



Feasibility Study, December 2023

Document Info & Acknowledgements

Document version: Final

Date: November 2023

Acknowledgements

Project Steering Group

- Phoebe Quinlivan – Tapawera Connect Manager
- Sam Batchelor – Tapawera Connect Board
- Geoff Proffit – Tapawera and Districts Community Council
- Cr Stuart Bryant (Lakes / Murchison Ward)
- Yulia Panfylova – Community Partnerships Coordinator, Tasman District Council •
Eva Lawrence - DIA: Community Advisor
- Karla Te Tau – Tapawera Connect Youth Coordinator
- Sarah Coade – Principal Tapawera Area School

With Thanks To

Tasman District Council

Tapawera and District Community Council

Tapawera Connect

About RSL Consultancy

Disclaimer

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. RSL Consultancy has used this information in good faith and makes no warranties or representations, express or implied, concerning the accuracy or completeness of this information. RSL Consultancy is acting as an independent consultant. In doing so, the recommendations provided do not necessarily reflect the intentions of the client. Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way in regard to this project.

1 Executive Summary

Tasman District Council and Tapawera Connect jointly engaged Recreation Sport and Leisure Consultancy to investigate the feasibility of a new multi-use community centre for Tapawera.

Previous surveys undertaken by Tapawera Connect showed an overwhelmingly positive (82%) response to the need for a community hub in Tapawera. It was this strong level of community support for a new facility that led to the proposal for a community hub.

Partnering with Tasman and Districts Community Council (TDCC) and the Tasman District Council (TDC), Tapawera Connect received funding to support a feasibility study exploring a community hub for Tapawera. Tasman District Council signed the contract on behalf of the community.

The feasibility study found that there is a need for a fit for purpose and modern community facility in Tapawera that operates as an activated and multi-use community centre.

1.1 Key findings

1. There is sufficient need for a fit for purpose community centre in Tapawera that allows for the integration of current community activity and services and creates a connection space for the community.
2. There is a need for a community space that supports the development of new and growing community activity in Tapawera.
3. There are a range of existing facilities in Tapawera that are utilised for community activities. However, none of these buildings were considered fit for purpose. The development of a new community centre is an opportunity to provide a new fit for purpose facility for the future and consolidate community activities as older buildings reach the end of their useful life.

4. The demolition of the current Tapawera Community Centre and the building of a new community centre on the same site has been determined as the best option for meeting the needs of the Tapawera community.
5. An indicative cost of a new community centre is approximately \$1.8 million with a total budget of \$2.5 million recommended to cover contingencies and construction sector uncertainty.
6. An initial ten-year operating budget for the proposed community centre shows that the facility will be financially self-sustaining, before accounting for depreciation. Note that this indicative budget is dependent upon the receipt of annual grant funding.
7. Tapawera and Districts Community Council will continue to own and manage the building supported by the Opportunity Shop and Tapawera Connect for day to day management and operation.
8. Tasman District Council should take a significant role in leading the project and working with key stakeholders and funders to ensure the next steps are taken and external funding opportunities are optimised.

1.2 Recommendations

1. That Tapawera and District Community Council accepts this feasibility study.
2. That the feasibility study is provided to Tasman District Council, Tapawera Connect and the Department of Internal Affairs for their consideration.
3. That the existing Tapawera Community Centre is demolished and a new community centre is built on the same site.
4. That a new community centre broadly contains the spaces outlined in the design brief and preliminary concept design.
5. Tasman District Council takes the lead in partnership with Tapawera and District Community Council, Tapawera Connect and the Department of Internal Affairs to progress the project.

¹As part of a TDC application to the Government's 'Better Off' funding under its Three Waters reform programme.

2 Introduction

2.1 Purpose

The purpose of this report is to explore the feasibility of a new multi-use community centre for the Tapawera community.

2.2 Scope and Methodology

The feasibility included the following aspects:

1. A review of secondary data including relevant strategies, demographic data, existing Tapawera community facilities and ownership.
2. Two community workshops and one youth workshop to understand current needs and issues that could be addressed through a new community centre.
3. One-on-one meetings with key stakeholders to identify current use, needs and issues.
4. Site visits and meetings with key community facility owners to understand current facility condition and utilisation and identify potential site options.
5. Steering Group meetings for:
 - o Discussion and guidance on workshop findings
 - o Identification and analysis of site options
 - o Development of a schedule of spaces.
6. Preparation of a concept plan for a new community centre facility.
7. Preliminary capital cost and annual operating budget.
8. Proposed governance and management structure.
9. Preparation of a next steps project road map.

10. Preparation of a draft report.
11. Client feedback on draft report.
12. Presentation of final report

2.3 Background

2.3.1 Tapawera

Tapawera village is located in the Motueka Valley in the Tasman District and is a 50 minute drive from Nelson. Tapawera is situated on the Motueka highway, which runs alongside the Motueka river, which was a traditional pathway to the West Coast for gathering pounamu. Today Tapawera supports an agricultural and horticultural hinterland with a fast growing hops industry.

The population of the Tapawera village was close to 300 people in 2018 with 2000 people in the wider Golden Downs area. In 2022, the Tapawera Area School had a school roll of 175 primary and secondary students. Tapawera village has a very small commercial centre with residents accessing a number of key services in either Richmond or Motueka.

Tapawera is part of the Lakes-Murchison Ward within the Tasman District. The Tasman District Council Richmond Office is approximately 47 kilometres and the Motueka Office is approximately 49 kilometres from Tapawera.

2.3.2 Tapawera and Districts Community Council (TDCC)

Tapawera and Districts Community Council is an elected group of community representatives from the surrounding areas of Tapawera, including:

- Stanley Brook / Hinetai Road
- Glen Rae / Lower Wangapeka / Baton
- Matariki / Sherry River / Upper Wangapeka
- Rakau / Tadmor
- Kiwi / Tui / Kaka
- Main Road Tapawera / Tapawera Village
- Kohatu / Golden Downs / Kikiwa
- Korere / Motupiko / Atapo

The main purpose of TDCC is to give a voice to the residents and promote improvements in the community, for residents, local businesses and community services.

The TDCC owns the Tapawera Community Centre, located at 95 Main Road, operates the Tapawera Community Opportunity Shop from the community centre and provides office space to Tapawera Connect. The profits from the Opportunity Shop enable TDCC to provide grants to projects or activities that benefit the wider Tapawera community.

2.3.3 Tapawera Connect

Tapawera Connect is an Incorporated Charitable Trust, established in 2020 to support connection and resilience in the community. Tapawera Connect partners with and is supported by TDCC.

Tapawera Connect was initially established as the Tapawera Community Trust with a grant of \$20,000 from MPI's Rural Community Hubs programme fund². The Rural Community Hubs programme assisted isolated and vulnerable communities with support and seed funding to facilitate a community-led development approach, supporting communities to own and drive their own solutions.

The objectives of the programmes were to strengthen the resilience and wellbeing of rural communities by:

- Reducing the isolation of rural communities
 - Increasing connectedness within a rural community
 - Enhancing community access to government and non-government services and support •
- Supporting community initiatives that will be enduring over the long-term.

Community-led Development Programme

In 2022, Tapawera Connect, on behalf of the community, entered into a Community-led Development Programme Partnership with the Department of Internal Affairs (DIA). This programme continued the community-led approach started under MPI's Rural Community Hubs

programme. The programme was aimed at supporting community goals through community working together, encouraging wide participation, developing local leaders and action plans.³

Central to the approach and separate to this feasibility study, is the development of a Community Plan, and in late 2023 this was in the final stages of consultation.

Community Hub

Alongside this community plan, Tapawera Connect recognised a need for a new facility in Tapawera that would provide a range of services and amenities to the local community.

In response to this need, Tapawera Connect conducted a survey to gauge the level of support for a community hub. 82% of respondents to the survey indicated they believed that Tapawera would benefit from a community hub, expressing a desire for a space that would serve the needs of tamariki and rangatahi, provide social and health services and serve as a hub for community events, workshops and gatherings.

2.3.4 Better off Funding

Partnering with TDCC and the Tasman District Council (TDC), Tapawera Connect received \$50,000 as part of a Tasman District Council application to the Government's \$2 billion of "Better Off" funding under its Three Waters reform programme. This was to undertake a feasibility study into a

²The funding available for this programme was allocated to 32 communities and MPI is no longer accepting any new funding application.

³<https://www.communitymatters.govt.nz/community-led-development-programme>

RSLC Tapawera Community Hub Feasibility Study | 6
community hub for Tapawera that would support community aspirations and the outcomes of a community plan.

Tasman District Council signed the contract on behalf of the community.

Community facilities are meeting points, providing indoor space for community gatherings, events, and recreational, educational, and social activities. They enable community-led development, with local people working together and bringing about changes in their environment. They help build neighbourhoods and settlements with strong identities. Facilities offer Tasman residents the opportunity to engage socially in the places they live and work.

3 Strategic Context

3.1 Tasman District Council Vision, Strategic Priorities and Community Outcomes

The following section outlines the Tasman District Council's Vision, Strategic Priorities and Community Outcomes that are particularly relevant to the development of a Community Centre in the Tapawera Village and wider Golden Downs area.

Vision

Thriving and resilient Tasman communities. Te Manawaroatanga o Te Tai o Aorere kia tupu, kia
rea Strategic Priorities

- Strong, resilient and inclusive communities
- Enabling positive and sustainable development
- Contributing to a diverse society and celebrating our culture and heritage

Community Wellbeing and Community Outcomes

The Council provides leadership and fosters partnerships, including with iwi, fosters a regional perspective, and encourages community engagement.

Although all community outcomes are important district-wide the outcomes outlined below are of particular relevance to this Community Centre project.

Social Wellbeing

- Outcome 4: Our communities are healthy, safe, inclusive and resilient.
 - We support the opportunities for Tasman residents to enjoy a good quality of life.
 - We are a supportive and diverse community.
 - Everyone is included and involved, can participate in decision-making and is able to enjoy a good quality of life, wherever they come from and whatever their age, abilities or income.
 - We are a resilient community with a Civil Defence service that assists residents and businesses to cope with disasters or emergencies.
 - Our urban and rural environments are people friendly, well planned, accessible and sustainably managed
 - Our communities have access to a range of social, cultural, educational and recreational facilities and activities
- Outcome 6: Our Communities have access to a range of social, cultural, educational and recreational facilities and activities.
 - We have a good range of sports, recreation and community facilities, including libraries, which are suitable for all ages, including youth and older residents.
 - There are a wide range of recreation, educational and leisure opportunities for everyone to take part in.
 - We support and encourage all culturally diverse groups to demonstrate their unique recreational activities to the wider community.
 - There are many festivals and events held throughout the year in the Tasman region

Cultural Wellbeing

- Outcome 5: Our communities have opportunities to celebrate and explore their heritage, identity and creativity
 - We have a strong sense of community and are proud of our region, our communities and our diverse heritage.

RSLC Tapawera Community Hub Feasibility Study | 9

- Important heritage items, sites and stories of the district are protected for future generations.
- Residents and visitors have opportunities to celebrate Tasman's heritage and support cultural diversity.
- We celebrate and acknowledge our heritage and our history and how that contributes to our distinctive identity.
- We tell our whakapapa (history) in an honest way and acknowledge the lessons

that history has taught us.

- o Māori culture and tikanga (traditions) are acknowledged as taonga (treasures) that represent our regional uniqueness.
- o We value and support those things that make Tasman special and unique – our Māori history, our people, art and crafts, the outdoors, local food and beverages and the relaxed atmosphere

3.2 Reserves and Facilities Activity Management Plan 2021- 2051. Tasman District Council

The Reserves and Facilities Activity Management Plan (AMP) describes the strategies and works programmes for the Council's Reserves and Facilities activity. It outlines how the Council intends to meet the objective of delivering the required levels of service to existing and future users in an efficient and cost-effective way.

3.2.1 Why Council Provides Community Facilities

Council has described why it provides community facilities as an avenue to promote community well-being and to meet community expectations:

‘Community facilities are meeting points, providing indoor space for community gatherings, events, and recreational, educational, and social activities. They enable community-led development, with local people working together and bringing about changes in their environment. They help build neighbourhoods and settlements with strong identities. Facilities offer Tasman residents the opportunity to engage socially in the places they live and work’.

3.2.2 Levels of Service

The Council aims to provide the following levels of service for the Reserves and Facilities activity:

- A network of public halls and community buildings (including multi-purpose community and recreation facilities in major centres and local halls) that provide reasonable access to indoor activities, and recreation space.

3.2.3 Funding

The majority of the capital works programme for Reserves and Facilities is currently funded from income received through Reserve Financial Contributions, while renewals are generally funded from rates. There is acknowledgement within the plan of the need to support initiatives of not-for-profit organisations.

3.2.4 Provision

There is no current provision for a community hub in Tapawera. However, the AMP stipulates key projects to be undertaken in the Parks and Reserves Asset Management work programme over the next ten years which includes a review of community facility provision. Note there are currently two community centres in Tasman District located in Motueka and Tākaka, These two small facilities provide opportunities for social interaction, activities, internet-based courses and meeting spaces and offices for community groups.

3.3 Nelson Tasman Future Development Strategy 2022-2052

The Future Development Strategy (FDS) is a 30-year high-level strategic plan that outlines areas in the Nelson Tasman region where there is potential for future housing and business growth. Modest growth is projected for Tapawera over the next 30 years, however;

- There is a fast-growing hop sector meaning more business land and more housing

opportunities may be needed in the future.

- An option for a light industrial site is identified on the western side of the Motueka River along Tadmor Valley Road to cater for the growing rural economy.
- Two areas for future residential development are identified at the western and southern edge of the town.

3.4 Tapawera and Districts Community Council Incorporated Constitution

The Tapawera and Districts Community Council (TDCC) is a bi-annually elected group that aims to give a voice to the residents of the Tapawera District and promote the improvement of the wider community, for the betterment of residents, local enterprises and community services.

The TDCC own and manages the Tapawera Community Centre.

During 2021 TDCC began collaborating more closely with Tapawera Connect working towards the community vision that 'the people of Tapawera and surrounding valleys belong to a caring and resilient community'.

TDCC operates the Tapawera Community Op Shop from the Community Centre, providing a valuable community service, and grants for projects or activities that benefit the wider Tapawera community.

The constitution states the following objectives:

1. To promote the interests of Tapawera and districts for the betterment of residents, local enterprises and community services.
2. To support all businesses, residents, ratepayers, groups, clubs, other community organisations and services through planned activities, projects and initiatives.
3. To foster the full use, coordination and provision of community facilities, finances and resources.
4. To advise the District Council, Health Board, power supply authorities, Government Departments, their agencies and other services and organisations of community concerns, to ensure they are able to appropriately serve the needs of the community.
5. To provide forums for the expression of public concerns and to forward such concerns, where deemed necessary, to the appropriate body for a response and if need be for resolution of such concerns for the benefit of the district.
6. To promote and disseminate information and generally inform the community.

Notably the TDCC powers include;

- To purchase, take on lease, license or otherwise obtain the use and occupation of any lands or buildings or other property or chattels and to sell, sublet or otherwise dispose of same for valuable consideration or otherwise.
- To employ staff, for such times and on such conditions and at such remuneration as the Management Committee shall think fit, subject to the provisions of any statute.

4 Tapawera Community Profile

Tapawera is the main township in the Golden Downs Statistical Area (SA2) shown in Map 1 below. The following demographic analysis uses data pertaining to the Golden Downs statistical area

sourced from Statistics NZ medium projections.

Statistical Area 2 provide higher aggregations of population data than can be provided at the statistical area 1 (SA1) level. The SA2 geography aims to reflect communities that interact together socially and economically. In populated areas, SA2s generally contain similar sized populations.

Map 4.1: Statistical Area 2 - Golden Downs



Source: Statistics NZ

4.1 Demographic Summary for Golden Downs

The population of Golden Downs was just over 2000 people in 2023. The population will increase by 7% in the 25 years to 2048



to reach 2,170.

There is little growth expected in the Golden Downs area over the next 25 years with an increase of approximately 140 people.



is expected to age significantly in the 25 years to 2048. The population of the group aged 65 years + is expected to increase by 74% or 290 people

The population of Golden Downs By 2048 it is expected that those aged 65 years and over will

make up 31% of the population of Golden Downs, (up from 19% in 2023).

Golden Downs is one of two areas of the Tasman District as having the highest level (quintile 5) of deprivation.

Tapawera Village has a deprivation level (quintile 9) of deprivation and is

surrounded by areas in decile 4 and 6.

Increased demand for indoor recreation and social spaces by the 65+ age group along with associated activity and support services.

There will be a requirement for facilities that are warm, accessible and with good

acoustics.

Multi-use, inclusive, and accessible spaces that enable a range of community activities, from active recreation to social and health support services to ensure equitable support for community.

4.1.1 Golden Downs Age Group Projection

The population of Golden Downs is expected to age significantly in the 25 years to 2048. The population of those aged 65+ years and over is expected to increase by 74%, while the populations of the 15-39 and the 0-14 year age groups are expected to decrease by 24% and 6% respectively over the same period.

The population of the group aged 40-64 years is expected to remain the same.

Table 4.1: Golden Downs Age Group Projection

	2023	2028	2033	2038	2043	2048	Change 2023-2048	% Change 2023-2048
0-14 years	330	350	360	350	330	310	-20	-6%
15-39 years	580	560	500	470	470	440	-140	-24%
40-64 years	740	690	710	710	710	740	0	0%
65 years and over	390	510	580	660	680	680	290	74%

4.1.2 Golden Downs Age Group Distribution

By 2048 it is expected that those aged 65 years and over will make up 31% of the population of Golden Downs, (up from 19% in 2023).

The 0-14 year age group and 40-64 year age groups are expected to comprise a similar proportion of the population to their respective proportions in 2023.

The 15-39 year age group is projected to make up 20% of the population in 2048, a decrease of 9% from 2023.

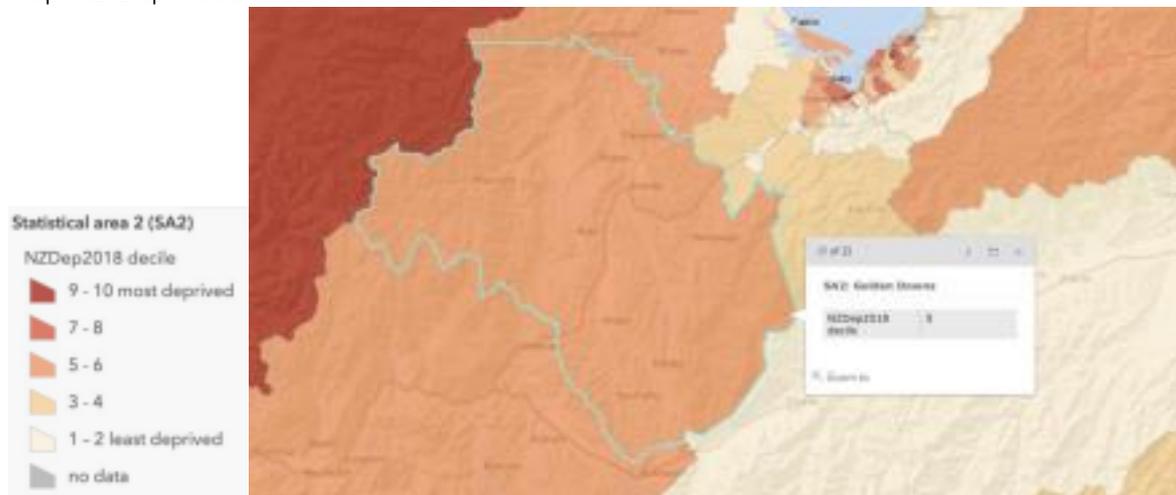
Age Group	% Pop 2023	% Pop 2048
0-14 years	16%	14%
15-39 years	29%	20%
40-64 years	36%	34%
65 years and over	19%	31%

4.1.3 Deprivation

The New Zealand Index of Deprivation (NZDep) provides information on socio economic deprivation. The index measures the level of deprivation for people in small areas and is based on nine Census 2018 variables. The NZDep is displayed in 10 deciles. Decile 1 represents areas which are least deprived, and Decile 10 represents areas which are most deprived.

It should be noted that NZDep estimates relative socioeconomic deprivation for areas, not people. Two areas of the Tasman District are shown as having the highest level (quintile 5) of deprivation, namely Golden Downs and Motueka. Tapawera Village, within the Golden Downs area, has a high deprivation level of decile 9 and is surrounded by areas in decile 4 and 6.

Map 4.2: Deprivation Scale Golden Downs



Map 4.3: Deprivation Scale Tapawera Village and surrounding area



4.2 Demographic conclusion

Tapawera and the surrounding Golden Downs area population is projected to largely remain the same over the next 25 years. However the population, as with the rest of New Zealand, is expected to increase significantly in the 65+ year age group. Although there will only be relatively small numbers of older adults in the community it is important that any development is a suitable modern venue providing facilities appropriate for an aging population.

Equally the NZ Dep profile of the Tapawera community, decile 9, would suggest that any facility development caters for the social and health services that are and will be required to support this community.

With no indication of significant growth or decline in population numbers over the next 25 years, any development should be aimed at creating new demand through a broader range of activities, services and programmes.

Appendix four has further background demographic information.

5 Current Environment

5.1 Introduction

Tapawera is fortunate that it has an abundance of community buildings that contribute to the wider

community facility network. However, most of these facilities were built in two time periods being the early 1900's or during the heyday of forestry in the 1950s. The nine facilities outlined in Table 5.1, are owned and operated by nine different organisations. Only one of the nine community facilities is owned by Tasman District Council.

Site visits and meetings with four committees managing community facilities were undertaken. These were the four facilities hosting the majority of community activity that would align with a community hub being Tapawera Memorial Hall, Tapawera Rugby Football Clubrooms, Shedwood Hall and Tapawera Community Centre.

The key existing facility issues identified by users or building owners are:

- Age and condition of facilities
- Inefficient layout and accessibility of facilities
- Inability to heat facilities
- A level of maintenance and renovations required to make facilities fit for purpose for today's environment.
- Poor storage
- Access to significant hire fees and grant funding required to enable the upgrade of facilities.

The map below and table 5.1 provide a summary of the network of community facilities based within Tapawera.



RSLC Tapawera Community Hub Feasibility Study | 17
5.2 Current Tapawera Community Facilities

The following table provides an overview of the existing facilities in Tapawera Village, currently utilised for community activity.

Table 5.1: Current Community Facility Inventory

<p>Tapawera Rugby Football Clubrooms</p> <p>Based on Tapawera Recreation Reserve</p>	<ul style="list-style-type: none"> • Main clubroom • Commercial kitchen Bar facilities. • Facility is carpeted and heated via heat pumps • Audio visual equipment available 	<ul style="list-style-type: none"> • Clubrooms for 5-6 homes games per session • Boxing classes once per week • Area School Exams • Meetings, including: <ul style="list-style-type: none"> • Dairy NZ • Wrightson's • Federated Farmers • Quiz nights • Private functions • First aid training

		<ul style="list-style-type: none"> • Youth group • Connect – Age Concern • Music in the Mountains
<p>Tapawera Memorial Hall (Playcentre)</p> <p>56 Main Road Tapawera</p>	<ul style="list-style-type: none"> • A small meeting room • Dedicated Playcentre space • Kitchen facilities • Toilets • Fenced playground • Semi covered outdoor deck 	<ul style="list-style-type: none"> • Tapawera Playcentre • Mumma’s Wellbeing group • Spinners and Weavers (Craft) Group • Māori Committee meetings • Domain Board meetings

⁴ A formal condition assessment of each facility was not within the scope of this study. The current condition information was provided by facility owners and through visual observations.

RSLC Tapawera Community Hub Feasibility Study | 18

		<ul style="list-style-type: none"> • Tea and talk • One-off children’s birthday parties

<p>Tapawera Community Centre</p> <p>95 Main Road Tapawera</p>	<ul style="list-style-type: none"> • Main function room and opportunity shop • Three separate rooms hosting the opportunity shop and meetings • Kitchen • Toilet 	<ul style="list-style-type: none"> • Opportunity Shop • Tapawera Connect • Tapawera District Community Council • Tea and talk
<p>Shedwood Hall</p> <p>Main Road Tapawera</p>	<ul style="list-style-type: none"> • A main hall • Small stage • Supper room • Kitchen • Toilet facilities • Bar 	<ul style="list-style-type: none"> • Visual arts • Garden Club • School Ball bi-annually • Functions including birthday celebrations, Weddings and Funerals • River catchment community meetings

⁵ Building performance. Ministry of Business, Innovation and Employment

RSLC Tapawera Community Hub Feasibility Study | 19

<p>St Peters Anglican Church</p> <p>Main Road, Tapawera</p>	<ul style="list-style-type: none"> • Church space 	<ul style="list-style-type: none"> • Upright and Able Fitness – Friday • Church

<p>St John Ambulance</p> <p>103 Main Road, Tapawera</p>	<ul style="list-style-type: none"> • Small meeting room 	<ul style="list-style-type: none"> • Community meetings • Emergency response planning
<p>Menz Shed</p> <p>Tapawera Recreation Reserve</p>	<ul style="list-style-type: none"> • Workshop space 	<ul style="list-style-type: none"> • Menz Shed
<p>Purpose HQ Gym and Café</p> <p>98 Main Road, Tapawera</p>	<ul style="list-style-type: none"> • Community Gym • Community Café 	<ul style="list-style-type: none"> • General Community

As highlighted in Table 5.1, there are nine facilities within the Tapawera Village that are currently used for community meetings and activity.

A number of governance boards or committees expressed an interest in their facility being renovated and extended to accommodate a community hub, should it be established. However, these current facilities were not seen as suitable to meet the full needs identified for a community hub. Either the primary

RSLC Tapawera Community Hub Feasibility Study | 20
purpose of the facility was not a fit or the current building layout and general condition of the facility makes it unsuitable to extend or renovate for a community hub.

5.2.1 Community Facility Current Issues

The following is a list of challenges and issues, identified by the governance committees, community groups and organisations in Tapawera, with the current stock of community facilities in Tapawera.

1. A lack of a central facility for the general community to engage and interact.
2. Many community facilities are aged and not fit for purpose to meet today's standards and community expectations.
3. All community facilities in Tapawera are standalone spaces for hire and therefore do not have staff based at the facility to activate, programme or coordinate community activities and services.
4. A number of community facilities require maintenance and upgrades of varying degrees and require significant external funding support to undertake this work.
5. Most existing community facilities are underutilised.
6. The current community centre, being the most akin to a community hub, is earthquake-prone and requires significant strengthening and renovation.

6 Needs Analysis

6.1 Overview

The concept of a Tapawera Community Hub was first considered in 2020 by Tapawera Connect. Many needs in the Tapawera community were being met through existing facilities although this was described as 'fractured use of outdated facilities'

Covid-19 and the corresponding government settings in 2020- 2021 exacerbated this need for coordination of community activity and access to services locally. The distance people were required to travel to access services had been highlighted as a community issue for some time⁶.

The following section provides an overview of the findings from the various community engagements specific to a community hub which included;

- Tapawera Connect Community Survey and Workshops 2020.
- Feasibility Study engagement comprising, two community workshops, a youth workshop and 18 face-to-face conversations.

6.2 Tapawera Connect Consultation

In 2020, Tapawera Connect undertook community consultation to gauge community interest and need for a community hub for Tapawera. A survey and workshops found that there was 'no physical heart for the community which lacked a central point for information, a recognised place for community gatherings, meetings and workshops, and a place for community members to seek help and connect'.⁷

Tapawera Connect undertook a survey in 2020 asking the community's views on a community hub for Tapawera. 80 people responded to this survey.

The survey found that:

- 82.4% % of survey participants thought Tapawera would benefit from a community hub, 10.8% of survey participants said no and 6.8% didn't know or didn't respond.
- The key services community members would like to see in a community hub included:
 - 61 (76.25%) people suggested a welcoming space to connect, hold workshops and events and drop in. This included a space for children and teenagers, access to WIFI and computers and a connection point for interest and hobby groups.
 - 36 (45%) people suggested provision of information and support for both locals and visitors with 20 (25%) specifically highlighting support and information for older people and eight (10%) indicating support for rural men.
 - 29 (36.25%) people suggested a dedicated space for services (health and welfare support) including parenting support, work and income and budget support
 - 22 (27.5%) people suggested movie nights

The following characteristics of a community hub were identified being;

- A light, bright, open and welcoming space with a feeling of warmth and comfort
- Space for a hauora (holistic) community health clinic for all ages
- A large meeting room and smaller meeting room/s with an ability for spaces to be able to be reconfigured for multi-use such as for workshops, smaller events and training
- Appropriate private spaces for outside agencies and support services
- Space for people to just drop in providing a community bumping space
- A visitor centre

⁶Tapawera Connect Consultation Summaries relating to a community hub

⁷Tapawera Connect Hub Concept Document

RSLC Tapawera Community Hub Feasibility Study | 22

- Digital/internet access
- Hot desks (visitors can use while on a working holiday)
- A licensed (commercial) kitchen
- The hub to have an admin person (or Co-ordinator)
- Future proofing so that the building has the potential to be added onto if required.

6.3 Community Workshops 2023

As part of this feasibility study, two community workshops⁸, a youth-focused workshop with young people from Tapawera Area School and 18 face to face conversations were held.

The feedback received from the workshops was consistent with feedback received in 2020, and highlighted the need for a fit for purpose, modern, warm and welcoming community facility in Tapawera.

Community facility needs are being met through existing buildings to varying degrees, however, these were not fit for purpose as a community hub, nor for the increased level of services and programmes identified to meet community needs.

6.3.1 Community Workshops - Identified Needs and Spaces

The workshops identified the following high-level needs and spaces that would ideally be offered from a community hub. Detailed feedback is outlined in Appendix 2

1. Flexible spaces that could be utilised for a variety of activities including:
 - Meeting rooms / workshop space / function room
 - Counselling / one on one / small private meeting spaces
 - Youth activity space
 - Health space
2. Space that is a safe and welcoming environment for all ages
 - Drop in - community bumping space
 - A space that provides for social interaction within the community
3. Space to coordinate community activity, programmes and services
 - Facility that is staffed
 - Space that is programmed and activated by staff
 - Access to WIFI, internet and IT support
 - Space for provision of community information
 - Office space | Hot desks

6.3.2 Community Conversations

Conversations were held with key community facility owners and stakeholders within the community. The key findings from these conversations were:

1. Overall recognition that there is a need for a modern fit for purpose community hub in Tapawera.

2. Community activity, services and programmes are growing in response to community need identified by the community and Tapawera Connect.
3. Private meeting rooms are required for one on one meetings such as social services or family group conferences.
4. Central government agencies, such as Work and Income NZ, do not provide a decentralised service, requiring Tapawera residents to go to Richmond for Work and Income NZ services, however from time to time workshops may be provided in Tapawera.

⁸ With 21 and 19 attendees at each workshop and 10 at Tapawera Area School workshop

RSLC Tapawera Community Hub Feasibility Study | 23

5. General health services may consider operating from a modern community hub. 6. Space for the opportunity shop is required as it provides a service to the community alongside community grants.
7. There is no requirement for a visitor information centre based in Tapawera however there was recognition that a community hub would provide space for community information which could include visitor information.
8. Recognition that existing community facilities all have a current purpose within the community however all require modernising to meet today's standards.
9. Recognition of other purpose-built community facilities across the Tasman District however community were cognisant of not over-capitalising in Tapawera and not reinventing spaces already catered for, such as a community hall.
10. Concern was expressed that a new building may dissipate current community activity and potential funding sources from existing community facilities.

6.4 Summary of need

The needs identified by the existing community facility organisations, key stakeholders and the wider community can be summarised as:

1. A community facility that is modern, warm and welcoming and fit for purpose for a community centre.
2. A community space that is staffed and subsequently activated as opposed to a venue for hire.
3. Flexible spaces that could be used for a variety of activities and uses.
4. Space that is a safe and welcoming environment for all ages.
5. Space that provides the opportunity to develop and grow existing and new activity and programmes to meet identified community needs as they arise.
6. Space to coordinate community activity, programmes and services

A key factor to consider when determining whether needs can be met is what venues already exist with Tapawera. Arguably if these existing facilities can be utilised to meet all or some of these needs the need for a new facility is lessened.

Existing facilities currently cater for a range of activities that occur within the community however none of these community facilities are fit for purpose in their current condition to meet the needs identified above.

7 Options Analysis

7.1 Overview

With a number of existing community facilities available within Tapawera, and four Committees or Advisory groups expressing interest in partnering on a community hub, a long list of nine options was considered to assist in determining options for a more detailed analysis.

Table 7.1: Options Analysis – Long List

		Location	Community Hub	Current facility condition	Land and building ownership	Risk and estimated cost
	Description	Main St Accessible Parking	Existing multi use space. Ability to reconfigure building	EQ Status Existing condition	Recreation Reserve Commercial Private Community ownership	High Medium Low
Redevelop Tapawera Community Centre	Upgrade the building to accommodate community hub spaces					
Extend Community Centre	Build on to the existing community centre to accommodate a community hub					
Demolish Tapawera Community Centre and new build	Demolish existing community centre and build a purpose built new community hub on same site					
Extend Shedwood Hall	Build a community hub onto the hall utilising existing hall					
Extend Tapawera Rugby Clubrooms	Build a community hub onto the Hall utilising existing clubrooms					
Extend Tapawera Memorial Hall (Playcentre)	Build a community hub onto the existing Memorial Hall					
New build	Build a purpose-built community hub on Council Recreation Reserve land					

Upgrade all existing community buildings	Funding plan to support redevelopment of all existing community spaces					
--	--	--	--	--	--	--

RSLC Tapawera Community Hub Feasibility Study | 25

Do nothing	Retain all community facilities and undertake minor maintenance only					
------------	--	--	--	--	--	--

Mostly met = Somewhat met = Mostly unmet = [7.2 Options for further consideration](#)

Any space that is designed needs to be flexible, multiuse and adaptable over time as the Tapawera activities and services change with community need.

Four options were explored to address the identified needs of the Tapawera Community. Each option considers a different approach to meeting the needs that have been identified. The following options were identified for further investigation on the basis that the committees associated with each facility indicated a willingness to have a community hub alongside or part of their existing building.

The four options considered are shown in Table 7.2.

Table 7.2: Options Analysis – Short List

Option	Ownership	Advantages	Disadvantages
<p>Redevelop the Tapawera Community Centre</p>	<p>Tapawera Community Centre owned and managed by Tapawera District Community Council (TDCC) Incorporated Society with a constitution allowing for building ownership for community good</p>	<ul style="list-style-type: none"> • Currently configured with spaces appropriate for a Community Hub: • 1 large meeting room • 3 smaller meeting rooms • Operates with some existing services - Opportunity Shop and Tapawera Connect. • Owned by the TDCC – for the good of the Tapawera and Districts Community • Sensitivity in community around historic nature of community building and therefore renovating would retain this building. 	<ul style="list-style-type: none"> • Building is earthquake prone with a less than 20% earthquake rating based on an initial seismic assessment. • Building requires significant renovations, including earthquake strengthening and new kitchen and toilets. • Renovations to building would not meet the community requirements for a modern fit for purpose community hub. • The Opportunity Shop currently occupies a significant portion of the building and would require consolidation of services or rehoming.
<p>Demolish Tapawera Community Centre and build a new Community Hub</p>	<p>Tapawera Community Centre owned and managed by Tapawera District Community Council (TDCC)</p>	<ul style="list-style-type: none"> • Provides an existing 2465 m2 site, zoned commercial in the heart of Tapawera village • No capital cost for purchase of land • Existing activity on site • Demolition would be less expensive than earthquake strengthening. 	<ul style="list-style-type: none"> • Sensitivity in community to demolishing a building considered by some to be a historic building • Potential requirement to relocate the Kahurangi Gateway

Option	Ownership	Advantages	Disadvantages
		<ul style="list-style-type: none"> • Close to Shedwood Hall for combined events and larger community meetings • Opportunities for a partnership between TDCC and TDC 	

<p>Upgrade and build a community hub extension onto the Tapawera Memorial Hall</p>	<p>Building and land owned by Tasman District Council Domain Board Advisory Committee oversees building</p>	<ul style="list-style-type: none"> • No capital cost investment required to purchase land • Located on Council managed recreation reserve • Existing community space • Space to add onto Memorial Hall 	<ul style="list-style-type: none"> • Older style building (built in 1954-55) requiring modernisation to meet current standards i.e. kitchen, toilets, heating • New build may interfere with immediately adjacent sports field • Limited spatial footprint for a Community Hub addition to the existing building with an extension to building intruding onto sports fields or current playground area.
<p>Build a new Community Hub</p>	<p>Building and land owned by Tasman District Council Community Advisory Committee to manage</p>	<ul style="list-style-type: none"> • Provides an opportunity to build a fit for purpose space that provides for flexibility into the future • Future-proofed • Multiuse • Location options include Tasman District Council recreation reserve within Tapawera 	<ul style="list-style-type: none"> • Location to be decided` • A new space is at risk of impacting the viability of existing community services • If the location was on recreation reserve then it would require consideration to incorporating other facilities, thereby increasing the budget for the project

Option	Ownership	Advantages	Disadvantages
		<ul style="list-style-type: none"> • No capital cost investment required to purchase land 	

7.3 Preferred Option

Demolishing the existing Community Centre at 95 Main Road and rebuilding a modern facility on the existing site was seen as the best option for delivering on a new Community Centre for Tapawera. The TDCC are current owners of the building and land and are in support of a new facility that responds to the needs of the wider Tapawera Community.

The best chance of the project moving forward is for Council, Tapawera Connect and their partnership with Department of Internal Affairs and Tapawera and Districts Community Council to work together, to deliver on a new multi-use, fit for purpose Community Centre for Tapawera

8 Design Brief

From community consultation feedback and workshops the Steering Committee developed the following space specifications for a new community centre, from which a design-build company could prepare concept designs.

The following table provides an overview of the space specifications for a new Tapawera Community Centre.

Activity Type	Key Design Considerations	Indicative Size Range
<p>Reception Area</p> <ul style="list-style-type: none"> • An important front to the community, that supports information giving: • Op shop • Information space (including support) to access government services and forms. • Drop in space - Place to sit, talk and connect, with seating 	<ul style="list-style-type: none"> • Natural light • Carpet tiles • Access to kitchen • Digital space • WIFI • Reception area • Seating • Storage • Separate to main meeting rooms • Accessible 	<p>50 – 70m²</p>
<p>Opportunity Shop</p> <ul style="list-style-type: none"> • Space for opportunity shop 	<ul style="list-style-type: none"> • Storage • Racks • Shelving 	<p>50 – 70m² Area could be included within the reception area (only relevant if partnering with TDCC)</p>
<p>Digital space</p> <ul style="list-style-type: none"> • Access to computers providing an ability to complete forms and book appointments • Free Wi-Fi 	<ul style="list-style-type: none"> • Natural light • Access to kitchen • Digital space 	<p>15 m² Area could be included within the reception area</p>
<p>Large Meeting / Workshop Space(s)</p> <ul style="list-style-type: none"> • Multipurpose / workshop / training space 	<ul style="list-style-type: none"> • Versatile spaces (floating walls – good acoustics) • Natural light • Easy access to kitchen and storage • Host up to 50 people • Space for youth activities - table tennis and pool tables 	<p>100-120m²</p>

<p>Meeting room(s)</p> <ul style="list-style-type: none"> Individual meeting rooms for activity such as, one on one support, MP's visit, activities that require a private space such as family group conferences Private room for activities such as physio, counselling, health professional visits 	<ul style="list-style-type: none"> Carpet surface Level of privacy – ability to close down space when required (blinds) <ul style="list-style-type: none"> Extra acoustic treatment (including on walls) Hand basin in one room Meeting rooms that fit Space for one on one meetings Up to 15 people 	<ul style="list-style-type: none"> 15m² meeting room 8m² meeting room 8m² health room / mentoring
<p>Office Space(s)</p> <p>Office space for community organisations</p>	Space for 4 staff	20m ² office
Commercial Kitchen	Connection to the main spaces	36 m ²

Activity Type	Key Design Considerations	Indicative Size Range
<ul style="list-style-type: none"> For catering meetings and workshops For training and community workshops Staff kitchen area 		
<p>Toilets</p> <ul style="list-style-type: none"> Accessible gender-neutral toilets Shower Baby change area 	Number of toilets to meet building consent / good practice requirements	20 m ²
<p>Outdoor area</p> <ul style="list-style-type: none"> Accessible entrance way Inviting outdoor space - Seating area Parking 		

<p>Overall design features</p> <ul style="list-style-type: none"> • Welcoming from the outside – visual street appeal • Can see the hills from the building • Cultural narrative • Space for a mauri stone to be laid once building completed 		
---	--	--

9 Preliminary Concept Design

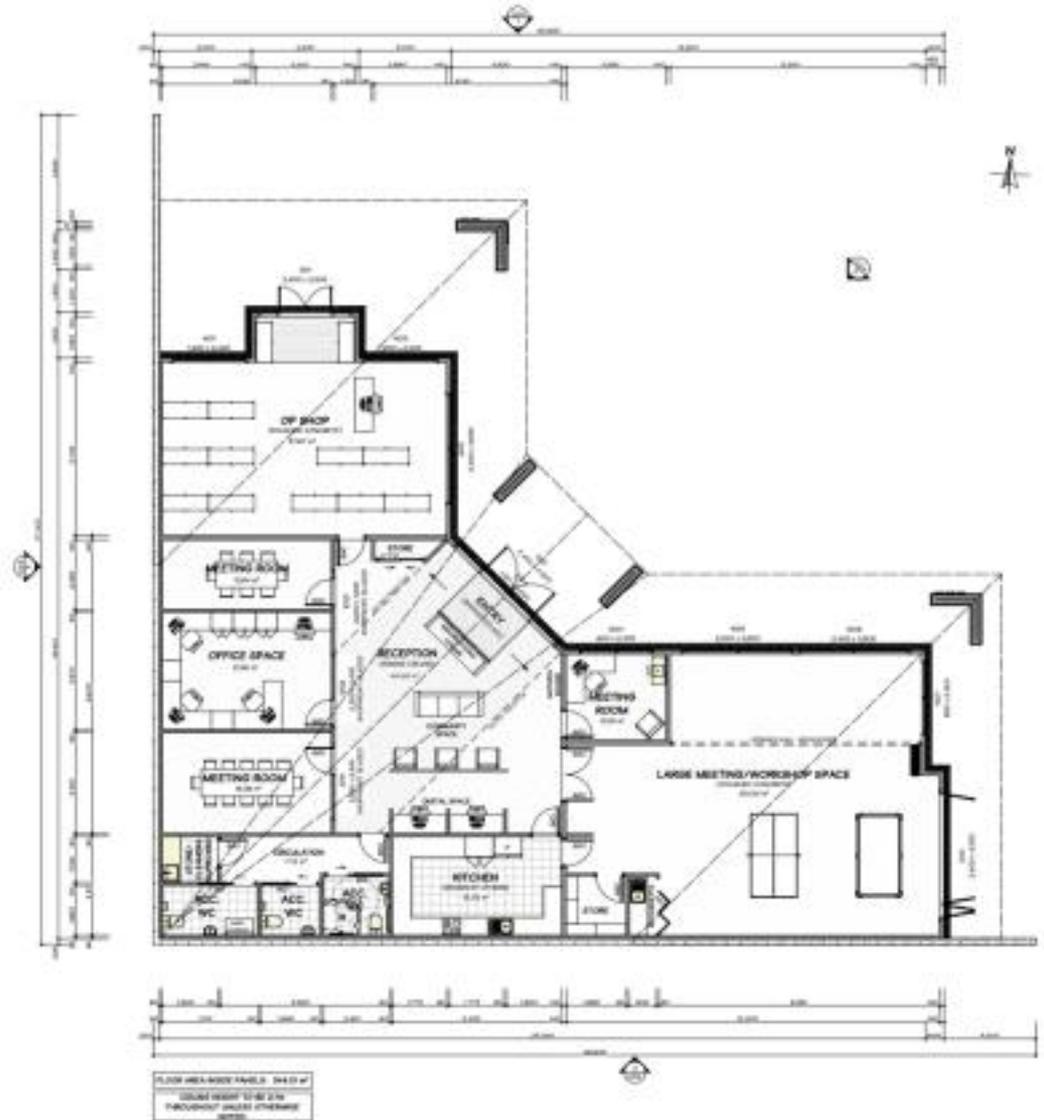
The following preliminary concept design drawings based on the schedule of spaces, section 8, provides an indicative layout and orientation of the facility on the existing community centre site. The existing community centre site is 2465 m². The preliminary design floor area proposed is 344 m²

The spaces inside the building will change during the design phase as stakeholder consultation is undertaken and as the project progresses. The outside of the building allows for the retention of the Kahurangi Gateway and existing historic buildings on site.

Of note the Opportunity Shop space shows an external entrance that could be subleased to another entity in future, if required. The internal reception area provides for a community bumping space and function area.



PRELIMINARY DESIGN - This drawing represents a design concept only. Do not scale off drawings.



PRELIMINARY
This drawing represents a design concept only. Do not scale off drawings.

Copyright - This drawing remains the property of FITZGERALD CONSTRUCTION and may not be used in reproduction whole or in part without written permission. SPECIFICALLY: Do not print or distribute this drawing on any website (print permission is not). This copyright notice shall survive the completion of these plans and conditions of sale.



SITE IDENTIFICATION	
Legal Description	Lot 12P 05840
T.A. Folio	102/100/100
Topographic Class	T1
Class	
- Wind	High
- Bushland	2
- Damaging	4
- Storm Loading	3.2 kPa
Drawn by	KC230401201

NOTES	
WWW INCLUSION	4
WWW EXCLUSION	4
USE ZONE	SP4
CONSTRUCTION CLASS	SP4
CONSTRUCTION CLASS	T1

PRELIMINARY

PRELIMINARY DESIGN - This drawing represents a design concept only. Do not scale off drawings.



Disclaimer: This drawing concerns the proposed PREMIUM SERVICES (RSLC) and may not be used for reproduction without the prior written permission of Fitzgerald Construction. Use for any other purpose may be found in our website prior to construction. Final construction will be subject to the requirements of the relevant authorities and conditions of the relevant authorities.

10 Preliminary Estimate of Costs

The estimated cost for the build falls within the range of \$1.7 million to \$2.5 million.

These figures are subject to variation depending on the specific finishes for the interior and any necessary exterior work. The preliminary costs also include an allowance for the current uncertainty in the construction climate.

10.1 Preliminary Estimate of Costs

The detailed preliminary estimate for the cost of demolition of the existing Community Centre and construction of the new Community Centre is shown below in Table 10.1.

Table 10.1. Capital Cost Breakdown

Professional fees including engineers and architect's design.	\$50,000
Site preparation	\$ 60,594.19

Substructure	\$74,545.54
Demolition	\$32,700
Structural walls	\$115,034.24
Roof	\$65,115.56
External walls and finishes	\$46,413.32
Exterior windows and doors	\$71,010.88
Interior walls	\$43,544.52
Interior doors	\$56,431.48
Floor finishes	\$19,110.63
Wall finishes	\$64,460.52
Ceiling finishes	\$59,836.10
Fittings and fixtures	\$65,509
Sanitary plumbing	\$89,795.51
Heating and ventilation	\$130,800
Fire services	\$11,468.54
Electrical services	\$114,685.44
Special services	\$15,467.24
Drainage	\$28,671
External works	\$269,514.71

Preliminaries	\$182,575

Contingencies	\$60,000
Furniture, fittings and equipment	\$50,000
TOTAL	\$1,777,283.78

The preliminary estimate is \$1,777,283.78.

The estimate does not include the following items:

- Building Consent Fee⁹(commercial building). Tasman District Council fees for commercial buildings requiring assessment in terms of accessibility, fire safety and access for public command a \$2,000 deposit and \$187 per hour fee.
- Resource Consent Fee. The hourly charge-out rate for recovering Tasman District Council staff costs is \$187 per hour.

Given the above exclusions in this preliminary estimate and the current uncertainty in the construction climate it is recommended a total project allowance of closer to \$2.3-\$2.5m is allowed for.

10.2 Preliminary Operating Budget

The preliminary operating cost has been developed to provide an indicative annual operating budget for the Tapawera Community Centre. The Community Centre will be a significant asset for use by the organisations and groups in Tapawera including Tapawera District Community Council, the building owner, the Tapawera Opportunity Shop and Tapawera Connect. The preliminary operating budget has been developed on conservative assumptions, taking into consideration the number of other community facilities currently available for hire in the Tapawera township.

10.2.1 General Assumptions

1. The existing Tapawera Community Centre will be demolished and a new Community Centre built on the same site.
2. The capital cost of the building, including the fit-out, will be fully funded with no borrowings.
3. Existing owners of the land and building, Tapawera District Community Council, will be the new owners of the building and will not pay a user fee.
4. Differential hire rates should apply for commercial and community users however, for the operating budget only a community fee has been applied that is consistent with other venues in Tapawera.

10.2.2 Operating Expenditure Assumptions

The following operating expenditure assumptions have been made to determine a preliminary annual operating budget.

Revenue assumptions

- Meeting room hire.
 - Main meeting room - booked 10 times per week and charged out at \$20 per half day / evening. This is consistent with the Memorial Hall fee.
 - Small meeting rooms hired at \$5 per hour based on 5 hours per week, income of \$25 per

week ⁹ <https://www.tasman.govt.nz/my-council/fees-and-charges/>

- Note these are minimum booking numbers and are likely to increase as the Community Centre grows in use
- The Opportunity Shop and Tapawera Connect, community projects which will be based in the building, will pay a small rent each year to cover costs. Note this may be sought through grant funding.
 - Opportunity Shop rent / lease of \$5, 200 per annum
 - Tapawera Connect rent / lease \$5,200 per annum
- Grant funding and/or sponsorship will support the annual operating costs of the Community Centre. Sponsorship could be sought for naming rights to rooms etc.
- Local Lottery Committee grants criteria includes capital funding expenditure of up to \$50,000, which may be able available for equipment and furniture for the new building.

Expenditure assumptions

- Cleaning - based on a living wage salary (\$26/hr) 1 hour per day, 5 days per week. This may change with increased use of the facility.
 - WIFI is calculated on a Spark Business Max Wireless Broadband with a landline at \$75 per month •
- Energy costings are based on a current Meridian energy 2 year fixed contract rate. • Rates are based on current annual rates for 2024/34 year, however these are likely to increase with the capital value of a new building
- An initial advertising (marketing and promotion) budget is included at \$1,000 for an opening event and to ensure the facility is promoted initially. This nominal amount has been budgeted in outer years given the ability for the community to freely use social media and advertise at the low cost in the local newsletter, 'The Informer'.
 - Depreciation at 1.5% of the value of the facility on a straight-line basis over 50 years would be 20, 250 in year one and following that \$27,000 per annum. This is not included in the operational budget.

10.2.3 Exclusions

Items excluded from the operating budget are:

- Staff time to ensure the centre is open to the public. It is anticipated that this will be undertaken through existing community project roles such as the Tapawera District Community Council Opportunity Shop Coordinator or Tapawera Connect positions.
- Administrative items of Tapawera and District Community Council such as bank charges, accountancy fees.
- Waste disposal.

Table 10.2 shows an indicative annual operating budget for the Community Centre in the first year of operation, based on the income and expenditure assumptions.

Table 10.2. Preliminary Operating Budget Year One

Meeting room hire	\$13,000
Opportunity Shop space hire	\$5,200
Tapawera Connect office space hire	\$5,200
Operating grants	\$30,000
Sponsorship	\$5,000
Marketing and promotion	\$1,000
Cleaning contract	\$6,240
Internal building maintenance	\$4,000
External building maintenance	\$4,000
Energy	\$13,000
WIFI	\$900
Insurance – Building	\$6,000
Insurance – Contents	\$2,500
Rates	\$3,000

10.2.4 Preliminary Operating Budget Summary

With a fee structure comparable to other facilities in Tapawera, the Community Centre in the first year of operation could make a surplus of \$17,760 before depreciation.

This favourable operating budget may enable the TDCC to offer both the Opportunity Shop and

Tapawera Connect the ability to operate from the facility, rent free, acknowledging the community benefit both projects offer as base tenants. The current preliminary operating budget does not include the day to day management of the facility and this could be done as it is now with key staff from these base tenants.

It should be noted that the preliminary operating budget relies heavily on income from grant funding for the annual operating costs of the building.

10.3 Ten Year Operating Budget

Table 10.3 shows an indicative ten-year operating budget, for a Community Centre.

This shows that a surplus in funding can be achieved potentially enabling scope for the reduction of hire fees for regular users of the facility. Table 10.3: Ten Year Budget Forecast

REVENUE	Baseline	2024	2025	2026	2027	2028	2029	2030
Meeting room hire	13,000	12,350	12,740	13,520	13,655	13,928	14,920	15,069
Opportunity Shop space hire (revenue)	5,200	4,940	5,096	5,408	5,462	5,571	5,968	6,028
Tapawera Connect office space (grant)	5,200	4,940	5,096	5,408	5,462	5,571	5,968	6,028
Grants operating	30,000	28,500	29,400	31,200	31,512	32,142	34,431	34,779
Sponsorship	5,000	4,750	4,900	5,200	5,252	5,357	5,738	5,799
TOTAL REVENUE	58,400	55,480	57,232	60,736	61,343	62,570	67,025	67,699
EXPENDITURE								
Marketing and Promotion	1,000	1,000	1,025	1,051	1,077	1,104	1,131	1,160
Cleaning Contracts	6,240	5,928	6,076	6,228	6,384	6,543	6,707	6,879
Internal building maintenance	4,000	4,000	4,100	4,203	4,308	4,415	4,526	4,639
Rates	3,000	3,000	3,075	3,152	3,231	3,311	3,394	3,479
External Building Maintenance	4,000	4,000	4,100	4,203	4,308	4,415	4,526	4,639
Energy	13,000	13,000	13,325	13,658	14,000	14,350	14,708	15,074
WIFI	900	900	923	946	969	993	1,018	1,044

Insurance - Building	6,000	6,000	6,150	6,304	6,461	6,623	6,788	6,950
Insurance - Contents	2,500	2,500	2,563	2,627	2,692	2,760	2,829	2,899
TOTAL EXPENDITURE	40,640	40,328	41,336	42,370	43,429	44,515	45,627	46,760
OPERATING SURPLUS	17,760	15,152	15,896	18,366	17,915	18,056	21,398	20,920

RSLC Tapawera Community Hub Feasibility Study | 40
 Depreciation Contribution

20,250
 20,250
 27,000
 27,000
 27,000
 27,000
 27,000
 27,000
 27,000
 27,000
 27,000

Net Result (Deficit)	-2,490	-5,098	-11,104	-8,634	-9,085	-8,944	-5,602	-6,073
-----------------------------	--------	--------	---------	--------	--------	--------	--------	--------

10.4 Sensitivity Analysis

Community facilities are typically operating at the lowest cost possible for the community. A sensitivity analysis as shown in Table 10.4 shows what impact relatively small changes in income and expenditure can make to the financial bottom line for the community centre. It shows a series of scenarios if revenue or expenditure are up or down by 5% to 15%.

However, if revenue was to decrease between 5% to 15% or expenses increase by 5% to 15% then the overall operating budget will remain in surplus.

Table 10.4 Sensitivity Analysis

Revenue Change		Rev + 5%	Rev +10%	Rev +15%	Rev 5%	Rev 10%	Rev 15%	Rev 0%	Rev 0%	Rev 0%	Rev 0%
Expenditure Change		Exp n/c	Exp n/c	Exp n/c	Exp n/c	Exp n/c	Exp n/c	Exp +5%	Exp +10%	Exp +15%	Exp 5%
TOTAL INCOME	58,400	61,320	64,240	67,160	55,480	52,560	49,640	58,400	58,400	58,400	58,400
TOTAL EXPENDITURE	40,640	40,640	40,640	40,640	40,640	40,640	40,640	42,672	44,704	46,736	38,600

NET SURPLUS/DEFICIT	17,760	20,680	23,600	26,520	14,840	11,920	9,000	15,728	13,696	11,664	19,79
---------------------	--------	--------	--------	--------	--------	--------	-------	--------	--------	--------	-------

RSLC Tapawera Community Hub Feasibility Study | 41
 10.4.1 Operating budget summary

The preliminary operating budget model for the proposed Community Centre indicates that in a scenario where users are charged a comparable fee to other facilities within Tapawera, there would be a surplus in the first year of \$17,760, before depreciation.

The facility could remain in surplus for the next 10 years. However it should be noted that the operating budget is heavily dependent upon both grant funding and existing staffing arrangements from the Op Shop and Tapawera Connect.

10.5 Grants and Funding

10.5.1 Department of Internal Affairs

Tapawera Connect, as a key partner with TDCC, is a Community-led Development project¹⁰ supported for five years by the Department of Internal Affairs (DIA). The project started in September 2022 and has a further four years of support. Being a CLD Project brings some additional funding benefits to this project including:

- Provision of support and advocacy for applications to Lottery Community Facilities funding. • Funding that could support capital costs for the early parts of design, demolition and early phase building if timing with other funders and project management aligns. To be spent within 12 months of allocation.
- Access to a dedicated pot of community led development funding – not for capital works but for other activity around the edges.

10.5.2 Lottery Funding

- Along with the Community Facilities Lottery funding above, the Local Lottery Committee have funds up to \$50,000 in capital funding that could be utilised for furniture in the new building.

10.5.3 Rātā Foundation

- Rātā Foundation contributes to Building Projects which 'aim to promote sustainable communities and enable equitable access to facilities and services for people who might otherwise not have the opportunity. A building project is considered to be a new build or rebuild of a structure or facility¹¹.
- Rātā Foundation funding focuses on enabling an equitable society by removing barriers to access or supporting people in need. In terms of Tapawera Community Centre funding criteria rurally isolated and disadvantaged communities fit within the criteria.

10.5.4 Tasman District Council

Tasman District Council provides support for capital projects such as Community Centres through the Long-term Plan process. Communities seeking support for projects will be expected to provide one third of the funding, which can be from another funding grant.

TDC also provides an annual operating grant for community centres across the Tasman District.

¹⁰ The philosophy underpinning community-led development is one of community empowerment. It is illustrated by broad community engagement to identify shared aspirations and a pathway forward. The community-led development approach focusses on communities as a whole, rather than on specific programmes or activities.

The principles of community-led development shift the focus away from small grants for individual projects and/or organisations, to an approach where communities have access to flexible funding that contributes to overall community wellbeing. The Government is supporting community-led development by providing support, advice and funding, but the work is led by the community.

¹¹ <https://ratafoundation.org.nz/en/funding/how-we-fund/building-projects>

11 Governance and Management

The Tapawera and Districts Community Council (TDCC) are the owners of both the land and the existing Tapawera Community Centre building. TDCC also oversees the current day-to-day management of the existing Tapawera Community Centre.

Ownership and governance of the new Community Centre will be retained by Tapawera and Districts Community Council. The Opportunity Shop and Tapawera Connect will continue to be based and work from the new Community Centre.

Tapawera Connect currently works alongside the TDCC and will be the key agency that activates the community centre thereby being the most likely agency to manage, administer and operate the day-to-day running of the building.

Tasman District Council supports the management of local community facilities by local community committees with the support of operational grants. If at any stage the governance for the building failed or folded then it is assumed that Tasman District Council would pick up the management of this facility. However, it is noted that this day-to-day management would ideally continue through a community committee.

12 Project Road Map

The following project road map shows the next high levels steps for delivering a Community Centre in Tapawera

TDC, TDCC, DIA and Tapawera Connect adopt the feasibility study and recommendations

- Tapawera and Districts

Community Council

Stakeholder and community discussion for information and support. Council and DIA position essential to progression of project.

Work with funders to secure grant funding for the project.

The Business plan will take the feasibility study and agreements from stakeholders and develop a detailed document outlining the operation of the facility.

Identify suitable professionals to manage and undertake the design phase of the project..

The process of progressively revising and refining the design of the building. Users should be included in this process where practical.

Preparation of tender documents and selection of a construction company

13 Conclusion

This report has found that:

1. There is sufficient need for a fit for purpose community centre in Tapawera that allows for the integration of current community activity and services and creates a connection space for the community.
2. There is a need for a community space that supports the development of new and growing community activity.
3. The demolition of the current Tapawera Community Centre and building of a new Community Centre on the same site has been determined as the best option for meeting the needs of the Tapawera community.
4. The Community Centre should broadly include the spaces outlined in the design brief and preliminary concept design in section 8 and 9 of this report.
5. An indicative cost of a new Community Centre is approximately \$1.8 million with a total of \$2.5 million recommended to cover contingencies and construction sector uncertainty.
6. An initial ten year operating budget for the proposed Community Centre shows that the facility could be financially self-sustaining, before accounting for depreciation. Noting the budgets are dependent upon grant funding.
7. Tapawera and Districts Community Council will continue to own and manage the building supported by the Opportunity Shop and Tapawera Connect for day to day management and operation.
8. There are a number of community facilities currently utilised for community services and activity however:
 - All facilities are aged and dated and not fit for purpose as a community centre.
 - Community Groups are limited by facilities available to them in Tapawera.
 - All of these facilities required a major upgrade or renovations to make them fit for purpose.
9. Due to the number of community facilities available for community use in Tapawera, care must be taken with pricing to reduce the impact on the viability of existing community facilities.
10. Tasman District Council should take a significant role in leading the project and working with key stakeholders and funders to ensure the next steps are taken and external funding opportunities

are optimised.

14 Recommendations

1. That Tapawera and District Community Council accepts this feasibility study.
2. That the feasibility study is provided to Tasman District Council, Tapawera Connect and the Department of Internal Affairs for their consideration.
3. That the existing Tapawera Community Centre is demolished and a new Community Centre is built on the same site.
4. That a new Community Centre broadly contains the spaces outlined in the design brief and preliminary concept design.
5. Tasman District Council take the lead in partnership with Tapawera and District Community Council, Tapawera Connect and the Department of Internal Affairs to progress the project.

15 Appendices

Appendix One: Interviews

The following groups and individuals were interviewed for this feasibility study.

1. Trustee of Wakefield Medical Centre Trust and Previous Chair of TDCC
2. Tapawera Rugby Club Committee
3. Café and Purpose HQ Gym Charitable Trust
4. Tapawera Memorial Hall and Domain Board
5. Tapawera District Community Council Committee
6. Shedwood Hall Members
7. Tapawera Connect Coordinators
8. Tapawera Kindergarten staff
9. Community and School Librarian
10. Facilities, Building Compliance Coordinator, Te Whatu Ora
11. Practice Manager Wakefield Health Centre
12. Consultant Quality Tourism.
13. Community Advisor, Department of Internal Affairs
14. Ministry of Social Development Staff: Advisor, Regional Labour Market Manager, Service Centre Manager and Regional Employment Manager
15. Health Promotion Manager – Nelson Bays Primary Health
16. Kaitiaki - Ngati Rarua
17. Reserves and Facilities Manager – Tasman District Council
18. Community Partnerships Coordinator – Tasman District Council

Appendix Two: Workshop Feedback

The following provides an overview of the feedback received at the three community

workshops 15.1.1 Identified Gaps

<p>Information</p> <ul style="list-style-type: none"> • CAB - Citizens Advice Bureau • Community newspaper • Community notice board 	<p>Drop in Centre</p> <ul style="list-style-type: none"> • Need for connection between youth and adults / aging population – a way to connect groups and build community • No common point in Tapawera • Space to go to connect on a rainy day – any day
<p>Consistent activity for young people</p> <ul style="list-style-type: none"> • Youth activities held daily and weekly • Youth and adult learning centre <p>Gaps identified by young people</p> <ul style="list-style-type: none"> • Pool – extended opening hours and supervision • Safer roads to cycle on • Sports facilities – current facilities limit the ability to host other sports teams 	<p>Facility needs</p> <ul style="list-style-type: none"> • Upgrade and utilise community centre • Storage • Small meetings rooms for one on one meetings • Function room <p>Ensuring facility has::</p> <ul style="list-style-type: none"> • Good acoustics • Warmth

<p>in Tapawera</p> <ul style="list-style-type: none"> • School gym – only 1 full size volleyball court. The gym is not full size and has no run off area and has a concrete floor 	<ul style="list-style-type: none"> • Good size • Commercial Kitchen • Commercial dishwasher for hygiene • Hot water and zip
--	---

<ul style="list-style-type: none"> • Meeting rooms – Board meetings and committees 	
<p>Combined health facilities including:</p> <ul style="list-style-type: none"> • Mental health nurse • GP room • Physio <p>Counselling</p>	<p>Spaces for older adults</p> <ul style="list-style-type: none"> • Welcoming and safe space (indoors and outdoors) • Room for storage of equipment • Exercise space • Dining facilities • Accessible toilets <p>Games area</p>
<p>Space for services to support people</p> <ul style="list-style-type: none"> • Regular visits from government agencies such as WINZ, Budgeting, Workbridge, Oranga Tamariki and Well Child meetings • Coordination of transport and foodbank 	
<p>Business centre + document printing</p> <ul style="list-style-type: none"> • Help for compliance with Government and employment • Adult computer suite- accessible – weekends etc (not necessarily at school library) so adults can do personal computer documents ie form filling for legal or medical etc services 	

Separate learning space • Workshops	
--	--

15.1.2 Services, programmes and activities

The following services and programmes were seen as being offered at the community centre:

- Coordination of transport (community shuttle)
- Hot desks
- Digital Hub - Computers and free internet access for community
- Meeting rooms for community groups
- Place for young people
 - Youth club zone/room
 - Youth support - mental health- not connected to school
 - Youth hub – Friday and Saturday evening
 - Fuel vouchers for getting to sport
- Foodbank
- Accommodation support information
- Information for visitors and locals including;
 - visitor centre brochures, caravan dump station
 - Employment support
- Workshops and training – night classes
- Casual gathering spaces
- Larger meeting rooms that are warm dry and modern

RSLC Tapawera Community Hub Feasibility Study | 48

- Community care services
 - Care giver service
 - Laundry service
 - Grocery delivery
- Communications for all residents but particularly remote residents and older adults •
- Increased health services
- Music night
- Hub with playground, skatepark and pump track

15.1.3 Key Users

The following Community Centre key users were identified:

1. Emergency Management including a base for Civil Defence, Land SAR and Police
2. Outside agencies and support services including WINZ | budgeting | OT | mental health, MSD, IRD and Community law
3. Craft groups
4. Tapawera Connect Community Coordinators
5. Local businesses / services
6. Health services including Podiatrist, Physio, Dentist available at least monthly (dental bus for 0 – 8 years).

7. Family support services including budgeting and counselling
8. Community group meetings including sports groups, Farmers meetings and Catchment groups
9. Foodbank
10. Hairdresser

15.1.4 Identified space and facilities ideal for a community hub

The following identifies ideal space and facilities that would be required in a community hub along with considerations around design and functionality

Future proofed and sustainable	Welcoming
Inviting outdoor space	Light bright (well-lit spaces) – windows looking to hills
Accessibility - access and parking	Warm heated rooms – passive heating from sun
Commercial kitchen and bar	Visual / street appeal
Storage	Good acoustics
Parking	Easy access
<p>Large event function room that can be divided into smaller spaces</p> <ul style="list-style-type: none"> • Multi-use, versatile spaces (floating walls – good acoustics). • 200+ people (Shedwood Hall) <p>Meeting rooms, private rooms</p> <ul style="list-style-type: none"> • 1-15 people • Range of meeting room sizes 1:1 to 20:30 people 	<p>IT facilities</p> <ul style="list-style-type: none"> • WIFI and audio visual equipment • Charge points
<p>Small meeting rooms</p> <ul style="list-style-type: none"> • Physio / doctor • 2-3 people (private + sound proof) 	
Office space	

Drop in space (staffed)	
Space for young people – table tennis and pool tables	
Toilets and showers	

Appendix Three: Tasman and Nelson District Community Facilities

15.1.5 Lake Rotoiti Community Hall

The Lake Rotoiti Community Hall was built in 2004 to replace an old hall on the local school grounds. The hall is administered by an elected committee of community members.

Lake Rotoiti Community Hall comprises a main hall that seats 235 people and a meeting room that seats . The facility includes a fully-equipped kitchen, state-of-the-art sound system and sprung polished beech wood floor.

Due to the facility layout, individual rooms cannot be hired. The hourly hire rate covers the entire complex.

Regular users of the hall include Badminton, Seido Karate, circuit training, playgroup, community meetings and functions.

15.1.6 Moutere Hill community Centre

The Moutere Hill Community Centre was built in 2005 to replace the old Upper Moutere Hall and to provide better facilities for the Upper Moutere Sportsground. The Community Centre is managed by an on-site manager and the Moutere Hills Community Centre Board. The Facility has 3 staff plus the Manager

The Community Centre has a number of meeting spaces for hire including:

- NBS Sports Hall has a 3/4 size basketball court, and court markings for badminton and volleyball. • Woollaston Estate Function room which is attached to a commercial Kitchen and licensed bar. The room includes a small stage area and a sound system and data projector with large screen. There are large doors on the stage area which can be opened up to the NBS Sports Hall. • The Community Room is for smaller meetings or workshops. It has a sound system and data projector with large screen, as well as a kitchenette.
- Hyatt Room a small stage area and a quality sound system and data projector with large screen. There are large doors on the stage area which can be opened up to the NBS Sports Hall. • A Commercial Kitchen
- Fitness Centre

The Community Centre supports the following activities:

- Rangers Rugby Club
- Rangers Cricket Club
- Rangers Netball Club
- Upper Moutere Tennis Club
- Upper Moutere Playgroup
- Play group, community meals, community meetings, yoga, dance, community workshops and school holiday programmes

15.1.7 Tahunanui Community Hub

The Tahunanui Community Hub is based in the suburb of Tahunanui providing active and passive recreation opportunities and social services including food and counselling to the surrounding community. The Community Hub aims to provide a supportive and respectful environment, that promotes well-being and resilience and aims to connect people of all ages

The Hub provides a Hall, Boardroom and Wellness Room available to hire

15.1.8 Victory Community Centre

Victory Community Centre (VCC) is a Community Centre located in Nelson's multi - cultural Victory Village open weekdays from 9am – 4pm. The Community Centre vision is that Victory is a thriving and caring community of health, hope and possibility. The community centre provides the following services:

- A range of health services
- A large programme of activities and events
- Advocacy and support for community members
- A place to gather and meet other people.

Victory Community Centre manages a gymnasium style hall and a Meeting room with a kitchen, both of which are available for hire.

The Centre hosts a number of external services including midwives, Plunket nurse, and sexual health services. The in-house services include Addiction Support (including Alcohol and Other Drug), Navigation services for migrants and former refugees and a Community Nurse.

The Centre also hosts the Community Kai Shed providing easy access to bread, fruit and vegetables alongside kai parcels to families in need.

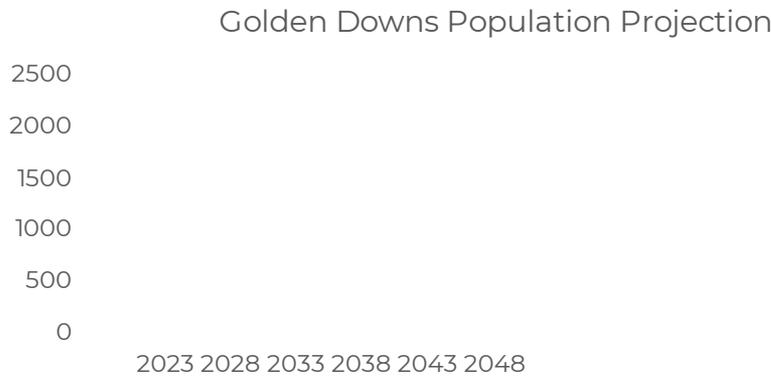
The Centre staff also facilitate community celebrations (e.g. Matariki, Lark in the Park), oversee the community gardens, provide social opportunities and the Victory on the Move programme.

Appendix Four: Golden Downs Demographics

15.1.9 Population Projection

The population of Golden Downs in 2023 was just over 2000 people. It is expected that the population will increase by 7% in the 25 years to 2048 to reach 2,170. This is an increase of 140 people.

Figure 15.1: Golden Downs Population Projection



15.1.10 Golden Downs Age Group Projection

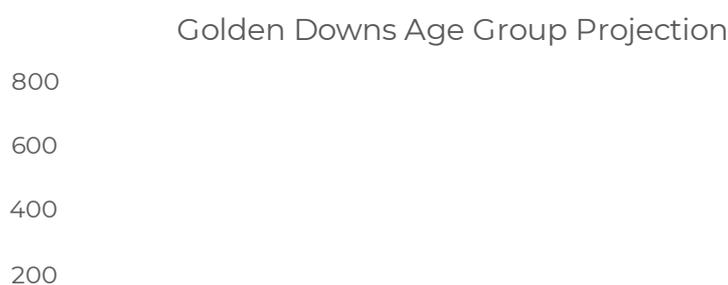
The population of Golden Downs is expected to age significantly in the 25 years to 2048. The population of those aged 65+ years and over is expected to increase by 74%, while the populations of the 15-39 and the 0-14 year age groups are expected to decrease by 24% and 6% respectively over the same period.

The population of the group aged 40-64 years is expected to remain the same.

Table 15.1: Golden Downs Age Group Projection

	2023	2028	2033	2038	2043	2048	Change 2023-2048	% Change 2023-2048
0-14 years	330	350	360	350	330	310	-20	-6%
15-39 years	580	560	500	470	470	440	-140	-24%
40-64 years	740	690	710	710	710	740	0	0%
65 years and over	390	510	580	660	680	680	290	74%

Figure 15.2: Golden Downs Age Group Projection



2023 2028 2033 2038 2043 2048

0-14 years 15-39 years

40-64 years 65 years and over

15.1.11 Golden Downs Age Group Distribution

By 2048 it is expected that those aged 65 years and over will make up 31% of the population of Golden Downs, (up from 19% in 2023).

The 0-14 year age group and 40-64 year age groups are expected to comprise a similar proportion of the population to their respective proportions in 2023.

The 15-39 year age group is projected to make up 20% of the population in 2048, a decrease of 9% from 2023.

Table 15.2: Golden Downs Age Group Distribution

Age Group	% Pop 2023	% Pop 2048
0-14 years	16%	14%
15-39 years	29%	20%
40-64 years	36%	34%
65 years and over	19%	31%

15.1.12 Tasman District Ethnic Profile

Stats NZ provides ethnicity data to district level. As Tapawera is a small rural town situated in the Tasman District the information for this section considers the Tasman District as a whole.

While the population of the Tasman District was predominantly European or Other in 2023 it is expected to become increasingly ethnically diverse¹².

¹² Individuals can identify as more than one ethnicity so totals may add to more than 100%.

The population of those identifying as Asian is expected to increase by 56% in the 20 years to 2043, while the populations of both Māori and Pacific People are expected to increase by 48%. The population of those identifying as European or other is expected to increase by 14% over the 20 year period.

Figure 15.3: Tasman District Ethnic Profile



PRELIMINARY



Notes: The drawings are prepared on a computer using AutoCAD and are not intended to be used for construction purposes. The drawings are prepared on a computer using AutoCAD and are not intended to be used for construction purposes.

Preliminary Elevation - The design represents a design concept only for the sake of illustration.



1. East Elevation



2. North-East Elevation



3. West Elevation



4. South Elevation



5. North-West Elevation

PRELIMINARY

