

# MEETING AGENDA

Ngā Take

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# COMMUNITY COMMITTEE

*Komiti Hapori*

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CC9

Thursday, 15 March 2018

Council Chambers

Barkes Corner, Tauranga

10.00am



# Notice of Meeting No CC9 Te Karere

## Community Committee Komiti Hapori

**Thursday, 15 March 2018**  
**Council Chambers**  
**Barkes Corner**  
**10.00am**

His Worship the Mayor

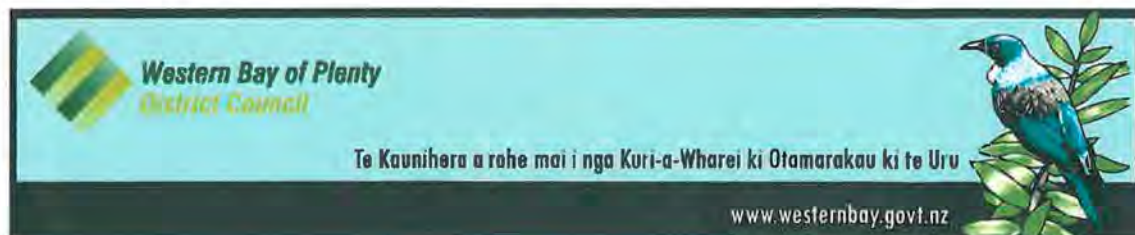
G J Webber

Councillors:

P Mackay (Chairperson)  
M Murray-Benge (Deputy Chairperson)  
G Dally  
M Dean  
M Lally  
K Marsh  
D Marshall  
J Palmer  
J Scrimgeour  
D Thwaites  
M Williams

Media  
Staff

Miriam Taris  
**Chief Executive Officer**  
**Western Bay of Plenty District Council**



# Community Committee Delegations

## Mangai o Te Kaunihera

### Quorum:

The quorum for this meeting is six members.

### Role

Subject to compliance with Council strategies, policies, plans and legislation:

- To develop relationships in community sectors to enable Council to achieve local solutions to local problems and promote positive change and sustainability for strong, healthy and safe communities.
- To develop for recommendation to the Policy Committee the plans, programmes and policies for co-ordination with other agencies including but not restricted to government, regional and community agencies to further community development outcomes.
- To work with others to share information and to connect community groups to each other where appropriate.
- To establish a strategic focus to align Council economic, cultural, social and environmental development programmes with community outcomes as set out in the Long Term Plan.
- To develop and maintain a strong relationship with Tangata Whenua by ensuring Maori values are considered.
- To maintain liaison with the relevant community boards regarding issues raised in their board areas.

### Delegations:

- To monitor the work of the Community Development Team through receipt of regular reports.
- To receive community development plans and where appropriate make recommendations to Council or its Committees to assist in the implementation of the plans.
- To receive and resolve on or recommend to Council or its Committees as appropriate the reports, recommendations and minutes of any Joint Committee, working group or forum as directed by Council.
- To facilitate the involvement of external parties in achieving Council outcomes in the Long Term Plan.
- To promote and advocate on behalf of Council the co-ordination of community services and agencies for the well-being of the community.
- To advise Council and its Committees on community plans, policies and projects that impact on the achievement of Council outcomes.
- To develop and promote strategies and programmes to facilitate community participation in issues which contribute to Council strategies and outcomes.
- To monitor performance and outcomes of community halls, including development and maintenance of relationships with Community Hall Committees.

- To monitor Community Service Contracts, set service delivery requirements and receive reports from but not limited to the following:
  - Katikati Open Air Art
  - Tauranga Safer Cities
  - Tauranga Citizens Advice Bureau
  - Sport BOP
  - BOP Surf Lifesaving – Waihi Beach and Maketu
  - Katikati Resource Centre
  - Tauranga Art Gallery
  - Creative Tauranga
  - Wild about NZ
  - Te Puke Economic Development Group
  - Katch Katikati
  - Waihi Beach Events and Promotions
- To receive resolve on or refer to Council and its Committees as appropriate the recommendations from the Rural Forum.

### **Community Grants**

Subject to compliance with Council strategies, policies, plans and legislation to allocate or recommend allocation of discretionary funds in accordance with the following delegations:

- To allocate funds from the Discretionary Community Grants fund in accordance with Council's criteria and policies for the fund.
- To consider applications to the Facilities in the Community Grant Fund and make recommendations to Council through the annual plan process on such applications in accordance with Council's criteria and policies for the fund.
- To monitor the allocation of all discretionary grants made by Council and its Community Boards.

### **Financial Delegations**

Allocation of annual budgeted funds from the Discretionary Community Grants fund.

Allocation of Ecological Financial Contributions Accumulated in accordance with Council policy.

### **Other**

The Committee will meet at least five times a year, in once in each of the following communities:

- Kaimai Ward
- Te Puke/Maketu Ward
- Katikati/Waihi Beach Ward
- Māori Community
- Rural Community

The Committee may without confirmation by Council exercise or perform any function, power or duty relating to those matters delegated by Council in like manner, and with the same effect, as the Council could itself have exercised or performed them.

The Committee may delegate any of its functions, duties or powers to a subcommittee subject to the restrictions on its delegations and provided that any sub-delegation to subcommittees includes a statement of purpose and specification of task.

The Committee may make recommendations to Council or its Committees on any matters to achieve the outcomes required in the role of the Committee but outside its delegated authorities.

# Agenda for Meeting No. CC9

Pages

**Present  
In Attendance  
Apologies**

## **Public Excluded Items**

The Council may by resolution require any item of business contained in the public excluded section of the agenda to be dealt with while the public are present.

## **Public Forum**

A period of up to 30 minutes is set aside for a public forum. Members of the public may attend to address the Committee for up to three minutes on items that fall within the delegations of the Committee provided the matters are not subject to legal proceedings, or to a process providing for the hearing of submissions. Speakers may be questioned through the Chairperson by members, but questions must be confined to obtaining information or clarification on matters raised by the speaker. The Chairperson has discretion in regard to time extensions.

Such presentations do not form part of the formal business of the meeting, a brief record will be kept of matters raised during any public forum section of the meeting with matters for action to be referred through the customer contact centre request system, while those requiring further investigation will be referred to the Chief Executive.

- |       |   |       |
|-------|---|-------|
| CC9.1 | <b>Community Team Update</b>  | 8-11  |
|       | Attached is a report from the Community Team Leader dated 22 February 2018.   |       |
| CC9.2 | <b>Te Puke Community Centre Steering Committee Update</b>   | 12-70 |
|       | Emma Rosling-Heppell (Consultant, Te Puke Community Centre Steering Group) and Karen Summerhays (Chairperson, Te Puke Community Steering Group) will be in attendance to speak to the Committee on behalf of the Te Puke Community Centre Steering Committee. |       |

CC9.3

**Bay Venues**

Justine Brennan of Bay Ventures will be in attendance to present to the Committee a proposal for a new recreation hub in the Tauranga CBD.

## COMMUNITY TEAM UPDATE

### 15 March 2018

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#### 1. Purpose

The purpose of this report is to update Elected Members on recent and future community activities taking place in and around the District that may be relevant to them.

#### 2. Activities and updates

##### 2.1 Community Matching Fund

- The opening dates for the next round of the Community Matching Fund (CMF) are from Tuesday 12 June to Thursday 12 July with decisions on Thursday 30 August.
- The Community Team is finalising the application form and is working with the Communications Team to promote the CMF both internally and externally.

##### 2.2 Natural Environment

- Council has contracted Envirohub to deliver an Environmental Expo in Katikati in two days' time on Saturday 17 March.
- This Expo will follow the same format to the ones in Te Puke which featured environmental care group displays, commercial stalls with environmental products, school displays, wearable arts (e.g. trash to fash), environmental and sustainability speakers.

##### 2.3 Community Capacity Building and Development

- The Stepping Up programme is an initiative by the Te Puke Library Team Leader and Community Development staff. It will be delivered in partnership with Maketu Health and Social Services and Maketu Community Development. Stepping Up is a series of free computer training classes. These small personalised classes are two hours long each week. The programme will commence in March.
- Te Puke Social Sector Collaboration. A workshop was held on Thursday 15 February in Te Puke at the Empowerment NZ Hub, for representatives from local community service providers to create better understanding of collaboration, and encourage collaborative practise within the community services sector in Te Puke. The meeting was facilitated by Socialink, and attended by a wide cross section of local community providers, including Māori health providers. Next steps for participant groups includes:



1. Identifying existing projects and activities (or in those in development) that groups can either co-deliver or support in more intentional and substantial ways
2. Creating opportunities to share sectoral knowledge, including local community knowledge and history
3. Developing a Terms of Reference document inclusive of shared values that underpins and encourages collaborative practises across the service provider sector.

## **2.4 Community Committee 2018 Schedule**

### Objectives of the 2018 schedule

- Provide a strategic lens on what we do in the community space
- Connect Council with the community
- Enable more inclusive conversations with our harder to reach communities
- Develop relationships and engage with new community groups
- Inform various Council projects, plans, policies and reviews
- Follow-up on some of the meetings from 2017.

### At a high level

- Seven Committee meetings and one Community Matching Fund Working Party meeting (February, March, April, June, two in August, October and November)
- Locations will be predominantly 'in-place' i.e. in various communities throughout the District
- Themes may include community plans, youth, ethnic and migrant communities/welcoming communities, ageing population, people with disabilities, community safety, natural environment and community capacity building and development
- The overarching theme for the Community Committee – Communities Strategy (building on our LTP Communities Strategy, this strategy is the 'anchor' to all our conversations, planning, funding and decisions regarding our communities)
- Outline of the meetings for 2018 is listed below but may be subject to change:

<b>When</b>	<b>Themes/key topics</b>	<b>Location</b>
Thursday 1 February	Pacific Island communities meet and greet  Welcoming Communities (introduction)	Judea
Thursday 15 March	Te Puna and Omokoroa Connectors and their respective community plans  Te Puke Community Centre Steering Group Committee update  Recreation and leisure hub proposal from Bay Venues	Te Puna and Omokoroa
Thursday 26 April	Natural environment update including LTP Natural Environment Strategy review  Vital Signs survey results  Oropi School projects update  Oropi School site visit	Oropi
Wednesday 6 June	Service delivery contract reporting  Welcoming Communities update  Migrants in schools (guest speaker – Andrew King)  BoP Garden and Art (guest speaker – Marc Anderson)	Barkes Corner
Thursday 9 August – working party meeting	Community Matching Fund Working Party (go over the received applications)	Barkes Corner
Thursday 30 August	Community Matching Fund (decision)  Youth (Katikati College, MPOWA, 100% Summer Programme, CACTUS programme)  Community Plan update – Te Puke and Maketu	Te Puke
Thursday 11 October	Community safety  Community Plan update – Paengaroa	Paengaroa

	Welcoming Communities update Ageing population People with disabilities	
Thursday 22 November	Community Plan update – Waihi Beach Katikati Community Hub	Waihi Beach first then to Katikati




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Caroline Lim  
**Community Team Leader**




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Frank Begley  
**Community Relationships Manager**

# Te Puke Community Centre Scoping Report

November 2017

Prepared by Emma Rosling-Heppell for the  
Te Puke Community Centre Steering Committee and the Te Puke Community Board

Te Puke is a place of diverse ideas, cultures and backgrounds. When we collaborate, and bring our separate communities together as one, we create something strong and powerful that will sustain the town and its surrounds for many years to come.

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## Part 1 – Overview / Summary

### 1. Purpose of the scoping report

The concept of a Te Puke Community Centre (hereafter referred to as the 'TPCC') in its current form was originally raised in May this year.

The Te Puke community Centre Steering Committee (hereafter known as the 'TPCCSC') commissioned this report in August 2017 to look at the options around a community centre in Te Puke. This process included investigating the gaps are in the provision of community services in Te Puke and providing recommendations as to how these gaps could be filled.

The peer and stakeholder discussions that have helped to create this report will act as a starting point for further consultation with the wider community.

This document provides the foundations for and sets out the case for a full feasibility study.

This report looks at gaps with regards to 3 elements:

## Where are the gaps?





## 2. Objectives of the scoping report

- To research the background and events leading to the requirement for a scoping report
- To investigate which services and places are already provided within the community
- To investigate the gaps and/or duplications in the provision of community services and places
- To discover what the needs are for individuals and groups
- To research the options for filling any gaps
- To consult with key stakeholders and groups to gather input on the project and its outcomes
- To lay out a number of recommendations for options
- To lay out the timelines and next steps for the project

## 3. Vision, mission and purpose of the TPCC project

### I. Vision

To create and service a flourishing Te Puke community through placemaking and connectivity appropriate community infrastructure both now and in the long term.

### II. Mission

To provide a collaborative, multi-use, space, in Te Puke that acts as a front-door and shop window to our town by showcasing our industry, history and cultural make up.

To create somewhere that is community-led and that brings together and connects people of all cultures to enable a sense of belonging.

To have a place that enables the provision of services, facilities and activities for the benefit of all those that make up our community.

To have a place that benefits both individuals, businesses, community groups and organisations for the benefit of the existing and future communities in the Te Puke area.

To better connect the local community, businesses and organisations of all types through the provision of a Community Connector who will engage with and bring together people for the benefit of the whole area.

To facilitate the sharing of information and knowledge between all local organisations and businesses enabling all of them to be more efficient, effective and grow to their true potential

To provide high-quality meeting and co-working spaces enabling a sustainable, social-enterprise structure

*"A space is a physical description of a piece of land, whereas a 'place' connotes an emotional attachment to the piece of land" – placemakingchicago.com*

### III. Purpose

To meet the needs of the Te Puke community by providing spaces and services that allow them to come together to flourish and thrive. To give the people of our town somewhere to be proud of, to welcome, to find information, to showcase, to learn, work and enjoy.

#### 4. Objectives of the TPCC project

- I. Develop the first stage of a central online space by end of Q1 2018 with the subsequent stages to be delivered as funding is gained and the project develops throughout 2018.
- II. Have a person in place to carry out the paid role of Te Puke Community Connector as described in this document by end of Q1 2018.
- III. Open a central, multi-cultural, non-denominational, apolitical, community space in Te Puke for the purposes outlined above by end of Q2 2018.

Please note: These objectives are not interdependent. They can all exist independently and one may come before the others.

#### 5. History and background of the TPCC project

##### History

A community facility in Te Puke has been part of long term planning for at least the last 20 years. There is reference to a facility in the WBOPDC Long Term Plans, Reserve Management Plan and the Town Centre Plan from 2004 onwards. (See below for wording used on plan diagram)



This has been identified by a variety of names in the various plans (these are just an example):

- 'Indicative Future Community Facility' (*Reserve Management Plan*)
- 'The town centre is at the heart of the community. An events and cultural centre showcases the talent, diversity and interests of the young and old' (*Vision for 2024, 20-year Development Plan*)
- 'A cultural centre including heritage items as icons of the past era like a kiwifruit icon' (*Town Centre Plan*)
- 'Visitors come to Te Puke to experience its unique attractions including a permanent kiwifruit expo' (*Vision for 2024, 20-year Development Plan*)
- 'Create a cultural multi-purpose centre for civic and cultural activities, including creative and performing arts and conferences' (*Here's how we will build a community identity, WBOPDC LTP*)
- 'We will...improve co-ordination of community and welfare services through information and resource sharing' (*Here's how we will create good access to community support services, WBOP LTP*)

## Community Land

Refine Results | Table View | Charting View  
Export to Shapefile | Select All | Select None

Parcel ID: 1783/13  
Valuation Number: 06791\*422\*00\*  
Location: JOCELYN STREET (TPK)  
Owner: WESTERN BAY OF PLENTY DISTRICT COUNCIL  
Legal Description: Lot 2 DP 446472  
**Confidentiality**  
Name: N Address: N General: N

WESTERN BOP



This piece of 1855 sq/m / 0.45-acre piece of land shown above is the space retained by the WBOPDC for a future 'community purpose' facility.

When the land was sold in 2012 by the WBOPDC to Foodstuff for the building of the current New World supermarket, other community facilities were removed and the Council ensured the land was specifically marked for a future community facility.

The resolution declaring the parcel of land shown here (land adjacent to New World - Lot 2 DP 446472 - Computer freehold register 562502) as land "to be a local purpose (community purpose) reserve subject to the Reserves Act 1977" was adopted by the Western Bay of Plenty District Council on 3<sup>rd</sup> July 2014.

Funds raised from the sale of the New World land were used to pay for the current Te Puke Library and Service Centre and other town developments. The cost of those other projects meant there were no surplus funds to pay for any further projects, of which one would have been a community facility.

The TPCCSC still believes that a bespoke facility in this location that is designed to fit the needs of the growing and changing population in the long term is the ideal option. However, the current needs of the community need to be serviced and there may be other feasible short to medium term options that would work in the interim.

## Background

This year, beginning in May, several community discussions and forums took place which reiterated the need for open, productive and forward-thinking conversations to happen regarding the future of community places and collaborations in Te Puke.

During these meetings, the concept of a central, collaborative space was discussed in addition to many other topics.

As the concept gathered momentum, a steering committee was created to take forward the ideas being proposed. Community Board funds were secured for this scoping report in September and work has taken place over the last 3 months.

Further information on the key drivers and influencers is contained in the 'Introduction' section of the report.

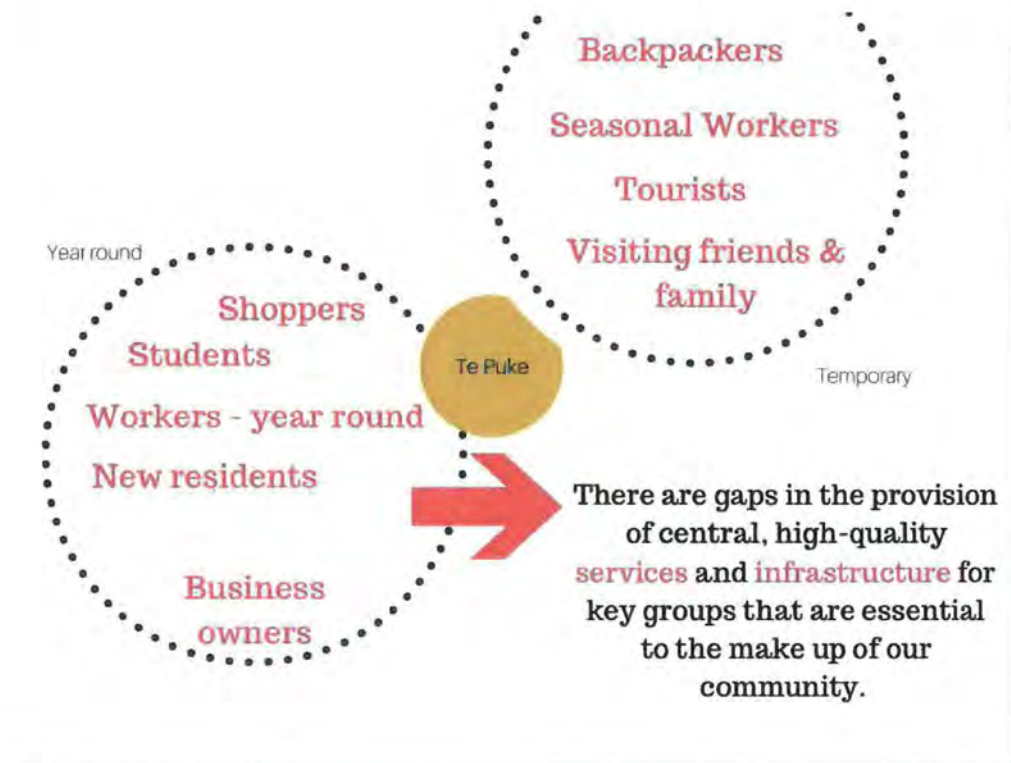
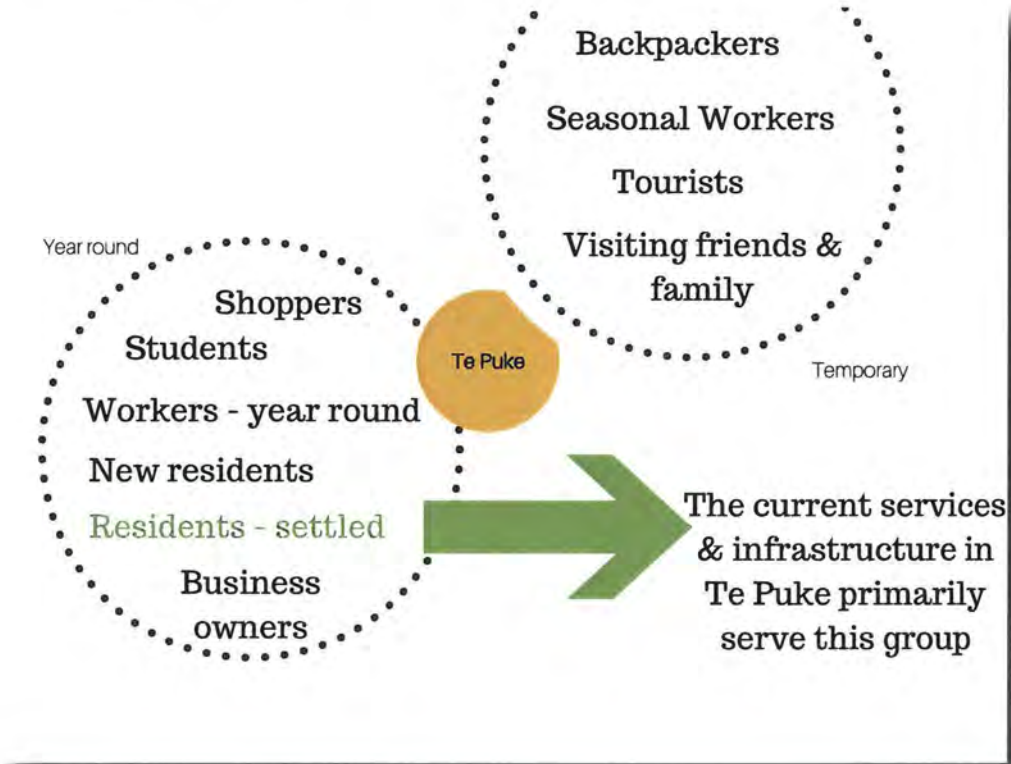
## Part 2 – Introduction

This report aims to investigate the perceived lack of a central, collaborative, community space and/or a person that acts as a central connective point for local people and groups.

From the research that has taken place, it is apparent there are gaps in the provision of services in Te Puke in the following areas.

- I. Visitor services
- II. Business services
- III. Resident services
- IV. Worker and student services

Below is more detail about how these groups were broken down:



## 1. Summary of key drivers

The original driver of this project was a moment in May 2017 when, with 24hrs notice, a call was put out by Monique Lints and Dale Snell for community stakeholders and groups to come together for an information sharing session.

Monique and Dale were struggling to find out about the activities of different organisations in Te Puke and were looking to find a more collaborative approach to working together with other local groups. An informal meeting was held on 16<sup>th</sup> May at Te Puke Library with representatives from 10 groups in attendance.

The questions asked at this meeting were:

- How do we know what is going on in town with all other agencies?
- How can we help other groups?
- How can we be sure we are providing the best wrap around services for families and people in our area?
- How do we know if we are at cross purposes and if we are doubling up on services?
- What do we need as a community to bring services closer together and supporting/referring to each other?
- How do we view the Stock Road building for future use?

Following this first successful meeting, the group agreed to reconvene in June and to ensure other stakeholders and interested individuals were invited.

The first official public forum was held in June and included representation from over 40 local groups and organisations. The meeting focused further on collaboration and included a specific discussion on a community resource centre and whether there was a requirement for one in Te Puke.

During this period, Karen Summerhays became involved and, as an experienced Community Development Practitioner, offered to help drive the project forward with a view to:

- Looking further into a resource / community centre and a place where resources and referrals could be shared
- Helping to facilitate and progress a community vision
- Exploring what the role of a community broker could be in Te Puke

The initial concept was to work towards developing a vision for the whole town that worked for all the different groups. Everyone was encouraged to invite other groups and relevant individuals to join and to contribute. A database was formed and people were asked to volunteer to be part of a formal committee.

Following this meeting, the initial structure of a steering committee was created. Monique Lints, Dale Snell and Karen Summerhays visited the Katikati Community Centre and learned more about the role of a Community Broker/Connector. The success of the centre and the effectiveness of the connector led them to believe that Te Puke would benefit hugely from both these services.

At this stage, the members of the steering committee began work on the project which included:

- Identifying other potential committee members
- Establishing a database of local stakeholders
- Establishing Iwi engagement
- Investigating possible funding streams
- Investigating job descriptions and organizational structures
- Looking at possible premises
- Engaging with several key operational resources
- Creating an initial vision
- Brainstorming the services a centre might offer

It was at this point the need for a scoping report was identified as the first stage in formalising the process.

A second public forum was held in August to provide an update and to get formal support from all the groups who had expressed a desire to be involved so far. A formal steering committee was then formed and Emma Rosling-Heppell was briefed on the requirements for a scoping report.

Concurrently, as this project was developing, several funders were being contacted by groups in Te Puke for support. At the end of August, Acorn Foundation, TECT and Bay Trust initiated a collaborative discussion, facilitated by Exult, by bringing together key community drivers to further develop the vision for the town. This group was informally name 'Vision to Reality.

At this discussion, several priorities were agreed by the attendees.

The top 5 priorities were:

- I. Regular communication and collaboration amongst organisations
- II. A community centre
- III. Opportunities for employment
- IV. Housing
- V. Improved public spaces

There was also support for:

- Elder support
- Mentoring
- Environment
- Events
- Other training
- Support for young families

- Health transport
- Central and local government
- Safer community
- Culturally inclusive community
- Other projects

Moving forward from this meeting, the now formalised TPCCSC began looking in detail at the community centre project. Socialink agreed to act as a supporting organization to the TPCCSC and in particular to manage the initial financial operations of the group.

Monique Lints, Dale Snell and Mark Boyle presented the community centre vision that had been developed to this point to the Te Puke Community Board September 7<sup>th</sup> and they agreed to fund this scoping report. Emma Rosling-Heppell was formally appointed to begin the scoping report.

Dale and Emma presented an update to the WBOPDC Community Meeting in October on the theme of 'collaboration' along with Empowerment NZ, Vector Group Charitable Trust, Plunket and Search Party Charitable Trust.

On October 30<sup>th</sup>, following conversations with several funders and stakeholders, a meeting was held between these individual groups (minus Plunket). This meeting was to

- Ensure all local groups were involved in the journey of scoping out the need for a community centre
- Demonstrate a commitment to collaborating with other groups
- Identify services already offered or being planned by the groups in the short, medium and long term
- Help identify where the gaps were in the provision of services in the town
- Help identify where there might be duplications to ensure this is avoided where possible moving forward.

On 20<sup>th</sup> November, a second 'Vision to Reality' meeting took place facilitated by Socialink. It was concluded that the focus of this group would primarily focus on collaboration in the social sector.

The TPCCSC presented an update on progress and it was agreed during this meeting that the community centre project will now act as a stand-alone group moving forward whilst recognizing that the VTR group as a major reference group for any further developments.

These community conversations have led to more clarity within the groups over areas of 'responsibility', but there is more work to be done and all the participants are committed to improving collaboration in the town. The 'Vision to Reality' group (along with others) will meet again on February 15<sup>th</sup> to continue the collaborative discussions.



## 2. Summary of key influences

It is important to note the recent groundswell of enthusiasm for what has been a historic discussion over many years. What have been the key influences and catalysts for the recent re-emergence of passion for this project that have brought it to the top of local community stakeholders minds and ignited discussions? There have been several factors over the last 3 years specifically that have brought the project to its current form:

- The town has seen major changes since the opening of the TEL in September 2015
- The recent plans for a new community facility in Katikati (approved in August) and the lack of similar space in Te Puke
- The town centre redevelopments have changed the feel of the town and have encouraged further discussions about what our town should be offering now and in the future
- The rise in property prices in Tauranga and Mt Maunganui is driving more people out to the WBOP so the demographics are changing
- The growth of the area in population and housing development
- The predicated long term growth of the WBOP in size and GDP
- The continued growth of the kiwifruit industry and the resulting growth in minority groups, temporary and RSE workers in town
- The opening and success of The Daily has brought out a groundswell of enthusiasm for community work and social enterprise as well as created 'bumping stations' which have encouraged more community collaboration
- The creation and success of the Community Markets and the feeling of positivity an event of this type brings to the town

## 3. Overview of potential effective options being considered

From the research that has taken place, there is a feeling that a community of Te Puke's economic importance and size needs to be served by a fit-for-purpose community facility that meets the needs of a variety of communities, groups, cultures and individuals.

Community centres "strengthen economies, provide better quality of life and build on local assets" and there are examples of best practice community centres world-wide that support towns far smaller in population and area than Te Puke. Social infrastructure is "related to social connection and interaction, and it is universally regarded as essential to a well-functioning society and economy".

There are several options to investigate when considering a new community facility. Each comes with benefits and risks and none is the 'perfect' option.

As well as the options for type of building, it is also worth considering a natural progression from one to another and the benefits and risks of starting with one option and ending with another.

Options are:

- A new permanent purpose built community facility on the reserve land
- A pre-fabricated temporary building on the reserve land (either newly built or existing)
- Repurposing an existing building within the town centre

More details on these options is given in the main body of the report.

#### 4. Summary of available resources and assets

##### Resources

With many years of community service between them, the TPCCSC is made up of a core group of individual resources who are experienced and passionate about Te Puke, its industry, history, culture, and community.

All members live locally and are connected to the town in different ways. They are all involved in other committees and community organisations that support the town and bring many skills to the table.

The project is chaired by Karen Summerhays with the support of the steering committee. Emma Rosling-Heppell is responsible for creating the scoping report and is working alongside committee members to deliver the report and final presentation to the Community Board.

##### Members of the Steering Committee

###### **Karen Summerhays – Chairperson**

Karen is a returned resident of Te Puke having moved back to the area in 2014. Presently self-employed as a Community Development Adviser. She has a special interest in the creation of community social infrastructure, environmental programmes and place-making. She is a former BOP Regional Councilor and has a good understanding of the planning and projections of future growth in the Te Puke area due to her recent work with SmartGrowth BOP. As a founding trustee of the Tauranga Environment Centre Charitable Trust (Envirohub), a current Founding Trustee of the Sustainable Endeavours Trust and several other community governance positions, she has a deep understanding of the challenges faced by the not-for-profit sector.

###### **Monique Lints – Deputy Chairperson**

A 35-year-old mother of 3 boys aged 8 years and under, Monique is an active community supporter, connector, event planner, co-ordinator and volunteer. Currently on 4th term as President of Te Puke Toy Library. Local to Te Puke for over 7 years and last year became a home owner. Close connection with schools, under 5 year services, local collaborative bodies such as Empowerment, 'It's Not Okay', The Daily and Search Party Charitable Trust, Vector Charitable Trust, Under The Stars and Plunket. Established and runs the Te Puke Community Markets as a fundraiser for Te Puke Toy Library. Runs Te Puke Brick Kids in conjunction with Te Puke Library

and Te Puke Toy Library. Committee member of Te Puke Community Garden and Environment Te Puke. Newly appointed Communications Officer for Te Puke Community Response Plan. Admin to a wide variety of local Facebook pages.

### **Dale Snell – Secretary**

I have lived in Te Puke for 17 years. I have been heavily involved with the Te Puke Primary school over the past 10 years both on the PTA as Chairperson, Secretary and Treasurer and also as a Parent Representative on the Board of Trustees. I also coached and managed netball for several years. I have a background in marketing, business networking and early childhood. Currently I am the Community Services Coordinator for Plunket in Te Puke, including Welcome Bay, Papamoa and the Mount. Other committees I am on are The Te Puke Town Hall, which I have recently joined and the Steering Committee for the Te Puke Community Centre Project and the Community Response Team. I am widely connected to businesses and social groups both throughout Tauranga and Te Puke.

### **Mark Boyle**

Mark is the Managing Director of Te Puke EDG which helps to facilitate the engagement of all economic sectors in the district to grow its economic value. He is actively involved in a broad range of community activities including as Director of BOP Cricket, Chair of Rangiuru Rugby and Chair of Maketu School. He attends the SmartGrowth Strategic Partners Forum representing Te Puke. He has lived and worked globally in a corporate career spanning 30 years including Chief Executive roles of significant business units.

### **Jenny Wotten - Treasurer**

Jenny Wotten - from Canberra Australia, but a kiwi for the past 21 years and raised my 3 children in Te Puke. I have worked as an Electorate Agent for approximately the past 18 years, firstly to Hon Tony Ryall MP and most recently to Hon Todd McClay MP, and Hon Anne Tolley MP. I run the Parliament funded office. I am one of Te Puke's busiest Justices of the Peace which brings me into contact with a wide variety of people needing help every day. I was Chair of the Te Puke Primary PTA for many years as well as Treasurer of the Kindergarten and on various committees such as the Te Puke Primary School 125th Reunion Committee. I have also been on the Focus Te Puke Group, President of the Te Puke Squash Club (and Secretary for 6 years) and am currently the Communications Officer for the Squash Club. I am involved with the Te Puke 'It's Not OK' group since its inception and a trained Champion against Domestic Violence. bring knowledge of the area and its people, administrative skills, knowledge of central and local government organisations and my passion for helping people.

### **Dr. Mike Murphy**

Born and bred in Mount Maunganui, Mike has watched the BOP area grow and change significantly over his lifetime. As NZKGI's Communication Manager, Mike communicates for and to New Zealand's kiwifruit growers. His position at the centre of the kiwifruit industry gives him strong knowledge of where it's going and the impact it will have on Te Puke. Mike also has a Ph.D. in Public Diplomacy focusing on the creation and promotion of corporate and national identities, applicable for the identity that would be promoted through a community centre.

## Assets

Currently the TPCCSC holds no tangible assets.

Intangible and unmeasurable assets include:

- Community goodwill for the project
- An increased sense of collaboration gained from discussions with other groups
- Substantial knowledge gained from research
- Logo
- Database of community stakeholders

## 5. Legal & Regulatory

The current legal status of the TPCCSC is that of an unincorporated association consisting of a group of people who have come together for a common purpose.

Socialink are acting as a supportive organisation. They work to build a thriving social sector and recognise the need for effective collaboration between local decision makers and the social sector, as well as between social sector organisations themselves.

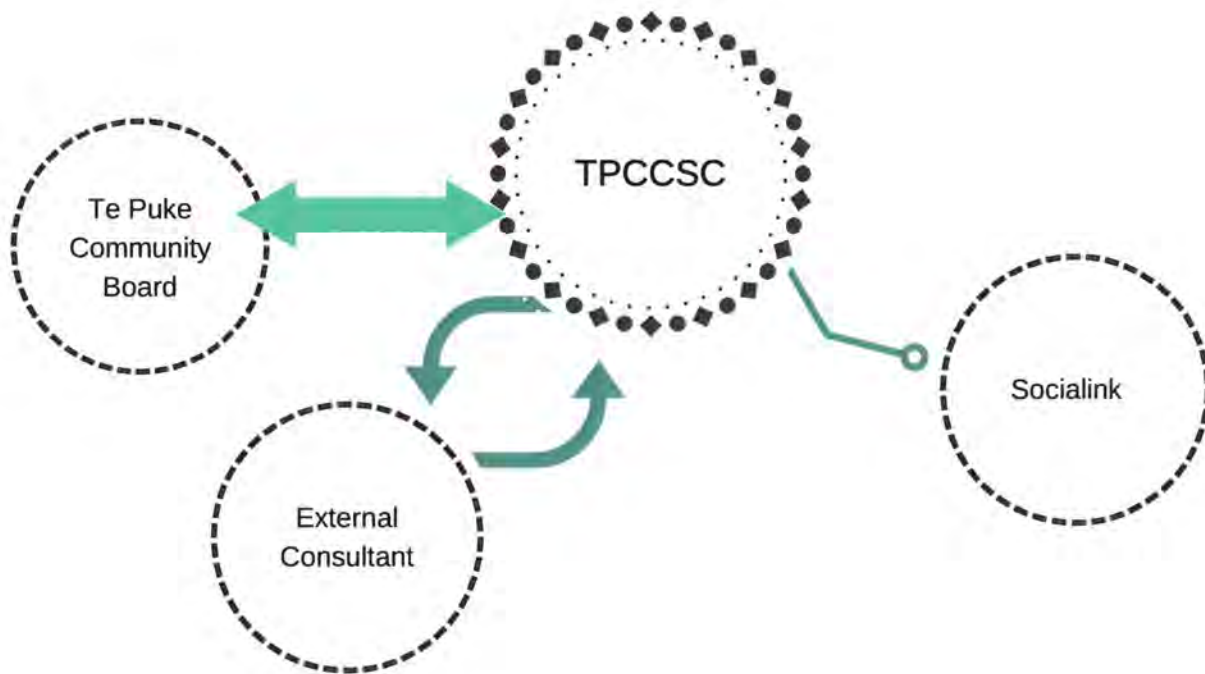
Kathy Webb and Jodie Robertson represent Socialink and have assisted in an advisory capacity. They bring many years of social sector experience to the group as well as community connections and relationships.

The collaboration between the two groups makes sense due to the alignment of shared goals. They have been especially helpful in nurturing the TPCCSC through the initial planning phases of this project.

The TPCCSC is following the development of their project 'The Kollektive' as best practice within the not-for-profit co-working arena and with their support, the TPCCSC has taken the original concept of a community centre through to this current stage.

In the future, they will continue to offer guidance and support where needed.

## 6. Current organisational structure



## 7. Key next steps / management plan for governance

Moving forward, the likely structure of the TPCCSC will be a charitable trust for governance.

The process of formalising an entity will take place over the next few months and its structure will be confirmed within the feasibility study. This will enable the TPCCSC to become established and to apply for funding in its own right.

The long-term goal of the TPCC is for it to operate as a sustainable, profitable social enterprise operating for and with the support of the Te Puke community. It is fundamental not just for the centre to cover costs, but for it to generate income. Any profits will go back into the community and the organisation will be focused on giving back to the community in all aspects of its operation.

This organisational structure will be evaluated as the project develops and will be reviewed as part of a long-term plan to ensure it is fit for purpose.

## 8. Strategic support

Emma Rosling-Heppell was contracted as an external, independent consultant to the project in September. Emma has lived in Te Puke for the last 3 years and is passionate about seeing the community grow and flourish. Emma has worked in many areas of strategy, marketing, business development and project management across a variety of industries over the last 20 years and brings a wide range of skills to the project. In delivering this report she hopes to clearly communicate the exciting opportunities there are for the town and the wider community. Mother to a 5-year-old daughter, she is also involved locally with Fairhaven School and the Te Puke Toy Library.

## 9. Additional strategic support

### **Pascale Hyboud-Peron – Co-founder & Director, Venture Centre**

Pascale has provided her invaluable advice, knowledge and experience in co-working and community projects as part of the scoping report.

### **Margot McCool – Operations Manager, Acorn Foundation**

Margot is responsible for funding at the Acorn Foundation and has kindly given her time and advice to the TPCCSC as part of the scoping report and as part of the 'Vision to Reality' project

### **Jenny Steadman – Community Advisor, Department of Internal Affairs**

Jenny is an adviser to many groups and organisations and has provided her time and shared her knowledge to help with the production of the scoping report.

### **Karyl Gunn-Thomas**

Karyl is a previous WBOP District Councilor, Community Board member and mainstreet retailer and has provided her time and essential background knowledge of community centre discussions in Te Puke as part of the scoping project.

### **WBOPDC**

The WBOPDC is providing their advice and input to the project and it is recognized that as the project develops it is imperative to have the support of the council, local Iwi and other major government agencies.

## 10. Timescales

20<sup>th</sup> November – presented to the Vision to Reality group

w/c 27<sup>th</sup> November – Continued peer consultation and discussions with landlords

28<sup>th</sup> November – Complete scoping report

30<sup>th</sup> November – present to Te Puke Community Board and confirm support for progression of a feasibility study

## **Next steps**

- Formalise structure
- Present concept to Iwi for further input and involvement
- Obtain funding for feasibility study
- Full feasibility study commences

End of first quarter of 2018 – Feasibility study complete

## **Feasibility Study**

This scoping report provides an overview of the project and its main components. It forms the foundations on which more concrete plans can be made.

To progress this project in a formal manner, a detailed study, report and business case should be undertaken for all three of the elements proposed here. This will be based on all the findings, issues and considerations that have arisen as part of this scoping report.

More details on what will be included can be found in the conclusions of this report.

## Part 3 - Main Report

### 1. Detailed report of gaps

The gaps in provision of services can be condensed in to the following areas:

#### I. 'A place to feel at home'

- A welcoming, first-stop entry point and central engagement place for new residents, tourists and visitors to the area – to include and i-SITE
- A provider of information and referral to services
- A place to get advice on where to go, who to speak to and how to get the information you need – a Citizens Advice Bureau
- A central open, free to use place to gather meet and make friends
- A place to find out about the town and what is available to get involved in, take part in and do
- A place that connects and represents all
- Somewhere for local and visiting organisations to use a central meeting place and point of information

#### II. 'A place to enjoy'

- A place to learn new skills
- Functional and spacious rooms for parties and celebrations
- A place for markets
- School holiday programmes and after school activities
- A place to allow all other groups to run their activities
- A place to support celebrations of seasons and festivals

#### III. A place to share, connect and learn

- A place where all Te Puke's cultures have a place to belong and can share their culture with others
- Somewhere to showcase and learn about our local history and cultural make up
- A place to showcase our kiwifruit, avocado, agricultural and other key local industries
- A place for our makers to permanently sell and exhibit their arts and crafts
- Evening classes
- Day time adult learning

#### IV. A place to work

- Co-working and hot-desking spaces (in a similar format to Ignition / Basestation)
- High quality, high tech, flexible, spacious meeting spaces
- Free, high-speed wi-fi
- Large central event space with parking
- A place for companies to hold seminars and larger meetings



- A place for outside organisations to use as a base
- A place where all of Te Puke's key economic and social partners can come together for the good of the community.

The vision that has been developed over the last three months is not merely about a building. It is about filling these gaps and meeting these needs of groups and individuals through an 'activated' social space.

The Auckland Council 2014 'Thriving Communities Action Plan' describes it perfectly when it says "Our community facilities can only contribute to social connection, interaction, community, wellbeing etc. if they are 'activated'. i.e. provide open, inviting and 'buzzing' atmospheres with multiple activities taking place. Having staffed facilities greatly enables this. Otherwise our community facilities are merely 'bricks and mortar'".

## 2. Examples of customer segments who's needs are not being met

When considering the customer segments that have needs that are not currently being met, it is important to identify specific individuals or families who represent those segments. The examples provided below are fictional, yet they are based on actual people in the community and real needs. This helps to paint a picture of specific circumstances and issues that arise when services and facilities are not available.

# Who needs a community centre?

## **KLARA, 19, BACKPACKER, GERMANY**

Having just arrived in New Zealand and living in Welcome Bay, she wants to find seasonal work. Although she has done some research and knows Te Puke is the Kiwifruit Capital of the World, she doesn't really know where to start. She can't find anywhere to stay long-term because everywhere is full and she is finding it hard to meet other travellers because there are a lack of places to gather. There is some info at the library but it's not a place that facilitates connection and engagement with the town - we have to be quiet! It's also only open during work hours and it's not much fun sitting on the concrete outside the library in the rain on a Sunday afternoon using the wi-fi to look for jobs. She would love to spend more time in Te Puke with fellow workers meeting, socialising and giving back to the community she will be working in. She has funds saved to travel once she's worked for a few months and plans to go to Hawke's Bay then to the South Island.

## **FARAH, KIWI FRUIT WORKER, 35, VANUATU**

Farah is one of 10,500 Pacific Island seasonal workers who come to NZ every year and who are considered indispensable to New Zealand's viticulture and horticulture industries. He works as many hours as he can to send money home to pay for his children's schooling and to build a new house for his family. When he is not working, Farah doesn't want to spend a lot of money. His only other main outlet is the church. He would love a place where he could socialise with friends and meet new people in the evening or on his days off. He is planning on taking some of the literacy and numeracy courses on offer but he can't do the e-learning parts as the place he is staying doesn't offer wi-fi. This is his 5th year in Te Puke but he doesn't feel very connected or engaged with the wider community or that his culture is very well represented.

## **THE RUSSO FAMILY, 3 KIDS, CHRISTCHURCH**

Having just relocated from the South Island, the Russo's are building a new house on a section on No. 1 Road. They are staying at the Beacon Motel until their house is finished in a couple of weeks. They moved here to be closer to Mr Russo's parents as Mrs Russo's family still live in Italy. Their children attend the local schools but they want to get them involved in extra-curricular activities and volunteer programmes but they don't know where to go to find out about any of this or who to speak to. They both want to meet new people, get involved with the community and do evening classes in Te Reo but the closest place for this is Papamoa. Mr Russo's parents live in Carter House but they would love somewhere they could go together as a family on a weekend, especially with the younger kids, to take part in family activities and to relax.

# Who needs a community centre?

## MRS TODD, 71, RESIDENT

Mrs Todd has lived in Te Puke for 30 years and has seen lots of change. She isn't really involved in the community as her real passion is gardening and flowers. She is concerned about her rates going up and that money is not spent on things that don't concern her, but she is also keen for the town to grow and flourish for the next generation. Her children come and visit regularly with her grandchildren and they often talk about the lack of things for visitors to do, especially inexpensive things during the school holidays. She goes to the RSA/Citizens Club on the weekends to meet friends and play bridge. She'd love to do talks on flower arranging and gardening and somewhere to sell her flower crafts to make some extra money but she wouldn't know where to start. She'd love somewhere that had suitable facilities and to know where to go to advertise or get people involved. She doesn't really use social media or computers. She doesn't know how to go about getting started so probably won't bother.

## GLEN, 52, RESIDENT & BUSINESS OWNER

Glen runs an online business from his house in Te Puke. He sells speciality food products imported from Europe. He has never run his own business before and feels quite isolated. He would love to meet other business owners for collaboration or just to learn but he isn't keen on networking groups. He works alone but it would be nice sometimes to work in a shared space with others who do the same. It would be great to see what projects others are working on in town and maybe natural connections might form. He'd like to feel part of a business community without having a permanent office space. He would also like to have the opportunity to do product demonstrations and tastings on a regular basis and to showcase his business somewhere locally with a display. He'd also love access to modern meeting rooms to use for investor meetings when they come to town. He hates having to travel to Tauranga when he could spend his money locally. He'd also love a place where all local business organisations could be accessible for advice and discussions.

## MR SINGH & MRS KAUR, 23 NEWLYWEDS, AUCKLAND

Mr Singh & Mrs Kaur have just moved to Te Puke and from Auckland for work and for the rural location. She works at Tauranga hospital and he works in horticulture. They have just bought and are renovating their first house together. They plan to stay here for the next 10 years. They like to eat out, go to markets and festivals and often travel up to Auckland to visit family and to attend cultural and food events. They are typical DIINKYS with time to spare and a desire for experiences. They would love to learn more about the area they have moved to and about the local cultures and industries. They love attending events such as the Multi-Cultural, Holi and Diwali festivals and believe it would be wonderful to have more year round-engagement with the local community and the Sikh Temple. They would love to see more integration between the Kiwi and Indian cultures and to help people learn more about the vibrant story telling traditions of Indian culture

### 3. Report of desired outcomes

## Outcomes

### THE TE PUKE COMMUNITY CENTRE & CONNECTOR WILL

- Increase our community's strength and its ability to look after our needs and achieve more
- Improve cultural representation and collaboration
- Provide opportunities for people to join in social, recreational, civil and cultural activities
- Reduce or overcome barriers that prevent people taking part in those activities
- Provide more and better access to existing community services
- Create more services and make a bigger range available
- Improve the ability to respond to our community's needs
- Improve the links and networks within our community
- Help community groups to become sustainable
- Enable more and better community engagement

### Lottery Community Facilities



### 4. Situational analysis

#### Existing Social Services and Infrastructure

There is already an existing social infrastructure within the local area but these are largely focused on the provision of social services.

Examples include:

- Foodbank (Empowerment)
- Social services
- Parent & Child services (Plunket, Playcentre etc.)
- Faith based infrastructure (Churches, temples)
- Library
- Council services
- Community policing
- Youth services (Vector)

## Existing Community Services and Infrastructure

The TPCC is not trying to replace the existing social services already being provided by the social sector in Te Puke.

The TPCC will be a provider of community services and will act as community development and engagement agent and will refer to and support the social sector as needed.

There are activities and organisations within the town which pro-actively encourage community cohesion and engagement though these tend to be suitable only for certain customer segments of the community.

### For example:

The Daily – central food and beverage establishment run as a social enterprise

Community Markets – monthly markets (mainly in the summer months)

Community Gardens – a shared community garden space for the benefit of the whole town

### There are also local organisations for communities of interest and those interested in sports:

Arts clubs and facilities – i.e. Creative Te Puke, Te Puke Arts Society

Sports Clubs and facilities – i.e. Te Puke Athletic

Kids facilities – i.e. Toy Library, Playcentre, Plunket

Menz Shed, Lyceum Club etc.

### There are limited spaces for work and meetings:

Meeting spaces – there are various meeting rooms available for use around the town, but no central place from which to see availability, size or to make a booking. For example, a room above Giftrapt, a small council meeting room at the library, a room at the rear of The Daily and rooms at The Orchard Church.

Work spaces – there are no co-working or hot-desking areas in Te Puke. There is limited free unsecured Wi-Fi at the library and a limited free Wi-Fi service at The Daily.

## Existing Community Spaces

There are no suitably sized, versatile, multi-functional, non-denominational, multi-cultural, apolitical, and central indoor spaces in Te Puke for the use of businesses, individuals, tourists, visitors or residents to use.

There have been 2 'community hubs' in Te Puke. Both have been in small, unsuitable spaces and have mainly been used as a base for leaflets and for community policing. Neither have been in the form of the current proposal.

From the research undertaken, the clearest reason for the lack of a community centre at this point in time is the lack of funding and the allocation of funding to other projects deemed to be higher priorities.

The Orchard Church is currently the most significant provider of modern event space in Te Puke and has recently held the Enviro Expo, The Parenting Show, a WBOPDC meeting and a kiwifruit growers meeting, amongst others. Although this space is high-quality and sizeable, it does not meet the needs of many segments of town's communities due to its location and its religious nature. It fills a couple of the gaps in services, but it is not a provider of community services as is proposed in this report.

## 5. SWOT Analysis

This SWOT analysis looks at the strengths, weaknesses, opportunities and threats when considering the project as a whole. This is not a comprehensive list; it merely provides a 'snapshot' of some key factors which cement the needs for the proposed strategies.

### STRENGTHS

- Build stronger community engagement
- Facilitate community collaboration
- Assist groups with the funding application process
- Create a modern facility for groups to work and develop
- Central place for all the minority groups in the research
- Already a strong support for the broker role
- A building has been in the long-term plan for many years
- Builds a stronger support network for the town - enables more referrals to key social services
- Provides co-working space encouraging more people to live and work here

### WEAKNESSES

- Potential for one element to be approved and not the others
- Groups need to stop working in silos and become genuine collaborators
- Need to ensure the end result also helps tackle some of the key problems such as homelessness and poverty
- Lack of current funding may mean we end up with a building not fit for purpose
- How do we ensure funding for this does not negatively impact social service providers?
- Possible duplication of some services

### OPPORTUNITIES

- Bridge the cultural divide
- Proactively works to bring people together
- Provides a neutral space for collaboration
- Encourages the development of more events and activities
- Provides an outlet for younger kids not already looked after by Vector
- Raises the profile and image of the town by showcasing all that is good
- Provides options for personal growth
- More meeting space will mean more companies use the town

### THREATS

- Some people in the community will be against the plans due to costs and the concern over rate rises
- Lack of funding
- No 'perfect' space
- Cost of resources
- Cost of feasibility study
- Risk of unsupportive community members purposefully de-railing the project
- Personal conflict between those who support/those who don't
- Resistance to true collaboration

SWOT

## 6. STEEPLE Analysis

This exercise demonstrates some of the 'big picture' factors that will influence the 3 areas of the project as it develops. These factors will be considered in more detail during the feasibility study process.

### Social

- Growing poverty and homelessness in the BOP
- Growing cost of living
- More people working from home
- More younger families relocating to the area
- Future Te Tumu settlement

### Technological

- Fibre coming to Te Puke means we are more able to support a remote workforce
- Growth of remote working means more people work here for businesses outside the area
- Identified need for digital enablement

### Economic

- Growing BOP region means more migration to support employment needs
- Growing horticultural industry means more temporary workers
- Continued growth in the inbound tourism sector means more visitors
- More empty shops on mainstreet – make-up of the town is changing
- More shops and eateries opening – Aberdeen Christmas Shop / Tony's
- Creation of the Rangiora Business Park

### Environmental

- Environment is considered one of the 'most important factors defining New Zealand' and there is recent renewed emphasis on conservation after publicity surrounding the state of many of our natural areas

### Political

- The new Labour government and their policies and practices
- The growth in Health and Safety legislation

### Ethical

- Following best practice when it comes to ethical community engagement

(Sources: BOPDHB/TCC Report 2016, Tourism New Zealand, Stats NZ)

## 7. Resources and assets analysis

As in the introduction, the TPCCSC holds no financial assets currently.

The members of the TPCCSC and the strategic support form the primary human resources available to progress the project.

Moving forward, the feasibility study will be carried out by a project manager (as with this scoping report), but may in addition need to enlist the assistance of a researcher and/or an administrator depending on the level of work to be carried out.

The models of asset ownership and the risks of not obtaining sufficient resources will be detailed in the feasibility study.

## 8. Stakeholder and partnership analysis

### Who are the stakeholders?

Te Puke is a highly engaged town of c.8,000 people. The populations from the surrounding areas such as Maketu and Paengaroa are also served by the town and its infrastructure. It is made up of many different cultures and ethnic backgrounds. There are many people who have lived in the town for a significant period and also many new migrants to the area both from around New Zealand and internationally.

The list of potential stakeholders in this project is extensive and the connections that have been made to this point are only the tip of the iceberg. Initial potential stakeholders and partners were identified during discussions with the TPCCSC. The initial round of meetings was followed by further discussions with people or groups recommended by the original individuals. Many of the discussions have taken place informally over coffee or over the phone. There are 3 stages in stakeholder and community consultation in this project. The WBOPDC will be consulted throughout and procedures and processes will be followed during all these stages where applicable.

- I. Stage 1 – Scoping report stage (complete). Connect and engage in one-to-ones with a number of key community stakeholders from different groups to explain the project and to ask for thoughts and input.
- II. Stage 2 - Following on from this report, the feasibility study will include further Iwi and wider community consultation and research so that all potential users have the opportunity to comment and have their opinions heard. This community consultation will take the form of requests for feedback through:
  - Open town meetings
  - Stalls at the community market
  - Online
  - By email or in writing



- III. Step 3 – When final plans are drawn up, proposals will be available for viewing and further comments drawn from the wider community

The key groups who are engaged in the process so far are broken down as follows:

- End users
- Corporate partners
- Environmental groups
- Social sector partners
- Local individual community leaders
- Funders
- Ethnic associations representing minority groups

Below are some of the organisations that have been involved in the consultation process: (Please note, some of these are still a work in progress and more organisations and individuals will be contacted as the project progresses)

## Who are we communicating with?

Tapuika & Waitaha Iwi  
 Indian Community  
 Trevelyan's  
 Fruition  
 Western BOP District Council  
 Te Puke Community Board  
 Te Puke Memorial Hall Committee  
 Empowerment NZ  
 Vector Group  
 Search Party Charitable Trust  
 Socialink  
 Nepalese Association BOP  
 Pacific Island Community Trust  
 Venture Centre / Basestation  
 Seeka Grower Council

EPIC Te Puke  
 Te Puke EDG  
 Welcome Bay Community Centre  
 Katikati Community Centre  
 Acorn Foundation  
 Department of Internal Affairs  
 Karyl Gunn-Thomas  
 Paul Hickson  
 Amanda Fleming  
 Te Puke High School  
 Fairhaven School  
 Otanewainuku Kiwi Trust  
 Tourism New Zealand  
 Citizens Advice Bureau

*Please note: Some of these are still a work in progress and there are many more groups and individuals that will be part of ongoing consultation process.*

## Results of key stakeholder engagement – primary research

Overall, the feedback for all three of the project elements has been overwhelmingly positive. People have provided their time and knowledge and there has been an open and transparent nature to the meetings and conversations. The research has been informal in its methodology and qualitative to ensure as much information as possible was gathered.

Each stakeholder has offered their thoughts and input on what a community centre could be as well as giving feedback on the other two elements – the connector and the online services.

The key points gathered from stakeholder feedback are below. Responses have been kept anonymous as feedback was given on a confidential basis to allow people to speak freely:

**Please note: These are a sample of comments taken from conversations with members of the local community and are unmodified. These are not necessarily the opinions of the TPCSC.**

### What could a community centre do or be?

- Should promote the local horticultural industry
- Should help integrate the harder to reach minority communities
- Must be non-denominational
- Needs to support RSE, temporary workers and backpackers – there is nothing for them in the town
- Must promote our multi-cultural heritage
- Must help refer those in need to the right social services
- Having a good place makes for a stronger community
- It must be a 'good' building with lots of opportunity for business use
- Needs to be 'cool'
- Exhibition space / promoter of all things Te Puke – kiwifruit etc.
- If we are the 'Kiwifruit Capital of the World' we should have somewhere that really shows it
- It needs to be aspirational and enabling
- Needs to be different and stand out
- Other businesses could have offices in there
- Needs to be the 'heart' of the town
- Building is a great idea – just by being in a similar place encourages collaboration
- Shared services make organisations more efficient
- Real need for more kids stuff in town
- A place for environmental groups to get people involved
- This would be great for learning programmes for some of the seasonal workers

### Suggestions and recommendations for operational elements

- District council should fund the key resource centre employees to enable them to do their jobs and not have to apply for funding to cover their wages for a minimum term to allow the centre to take off
- Need to ensure there is a clear division between governance and operations
- Take advantage of training to grow capability and capacity
- The community needs to own its facility

- Ensure the services provided by the library are not duplicated - it needs to move to an i-SITE
- Base it on the structure of The Kollektive. Shared reception with a collaborative approach.
- It's ok if there is some duplication – there always is – but by placemaking you bring people in and engage them
- There is lots of ways to do this – no one process it right
- Combine public and private enterprise to make it a success

### Collaboration

- How will we be set up to ensure we are reactive to the needs of the community?
- Should be basing it on a long-term vision
- Ensure people are comfortable to collaborate without losing their own voice
- This is a great opportunity to share resources
- People don't always like change – the hardest part of this project will be getting people to let go of some control and be open to new ideas
- Must note that many people have ideas that cross over and have similar requirements
- You do not want anything to inhibit the aspirations of the group but must still be acting on behalf of the community
- Everyone has genuine ideas about wanting to collaborate more but everyone also has a different idea about what this might mean
- Need to make sure there is still room for people to express their own identities

### Online

- Love the booking engine idea – really need better access to groups and things happening in town and to meeting rooms
- Think the idea of bringing everything in to a central place would be good for everyone
- Using existing tools is good – they have already been done

### Community

- We have a very diverse community, the priority here should be about finding ways to connect them and allow them to engage with each other for the benefit of the whole town
- The voice of the minority communities and the 'hard to reach' people must be taken into consideration as soon as possible
- Must reflect Maori culture and Iwi connection to the area
- No one solution fits all – and that is ok – just need to get everyone's input
- Should be as inclusive as possible and target hard to reach groups – especially RSE workers, Pasifika community
- Need to bring people on the journey, get them close to the project so they make it theirs
- Somewhere that really helps the Indian community engage more

### Funding

- Although there is a growing desire and movement for collaborative space, some people are against it due to costs and potential rate rises
- Must aim to be self-funding
- Do not want to end up with a building that is free, then cheap then too expensive

- By delivering lots of the services we are proposing we are actually providing a service for the government so we need to make sure we are remunerated
- Local kiwifruit companies should help to fund – they can be a real part of the town if they do

### **Community Broker**

- The role of the Community Broker is essential now but needs to remain flexible as the project changes
- Positive feedback from everyone about this role, just needs to be done right for our town and not just on what others have

### **What are things you do not want or think are needed / concerns you have?**

- Concern that there have been two community facilities before and neither have been successful. This one would need to be sustainable.
- Do not make it a drop-in centre
- People in town should concentrate on the projects in hand and not start something new
- Don't want to duplicate what we already have
- Need to ensure we don't step on the toes of existing groups – respect for others
- Make sure we keep others in the loop and involved
- Need more people to volunteer for the existing projects we are doing
- Concern over possible rate increases

## **9. Results and details of other primary and secondary research including methodology**

As part of the primary qualitative research, the TPCCSC have undertaken visits to two community centres and spoken with staff at others.

The initial meetings and public forums have all formed part of the background research.

The stakeholder discussions have all formed part of this research.

Secondary research has focused on best practice in community engagement and centres.

Further local community consultation and research must take place to ensure the desire is present within the wider community to support this project.

### **Main Findings**

A community centre, a community connector and the online tools that have been put forward as part of this project have been widely well received.

The main motivators are as already discussed – community cohesion, engagement and the overall growth and progression of the town.

The main barriers that have been raised are – concern over set up costs, concern over securing sustainable operational funding, funding transfer from other projects, possible duplication in some areas and the loss of focus on existing projects.

When discussing the project with people, the findings have all focused on fulfilling the needs of the community. People have given feedback on their own needs, that of people they are responsible for, those that they are connected to in some way and those they know of. Each of those needs is different and complex but the creation of a central community space can work to fill some of those needs.

Maslow's 5 stage 'Hierarchy of Needs' model sets out the basic human needs that we are all motivated by:



The TPCC/Connector/Online elements will:

**Physiological needs:** Enable more efficient and effective access to services that can help fulfil these needs.

**Safety & security needs:** Enable people to feel safe and secure by creating spaces where people can come to meet and socialize. By being a place of referral, it will enable more efficient and effective access to services that can help with employment, health housing and family services.

**Love & belonging needs:** Enable a sense of belonging for people in the community. It will help people to connect socially with others. It will grow peoples sense of engagement with their town, it's history and it cultures. It will be a place for friends and family to be.

**Self-esteem needs:** Enable more activities to take place, community connections to be made, and learning to happen. This will lead to a growth in esteem throughout the community.

**Self-actualization needs:** Self-actualization is about happiness. With the huge array of opportunities for eudemonia the centre, connector and online services bring, there is a great opportunity to improve the community's overall happiness and fulfillment.

## 10. Review and summary of existing best practice evidence

### I. International

There are hundreds of examples of thriving, effective communities centres world-wide. From the UK examples of inner-city Kentish Town Community Centre to the Badger Farm Community Centre in rural Winchester all the way to the small Seaford Community Centre in South Australia.

There are numerous studies and business cases which all demonstrate how towns and cities around the world benefit from community spaces and places.

There are also studies which widen the scope by looking at how community spaces help to grow economies. The US Environmental Protection Agency (USEPA) conducted a 2015 study which showed 'How small towns and cities can use local assets to rebuild their economies: Lessons from successful places'.

This study includes case studies from 6 small towns (with populations ranging from 3,000 to 98,000) across the USA that have used successful tactics to kick-start their local economies and help their communities to flourish. It provides valuable information on the repurposing of local assets and historical buildings and on how communities can lead projects.

In addition, the developments in Frederick, Maryland show how a town can truly change itself into something different by the good development of community spaces. From a flood control project to a park and community / visitor centre today, the town has put itself clearly on the tourism map with services and infrastructure to enable it to become a thriving town.

More of this information will be considered as part of the feasibility study.

### II. New Zealand – Te Kura Whare / Aro Valley / Pataka Art + Museum, Porirua

Te Kura Whare is a unique community-led 'living building' that holds the title for the 'Greenest Building in New Zealand'. The building was built using innovative architectural methods of design and includes meeting space, event space, an amphitheatre, modern technology and enables the community to reconnect with their cultural heritage.

The Aro Valley Community Centre is a public space that is managed by the Aro Valley Community Council. They run as a not-for profit, multi-purpose facility that co-ordinates

community activities and is used for music, sports, workshops, functions and sports. It employs a community co-ordinator and is supported by around 80 different volunteers. The community of Aro Valley has a reputation for being socially engaged and as part of the feasibility study further connections will be made with them to research best practice.

PATAKA Art + Museum is a lively hub of arts and culture sitting in the heart of Porirua City, one of the most multi-cultural cities in New Zealand. Their spaces, focus on art, engagement with local school and residents as well as their celebration of many cultures is inspirational and connecting with the team at this facility will form part of the feasibility study.

### III. Local – Welcome Bay / Arataki / Katikati / Waihi Beach

There are many local examples of excellent community facilities that have provided information which has helped to build this report. The managers of both the Welcome Bay and Katikati centres have been generous with their time and information.

These local centres and the people connected to them can provide essential lessons in the development of a Te Puke facility. Each facility is different in their services and spaces and the make-up of the communities in which they work.

Further consultation will take place with these organisations (and more) during the feasibility study.

## 11. Report of premises options

### Overview

The TPCC have identified and reviewed several relevant building options over the past 3 months for consideration. Some of these are no longer viable and have been discounted but they are shown here as part of the due diligence process.

There are also several buildings that are suitable for the purpose but are currently managed by other groups.

This part of the report details the premises that have been considered to date and the pros and cons of each premises.

The report will then give details of the ideal options and the reasons why.

## Option 1 – A community facility on the adopted reserve land

This could take three forms:

- I. A new purpose-built permanent community facility on the reserve land
- II. A new pre-fabricated relocatable community facility on the reserve land
- III. An existing or pre-used pre-fabricated relocatable building on the reserve land

### Overview of the benefits and risks of the options for the reserve land

- I. A new purpose-built permanent community facility on the reserve land

#### Benefits

Opportunity to create something that is truly community-led in its development
Finished premises would have longevity and could take in to account long-term community needs when being planned
Could use modern, sustainable and environmentally friendly building practices
Would be ideally positioned for proximity to Jubilee Park, The Daily, The Heritage Walkway and other central facilities
Gives key industry supporters the opportunity to design bespoke exhibits and features
An architecturally designed building would act as a showcase for the town and improve the overall perception of the area

#### Risks

Cost may be higher than other options
Reduction in available green space in Jellicoe Park

- II. A new pre-fabricated relocatable community facility on the reserve land

#### Benefits

Less expensive than a permanent structure
Simple and fast to remove should the land need to be repurposed
Ability to have some influence on the design and fit of the building to ensure it meets key needs
Simple to bring in and fast construction enabling the building to fit the needs of the community quicker
Ability to test usage and sustainability before investing in a more permanent solution
If a new building is approved, it can be removed and sold

#### Risks

If it is not possible to sell on the structure once it becomes too old for use it could become a liability
High usage might mean risk of damage with over use
If a structure needs to be built to a specific existing plan, there may be some lack of flexibility in design



- III. An existing or pre-used pre-fabricated relocatable community facility on the reserve land

Rather than creating a new pre-fabricated building, it may be possible to source an existing or pre-used structure that would be suitable for the piece of land.

### Benefits

Less expensive than a permanent structure
Simple and fast to remove should the land need to be repurposed
If a structure is already in existence it would be simpler process than constructing a new build (once approved by council)
Ability to test usage and sustainability before investing in a more permanent solution
An existing building would already have been through building regulations

### Risks

If it is not possible to sell on the structure once it becomes too old for use it could become a liability
High usage might mean risk of damage with over use
Lack of flexibility in design as already built which may mean it is not possible to build a structure fit for purpose – ‘fitting the needs to the building’
Could be issues with the structure – would need to follow processes and procedures carefully to ensure there were not hidden problems or costs

## Option 2 - Repurpose an existing building within the town centre

### Benefits

Use of existing town assets may require the least amount of initial financial outlay
Utilising existing space could provide income to a local landlord and activate space currently wasted
It would allow the concept to be tested and further investigated before substantial investment is made in a new build
May help to activate an area of ‘mainstreet’

### Risks

Fitting the building to the needs is never the ideal option – it is likely an existing building would not provide the options that are required to fit the needs of the town
Funds to cover necessary renovation work to make the space usable could be better used to fund a suitable building
The location would likely not be as ideal as the land set aside for a new build
If investment of the right level is not made to ensure the building is fit for purpose, it would likely be underutilized

## RSA Building



Size: Approximately 700 sq/m

Lease: c.\$40,000 p/a + GST

16 Oxford Street

The RSA building became available around February 2016 when the RSA integrated with the Citizens Club in Te Puke.

The building was considered suitable for use because it contains

- A substantial boardroom and other functioning spaces
- Multiple toilet facilities
- A basement area
- A workable commercial kitchen with appliances.

This was originally considered by members of the TPCCSC in 2016 and was also considered by Empowerment NZ as a new premises.

However, the refurbishments that needed to take place for the premises to be a functioning building were considerable. Examples of renovations needed to take place were at minimum:

- Removal of bar area
- New flooring
- Paint
- Interior structural work to divide the area in to multiple working spaces for income generation.

The TPCCSC met with the landlords in June this year through the leasing agent Anita Stollery. They were keen and supportive for the building to be used as a community space.

The leasing agent was asked to find out if the building had been earthquake proofed / seismically tested but did not provide information and did not provide any further updates.

The TPCCSC were subsequently told that the building was to be leased to a food retailer and was no longer available.

The building has now been let by Vector Group who will continue to provide a range of high-quality youth services for Te Puke from their new home.

Pros	Cons
Proximity to town centre	Cost of refurbishments
Layout	Lack of car parking
Accessibility	Seismic safety has not been shown
	Not as central as would be ideal

## The 'Bennetts' Building



Size: Approx 650sq/m + parking + large area behind Sportsworld

Lease: \$100,000 p/a + GST + outgoings on a 5-year lease term (with rights of renewal)  
126 Jellicoe St.

Bennetts are a local accounting firm who previously occupied the building. They have now moved to larger premises on Queen St and the premises are empty.

It's a single-story structure with a main street entrance as well as a side entrance that faces the Te Puke Memorial Hall.

The space is modern, open plan and light and has enough space to allow a multitude of different uses.

It was previously split into 11 offices with 3 large open plan spaces which could be used for classes of all types. It also has some facilities such as a kitchen and plenty of toilets.

There are many benefits to this building including the ability to create a workable income-generating facility in a short time, its location and its size.

There are also possible benefits due to its proximity to the Te Puke Memorial Hall.

The TPCCSC has initiated discussions with the letting agent and landlord and are in communication regarding the use of the building as a potential community facility.

Pros	Cons
Proximity to town centre, Library and Service Centre	Cost
Size gives a multitude of options for income generation and use	Some internal renovations would have to be done to create workable spaces
Excellent options for co-working space	May need extra toilet facilities?
Layout	
Accessibility	
Straight commercial lease	

Has undergone seismic strengthening	
Availability of parking – plenty and close by	
Low refurbishment costs compared to other options	
Wide frontage with good signage opportunity – perfect for an i-SITE	
Lease includes additional space behind Sportsworld	
Front and rear access	
Professional, tidy, clean and modern	

## Te Puke War Memorial Hall



Size: Approximately 1600 sq/m

Lease: TBC

130a Jellicoe Street.

The foundation stone of Te Puke's Second World War Memorial, at the Te Puke Hall, was laid on 2 June 1953. The first stage, consisting of the war memorial hall, the RSA lounge and public restrooms, was officially opened on 9 March 1955.

The land is owned by the WBOPDC and the building is owned and managed by the Te Puke War Memorial Hall Committee. It is currently closed (as of 17<sup>th</sup> October) for seismic proofing and minor refurbishments.

The Te Puke War Memorial Hall Committee rent out the rooms on an hourly and daily basis for events, meetings, markets and to community groups. The Hall is also used by sports clubs and for weddings.

The Hall is a Te Puke landmark and is a treasured part of the town's history. It is well supported by groups who have been loyal to it over many years.

The TPCCSC have been in discussion with the Te Puke War Memorial Hall Committee during the scoping project and there is an enthusiasm from both sides to see the Hall flourish and grow as part of a thriving community whilst at the same time remaining a memorial to the lives lost in battle. Both groups have agreed to continue discussions on how a collaboration might work moving forward.

Further research into the usage of the hall will be reflected in the feasibility study including extensive community consultation to understand the role of the Hall in the community going forward following its renovations.

To make it fit for purpose as a sustainable income-generating community space, significant refurbishments and renovations would have to be done, but there are options and the hall has potential. Any renovations and changes to the layout would have to take into account the needs of the current users of the hall.

Managed by: The Te Puke Memorial Hall Committee. Primary contact: Christine Clements.

Pros	Cons
Proximity to town centre, Library & Service Centre	May be too small – considering the number of users / future plans
Size	Already an existing entity – there would be work to keep all parties happy
Accessibility	Not the same as a commercial lease – TPCC would have to maintain the actual building
Car parking	Due to the original function of the building limited in the ability to change the layout
Already a functioning community space	
Plenty of existing facilities (toilets, kitchens)	
Some refurbishments are already underway	
Opportunity to promote, preserve and activate the heritage and history of the town	
With investment and refurbishment, it could be a good space	

## Stock Road (The old Barnados building)



This building has been empty since October 2015. Before then, it was commercially leased to Forwards Early Learning, a day-care centre, for approximately 1 year whilst they were in the process of building their new premises.

It is perfectly set up to accommodate a day care centre or other child based facility. The building was originally built by the Te Puke Community including Rotary, Lions and Jaycees in the 1950s and is currently owned, managed and maintained by the WBOPDC.

Dale Snell approached the WBOPDC in May 2017 regarding the building and the possibility of using it for Plunket playgroups in the short term until the new Plunket building was built on Queen St. After several discussions and time delays, Plunket no longer needed the building due to the impending completion of their new premises.

During the development of the TPCC scoping report, this premises was also being considered for viability by several other tenants. In the last few weeks, a short-term lease has been given to the Te Puke Toy Library so the building is no longer an option moving forward.

Managed by: WBOPDC

Pros	Cons
Larger outdoor area with multiple uses	Cost of refurbishments to make fit for purpose
Accessibility	Lack of visibility in town
Empty and ready to use	Size – too small
Inexpensive	Age of building
Lots of different spaces	



## 123 Shop



Size: 207 sq/m

Lease: \$35,000 p/a + GST

74 Jellicoe St

This building was the home of the local '123 Mart' until it closed during the winter of this year. Similarly positioned to the Mitre 10 building, it enjoys excellent 'mainstreet' presence and would be perfect for community visibility. However, it is too small to house a community facility and has no parking included. It would be suitable to house an i-SITE but no others facilities would be able to be housed in the space.

Managed by: Jo Stewart, Bayleys, 027 641 1680

Pros	Cons
Mainstreet frontage	Much more suited to a retail space
Accessibility	No parking
Empty and ready to use	Size – too small
Central	Lack of facilities – very small kitchen and toilet

## Mitre 10



Size: 1314 sq/m

Lease: \$128,596 + GST or purchase \$1.8m

67 Jellicoe Street

This building was previously the home of Mitre 10. It is open plan, spacious and has a wide frontage on to Jellicoe Street. The high profile, central position would be excellent for community engagement and involvement. However, the building is very expensive and although suitable to hold an i-SITE, it would be challenging to divide in usable spaces. It would be accessible for residents within close proximity but the lack of parking means it is unsuitable for events and office space.

Originally the TPCCSC were told the building had been sold and was to be developed in to offices, however the building is still available as of November 2017.

Managed by: Duncan Woodhouse, Colliers, 021 888 962

Pros	Cons
Mainstreet frontage	Much more suited to a retail space
Accessibility	No parking
Empty and ready to use	Lack of facilities
Highly visible	High cost
Central	Would need re-structuring to make it a workable space

### Conclusions

Each of these premises has risks and benefits. None is the 'perfect' location for a community centre, but the most suitable options for the immediate future are the Te Puke Memorial Hall, the 'Bennetts' building and the opportunity to put a relocatable structure on to the reserve land.

Further conclusions will be provided at the end of this report.

## 12. Report of services / facilities to be offered in the community facility

This list of services will change and grow as the project develops. These are just some examples of what will be offered.

### I. Community Facilities, Activities and Services

#### I. Visitor services

This includes services for tourists, visitors, travelers such as an i-SITE. It would also encompass tourist attractions such as a permanent kiwifruit exhibition, heritage, culture and art exhibits.

#### II. Business services

This includes co-working, hot-desking, collaborative spaces, meeting rooms, event spaces, technical services such as printing, photocopying and internet

#### III. Resident services

This includes activities, classes, learning opportunities, Citizens Advice Bureau, referral services, information on local events and activities, kids after school programmes and holiday activities, rooms for parties and celebrations.

#### IV. Worker and student services

Social engagement opportunities and spaces, adult education, quiet study areas

## II. i-SITE

Taking into consideration the wide variety of customer segments Te Puke serves as a hub town, it is clear that an i-SITE should be an essential part of the town's service provision.

'It is clear that the i-SITE network is making a positive economic contribution to the NZ economy by facilitating visitor spending...the non-monetary impacts of the i-SITEs and the network...may be substantial and could create wider economic benefits arising from the social value of an i-SITE in a small community because it can be viewed as an important community facility. Other effects (to consider) are the effects of future, return visits and the potential marketing value of i-SITEs.'

(Source – Market Economics 2015)

A limited visitor information service is currently provided by the Te Puke Library & Information Service Centre at 130 Jellicoe St.

i-SITES are part of the Visitor Information Network (VIN) which was developed in 1990. Since its inception, the VIN concept and brand have evolved with Tourism New Zealand taking a key role in its development.

The Visitor Information Network consists of over 80 Visitor Information Centres throughout New Zealand. i-SITE New Zealand is the Trading arm of VIN Incorporated.

'One of the keys to maximising tourism potential in an area is to have a fully informed market and the i-SITE network plays an important role in this regard....the central effect of the i-SITE network is that it unlocks tourist spending, facilitating a series of flow on effects.' (Source: Market Economics 2015)

### Overview of the key i-SITE location requirements

- It must serve a specific geographical area, or visitor market (as determined by the i-SITE New Zealand Board), or visitor flow distinct from that being serviced by an existing VIN centre.
- There must be a genuine need for each centre.
- The Local Council must endorse
- There must be reasonable geographical separation (communities should be distinct) between the centres or where geographical separation does not exist, the respective centres should serve different audiences (e.g. vehicle and pedestrian traffic at terminals).
- The centre must have adequate, easily accessible parking facilities within five minutes' walk.
- The centre must be immediately accessible by the public off the street, mall, square etc.
- Clean public toilet facilities should be available on the premises or at least accessible within 5 minutes walking distance.
- The centre must be close to main visitor flows.
- The centre must be highly visible from 100 metres away
- The centre must be at street level (unless otherwise approved by VIN Inc.).

The annual membership fee is tiered and invoiced based on annual revenue.

Currently, the membership fee rates (excluding GST) are as follows:

annual revenue of less than \$100,000	\$1,610
annual revenue of between \$100,000 and \$300,000	\$2,150
annual revenue of greater than \$300,000	\$2,735

There is no consultation process before an application is submitted. However, guidance, support and advice should be sought from local tourism organisations and the WBOPDC.

Once the application is completed and ready, this should then be submitted this to the i-SITE New Zealand Secretary, the application will be put to the Board for approval.

The next board meeting is scheduled for Thursday 8th February 2018. The process and requirements are outlined in the application and standards documents in the appendices.

### III. Citizens Advice Bureau (CAB)

There is no CAB in Te Puke. New CABs are usually established with the collaboration and support of an existing CAB. CAB volunteers undergo learning and development so they are equipped to provide a unique service and have an understanding of the principles and values that are part of this.

This is one of the values of partnering with a neighbouring CAB who has experience recruiting and training new volunteers, and can advise on processes, assessment of need for the service, and our requirements in regard to physical set-up.

All CABs are incorporated societies and registered charities. In order to use the CAB name, an organisation has to be accepted as a member of CAB New Zealand (CABNZ) by a vote of the CABNZ Board. Membership includes using a common constitution and meeting their compulsory membership indicators. Some CAB Boards decide to run satellite services in nearby areas when they identify a need, and when resources are available.

CAB Tauranga also run a satellite service in Papamoa and the TPCCSC will progress discussions with discuss ideas and requirements for a CAB with them when the manager returns from leave December 4<sup>th</sup> 2017.

### 13. Report of Human Resource options including proposed organisational structure

Although independent, it would be likely that the Community Connector would work from a permanent space within the TPCC. This person will likely spend a significant amount of their time out in the community, engaging with local people, groups, councils and organisations but it is important they have a functional space to operate out of to be effective in their community development role. This role is not dependent on the creation of a community centre. It is a separate, independent entity which is needed urgently within the community. The role has many 'best practice' examples to follow and the description shown here may change as the project progresses.

This person can fit in a variety of different organisational structures and there are different funding options that will need to be considered. Community feedback has been quite clear that this is a much needed and desired option for Te Puke. It has been shown in many communities to enable better communication and more efficient use of resources. It will provide a much needed resource to the town.

The roles of the internal Community Centre staff will be developed over time and is dependent on the facility that is secured. The type of property and the location will help to finalise these roles and job descriptions will be created further down the line.

## I. HR Options

### External roles

#### Community Broker / Connector slide:

A Community Broker or Connector “helps to connect individuals and groups to resources that are available in the community to assist in meeting their needs and achieving their goals.”

## How will this person help to connect the community?

### THE TE PUKE COMMUNITY CONNECTOR WILL

1. Act as a central connector between local groups, iwi, businesses, organisations, local/central government, funders, agencies and the commercial sector
2. Encourage and create opportunities for local stakeholders to undertake community-led projects
3. Act as a catalyst to encourage communication and cooperation between local economic, social, environmental and cultural organisations
4. Engage and connect with the wider community (both individuals and groups) to develop a sense of belonging as our area grows and changes
5. Pro-actively initiate, develop and implement community-led programmes and projects from community input
7. Support groups through funding application processes
8. Pro-actively communicates with the wider community and reports regularly on opportunities and projects

## Examples of groups they will connect



The solution should follow best practice  
*and* be what is best for Te Puke

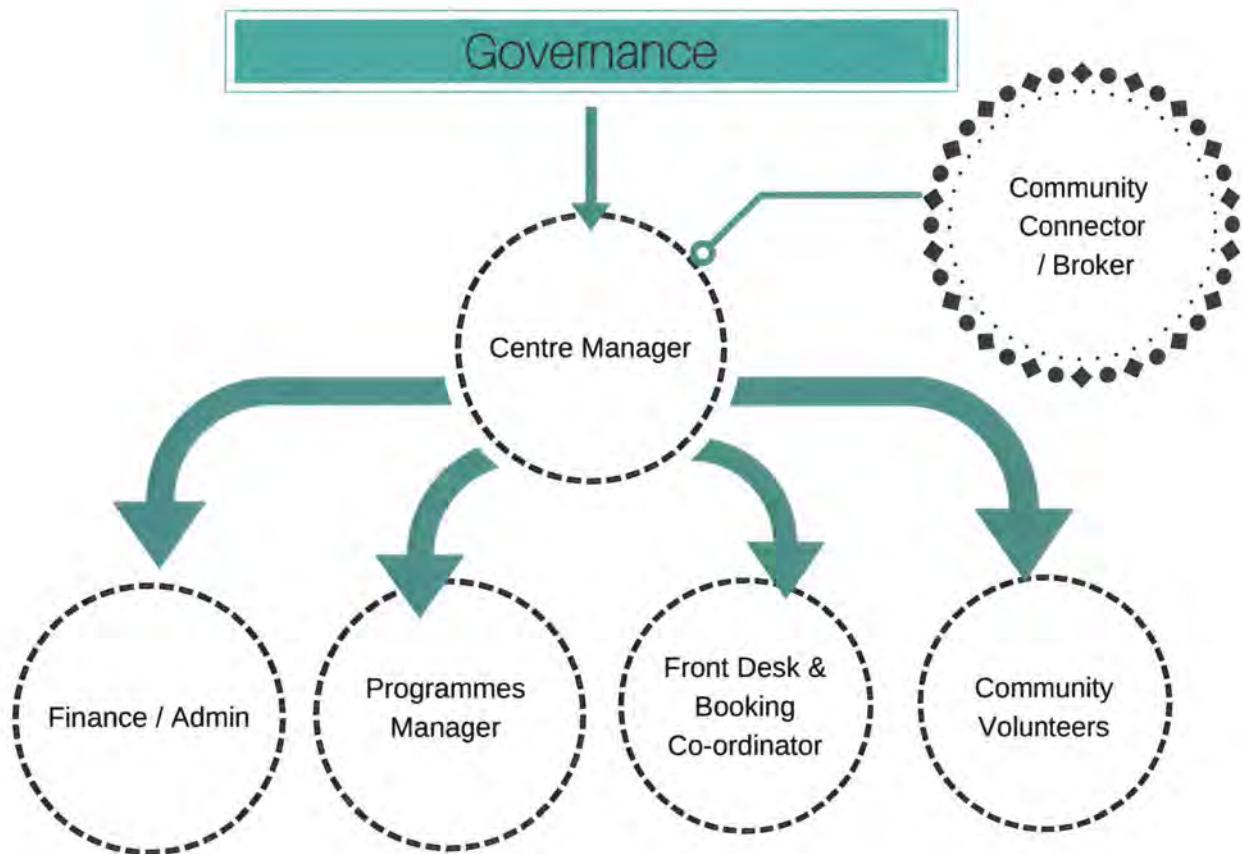


### Community Centre Roles

These roles and the organisational structure in which they fit will be investigated further in the feasibility study. The roles and the number of people required to run a facility will be dependent on the type of premises, its size and functionality. The roles described below have been proposed after looking at a number of examples from community centres investigated as part of the research process.

- Centre Manager
- Finance & Administration
- Front Desk & Bookings Coordinator
- Community Volunteers
- Part-time relievers across all roles

## II. Proposed options for organisational structure



### 14. Report of proposed cloud based / online options

There are already some existing online tools that exist in Te Puke and the TPCCSC is not looking to replace or duplicate these. If the different groups can work together, this could provide a great resource for the town and the community as a whole.

The site has several roles:

**Role 1:** As a marketing and engagement tool as the TPCC project develops. It will enable the TPCCSC to share the vision and status of the project with the community. It will have a data collection tool to enable people to sign up for more information on the project.

**Role 2:** Link in with existing calendars and directories. As a central information portal, a 'community centre online', it should be the first port of call for people looking for information. The existing directory and calendar providers should consider working together to ensure there is one suitable solution for the town of which this site would then link to.



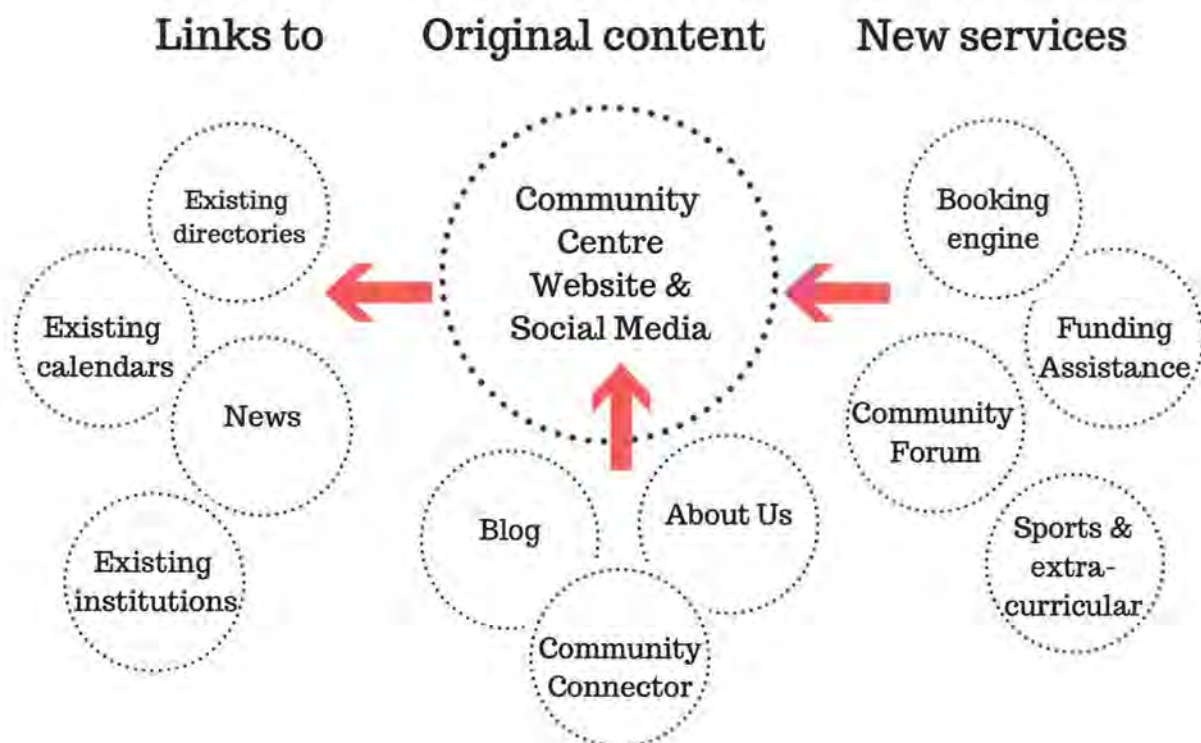
**Role 3:** Provider of links to existing institutions for people to get information. This will include links to websites, Facebook and social media pages and news sites.

**Role 4:** Blog space for the Community Connector. Once this role is filled, this space provides the perfect opportunity for them to communicate with the wider community easily and quickly. Many people do not use social media and a website provides space for this to be done so all can access.

**Role 5:** An online booking engine. This provide people with an ability to book their activities online – anything in Te Puke could be on here including sports clubs, classes, seminars, workshops, after school clubs and more. It is a 'one stop shop' for securing and paying for your activities in the town.

**Role 6:** A community forum. A place for people to go and ask questions, make comments, suggestions.

## What will it do?



A landing page and basic website can be created quickly, inexpensively and easily.

The other options will require planning, project management and scoping. The booking engine option will need the most work to scope out the required functionality, suppliers, costs and options and this will be done as part the feasibility study. As part of this section of the project, funds will need to be allocated to the physical tools and online space, but also to an external IT resource to ensure best practice and user experience are being considered.

### 15. Budgetary & financial considerations

The TPCCSC is in the process of looking into the costs of a feasibility study and business case but this will likely be in line with past quotes which were between \$11-15k.

The costs of all the elements of the TPCC, Community Connector and Online options will be investigated as part of the feasibility study.

The end goal of the TPCC is to be a profitable social enterprise with sustainable income streams such as meeting rooms, exhibition and co-working spaces.

As part of this project we are working to identify stakeholders, funders and organisations that will support the project financially.

### 16. Other considerations

The TPCCSC is committed to ethical practices, community led development, collaboration and communication with the end goal being a flourishing and thriving Te Puke.

### 17. Development phase proposals

As detailed previously in the report, ideally the feasibility report would be commissioned in time for it to be completed by the end of the first quarter of 2018.

This will mean both financial and human resources need to be allocated to it as soon as possible.

With the support of the Te Puke Community Board, the TPCCSC will look to gain funding for a feasibility study following the presentation on the 30<sup>th</sup> November.

The consultant who carries this out will work on behalf of the TPCCSC and will report findings regularly to the Community Board and major stakeholder as they have done with this report.

## 18. Conclusions and recommendations

### Overview

#### 'The Triangle'

In conclusion, the community centre, connector and online presence work together to provide a triangle of community resources which exist in their strongest form when they are provided as a group simultaneously.

However, they are not interdependent and depending on the opportunities that may arise (especially when thinking of premises) there is no reason why one cannot exist without the others initially.

This study recommends that to achieve the right results for all three elements, a detailed feasibility study should be commissioned with the following aims:

#### I. Community Centre

The feasibility study will look in detail at three suitable premises options:

- One suitable commercial building
- The Te Puke War Memorial Hall
- A new or used relocatable building on the existing council land

The current needs of the community can begin to be serviced by creating a community centre in one of these locations in the short to medium term (3 to 6 months).

This community facility could then be a central part of the journey to better understanding the long term needs of a premises and the plans for a new, permanent building on the council site can be developed during this time.

The consultation and work towards gaining a long-term permanent solution on the reserve land should begin immediately as it is clear from research the planning is likely to be a c.5-year process and it has already been 20 years in discussion.

However, any facility needs to operate as a sustainable enterprise in the long-term and a building must not be leased or purchased until it is of a suitable, modern standard (or can be made suitable with reasonable resources) and size to allow the generation of a sustainable business income from co-working and meeting spaces.

Taking on a sub-standard building or premises on a long lease may leave the town, council and management committee with a liability in the long-term. The models of asset ownership and occupation will need to be considered further in the feasibility study.

The feasibility study will look in detail at the establishment costs, resources and other fundamental considerations of all the building options and processes. It will also seek to identify sustainable operational funding options.

If a suitable building were to become available in the short term, the TPCC would have to work closely with the WBOPDC to enable the project to move forward in a timely manner.

## II. Community Connector

There is an immediate need for this element in the community and it requires the least capital outlay as well as being the simplest to fix. A Community Connector is a single individual who can begin to work on behalf of the community as soon as they are employed. The work they do will have an immediate effect on collaboration, efficiency and effectiveness in the town.

It is recommended that work in this area is prioritised for completion first in order put a connector in place as soon as possible.

Feasibility study should look in detail at:

- Creating a bespoke job description which fits with the specific needs of our community.
- How this person fits within an organisational structure and who they are answerable to
- The cost of this person, how they are funded and by who
- Where they could be based until a community centre is in place
- Conducting further research with several other individuals who do similar roles

The provider of the feasibility study will work with council, funders and stakeholders to finalise a proposal for the next Community Board meeting in January with a plan for recruitment to begin following this meeting and to have an individual in place by the end of February 2018.

## III. Online tools and services

The initial stage of the online services could be completed at low cost and in a short period. To create an informative landing page with data gathering capability would provide a central space for communicating project information and updates.

The feasibility study will look in detail at:

- How the different existing elements (directories, calendars) could potentially be pulled together to synergise efficiencies – consultation with other providers
- The creation of a landing page / basic site to capture interest in the community centre project and show the project details so far
- Gathering information on suppliers, costs, best practice for the booking system and working with possible suppliers as to what a tailored solution for the town's needs could look like
- Creating the basic site early on would enable the channel to be used for community consultation on the wider project moving forward.

## Recommendation

This report concludes that sufficient support for the three areas has been demonstrated through community research to recommend moving forward with a full feasibility study.

The study will include wider community consultation and will be initiated as soon as possible and completed by the end of Q1 2018.

## Part 4 - Appendices and research

Research includes (but is not limited to):

Katikati Town Centre Plan 2010

Welcome Bay Community Centre Strategic Plan 2017 - 2020

Selwyn District Council – Rolleston Town Centre Maserplan 2014

Mount Cook Long Term Community Plan 2009 – 2019

Auckland Council 'Thriving Communities' Plan April 2014

SmartGrowth WBOP 'Giving Voices' Engagement Project 2016

Tourism New Zealand

Stats NZ

WBOPDC Long Term Plans, Annual Plans, Town Centre Plan and Reserve Management Plan

SmartGrowth USA – US Environmental Protection Agency – various publications

Project for Public Spaces, New York, USA

New Zealand Herald - various

Bay Of Plenty Times - various

Te Puke Times – various

Venture Centre

### Specific Area Based Research – SmartGrowth

'Tauranga City and the Western Bay of Plenty are experiencing strong growth and after the setbacks of the PSA and the Global Financial Crisis, the sub-region is facing growth pressures. To manage this growth, the Councils are updating the models they are using to inform investment spending decisions.' (Source: Smart Growth 2017)

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Migrant Communities – 'Community connectedness was viewed as a desirable trait, but it was expressed as a wish for more places and spaces that reflect cultural diversity and allow for cross cultural exchange'. (Source: Smart Growth WBOP 'Giving Voices' Engagement Project, 2016)

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Arataki Community – 'The cluster of community facilities was strongly appreciated including the Community Centre, adjacent sporting and recreational facilities, the schools and Baywave. 'The community's community centre. It has an active relation with the community' (Source: Smart Growth WBOP 'Giving Voices' Engagement Project, 2016)

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'There was also a stated desire for more social infrastructure (in Te Puke) in the form of a: 'hub for families, mums, new immigrant families'' (Source: Smart Growth WBOP 'Giving Voices' Engagement Project, 2016)

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'Information for visitors / travellers - While locals seemed confident that services and facilities were readily available and accessible, some visitors and independent seasonal workers commented that there was no easily understandable information for them as new arrivals, including where to go for different goods and services; accommodation, where to find out about employment options; and places to go and see.' (Source: Smart Growth WBOP 'Giving Voices' Engagement Project, 2016)