room lease – care should be taken not to undercut other commercial room hire operations. Current lease rates in Tiki House are around \$300/sqm.
- Work stations – there has been some interest in work station hire. Again care must be exercised to not to undercut other commercial operations. HB Business Hub charge \$5k per annum plus \$1,600 opex for short term desk lease arrangements.
- If participants wish their own offices; i.e. additional to the open plan, an annual charge of \$7-10K would potentially apply.
- Casual fees for individuals and groups to use spaces on a per day or per part day basis.

### **4.5 Consultation with Funders**

CILT have a philosophy of not targeting local businesses and individuals for project capital due to the limited number of people in the Upper Coromandel Peninsula and the fact they are targeted by all organisations that are seeking support.

CILT have communicated extensively with potential funders, including:

- Department Internal Affairs – NZ Lottery Community Facilities Fund
- Trust Waikato
- NZ Community Trust
- DV Bryant Trust
- Momentum Waikato
- Sport Waikato
- Community Waikato (Tindal Foundation and Len Reynolds Fund)

Lottery Grants could be the major funder with up to two thirds of the capital cost being covered by them. They do have a requirement that the applicant find one third first.

Lottery Grants, when assessing their contribution can take the market value of the land into consideration. The following three points must be met for this to occur:

- The land is specifically for the project
- A current certificate of title is provided
- The applicant provides a certificate from a registered valuer or a record of the ratable value
- In-kind contributions are not included in the applicant's portion of cost.

#### 4.6 Project Costs

The initial estimates of costs are as follows:

##### Initial Pre-Build Project Costs as at 13 June 2018

<u>EXPENSES</u>	Excl. GST
-	
Design	\$20,000
Engineering/Geotech	\$15,000
Project Management Fees	\$17,500
Hail Report	\$3,000
CILT Management	\$7,200
Total Costs	\$62,700

NB – Project and CILT Management time includes an allowance for stakeholder time in the design process

**Preliminary Construction Budget as at 13 June 2018**

	m2	500	700	1000	m2
FUNDING		Excl. GST	Excl. GST	Excl. GST	
-		-	-	-	
Lottery Grant		\$1,149,254	\$1,754,262	\$2,461,774	
Trust Waikato		\$425,776	\$577,279	\$804,532	20%
Momentum Trust Grant		\$150,000	\$150,000	\$150,000	
Momentum Trust Loan		\$0	\$0	\$100,000	
Bryant Trust Grant		\$150,000	\$150,000	\$150,000	
Bryant Trust Loan		\$0	\$0	\$100,000	
NZCT Grant		\$200,000	\$200,000	\$200,000	
TCDC – Land		\$0	\$0	\$0	
CILT working capital		\$53,000	\$55,000	\$55,000	
Total Income		\$2,128,030	\$2,886,541	\$4,021,306	
<b>EXPENSES</b>					
-					
Construction of Buildings		\$1,500,000	\$2,100,000	\$3,000,000	3000
Fitout		\$250,000	\$350,000	\$500,000	500
Furnishings		\$50,000	\$70,000	\$100,000	100
Building Contract Contingency		\$90,000	\$126,000	\$180,000	5%
Project Management Fees		\$50,000	\$50,000	\$50,000	
Contract Works Insurance		\$3,880	\$5,392	\$7,660	0.20%
Land Development		\$125,000	\$125,000	\$125,000	
Land Purchase from TCDC		\$1	\$1	\$1	
Land Subdivision Costs		\$60,000	\$60,000	\$60,000	
Total Costs		\$2,128,881	\$2,886,393	\$4,022,661	
(EXCESS)/FUNDS ON HAND		-\$851	\$148	-\$1,355	
Land Value		\$300,000	\$300,000	\$300,000	
Lotteries % project		47.32%	55.05%	56.95%	
Trust Waikato % project		17.53%	18.12%	18.61%	
Momentum Trust Grant % project		6.18%	4.71%	3.47%	
Bryant Trust Grant % project		6.18%	4.71%	3.47%	
NZCT Grant % project		8.23%	6.28%	4.63%	
Total External Funding		85.43%	88.86%	87.13%	

NB – Land development includes carparking and landscaping

Furnishings does not take into account tenants using their own furniture

**Recommendation:** The Hub is the most significant public project in the Upper Coromandel for many years. It has the potential to provide multi-generational value and it would be a travesty if appropriate funding could not be raised. I commend the funding agencies to be as bold with their cherished trust funds as CILT and its supporters have been with their time, energy and vision.

#### **4.7 Project management**

CILT have experience in refurbishing seven pensioner housing units and building seven new units in Coromandel in 2012. These units were built on time and on budget. In 2006 CILT undertook the refurbishment of a heritage building on the Samuel James reserve, and in 2016 created the Re-use Centre at the Coromandel Refuse Transfer Station.

A document describing the ***CILT Capital Projects History*** is available on request from CILT. This document details the project management capabilities of the CILT management team. <http://cilt.org.nz/>

Notwithstanding their experience and abilities, they would welcome TCDC support in project managing this project.

## 5. Letters of Support and Tenancies

### 5.1 Letters of Support

Organisation	Signatory	Position
Christ Church Anglican Mission, Coromandel	Father Philip Sallis	Parish Priest
Christ Church Coromandel	Dr Kathy Garden	On behalf of the Vestry
Coromandel Accounting Ltd	Joanne Scott CA	Director
Coromandel Area School	Murray McDonald	Principal (past)
Coromandel Area School	Geoff Horton	Sport Coordinator
Coromandel Budget Advisory Service Inc	Anna Galvin	Service Co-ordinator
Coromandel Business Association	Christine Petrie	Secretary / Treasurer
Coromandel-Colville Community Board	Peter Pritchard	Chair
Coromandel Community Services Trust	Chris Stark	Former Secretary
Coromandel Lions Club Inc	Jean Smith	President
Dept of Corrections	Rosie Firth	Service manager
Driving Creek Railway Ltd	John Gurney	General Manager
Moehau Environment Group	Ally Davey	Co-ordinator
Moehau Kaumautua Group	Pat Forsman	Committee
Ngati Huarere ki Whangapoua Trust	Wanda Brljevich	Vice Chair
Ngati Pukenga ki Waiiau Society Inc.	Harry Haerengarangi Mikaere	Chair
Progress to Health	Karen Covell	Chief Executive
Spirit of Coromandel Trust	Andy Reid	Trustee
St John	Rev Dr Philip Sallis	Chair, Coro Area Committee
St John	Dr Kathy Garden	Volunteer ambulance officer
Te Korowai Hauora O Hauraki	Riana Manuel	Chief Executive
Te Wharekura O Manaia	Martin Mikaere	Principal
Thames / Coromandel Charter Boat Assn	Tom Meras	Chair
Workwise	Chrystal Bale	Employment Consultant
Personal Letters – area of interest	Signatory	Position
Rural connectivity	Chris Stark	Chair Coromandel Arts Council
Encouraging use of technology	Daniel Smith	Local businessman
Background in public policy	Dr Kathy Garden	Electrical Engineer

Hirer of facility space	Rebecca Leaker	Yoga teacher
Hirer of facility space	Don Hughes	Tai Chi
Hirer of facility space	Jacqui Chan & Lisa Corston	Wildbones – Open Floor movement practice
Volunteer	Pamela Grealey	Local business person

## 5.2 Tenants and Possible Tenants and their Community Service Offerings

<b>COMMITTED TENANTS</b>	<b>Offering to the Coromandel Community</b>
<b>Social &amp; Health</b>	
CILT	Delivery of community and social services Provision of advice and assistance to citizens Facility Management
Food Bank	Receipt, storage and assembly of food parcels Confidential allocation to clients
Budget Advice	Provision of confidential budgetary advice to clients
Peninsula Osteopath	Provision of professional osteopathy
Ogilvie Massage	Provision of therapeutic massage
Total Hearing	Delivery of hearing health services
Community Mental Health & Hauraki PHO	Provision of health services
Coromandel Community Services Trust	Provision of mobility van
Brigitta Challie	Provision of counselling and family therapy services
Anne Kerr-Bell	Delivery of natural therapy services
ACC Contractors	Delivery of services on behalf of ACC
Anne Zealand	Provision of psychotherapy services
Progress to Health	Provision of wellbeing services
Sarah Rees	Family safety services
<b>Community</b>	
Ngati Huarere Trust	Encouraging education esp. Te Reo
Family Safety Services	Delivery of abuse prevention and education programmes
MSD Heartland Services	Provision of advice to MSD clients
Workwise	Assisting those with health or personal challenges into employment
Probation Services	Delivery of probation service activities
Community Law	Provision of community legal advice

Purnell Jenkinson Lawyers	Provision of professional legal advice
Coromandel Accounting Limited	Provision of Chartered Accounting services
Māori land court	Engagement with local Iwi and community
IRD	Engagement with clients
Electoral Commission	Space for electoral services activities
COGS Committee	Committee allocating community grants
Driving Creek Railway Trust	Committee promoting Driving Creek Railway, arts and conservation
Moehau Environment Group	Volunteer environmental group dedicated to the protection of Northern Coro
Senior Net	Provide computing for seniors aiding communication and engagement
<b>Hot Desk</b>	
Daniel Smith	Business person
Pamela Grealey & Bob Drummond	Business people
Coro Sonic Lab	Music production
<b>POSSIBLE FUTURE TENANTS</b>	
Te Korowai O Hauraki	General Practice medical services
Sport Waikato	Office and storage for non-school related sports activities
Sports clubs	Providing administrative services (secretary/treasurer duties) and collaborative spaces for current and new sports clubs
Impact Hub	Providing resources and collaborative spaces for this global phenomenon
Waikato DHB	Remote diagnostics and medical advice alongside medical professionals
Coromandel Mussel Farmers	Significant local employers seeking training and meeting rooms
Coromandel-Colville Community Board	Use of meeting rooms and vid com room
TCDC	Use of meeting rooms especially vid com room
CAPS Hauraki	Use of meeting rooms and vid com room
Duncan Foundation	Would like to build a hydrotherapy pool in the Hub
Coromandel Family Health	General Practice medical services – supports the concept of collaboration amongst health providers (site an issue)
Coromandel Mental Health & Hauraki PHO	Sensory room and private / anonymous entrance
Coromandel Players	Seeking secure storage
Search & Rescue	Would benefit from access to greater technical communication and accessibility

Harataunga Marae Committee	Use of meeting rooms and vid com room
Tai Chi	Seeking warm, well-proportioned practice space
Yoga	Space large enough to teach 20 students, storage

**Recommendation:** The breadth of support and wide range of tenants and future tenants reinforces the community wish to see the Hub project come to fruition.

## 6. Appendices

### Appendix 1 – Interview Feedback

#### Summary of Feedback from Interviews Interview Feedback

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
ACC	Cath Williams	Contractor	ACC do not partner external stakeholders in building projects. Cath has stated she excited about the outcome of the Hub project.		✓		
Adventure Racing Coromandel	Keith Stephenson	Manager Community Board (4 terms)	Coromandel population NOT participating in locally organised sports events. The aging demographics may provide a need for additional social service provision	Wonders if other facilities are being fully utilised		✓	
Anglican Parish	Father Phillip Sallis	Parish Priest	An integrated and co-located social service, bringing numerous agencies and professionals together in one place, will greatly enhance the well-being support provided to residents of the town and Upper Peninsula.		✓		
Budget Advice	Anna Galvin	Supervisor	Currently the manager and advisor share an office meaning the manager must vacate when clients arrive.	Ensuring confidentiality of clients	✓		
CAPS Hauraki Child & Family Therapist	Brigitte Challie	Counsellor	Current tenant seeking improvements in disability access, internet access, parking, interview room sound proofing, Shared space and ability to consult with other specialists is important.		✓		
CAPS Hauraki Psychotherapist	Anne Zealand	Psychotherapist	Current tenant seeking improvements in natural light and private access		✓		
CAPS Hauraki	Jo Taylor	Counsellor	Potential tenant and would require access to a counselling room and a larger room for group activity and supervised study		✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Chris Stark	Chris Stark	Ex Chair Community Bd Ex Sec Coromandel Community Services Trust	Personally, supports the development of the Hub. Recognises CILT is confined by a lack of space and the Hub would be a tremendous advantage to the way they operate, the services they offer and to the people of the town. The Pound Street site will allow CILT to streamline the running of the services they offer and allow for expansion into new projects and facilities. Chris would like to use any green space near the Hub for children's activities.		✓		
CILT	Vicki Sephton	Trust Board Chair	Recognises the need for improvements to the premises where CILT operates required for security of service delivery, improvements to the number and scope of services delivered to the community. Provide focus for clients, the 60+ CILT volunteers and collaborators. Provide space and facilities to implement the CILT strategy of collaboration with other primary social service providers. Need to future proof – power outages a significant impact on service delivery.		✓		
CILT	Mike Noonan	Executive Trustee	A new Hub facility is the best way to progress the wellbeing of the community. Seeking a facility that can future proof the delivery of social and community services at the same time as providing space for sports, recreation and cultural activities with the goal of improved community wellbeing. The Hub will be the perfect location for an Impact Hub, providing great opportunities for the economic and social benefit they can provide.		✓		
Colville Community Health Trust & Colville Social Service Collective	Michael James  Bronwyn Blair	Chairperson  Chairperson	Joint meeting: Some similarity in the Hub concept for Coromandel town and Colville. Distance is a major issue in the delivery of services to both Hubs, there is a shared vision for both communities. There is a commonality of ideas and ideals.		✓		
Coromandel Area School	Abby Morgan	Chair BOT Volunteer on numerous groups	Recognises the need for the Hub in the community. Due to the nature of some social services, e.g. drug and PD, will need to work closely with the medical centre.	Location will be of paramount importance. Link with medical centre.	✓		
Community Law	Toni Trim		Would become part of the Hub if funding become available. The Community Law service is not currently provided in the Upper Coromandel.		✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Coromandel Aero Club	Neville Cameron		Tacit support.		✓		
Coromandel Area School + Sports Waikato	Geoff Horton	Sports Co-ordinator	Sport in the Upper Coromandel is very one dimensional, need to expand and encourage communal sports. Hub needs to proactive and unite the community.		✓		
Coromandel Arts Council	Chris Stark	Chair			✓		
Coromandel Business Association	Jan Autumn	ex Chair	Sees opportunities in space sharing, use of technologies and meeting spaces for the 85 members.		✓		
Coromandel-Colville Community Board	Peter Pritchard, JP	Chair Community Board (also St John)	Coromandel needs new buildings that are not just retail focussed. The Hub is needed by the community and it needs to have the widest possible community input and serve the whole community.	Ownership and meeting funders needs	✓		
Coromandel-Colville Community Board	Jan Autumn	Deputy Chair Community Board	CILT is the catalyst with a social conscience and strong values. Hub to be the foundation for many opportunities for community betterment. See opportunities for Holistic health services. A facility allowing access to all is required, it should civil defence ready. Need space for administrators & storage. Will need to have low operating expenses. Could assist with catering for the arts sector – 50+ studios in the area. Keen to see the Hub include the school and sports. Should consider future expansion; e.g. squash courts, international quality facilities, enable a wide range of sports/events Business Assn role – sees opportunities for the 85 members.	Governance = CILT + other stakeholders	✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Coromandel-Colville Community Board	Tony Brijevich	Deputy Mayor Community Board member	Recognises limited central government funding for social and community services. Current facilities provide a reasonable base given the limited funding, due in part to the resourcefulness and self-reliance of this resilient community. Isolation plays a large part in this. Fragmented delivery of social and community services and centralising could bring savings. Community Board supports the use of council land for the Hub. The ease of access and removing some of the congestion from town are bonuses. Sees opportunities for Council to use meeting and video conference facilities for Community Board meetings. High proportion of Māori in the area, requiring a high level of service delivery. Crime statistics are low due to low levels of reporting!		✓		
Coromandel-Colville Community Board	John Walker QSM	Local business person 24 years on the Community Board	Redeveloped Tiki House for the provision of medical and social services – now states “the need for a Hub is obvious”. Happy to see a new facility developed for the betterment of the community. Hub will be an opportunity to grow and nurture the children. In the 1980’s Midland Health had a stakeholders group at Tiki House.	Pound Street site was originally for “Sportsville”	✓		
Coromandel Family Health	Bryan MacLeod	GP Practice owner	Has experience in setting up shared space facilities, including Tiki House. Comfortable with the Community Trust model. Site and facility need to cater for discretion for users. Sees merit in the integration of primary health services and social services.	Due to a lack of mobility of patients and community service users Bryan strongly believes the Hub should be in the centre of town adjacent to the pharmacy and other retail		✓	
Coromandel Lions Club	Jean Smith	President	More efficient servicing of all groups to have them under one roof and this facility would be used by a large number of community based service groups.		✓		
Coromandel Marine Farmers Association	Gilbert James	Chairperson	Tiki House does not provide a good look for town. Pound Street location makes sense and is a good location. Purpose built rather than repurposing would be preferable as would dedicated parking. Would use the training facilities.		✓		

Coromandel Community Hub Project

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Coromandel Marine Farmers Association	Campbell Barr	Assn member & NIML Farm Services mgr	Recognises the community benefit of the Hub and welcomes purpose-built training and meeting facilities.		✓		
Coromandel St John	Rev'd Dr Phillip Sallis	Chair	Having an integrated and co-located group of social services would have many advantages for the town and residents from the Upper Peninsula. A one-stop facility with ample parking and appointment waiting areas, together with an ambience of comprehensive (holistic) care would add a dimension of care and professionalism to our current individual service providers and hopefully, attract additional ones to <i>The Hub</i> . The proposed location also has the advantage of being more discreet for clients, being just out of the town centre.		✓		
Coromandel Youth Support	Nikki Johnston	Governance	Supports the Hub concept but does not see it as an alternative to her present location for her organisation.		✓		
Daniel Smith	Daniel Smith	Businessperson	Strong supporter. Wishes to be a tenant		✓		
Department of Corrections	Rowan Balloch	Waikato District Manager	Rural locations subject to ongoing change with a trend to growth on service delivery requirements. Ten years ago there was one staff member for the whole Peninsula now there are a team of eight. Location is of strategic importance.		✓		
Department of Internal Affairs	David Paitai	Community Advisor	Supports the community applying for funding for a Hub. lotteries funding can cover anything to do with the project.		✓		
Driving Creek Railway	John Gurney	General Manager	Possible user of Hub spaces for lectures and symposiums		✓		
Duncan Foundation	Gordon Jackman	CEO	This neuro muscular (NM) disease support organisation has a goal of setting up rehabilitation hubs for NM sufferers within 100 kms of all people. Would see the CILT Hub as a perfect location for assessment, support and as a location for a hydrotherapy pool that is so important for rehabilitation. Looking to form alliances with other similarly focused groups like MS and Parkinsons.  There are estimates of 1:500 suffers who would benefit from support, this includes NM, MS, Parkinsons, stroke, diabetes and some heart conditions.		✓		
DV Bryant Trust	Rev. Lindsay Cumberpatch	Chief Executive	Recommended the latest report on Social Deprivation in NZ. "Eminently sensible development".  His Trust may be able to assist with small grants and/or an interest free loan.		✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Family Safety Services	Sarah Rees	Counsellor	Interviewing domestic violence offenders requires a safe office and the opportunity for support and to extricate themselves if an incident occurs.		✓		
Food Bank	Anna Galvin	Manager	Provide food parcels to 400 people per year. Currently in very cramped conditions in Tiki House.	Ensuring confidentiality of clients	✓		
Hauraki PHO	High Kininmonth	CEO	Have 850 patients through Te Korowai Coromandel. Has personal experience of the positively powerful value of co-location in Tokoroa and Te Kuiti. Would make use of teleconferencing facilities.		✓		
Hauraki PHO	Tania Boyle	Community Mental Health	Enthusiastic supporter of the Hub. Sees opportunities for activities and therapies like art and yoga to aid in client's wellbeing. Would like communal clinic for medication administration. Sees advantage in having other agencies in the same centre.		✓		
IRD	Geordie Burns		Current occasional tenant		✓		
Lynley Ogilvie Massage	Lynley Ogilvie	Masseuse	Current tenant seeking indoor / outdoor access		✓		
Local property owner	Kevin Parry		Mr Parry is building a conference centre and offices upstairs in Wharf Road and believes this space would be suitable for the Hub. In conversation where accessibility was raised and the limited size of his facility he appeared to agree his facility might not e suitable.			✓	
Manaia School	Martin Makaere		Enthusiastic supporter. Would like to see more emphasis in the social services offered in assisting youth in the transition from school to work.		✓		
Māori Land Court	Hori Tuhaki		Regular user of rooms		✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Ministry of Social Development, Hamilton	Te Rehia Papech	Regional Commissioner	Current policy is NOT to have a physical presence and do not engage with clients face to face. Digitisation and video links are a priority. No official stance on the value of a community hub but would personally support the Hub.		✓		
Moehau Environment Group	Ally Davey	Manager	Hub facilities will provide great opportunities for this group to be more productive. Seeking good work spaces with a mix of interactive and quiet zones. Require access to teleconference and basic catering. Recommend the provision of a public access 3D printer and electric bike and vehicle charging.		✓		
Momentum Waikato	Kelvyn Eglinton	Chief Executive	Supports the Hub concept for Coromandel. Suggest a strong business case for funding opex, asset management and long term ongoing maintenance. Agrees with the Impact Hub as a component. Momentum may be interested in assisting with some form of social investment; e.g. low interest equity loans		✓		
MSD Heartland Services	Peter Waru	Regional Manager	Believes the Hub will add significantly to the community. The services they require are likely to be maintained but not grow.		✓		
Natural Medical Centre	Ann Kerr-Bell	Natural Therapist	Current tenant seeking access to technology and other social services. Requires secure storage for medicines.		✓		
New Zealand Government	Scott Simpson	Member of Parliament for Coromandel	Delivery of social and community services could be improved through a new Hub for this isolated community. Supports the Hub concept where it provides a sense of being able to feed and coalesce off each other. So many services are 'hubbed' out of Hamilton and there appears to be unwillingness for some agencies to travel the distance to Coromandel.	Consider outsiders in the governance model	✓		
Ngati Huarere Trust	Wanda Brijevich	Chief Executive role	Require a facility for hui and meetings that does not have access issues (like the Trust Waikato building which is also echoey and very cold in winter and they have to bring their own heaters). Social and community service delivery currently limited. Hub is a wonderful opportunity for Coromandel. Sees the opportunity to access video conferencing beneficial for Iwi communications with members scattered over NZ and Australia. Would welcome cooking facilities. Could give scale opportunities to businesses. Space for workshops important. Te Reo type education facilities very limited and conducive to larger groups.		✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Ngati Maru and Tama Te Ra	Wati Ngamane	Kaumatua			✓		
Ngati Pukenga ki Waiau	Harry Mikaere	Chair	Support the progressive planning and innovative desires to build an efficient multi-faceted Community Hub for the social and economic wellbeing of whanau and families in Coromandel and neighbouring communities.		✓		
Ngati Whanaunga	Honey Renata	Chair Executive			✓		
Nigel Strongman	Nigel Strongman	Local identity	Could bring a wide knowledge of energy efficiencies and innovative power supply to the Hub design.		✓		
Open Floor Movements	Jacqui Chan & Lisa Corston		Potential tenants. Require open space to teach up to 30 people at a time.		✓		
Peninsula Osteopaths	Gabriel Bedford	Osteopath	Current tenant, keen to see improvement in privacy and security.		✓		
Pink Pelican	Pamela Grealey	Businessperson	Support of the Hub, keen to utilise co-share workspace and improved wifi.		✓		
Probation Services	Susan Hughes	Officer	As a tenant a new facility would provide a safer work environment. Require wifi and admin services.	Require access out of the public sight Security, e.g. panic button	✓		
Progress to Health	Karen Covell	Chief Executive	Supporter who would like to assist with the Hub design		✓		
Purnell Jenkinson Lawyers	Brenda Flay	Lawyer	Current tenant		✓		
Rebecca Leaker	Rebecca Leaker	Yoga teacher	Potential tenant. Seeking a space that will allow 20 yoga students to practice. Wishes to use CILT space as the room fee would be going to further the good work of CILT		✓		
Senior Net	Loes Beaver		Computing for seniors. Potential tenant of the Hub. Seeking improvements to, spaces used, good internet connection and require storage.		✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Spirit of Coromandel Trust	Andy Reid	Trustee	Supports the Hub		✓		
Sport Waikato	Casey Redman	District Co-ordinator	Hub appears to meet Sports Waikato drive for community input into sports participation at all ages to assist with community wellbeing	Ensuring the Hub can meet the current funding timeframes	✓		
Tai Chi Group	Don Hughes		Would welcome the inclusion of a warm, well-proportioned practice space in any Community Hub/Centre for Coromandel. We could see it catering for other forms of exercise that covers older persons such as Yoga and Pilates.		✓		
Te Korowai O Hauraki	Riana Manuel	CEO	Enthusiastic supporter Interested in sharing other support services, possible permanent space with hot desking. Access to clinical facilities		✓		
Te Patukirikiri	David Williams	Iwi representative	Feels that the hub concept fits the iwi vision or kaupapa. Can see the benefits for the iwi in being involved. David believes local Māori are lacking influence in Coromandel town. He has not made use of social services but recognises the need to provide them to those in need. David is 100% behind the concept and would love to see Te Aranga design principles applied to the Hub		✓		
Thames Coromandel District Council	Her Worship Sandra Goudie Rob Williams	Mayor  Chief Executive	Discussion on the Pound Street site. Questioned the distance from the centre of town and drainage of the land.  Unencumbered land. If subdivision is required, it may take from 4 to 7 months at a cost of \$25,000		✓	✓	

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Thames Coromandel District Council	Paul Davies  John Muston	Group Manager; Legal, Audit & Risk  Property Management	With regard transfer of the land to another entity like CILT, "anything is possible". Gifting would be simplest legal option. If a land swap was required, it would take 6 to 14 months. There is likely to little desire to be the settlor for any trust with regard a facility due to the risk of potential liability and cost on the ratepayer. Paul likes the idea of a commercial backbone to a facility as that improves the long term nature of the operation.			✓	
Total Hearing	Mike Carter		Current tenant seeking more secure office space.		✓		
Trust Waikato	Dennis Turton Rongo Kirkwood	Chief Executive  Strategic Grants Advisor	Typically, TW contribute part of the first 1/3 for significant Lotteries Grants projects. The TW grants team will usually recommend up to 10 to 20% of the total project and the Board then decide on the final figure, often in excess of the 10% limit. Expect, as a means of showing support for the project, that it appears in the TCDC Long Term Plan and the council contribute monetary value to the project – assume that to include land donation. Connectedness a key priority through community wifi. Dennis would be pleased to see an Impact Hub in the facility. TW may contribute to the design, QS etc possibly through the general grants round at 10 to 20% of cost. The final cost for their new building was \$5,000 per sqm.		✓		
Trust Waikato Building & Swimming pool complex	Mark & Debbie Attwood	Facility Managers	Believe their facility can cater for more users. Looking to expand the outdoor poolside facility.			✓	
Waikato DHB	Jackie Mitchell	Chief Executive, Thames	Excited about prospect of access to up to date technology for "virtual "diagnosis and treatment. Makes sense to centralise the disparate social services in Coromandel. Very supportive.		✓		

Organisation	Interviewee	Title	Comments	Issues or potential issues relating the Hub	Support	Not stated	Against
Watch This Space Arts Group	John Eaglen	Chair	Expressed support for enhanced social and health services.	Believe the space should in the main street. Concern other groups beings used to justify CILT's intentions		✓	
Workwise	Chrystal Bale	Consultant	Current tenant		✓		

**Appendix 2 – CILT Strategic Plan**

## STRATEGIC PLAN 2018 – 2020

<b>OUR VISION</b>	To enhance the well-being of all people of the Upper Coromandel Peninsula		
<b>OUR MISSION</b>	To respond to need by working collectively with others to strengthen our community		
<b>OUR VALUES</b>	<i>Kaitiakitanga</i> Our responsibilities	<i>Whakawhanaungatanga</i> Respectful relationships	<i>Manaakitanga</i> Care for all people
<b>OUR STRATEGIC OBJECTIVES</b>	To make a positive difference to people’s lives To strengthen relationships with stakeholders To seek opportunities that benefit our communities To be sustainable To be innovative To be a leading provider		
<b>OUR STRATEGIC GOALS</b>			
<ul style="list-style-type: none"> <li>• Grow community support services capacity and capabilities</li> </ul>			
<ul style="list-style-type: none"> <li>• Establish a community hub</li> </ul>			
<ul style="list-style-type: none"> <li>• Develop social enterprise programmes and opportunities</li> </ul>			

**Coromandel Independent Living Trust: OUR STRATEGIC GOALS ~ 2018 - 2020**

<p><b>Grow community support services capacity and capabilities</b></p>	<ol style="list-style-type: none"> <li>1. Initiate Maori development opportunities to improve social, educational, and housing outcomes for local iwi.</li> <li>2. Deliver, and further develop, community support services in response to community needs, including, but not limited to, housing, disability, education, and the environment.</li> <li>3. Identify opportunities for funding of community services and new initiatives.</li> <li>4. Strengthen relationships and partnerships with key agencies, organisations and groups.</li> <li>5. Support staff to deliver quality services, including volunteers, through recruitment, training, and performance management.</li> </ol>
<p><b>Establish a community hub</b></p>	<ol style="list-style-type: none"> <li>1. Undertake a feasibility study on new community hub facility.</li> <li>2. Develop a fundraising strategy for the project.</li> <li>3. Develop collaborative relationships with relevant organisations and agencies to ensure success of project.</li> <li>4. Promote and develop support for the hub within the wider community.</li> <li>5. Carry out building and site design, and commence building work.</li> </ol>
<p><b>Develop social enterprise programmes and opportunities</b></p>	<ol style="list-style-type: none"> <li>1. Develop a social enterprise strategy that aligns with and promotes CILT’s mission, values, and objectives.</li> <li>2. Strengthen and contribute to social enterprise networks and initiatives.</li> <li>3. Build awareness of social enterprise in the community and with relevant entities.</li> <li>4. Implement social enterprise initiatives that align with CILT’s social enterprise strategy.</li> </ol>

### ***Appendix 3 – CILT Supporting Documents***

Reports available on our website: [www.cilt.org.nz/resources](http://www.cilt.org.nz/resources)

1. CILT Performance Report 2017 Audited
2. Coromandel Independent Living Trust – Management Trust Report – March 2018
3. Coromandel Independent Living Trust – Profit Loss by Cost Centre – Quarter to 31 March 2018
4. CILT Organisation Chart
5. CILT Capital Projects History