



Ōtorohanga Multi-purpose Community Hub

Feasibility Report March 2024

Ōtorohanga District Council



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PREPARED FOR:



PREPARED BY:



DOCUMENT ACCEPTANCE:

Action	Name	Signed	Date
Draft approved for issue:	Chase Cahalane		20/02/2024
Final approved for issue:	Adele Hadfield		01/03/2024

Executive Summary

In 2022, with the help of the community, Ōtorohanga District Council completed the Ōtorohanga Town Concept Plan as the blueprint for the future of Ōtorohanga Town. The development of a Multi-purpose Culture, Community and Arts Facility was identified as a catalyst project in the Concept Plan.

As a result, Ōtorohanga District Council commissioned Veros to carry out a feasibility study for a Multi-purpose Community Hub.

This study tested the feasibility of developing a Multi-purpose Community Hub in Ōtorohanga and found that there was both an evidenced need for a hub and a response option that addresses that need in a manner that is pragmatic, cost effective and potentially transformative for the community.

A co-design process was used to work with the community to complete the study. During this process the following problem and benefit statements and critical success factors were developed and then subsequently tested to determine the need for and form of a Multi-purpose Community Hub in Ōtorohanga.

Problems

- The existing spaces are not flexible, lacking one or more pieces of supporting infrastructure e.g., parking, technology, workspaces, size and kitchens.
- There is a lack of a communication about and connection between the existing network sometimes making it difficult for people to connect with the services that meet their needs.
- The lack of a single civic space makes it difficult to host larger events that create connectivity within the community.
- Art makers are spread across the district without a central space within the district to share, create, teach, display our culture, exhibit, and perform, for all art forms, pushing creativity outside of the district.

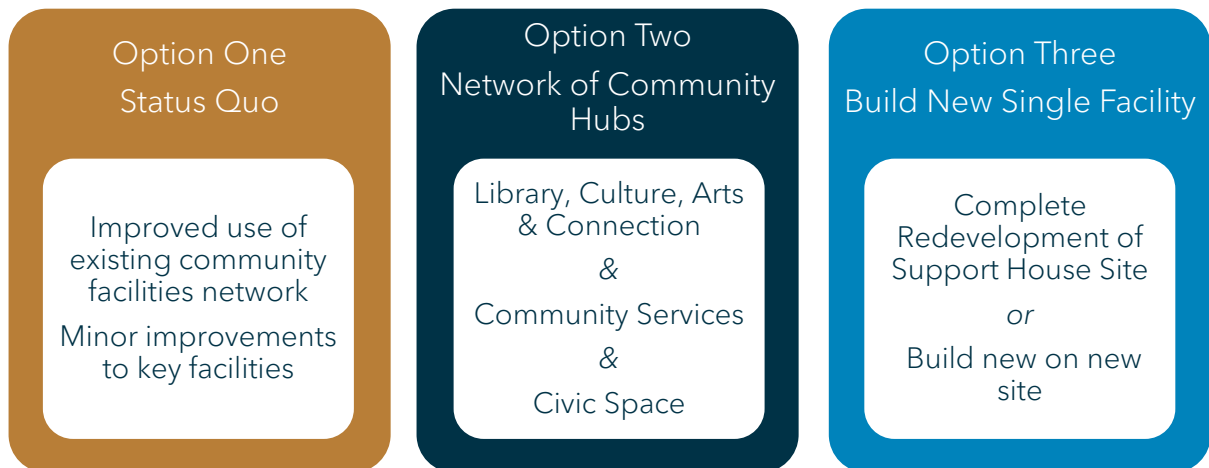
Benefits

- Community spaces that reflect the morals and values of Ōtorohanga, are flexible, safe, fit for purpose welcoming space(s) with supporting infrastructure.
- A connected community that is also connected to accessible and well-resourced spaces and services that cater to the needs of the community.
- Places that everyone feels connected to that are owned and supported by people who connect and understand people.

Critical Success Factors

- Making the most of what we have
- Fit for purpose
- Accessible
- Safe Spaces
- Welcoming
- Future Proofed

Three options were shortlisted for assessment:



After testing at the second co-design workshop and technically by the study team, **Option Two - Network of Community Hubs** was confirmed as the preferred option. This was then tested with the wider community using a community survey. The responses from the survey reconfirmed Option Two as the preferred option.

Option Two focuses on using the existing facilities

- Ōtorohanga Library
- Ōtorohanga Support House Whare Āwhina
- Ōtorohanga Club

To create a network of hubs that will support the Ōtorohanga community to achieve the benefits sought. This option also scored very well against the critical success factors.

Across the network there is a need to continue to work with the community to develop the option into a deliverable project.

Early preliminary costs are provided for each facility, the total investment required to transform the existing hubs into a Multi-purpose Community Hub has been approximated at \$5,346,501. This is a turnkey cost, including all costs to get to the point of opening the doors of the new hub. A funding approach is outlined in the report to assist Ōtorohanga District Council to deliver the project.

Option Two will also require new partnerships to be formed, the Governance and Collaboration section of this study outlines possible options for this and proposes an approach that provides for autonomous decision making by each facility while creating a collective that can work together to maximise the ability of the hubs to provide services collaboratively, delivering more than the sum of their parts.

This study recommends the further development of Option Two for delivery by the Ōtorohanga community.

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1 Methodology

We used a co-design process to complete the feasibility. We engaged with Mana Whenua and stakeholders and then used a range of quantitative and qualitative assessments to test the need and develop the form of a Multi-purpose Community Hub in Ōtorohanga.

The project started with a wide scope, considering the community needs for social service provision, civic space, and community gathering and multi-functional spaces. Two stakeholder co-design workshops, and a youth co-design workshop with Ōtorohanga College students were held. Stakeholders were identified by Ōtorohanga District Council (ŌDC) staff. This allowed us to develop a range of options and test how those options responded to the needs of the local community. The workshops also provided guidance to our wider research. These workshops were carried out as follows:

Workshop One: Problems and Benefits, local area mapping and needs identification (18 October 2023)

Rangatahi Workshop: Youth engagement and options development (8 December 2023)

Workshop Two: Options testing (14 December 2023)

Hosted over two sessions to encourage attendance and hosted at the Ōtorohanga District Council Chambers, the purpose of the first workshop, was to provide the community with the chance to define the needs and develop responses from the very start of the project. We heard:

- What the critical activities are for the potential Multi-purpose hub,
- who it should focus on serving,
- what it needs to include, and
- how it should work with other services and places that are already supporting communities across the district.

We then developed a series of problem and benefit statements, as well as critical success factors for the project. These were tested and refined with feedback from workshop attendees and project stakeholders.

Veros, Ōtorohanga District Council staff, and Taku Wairua facilitated a workshop with a group of approximately 60 rangatahi from Ōtorohanga College. This was a combined session as part of the co-design approach to developing the Ōtorohanga Economic Wellbeing Strategy and the Multi-purpose Community Hub. Rangatahi were provided with the problem statements developed following Workshop One and asked to design a community hub to respond to these problems. Themes from these responses were captured and utilised in option development.

Three options were developed, and initial concept designs drafted. These options were initially tested within the project management team, consisting of Ōtorohanga District Council elected members, staff, and Mana Whenua representatives. The options were then presented in the second co-design workshop and tested by participants against the previously developed problem and benefit statements, and the projects critical success factors. Summary reports for these workshops are appended to this report (Appendix 1, Appendix 2, and Appendix 3)

Veros also assessed the wider strategic context of Ōtorohanga District Council and the primary project stakeholders, taking into consideration the demographics of the area.

2 Strategic Assessment

2.1 Ōtorohanga District Council

2.1.1 Long Term Plan

During the 2021-2031 Long Term Plan (LTP) the community supported change to the former community outcomes to reflect an investment in the district's future, including investment in community places and spaces and three waters infrastructure.

This has meant that, while Ōtorohanga District Council continues to prioritise and efficiently manage essential infrastructure services, there's a growing emphasis on wellbeing. Services that significantly contribute to the social, environmental, cultural, and economic wellbeing of the community are receiving increased attention.

In the LTP, the Community Facilities and Services group of activities includes Civil Defence (Emergency Management), libraries, parks and reserves, is focused on protecting and promoting public safety and wellbeing.

Ōtorohanga District Council also recognised it needed to work better to reflect arts, culture, and heritage as an important part of the identity of the district. Part of this work, enabled by the LTP, is the development the Ōtorohanga Town Concept Plan, Ōtorohanga Rural Concept Plan, and the Kāwhia/Aotea/Ōpārau Concept Plan. These plans intend to make the district's towns and villages more vibrant for residents and visitors, encourage investment and improve community facilities.



Recently ŌDC have been engaging with the community and stakeholders to inform the contents and key outcomes of the 2024 - 2034 LTP, set for consultation and adoption during 2024. The following diagram highlights the Ōtorohanga Community Outcomes which have been developed through this community engagement and will go to the community for feedback as part of the wider 2024 -2034 LTP consultation process. These community outcomes will guide ŌDC in providing for Ōtorohanga District’s social, cultural, economic, and environmental wellbeing:

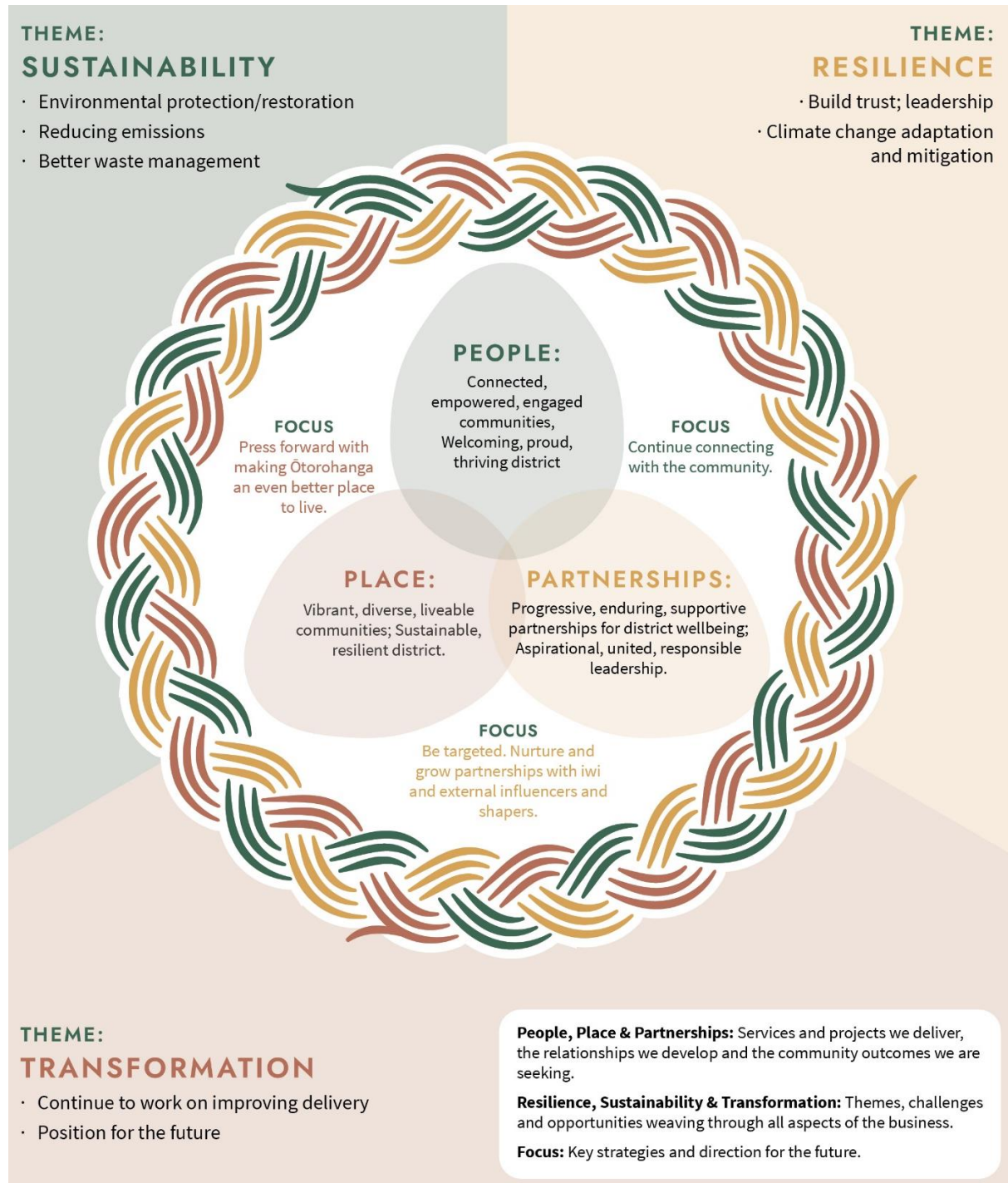


Figure 1 Ōtorohanga Community Outcomes. Ōtorohanga Long Term Plan 2024 - 2034 Development Documents

2.1.2 Ōtorohanga Town Concept Plan

Over a nine-month engagement process with the community and stakeholders, Ōtorohanga District Council developed the Ōtorohanga Town Concept Plan. This plan was adopted on 6 October 2022. It is a roadmap for the town's future development. It considers the feedback and suggestions from the community and addresses various issues and constraints that need improvement and presents opportunities for growth.

There are five project objectives:

- Environmental health
- Cultural foundations
- Social wellbeing
- Economic prosperity
- Sustainable and resilient land-use

Of most relevance to the Multi-purpose Community Hub project is the social wellbeing outcome:

"Support and enable healthy, safe and connected individuals, families, whānau, hapū, iwi, and a range of communities and ensure they are able to set sustainable goals and achieve them through education, health care, strong community networks, inclusiveness, pride of place, financial and personal security, equity of opportunity, rights and freedoms."

The Ōtorohanga Town Concept Plan highlights that the community of Ōtorohanga holds its parks and community amenities in high regard. Pointing out that facilities that can merge services, locations and streamline space (minimising vehicular traffic) will foster crucial links throughout the town centre. Recreational spaces and community amenities serve as platforms that bolster and contribute to a robust, vibrant town character and culture by offering areas for active sports, leisurely recreation, meetings, social interactions, and learning.

Constraints to this include:

1. A disconnected network of community facilities
2. limited wayfinding
3. being away from the street and public view reduces their prominence in the community and making it difficult to find for visitors, tourists and for new community users (as is the case for the library).

Opportunities identified include

1. The development of a new multi-purpose community facility within the town centre.

The concept plan states that this facility *"could act as a learning centre including an upgraded library, host the main civic functions of a Town Hall, and host activities such as i-Site, tourism office, civic gatherings, performing arts, regular markets and meeting spaces for the community. This facility could also incorporate a dedicated destination creative space."*

The Ōtorohanga Town Concept Plan directly addresses the absence of a civic hall following the demolition of the Ōtorohanga Town Hall in the late 1990s. The previous Long Term Plan process sparked discussions about the potential for a new town hall. Community engagement revealed mixed feelings about this idea. While there was limited enthusiasm

for a traditional town hall, which some viewed as outdated and overly formal, there was considerable support for a multi-functional community facility that could serve various purposes in addition to hosting civic events. Two main ideas emerged from these discussions:

1. **Ōtorohanga Sports and Recreation Hub:** a physical space, potentially comprising multiple facilities such as buildings, fields, and courts. It would necessitate collaboration between clubs and/or other organisations, either virtually or within the physical infrastructure, to share expertise in governance, management, and operations.
2. **Multi-purpose Culture, Community, and Arts Facility:** a versatile community facility located in the town centre, with a focus on culture and arts. In addition to serving the functions of a town hall, the facility would incorporate a variety of additional uses to cater to the current needs of the Ōtorohanga community and offer flexibility for future adaptations. Potential features could include a library and learning centre, a gathering space for civic functions and community meetings, space for performing arts, artist studios and/or a dedicated creative space, and office spaces with associated facilities including a kitchenette.

Economic wellbeing and prosperity are examined in the Concept Plan, with several constraints, challenges, and opportunities identified. The Ōtorohanga Economic Wellbeing Strategy, currently under development, seeks to address a number of these. A contributing factor to economic and overall wellbeing is the ability for an individual to access everything they need to meet their daily needs to live, work, learn, and play in Ōtorohanga. This highlights the need to ensure central and easily accessible community services and facilities. Through the engagement process for the Concept Plan, a community survey found that only 43% of respondents have their daily needs met in Ōtorohanga Township.

2.2 Project Stakeholders

A wide range of community organisations and service providers currently operate within Ōtorohanga, providing sporting and active opportunities, educational programmes, social services, culture and heritage preservation and education, arts, and more. This section explores those organisations that will likely use the proposed Multi-purpose Community Hub facilities, looking into what they do within the community, and their aspirations for the future.

2.2.1 Ōtorohanga District Library

More than just a place to borrow books, the library provides information access and programmes for the community to upskill, inform, and entertain users. The Ōtorohanga District Library is located at 27 Tūrongo Street and is accessible from the Village Green at 38 Maniapoto Street. Open from Monday to Friday from 9am to 5pm, and on Saturday from 10am to 12pm, the library provides free membership to all Ōtorohanga district residents and ratepayers, and is owned and operated by ŌDC.

The library offers a collection of books, DVDs, internet access, magazines, online databases, talking books, newspapers, eBooks, and eAudio books. In addition to these resources, the library and the library team also offer other useful services for the community including; internet access, photocopying, and scanning facilities. As a member of Aotearoa People's Network Kaharoa the library offers free, chrome-based wireless internet to all. The library also offers free computer mentoring sessions to upskill people on the use of devices.

Library staff are currently working with the Ōtorohanga Museum to establish display space within the library where cultural and heritage collections can be displayed. The exact location

of these displays is still being considered. However, it is envisaged that there will be displays in the main entrance lobby, the main library, and the programmes room.

Programmes are regularly run from the current multi-purpose space, known as the Programmes Room. The room is available for use during the library’s opening hours and can be booked directly with library staff. From this space a wide range of programmes are delivered to the community both on a regular, and an ad hoc basis. Community groups are also able to book and utilise the space, which sees several regular users and the occasional “one off” booking.

To gauge the usage of this space, a sample of the bookings was analysed. The sample taken is the 16-week period from 1 September 2023 to 25 December 2023. This period included a school holiday period where the space is utilised for school holiday programmes, as well as the General Election period, where the space was utilised as a voting poll station. The following observations were made:

2.2.1.1 Overview of usage

Days available (Mon - Sat)	96
Days used	68 (71%)
Total bookings	111
Total visitors/users	1352
On Average:	
Days used per week	4.25
Bookings per week	6.93
Visitors/users per week	84.5

2.2.1.2 Regular bookings and programmes

Pre-School	Storytime
	Wriggle & Rhyme
	Keva Contraptions
	MakeyMakey
Primary School Afterschool STEM programmes	Arduino
	LittleBits
	Meccano
	Lego
	Ozobot
Other regular bookings and programmes	Summer & Winter Holiday Reading Programmes
	Book Discussion Group
	Northern Health School
	Te Reo Māori group
	Ōtorohanga Family History Group

The library is a highly valued community facility that is well utilised.

- The library is near capacity in terms of the programme offerings it can provide
- it would like to extend its service offerings
- the single multi-purpose room does limit the space to a single user group at any one time
- additional capacity would enable programme extension and a higher level of usage by the community.

2.2.2 Ōtorohanga Support House - Whare Āwhina

Ōtorohanga Support House Whare Āwhina (ŌSHWĀ) Inc aims to enhance the well-being of Ōtorohanga by offering services and support that are empowering, nurturing and wraps around the individual and their whānau. Their vision is:

“To support the journey of the people in our community. ‘He Āwhina, he tautoko i ngā pūrākau o ngā tangata’”.

And mission is:

“To enhance the well-being of individuals and families within the Ōtorohanga and Waitomo communities”.

ŌSHWĀ seeks to provide professional, accessible facilities and services in partnership with Tāngata Whenua in accordance with the principles of Te Tiriti o Waitangi, provided in a culturally respectful and non-judgmental environment, collaborative, safe, and welcoming. ŌSHWĀ are governed by four strategic priorities:

1. A structure that serves the community into the future,
2. taking our place in the community,
3. relevant and responsive services, and
4. adequate resources to achieve our vision.

‘A secure base of operation’ is listed under the final strategic priority, and is critical to enable the ongoing and highly valued mahi to serve the ever-growing needs of the community.

When ŌSHWĀ outgrew 120 Maniapoto St, Ōtorohanga District Council purchased it and the adjoining property at 88 Maniapoto Street, and provided a lease to ŌSHWĀ, as well as a financial grant to cover the rental costs for both properties. Further information on the history of ŌSHWĀ, its formation, and how the current site location came about can be found attached, Section Appendix 4.

In 2023, ŌSHWĀ had 12 staff working across the seven services they directly facilitate. During 2024, they will launch an additional service to support housing those in need, this will require an additional two staff. ŌSHWĀ have also identified a community need for local mental health delivery, support groups, and parenting support.

Current Services Provided:	Contract or Funding Partner:
Integrated Safety Response - Whānau Support and Perpetrator Outreach Service	NZ Police/Ministry of Social Development (MSD) Western Coalition
Counselling	Oranga Tamariki/MSD, Pinnacle Health
Whānau Support	Oranga Tamariki/MSD
Emergency Housing Social Service Support	MSD
Foodbank	MSD / philanthropic funding / community donation of goods
Community Health Transport	Te Whatu Ora
Community Connector	MSD

ŌSHWĀ is also a community hub offering a local base for other external support services to operate from, these include (not limited to):

- Ōtorohanga Household Budgeting Service
- Citizens Advice Bureau
- ACC Counsellor
- Justice of the Peace
- Community Probation
- Whānau Pai
- Alcohol and other Drugs Practitioner
- Speech Therapist
- Supervised visitation.

For these services, security/safety and confidential reception services are provided by ŌSHWĀ.

ŌSHWĀ is a highly valued community service provider, who have experienced continual increases in service demand, and are predicting (based on data and experience) future growth for their services. The current facilities have capacity for some increased activity, but are not fit for purpose to support a safe and respectful environment for their staff and clients, or to allow ŌSHWĀ and their stakeholders to deliver services to the community to meet demand.

2.2.3 Ōtorohanga Club

The Ōtorohanga Club is a popular venue that offers a variety of services and facilities. It's a place where locals can enjoy dining, entertainment, and a place to socialise. In addition to its entertainment offerings, the Ōtorohanga Club also plays a significant role in the community. It also functions as the Ōtorohanga RSA. It is a place where people can gather, socialise, and participate in various activities, including a number of sporting activities the Club supports:

Club Sports Include:

- Men's Golf
- Ladies Golf
- Seniors Quiz
- Claybird Shooting
- Indoor Bowls
- 8Ball
- Fishing
- Outdoor Bowls
- Gulliver's Travels
- Snooker

Facilities include a bar and restaurant, dining areas, pool hall, and two areas available for community hire, and:

- An upstairs room that can accommodate 50 people
- A ground level event hall space that can accommodate 200 people seated at tables.

Since the old Ōtorohanga Town Hall was demolished in the late 1990s, the Club has fulfilled the role of 'town hall', as the largest indoor venue in town. To hire the facilities people or groups do not need to hold a membership with the Club, and there are currently several community groups, users, and regular events that use the facility including:

- Council
- i-Site
- Rotary
- Weddings
- Birthdays
- Funerals
- College Balls
- First Aid courses
- Dance classes.

The Ōtorohanga community have expressed a desire to have a formal civic hall, as captured through the Ōtorohanga Town Concept plan and through the co-design workshop series that informed this feasibility assessment. The Club supports the development of a partnership with Ōtorohanga District Council to formally position the hall as the civic hall for the township. The Club already offer discounted rates to community groups when making bookings of the hall and room facilities.

There is an opportunity for ŌDC to collaborate with the Club to explore and develop a formal solution to meet the civic hall needs of the community.

2.2.4 Ōtorohanga Māori Wardens

The Ōtorohanga Māori Wardens Charitable Trust Association is a wholly independent, standalone Māori Wardens entity working independently of the Waikato regional collective. All current members of the Ōtorohanga Māori Wardens Charitable Trust Association are approved and registered as warranted Wardens having legal responsibilities in law under the Māori Community Development Act 1962.

The Ōtorohanga Wardens undertake a range of community activities, but have a heavy focus on parole support. Direct and personalised support is provided to Maniapoto people who are currently imprisoned or recently released. These activities see the Ōtorohanga Wardens providing services across the wider Waikato region and seven prisons. The Ōtorohanga Wardens also provide and administer an accommodation block in Hamilton in support of the Maniapoto community.

Other key services include providing community outreach across the Ōtorohanga and wider Waikato area, with a strong focus on supporting Kaumātua in difficult times and through daily living, such as providing transport to appointments etc.

The current Ōtorohanga Wardens local base is a portacom building that they own, located on Council property (the Library site).

The Ōtorohanga Wardens are relatively happy with their current facility arrangements, and ongoing conversations with their membership is needed to understand if co-location with the Support House (as suggested in the preferred option of this assessment) and other social support organisations is in their best interest. However, they are very keen on futureproofing their presence in the community and open to discussions on what inclusion within the Multi-purpose Community Hub project would look like. Specific interest lies with the governance and day to day management of the facility and how this might affect the Wardens operations.

The current location of the Ōtorohanga Wardens provides anonymity for visitors, and places the office close to the communities first responders. A main road facility is certainly not required, and the Ōtorohanga Wardens would be more interested in a location with an exclusive entrance off Lawrence Street.

The Ōtorohanga Māori Wardens cannot currently confirm if they would join the multi-purpose hub development, but are very keen to continue conversations and eager to see what the results of their inclusion would look like. The Ōtorohanga Wardens acknowledge the synergy that would likely be found in co-locating community support services and that this would likely encourage a number of combined approaches to community service in the future.

There needs to be ongoing discussions with the Ōtorohanga Wardens as the project continues.

2.2.5 Mana Whenua

Ōtorohanga District Council's relationship with Mana Whenua contributes to building strong, healthy, and vibrant communities, and fostering resilience, belonging, and pride. ŌDC embraces its responsibilities under Te Tiriti o Waitangi and acknowledges that Mana Whenua hold special cultural and spiritual connections with the land and environment. This includes wahi tapu (sacred sites), taonga (treasures), water, and ancestral lands.

Ōtorohanga District Council hosted a hui with Mana Whenua early in the project process to hear what is important to consider through the project process. We heard that the

community need a multi-purpose centre with both internal and external hosting capacity, and the ability to flex to host small and large groups.

The facility needs:

- To capture a strong sense of culture
- be futureproof
- reflect Mana Whenua and Māori.

At this first hui, we heard that through working as partners, Mana Whenua and ŌDC have been able to bring a sense of mana into the Council Chambers, utilising meaningful mahi toi. We heard that because of this work, local Mana Whenua are able to see themselves reflected in the space and feel more comfortable working with ŌDC.

In February 2024, another hui with Mana Whenua helped assess the proposed preferred option and identify any issues. We heard that Mana Whenua largely support the proposed preferred option. However, concerns remained for some on the use of the Ōtorohanga Club for a civic hub, noting concerns with alcohol use. For some participants at the hui, it was noted that 'uplifting the mana' of the Club was a core requirement of its viability to perform that function.

It is imperative that Mana Whenua remain a partner in this project as it progresses to ensure that the detailed design phases capture a sense of culture and reflect Mana Whenua and Māori, similar to the examples seen in ŌDC Chambers and with the pou at the head of the Village Green.

2.2.6 Artist Collective

The 2021-2031 LTP identified a need to better reflect art and culture, and the Town Concept Plan identified that a multi-purpose community facility needed to have a culture and arts focus. A wide group of local artists assembled by ŌDC attended both the first and second co-design workshops for this project and were part of the one-on-one discussions (arts collective hui) with stakeholders to scope the project at the beginning of the process.

We heard that other than personal spaces, churches and halls were being used for music, and Laura's Studio 84 was being used as hireable display space, for yoga, and as a central creative space. The key needs raised by local artists included:

- Need for several multi-purpose spaces
- Noting that some spaces will need to be specific for certain works, such as wet spaces suitable for things like clay work.
- Networking and a space to show people what's out there and what they can do
- Need to have a vision for where the community is headed.
- Specific spaces for specific arts "there is a danger with trying to be too many things and do too many things".
- Find a common need that will benefit everyone
- Education workshop space is top priority
- Must be safe
- Must be in town to act as a hub for the satellites (wider network)
- A nice display space/gallery as a second priority
- Acoustics should be considered so music is provided for.

We also heard that art spaces and facilitating art:

- Helps to heal people - seeing it happen and doing it is more than 'clip-on' beauty
- art is community.

2.2.7 Creative Waikato

Creative Waikato is a not-for-profit arts organisation serving the Waikato. They support, uplift, and advocate for arts, culture, and creativity in the region. They provide advice, training, support, and opportunities for cultural wellbeing. Their vision is for a thriving Waikato region filled with diverse and transformative creative activity.

Representatives from Creative Waikato attended the arts collective hui and the co-design workshop series. Veros also hosted an online hui with Creative Waikato's CEO, Dr. Jeremy Mayall to further explore the needs and possible solutions for the arts in Ōtorohanga. We heard that in general, there are a lack of creative spaces and lack of investment from councils across the Waikato and New Zealand. Any council supported spaces that do exist are not well maintained. Lack of investment in community art space is highlighted in the differences in sport funding, with community sport funded at \$100m and only \$10m for art with no additional support.

2.2.7.1 Priority for Creatives

Creative Waikato stated that wellbeing information and data show that there is value in access to the arts even when perceived and not necessarily used.

The needs of the sector are quite diverse due to the wide range of arts disciplines. Multi-faceted facilities need to be usable, functional and accessible (not expensive). Creative Waikato are working with Sport Waikato to develop solutions that add extra space to sports facility builds for art spaces.

They have identified some of the following needs

- Access to studio/ collaborative space/workshop and learning spaces/kitchen is important for Ōtorohanga.
- Maker spaces where people can be messy and be part of a community group.
- Offering long term bookable spaces, alongside shorter-term spaces which can be leased on an hourly basis.

A place where people can be loud is in high demand and short supply. A space that can be a recording studio and a musician/band rehearsal space where they can make plenty of noise.

Gallery space can be anywhere, and is not seen as a priority. However, any wall/window space that is available could and should be used to display local art.

2.2.7.2 Networked approach

Creative Waikato noted that there is space in the wider network, plenty are underutilised. However, knowledge and information on spaces is hard to come by, as is access to many spaces. A trusted entity or person could oversee the hireable spaces in the community, inclusive of council and privately owned spaces to help activate many spaces and increase artists access to much needed creative and rehearsal spaces.

Hubbing a learning and creative community space with the library is a good fit.

2.2.7.3 Civic Space

Adding a removable stage, improving the acoustic properties, and providing better audio, visual, and lighting options to the Ōtorohanga Club Hall would dramatically increase the usability of this space for performances, shows, and rehearsal.

2.3 Investment Objectives

Evidencing need is critical in establishing a strong case for investment in and development of facilities that will have a meaningful impact on the community. The needs and desired benefits identified by the community set the parameters for the project's success. This section sets out information on some of the key drivers of the need for the development and investment in local facilities to deliver community social services, events, education, creative spaces, places to gather, and places where local culture can be put on display for all.

The following statements were developed through engagement and testing with Ōtorohanga community stakeholders:

2.3.1 Problem Statements

- The existing spaces are not flexible, lacking one or more pieces of supporting infrastructure e.g., parking, technology, workspaces, size and kitchens.
- There is a lack of a communication about and connection between the existing network sometimes making it difficult for people to connect with the services that meet their needs.
- The lack of a single civic space makes it difficult to host larger events that create connectivity within the community.
- Art makers are spread across the district without a central space within the district to share, create, teach, display our culture, exhibit, and perform, for all art forms, pushing creativity outside of the district.

2.3.2 Benefit Statements

- Community spaces that reflect the morals and values of Ōtorohanga, are flexible, safe, fit for purpose welcoming space(s) with supporting infrastructure.
- A connected community that is also connected to accessible and well-resourced spaces and services that cater to the needs of the community.
- Places that everyone feels connected to that are owned and supported by people who connect and understand people.

Note: in both the first workshop and the Mana Whenua hui it was clear that the renaming of and the mahi toi in the refurbished Council Chambers has made a significant impact on the sense of belonging now felt by Māori in this space

2.3.3 Critical Success Factors

The critical success factors identified are:

- Making the most of what we have
- Fit for purpose
- Accessible
- Safe Spaces
- Welcoming
- Future Proofed

2.3.4 Core Activities

The core activities identified are:

- **Social support** - community service delivery
- **civic gatherings & activities** - enables a variety of events
- **community gathering** - informal space with a kitchen at the heart
- **multi-functional, art and creativity**
- supporting arts and creativity
- workshops
- gatherings
- meetings of various sizes
- studio space.

Other key considerations:

- Spaces need to provide for all ages
- consider the wider network of spaces within the town
- Mana Whenua and other Ōtorohanga people's stories need to be woven through the spaces
- spaces are just spaces without the right people to manage and activate them and develop a sense of welcome and support.

3 Case for Investment

3.1 Understanding who lives in Ōtorohanga and what they are experiencing

To help understand who lives in Ōtorohanga and what they are experiencing, socio-demographic data for the Ōtorohanga area was gathered to provide evidence-based context to the Multi-purpose Community Hub development options, and preferred option. The socio-demographic data is attached as Appendix 5. All data has been sourced from the Ōtorohanga Town Concept Plan, NZ Police, the University of Auckland, Infometrics, and Stats NZ.

- It is expected that both Ōtorohanga township and the wider district will experience slow, but consistent population **growth of around 11.5%** from 2018 to 2048 (around 50 people per annum)
- Ōtorohanga District and township show a considerably **higher percentage of Māori residents (26%)** when compared to rest of New Zealand at 16.5% Māori. Similarly, the township has a significantly larger population of Māori than the balance of the district at 35% and 26% respectively
- the young persons not engaged in education, employment or training (**NEET) rate in Ōtorohanga District was 15.8%** the year to March 2023, down from 16% in the previous 12 months. In the year to March 2023, the NEET rate in Ōtorohanga District was higher than rest of New Zealand (11.2%) and in Waikato Region (12.2%)

- **access to the internet is much more limited** for residents of Ōtorohanga township (74.7%) over the wider District (78.4%) and New Zealand (86.1%)
- both the Ōtorohanga township and wider district are experiencing an **increasing trend in the number of crime victimisations** each year, with theft and related offences the most prevalent division of victimisations seen
- the Wellbeing Radar shows that the Ōtorohanga District outperformed wider New Zealand in the following wellbeing domains:
 - Civic engagement and governance
 - housing affordability
 - health
- Ōtorohanga District underperformed New Zealand in the following wellbeing domains:

<ul style="list-style-type: none"> • Environment • income and consumption • jobs and earnings • knowledge and skills • safety and social connections 	<ul style="list-style-type: none"> • household crowding rates • rental affordability • home ownership rate • mental health presentation rate • suicide rate
---	--
- Ōtorohanga underperforms compared to New Zealand in education qualifications, with 26% and 30.4% of people in Ōtorohanga District and township respectively having no qualification at all, compared to 18.2% for New Zealand. Whilst around 50% of residents in Ōtorohanga have achieved a secondary school qualification, Ōtorohanga well underperforms against New Zealand in tertiary education qualifications
- Ōtorohanga District scores among the higher 50% in deprivation on a whole, with the Ōtorohanga township scoring among the highest third or worst in terms of deprivation in New Zealand. Deprivation has been linked to poorer quality of life, and poorer health and wellbeing outcomes.

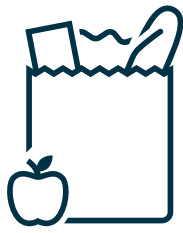
3.1.1 Social Service Needs

Examining the work of local social service / kai providers provides further insight and context to the demand for the social service needs in Ōtorohanga.

3.1.1.1 Food Security Needs

There are currently two foodbank operations within Ōtorohanga, seeking to improve food security for community members in need. ŌSHWĀ provide a traditional foodbank service, with Toi Aringa Trust providing a Pātaka Kai service, a non-clinical, non-invasive foodbank service.

Over a one-year period from 2022 to 2023 these services provided:



Community Service Provider	Packages	People receiving food	Timeline	
Toi Aringa - Pātaka Kai	283	657	Mar-22	Apr-23
Ōtorohanga Support House Whare Āwhina	1016	3542	Jul-22	Jun-23
Total	1299	4199		

3.1.1.2 Other Social Services

Social services are provided in a wide variety of forms by several service providers in Ōtorohanga. Providers include churches, marae and iwi, as well as specific support services such as Thrive Ōtorohanga, the Māori Women's Welfare League, Maniapoto Marae Pact, ŌSHWĀ, and several others.

The following data provides a high-level overview of the work of ŌSHWĀ from July 2022 to June 2023. This data sample whilst not a collective, comprehensive Ōtorohanga wide sample, provides local context to the social service needs of Ōtorohanga.

Counselling



92 individuals

Integrated safety response



169 individuals

Family support



89 individuals

Emergency housing social service support



32 individual/families
(partial year 7 months)

Community transport



138 individuals

Community connector



61 individual/families

3.2 Current & Planned Community Facilities

3.2.1 Existing Community Facility Network

The following images and tables map the existing community facility network across the Ōtorohanga township. The facility network for Kawhia and the wider Ōtorohanga District can be found within the full concept proposal by RW Architectural Design, attached in Section Appendix 6:

3.2.1.1 Ōtorohanga Town



Figure 2 Community Facility Network Map, Ōtorohanga Town

MAP KEY

Item #	Name	Activity
1	Ōtorohanga Club	Bar, restaurant, event space
2	Ōtorohanga Club Venue Hire	Venue hire
3	Otorohanga Support House - Whare Awhina	Community/social services
4	Food Bank	Community/social services
5	Ōtorohanga i-SITE Visitor Information Centre	Tourism information
6	Studio 84	Studio space for hire
7	Ōtorohanga Guide & Brownie Hall	Community gatherings, Workshops & events
8	Ōtorohanga Football Club	Football
9	Ōtorohanga Netball Centre	Netball
10	Ōtorohanga Tennis Club	Tennis
11	Bowls Ōtorohanga	Bowls & croquet
12	Ōtorohanga Sports Club	Sports, venue hire
13	Ōtorohanga Rugby Football Inc.	Rugby
14	Ōtorohanga Squash Club	Squash
15	Ōtorohanga Māori Womens Welfare League	Womans wellbeing and support
16	Wintec Otorohanga Regional Hub	Classroom learning
17	Ōtorohanga South School Hall	Sports, gatherings
18	Ōtorohanga College Gymnasium	Tae Kwon Do, fitness classes, Basketball, indoor Soccer, etc.
19	Ōtorohanga Memorial Pool Complex	Swimming & gym
20	Railway Station	Station, café (Origin Coffee Company)
21	Ōtorohanga Museum	History, heritage, culture preservation
22	Village Green	Community activities, culture
23	Ōtorohanga Kiwi House	Tourism & conservation (Bookable space - Tuatara Room)
24	The Business Collective	Bookable meeting/work space
25	Ōtorohanga District Library	Community activities & learning
26	Thrive Ōtorohanga Youth Trust	Community/social services
27	Ōtorohanga Kiwi Holiday Park	Tent & motor camp
28	Ōtorohanga Motor Camp	Campervan park
29	Ōtorohanga NZMCA Park	Campervan park
30	Ōtorohanga Lyceum Club	Womans social club
31	Fire Station	Fire & emergency
32	St. John Ambulance & Venue	Ambulance services & venue
33	Police Station	Law, order & emergency
34	Otorohanga Medical Centre	Acute & general medical services
35	Beattie Home	Elderly housing & care
36	Public Toilets	Toilets
37	Ōtorohanga District Council	Local government
38	Public Toilets	Toilets
39	Ōtorohanga Skate Park & Playground	Community recreation
40	Kiwiana Leisure Park Ōtorohanga	Mini putt, paint ball, batting cage
41	Tārewānga marae	Community/marae
42	Te Keeti marae	Community/marae
43	Te Kotahitanga marae	Community/marae
44	St David's Presbyterian Church	Religious facility
45	St Brides Anglican Church	Religious facility
46	Ōtorohanga Baptist Church	Religious facility
47	Our Lady of the Sacred Heart Catholic Church	Religious facility
48	Ōtorohanga Toy Library	Community



Note - St David's Church also has a community hall facility where a number of community service functions and events are facilitated. The space can also be booked for use by members of the community, seating 90 people at tables. A commercial style kitchen is also available for community booking and use.

A number of the religious facilities are also utilised for a range of non-religious activities, specifically hosting a wide variety of musicians. It is however, recognised that the activities that can be accommodated are likely be limited to activities that fall within the specific churches' values.

The old Senior Citizens Hall has not been included in this list as the hall appears not to be available for community use at this stage. ŌDC previously held a lease for this facility and has now surrendered the lease of the senior citizens building to the Māori Trustee, who retain ownership.

3.2.2 Planned Facilities

3.2.2.1 Ōtorohanga Equestrian & Community Park Hub

The Ōtorohanga Equestrian and Community Park Hub initiative is a collaborative effort involving landowners, local residents, community groups, council partners, and business owners. The envisioned hub would serve multiple purposes in Ōtorohanga and has the potential to expand its services to the wider King Country region and beyond. The development of this hub would bring about economic, environmental, health, and lifestyle advantages.

The potential benefits identified by the proposed Ōtorohanga Equestrian and Community Park Hub project include:

- Enhancing the local area's reputation and creating effective marketing opportunities for Ōtorohanga, Waitomo, and King Country.
- Fostering unity among local districts by providing a venue for people to gather and engage in a variety of activities, thereby fostering a sense of community and district pride.
- Elevating the profile of Ōtorohanga Riding for the Disabled (RDA) and providing the opportunity for them to expand and diversify their services in a sustainable manner. This would secure the future of this important community organisation and ensure its continued provision of valuable services to the local community.
- Expanding local equestrian opportunities and establishing a development platform for a broader network of equestrian enthusiasts/groups in the King Country. This would benefit individuals of all ages and abilities and contribute to the health and well-being of the community.
- Providing increased opportunities to host rural activities/events such as field days, school and district pet days, young farmers competitions and events both locally and sub-regionally (i.e., the opportunity to revive the 'County Fair'), allowing communities to come together and celebrate rural life.
- Offering a reliable all-weather venue for community groups and organisations to hire for various events such as produce market days, concerts, barn dances, weddings, celebrations, and funerals.

3.2.3 Island Reserve Sports Hub - Community Sport Collaboration

The idea and desire to develop a sports hub facility in Ōtorohanga has been discussed for many years. The concept has been further explored through the Ōtorohanga Town Concept Plan, stating that *“There is strong support for a multi-purpose community facility with a focus on a sports hub for a wide range of sporting codes”*. The plan identifies Island Reserve as the preferred location for the hub.

Sports New Zealand define a sports and recreation hub as *“a partnership where organisations collaborate and share expertise, programmes, facilities and/ or services strategically, sometimes via an independently governed group, within a defined geographical area, to provide sustainable, quality sport and recreation experiences”*.

Ōtorohanga District Council and Sport Waikato in conjunction with sports groups are refining the scope and feasibility of the Island Reserve Sports Hub. This could be a physical facility, or collection of facilities including buildings, fields, courts etc. and will require clubs or other organisations to work in partnership either virtually or within physical infrastructure to share expertise in governance and management structure.

4 Options development

The co-design process informed the following options. The process and the options are outlined in this section.

4.1 Location

The engagement identified the need to focus on the Ōtorohanga town centre, where facility responses to the identified problem and benefit statements would have the opportunity to have a positive impact on the largest single portion of the district’s population.

It is acknowledged that many of the social services that are facilitated by ŌSHWĀ and their stakeholders are outreach services that service the wider district. Likewise, it is anticipated that users from the wider Ōtorohanga district and beyond will travel to utilise the multi-purpose hub network.

4.2 Service Provision & Spatial Assessment

The following spatial needs were identified throughout the engagement process of the project both through the co-design workshop series and direct stakeholder engagement.

		Space	Quantity	Spatial Requirement	Frequency of use	Notes
Community / Social Services Facility	Social Services	Meeting Room	x1	To seat 20 people boardroom style	2-3 meetings per week	- Could have an operable wall to enable multi-purpose use for smaller meetings/appointments
		Client Meeting Rooms	x8 min x10 ideally	To fit 4-6 people casually (low coffee table or single desk with soft furnishings).	Used regularly throughout the day by ŌSHWA staff and external organisations for client appointments. Currently have 6 rooms and are over-capacity. Noting that some rooms are used exclusively by some services (e.g. Budgeting services have a dedicated room which is only used for a total of 6 hours per week).	- Sound proofing - Security needs, alarm button & some form of visibility into the room that still maintains privacy (either frosted glass or a small window in). - Needs to consider physical distancing requirements - Must be separate from the staff office and staffroom areas - Provide lockable storage options in or near rooms for regular users so they can leave resources on site (e.g. parole, budgeting services, citizens advice, JP's, etc.).
		Reception / waiting area	x1	To suit one reception space and a waiting area for up to 10 people	Throughout the day.	Needs to provide for some privacy from the main road (e.g. frosted glass).
		Programme Facilitation	x1	Workshop type programmes to accommodate 10 students and 2 facilitators.	Most weekdays	- It is not critical that these workshops are facilitated on-site, and may require a kitchen for programmes (could be carried out at a nearby multi-purpose community facility). - Could look to utilise the large meeting room.
	Staff Facilities	Small offices	x3	To suit one person	Used daily	- Sound proofing

	Open plan office	x1	Minimum of 10 desk spaces	Used daily - some desks for full time staff, some will be 'hot desks'. Also used by partner organisations	- must be separated from client spaces - This does not provide a desk for all employees to be in the office at the same time, acknowledging the FTE rather than total number of staff.	
	Staff room and kitchen	x1		Used daily	- small staff room kitchenette and space for breaks.	
	Toilet	x2	Staff only toilets	Used daily		
	Māori Wardens Office	x1	Office space able to accommodate 3 desk spaces	Used daily	- Needs to be accessible to Wardens 24/7.	
Foodbank	Fridge / freezer	x1		Used daily		
	Dry store	x1		Used daily		
	Delivery bay	x1	Provision for space to producing over 1000 parcels per year.	Used daily	-Roller door accessible, able to move pallets from trucks into the facility for processing and storage	
	Small commercial kitchen	x1		Used daily	- Small scale kitchen to enable food parcel preparation and the option for the foodbank to provide for community kai type events.	
	Processing	x1		Used daily	- Preparation of an average of 20 food parcels per week	
		Distribution	x1		Used daily	- Private client access
		Accessible Bathroom	x1	Toilet and shower space available to the public for extended hours.	Used daily	- Safety is a key consideration - Discretion for users is also a consideration.
Access / Egress	Access on main road and private rear access	x1		Used daily	- Dual access to the facility from the main street, and from the rear of the building for those wanting more discretion. - The rear access needs to direct clients directly to the reception area intuitively. - Foodbank access to the distribution point needs to be from the rear.	

Community Centre Facility		Parking	x10	x2 Short term parking for collecting parcels x2 Accessible carparks x4 Staff carparks x2 Client parks	Used daily		
		Loading Bay	x1	loading bay in-front of the roller door for vehicles dropping off or collecting large deliveries to and from the foodbank.	Used daily		
	Flexible multi-purpose and teaching space	Multi-functional space - Medium/Large	x1	Flexible room complete with relevant AV tech to enable art & craft workshop and classroom style learning, including online conferencing capability.			<ul style="list-style-type: none"> - Able to seat up to 50 people classroom style (at tables) (est. 80m2) - To be fitted out with TV or projector, audio, tables, chairs, lockable storage and whiteboards. - Equipped with basins and with easy to clean flooring in order to accommodate arts practices that require use of water - e.g. painting, dying - Consideration to operable wall to enable dual bookings of smaller space.
		Multi-functional space - Small	x1	Flexible room complete with relevant AV tech to enable art & craft workshop and classroom style learning, meetings, including online conferencing capability.			<ul style="list-style-type: none"> - Able to seat up to 15 people classroom style (at tables) (est. 30m2) - To be fitted out with TV or projector, audio, tables, chairs, lockable storage, and whiteboards. - Equipped with basins and with easy to clean flooring in order to accommodate arts practices that require use of water - e.g. painting, dying
	Doing Space	Artist Studios	x5	Studio spaces to cater for a variety of art disciplines that can be leased for medium to long term, or on a casual basis.	TBC		<ul style="list-style-type: none"> - Access to studios for extended hours or 24/7 required - equipped with basins and with easy to clean flooring in order to accommodate arts practices that require use of water - e.g. painting, dying - Studios to range in size from 10m2 to 20m2. - At least one studio to cater to

Civic Space				carving/small scale wood working (consideration to dust extraction etc.)
		Music rehearsal and recording space	x1	Studio suitable for up to six musicians
				- Good acoustic properties required to enable loud music and a good recording space (eliminating outdoor noise) - Est. 30m2
	Kitchen	Community Commercial Kitchen	x1	Kitchen designed for commercial food preparation and cooking class activities, with adjoining gathering/dining space to form the centre of the community centre facility
		Civic Hall Space	x1	A large hall space able to cater to 250+ people seated at tables. A place that can cater for a variety of events, including large community gatherings, large meetings, shows, performances, celebrations, and funerals.
				- onsite storage will help to enable regular users - Performances can be enabled by the provision of staging, and good audio, visual, lighting, and acoustics.

4.3 Early Option Development

Early consideration was given to the potential use of several existing facilities within the Ōtorohanga Township. Two of the long list options included the use of the current ŌDC office building, and the Te Pūkenga/Wintec facility at 130 Maniapoto Street. These were not taken through to the short list stage for the following reasons.

4.3.1 Ōtorohanga District Council Offices

The Ōtorohanga District Council offices have limited capacity to host any features of a Multi-purpose Community Hub. Additionally, the site itself is constrained and not suitable for an extension of the existing facility to accommodate the Multi-purpose Community Hub.

4.3.2 Te Pūkenga/Wintec facility

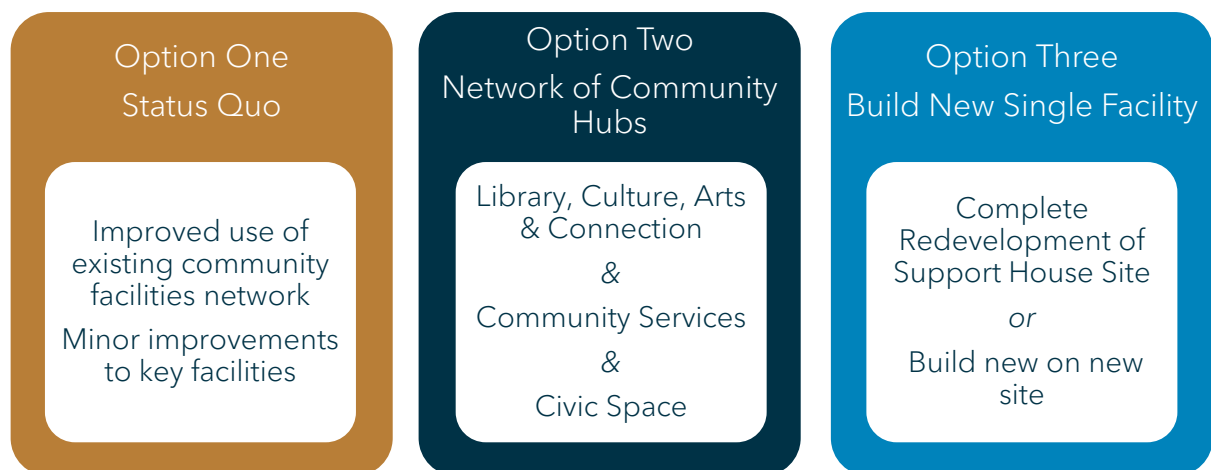
The Te Pūkenga/Wintec facility is a relatively large site, around the same size as the two buildings that ŌSHWĀ utilise, with a more modern fitout and a good-sized carpark at the rear. The facility is currently under-utilised, only hosting classes twice per week.

Te Pūkenga were not able to comment on the immediate plans for the future for the current facility, citing a current review, leaving immediate uncertainty for course delivery in Ōtorohanga, and therefore what Te Pūkenga/Wintec's needs will be for the facility. Staff did state that they would consider facilitating courses from sites such as the proposed Multi-purpose Community Hub, particularly whānau friendly sites, pointing out that a connection hub with the kitchen in the heart of the facility would be ideal.

With the current level of uncertainty on the availability of the site, this option was excluded for feasibility development. However, Ōtorohanga District Council should continue to discuss the use of the site with Te Pūkenga/Wintec.

4.4 Project Options

Following initial stakeholder engagement and the first co-design workshop, three emerging options were developed, with variations for Option Two and Option Three. These options are:



Through the second co-design stakeholder workshop, several participants indicated their desire to see a specific artist studio facility developed, ideally repurposing an existing space within the Ōtorohanga township. Participants indicated a space such as the old Farm Source facility, which was available for lease at the time, would be ideal for this purpose. To respond to this identified need, Veros have undertaken a limited assessment of the 'Artist

Community Studio Facility Option' based on the market availability at the time, and known lead-in times required for facility procurement.

4.4.1 Option One - Status Quo

Option One would see no additional facility space added to the existing community facility network. Option One would include:

1. Minor maintenance works completed to improve the existing network of facilities
2. Improve information and communication of existing network.

4.4.2 Option Two - Network of Community Hubs (Preferred Option)

This option is made up of three hubs:

Library, Arts & Connection Hub - current Ōtorohanga Library site

- Increase library capacity to perform as a 'community lounge' for gathering and learning
- Provide arts spaces to cater to multiple disciplines
- Kitchen at the core of the space
- Workshop and meeting spaces for smaller scale community gathering and learning.
- Retain and enhance the Village Green
- Provide car parking
- Design spaces that can open up to outdoor spaces

Community Services Hub - Current ŌSHWĀ site

- Refurbish existing facilities to improve the function and flow
- Responds to Support House needs by providing:
 - additional consultation spaces
 - additional food bank capacity
 - additional staff desk space
 - a dedicated boardroom meeting space
- Provision of a space for the Ōtorohanga Māori Wardens office, giving consideration to confidential access needs
- Provide car parking

Civic Hub

Initial engagement and feedback from Workshop One demonstrated that the Ōtorohanga Clubs main hall area was currently used by members of the community as a community / civic hall. The Club offer free / discounted use to some community groups. However, some members of the community had expressed concerns at this location being utilised for civic type events. As such, Option Two initially presented two Civic Hub options:

- using the Ōtorohanga Club space (Option Two), or
- developing a new facility (Option Two (A)).

Option Two (Ōtorohanga Club)

- Work with the Ōtorohanga Club to create a space that is considered a welcoming civic space for all alongside its Club functions
- Provide an independent and welcoming entrance with good flow
- the hall will cater for gatherings for up to 250 people seated
- Enhance the space so that it feels distinct and separate from balance of the Club, and is its own civic space.
- Uplift the mana of the space

Option Two (A)

- Develop a welcoming civic hall facility on a new, central location.

4.4.3 Option Three - New Build

Option three focuses on building a new Multi-purpose Community Hub that responds to all identified needs presented in Option two, meeting the social service, community gathering and learning, and the civic hall space requirements on a single site. Two possible options to developing Option Three were investigated:

Option Three A:

Complete redevelopment of the ŌSHWĀ & Edmonds Judd Site to create a new Multi-purpose Community Hub including multi-function spaces, artist studios, a central kitchen, community service provider facilities, foodbank facilities and a large function room able to fulfil the role of a civic hall space.

Option Three B:

Acquire a new site large enough to create a new Multi-purpose Community Hub with the development including multi-function spaces, artist studios, a central kitchen, community service provider facilities, foodbank facilities and a large function room able to fulfil the role of a civic hall space.

4.4.4 Artist Community Studio Facility Option

Artists at the second co-design workshop identified that there was a gap in the options presented. There was no resident studio space. They noted that this was an important inclusion for the Ōtorohanga Arts community. They outlined that it was important that this was a low-cost option, and the arts community would prefer to see the repurposing of an existing facility rather than a new development. An arts community survey was used to quantify the extent of need for resident artist studios.

This option involves procurement and repurposing of an existing facility within the Ōtorohanga Township into several artist studios, made available to local artists for a residential studio lease.

The vacant Edmonds Judd building located behind ŌSHWĀ provides the opportunity for renovation and use for studio artists. The facility is owned by Ōtorohanga District Council, who have no immediate plans for its use. This facility does however require remedial works, primarily to the envelope of the building, as water damage is occurring, likely due to a leaky roof, and/or issues with the facilities internal guttering. Other items, such as lighting and flooring, as well as ventilation and additional plumbing for cleaning facilities for studios all /need to be considered.

The artist survey did not elicit a significant response from the arts community, with less respondents than had attended the art collective hui (see section 4.5.5). The survey results showed limited interest in resident studio leases (three people). There was a wide range of arts represented by respondents, with over half being professional artists. All of the respondents saw the need for a community artist studios with no set lease duration, with most able to afford under \$75 rental per week.

To future proof this option, or any other use of the vacant Edmonds Judd building Ōtorohanga District Council should complete a building assessment to determine if there is value in remediating the building envelope to prevent any further damage. There is then an option to make the facility available to an artist collective at a community rate, leaving the responsibility for managing resident tenancy and fitout to the artists themselves. More work with the artist community is required to reach a solution that suits the community best.

4.5 Options Assessment

Advantages and disadvantages were developed for each option prior to the workshop by technical review and then added to at workshop 2 directly by participants.

4.5.1 Option One - Status Quo

Advantages

- Low-cost
- Information will improve awareness and potentially use of current facilities
- Supporting current places that are "fit for purpose"
- Well known amongst locals
- Feel concerned about rate increases, so low-cost appeals. Perhaps looking to business sponsorship.
- Lots of community groups underway and this spotlights their current work
- Is a fast option.

Disadvantages

- Will not provide additional flexible spaces for learning, meeting, workshops and doing
- Will not provide access to a large civic space
- Will not provide a space for artists to come together to share, create, teach etc.
- Current needs not met with this network, this option will not improve this
- Will require more major than minor works to bring most facilities up to standard
- Miss out on customisable or built for purpose spaces
- Not likely to be a destination space(s)
- Scattered and disjointed facilities = barriers to inclusion and feeling welcome, also splinters contacts
- Will not create such a buzz
- Availability to groups (not all sites usable by other groups due to activity type etc.)
- No feeling of cohesion within the community
- Funding opportunities - harder and trickier due to the spread
- Different rules and guidelines in each space
- Lack of central booking information

Additional Notes

- Important to name spaces clearly, along with information about what the space supports, and what functions. (Will need a centralised booking system and advertising). For example, the Library space could be used for exhibitions.
- Central directory online is needed to support user understanding of the spaces available and activities that can be undertaken in them.

4.5.2 Option Two - Network of Community Hubs

Advantages

- Meets the needs of the community for small to large flexible spaces for learning, doing, and gathering
- Builds on and increases use of current Council owned property - making the most of existing assets
- Central locations that can work together
- Club willing to work on making their space more accessible and appealing to the community
- Has community ownership already and history of use
- Responds to social service needs
- Nice and close together, so easy to walk between
- Spreads the energy around the town centre
- Noting that the hubs do not need to be connected, as they each have quite a different focus
- Potential to build partnerships (e.g., the Club)
- Easy to brand the three spaces strongly
- Parking and access easier over three sites
- Council owns two of the buildings.

Disadvantages

- The hubs are not located on the same site, potentially leading to a sense of disconnection
- Perception that the Club is not inclusive
- Existing Club building less flexible than new build
- Council do not own the Club, will need robust partnering agreement.
- 200 people seated is not big enough
- Club is a private entity
- Liquor laws
- The potential to limit collaboration
- St Davids community hall and kitchen might not get utilised to its potential
- Consider sustainability of existing buildings - aging population.
- Issues around Club members having access (they by right can access the whole building)
- Art area will be limited by existing building sizes and will possibly not be big enough
- Need a large, non-carpeted space for dancing groups on a regular basis.
- There are other locations where these activities could take place, rather than undertaking building extensions (RD1 building)
- Could lead to further underutilisation of community services and businesses

4.5.2.1 Option Two (A)

Develop a welcoming civic hall facility on a new, central location

Advantages

- Can purpose build the space
- Ownership of the facility with ŌDC.
- Better to meet the needs of the community with Support House - Good for confidentiality, for clients, and for staff
- Meets the needs of the community for a large civic space
- Could utilise the front of the community services building for retail space - expanding and building support hub toward Lawrence Street

Disadvantages

- High-cost option
- Central site location options could be limited both by availability and budgetary constraints
- Longer lead-in time to be able to utilise the facility
- Creation of another large event space, competing with existing larger facilities.
- New civic hub is a high cost for an uncertain outcome/use
- Finding a site for a new civic hub would be difficult

Additional Notes

- Need to activate spaces and pay some of the community (particularly artists, youth, sports facilitators) as much of this work is voluntary, therefore not sustainable.

4.5.3 Option Three

A) Complete redevelopment of ŌSHWA site or B) new build on new site

Advantages

- Ownership of the facility with ŌDC.
- Large single location of community facilities (one-stop shop)
- Can purpose build the space.
- Some people don't align with a church or the Club
- It's not just for functions etc. but is a hub.
- Long facility lifespan
- Option A enables operations as normal for service providers during development as the build could be staged

Disadvantages

- Longer lead-in time to be able to utilise the facility
- Creation of another large event space, competing with existing larger facilities
- Option A displaces community service providers through the development process
- High-cost option
- Option B central site location options could be limited both by availability and budgetary constraints.
- Cost of using the space can be prohibitive
- Feels premature - may be underutilised
- Unknown utilization

4.5.4 Testing Activity Fit

To test activity fit, an assessment was undertaken at the second co-design workshop to assess how each option responds to the projects benefit statements and critical success factors. Workshop participants were asked to assess the impact as either:

- High This option nails it
- Medium This option will contribute positively
- Low This option will have little to no impact
- Negative This option will have a negative impact.

The following table provides a summary of the combined ranked results:

	Option One	Option Two	Option Two (A)	Option Three (A)	Option Three (B)	
	Status-Quo	Network of Community Hubs	Network of Community Hubs with New Civic Hub	Build New Single Facility on SH Site	Build New Single Facility on New Site	
Totals	High	9	27	9	1	9
	Medium	13	19	24	14	6
	Low	22	1	10	21	13
	Negative	9	0	12	11	30
Combined ranking results	3	1	2	4	5	

The assessment was carried out by groups and individuals. Not all categories were assessed by each group or person, therefore the total number of results vary across each option and assessment category.

Option Two was assessed as having the highest alignment with the projects benefit statements and critical success factors with only 1 low response and no negative responses and therefore ranked as the preferred option. Option Three (B) was assessed as having the largest negative impact and was therefore ranked last. The balance of options sat between these two.

4.5.5 Testing the Options - Community Surveys

The options were tested with the wider community using a community survey. Another survey was used to gauge interest of the artist community for the development of an Artist Community Studio Facility Option, including the types of arts that need to be accommodated, and test how many artists would be interested in a residency within the facility.

4.5.5.1 Community Survey - Preferred Development Option

The survey was carried out from 23 January to 6 February 2024. Thirty-four responses were received.

All Options were presented. Respondents were then asked if they liked the preferred development option, Option 2.

- 91.2% liked Option 2.
- 8.8% did not like Option 2.

The following section provides an overview of responses to each question.

What respondents' thought of Option Two:

8 "I like it but think that having three parts to option 2 makes it difficult to truly have a say. The Community Service Hub should be priority #1, Club #2 and Library #3".

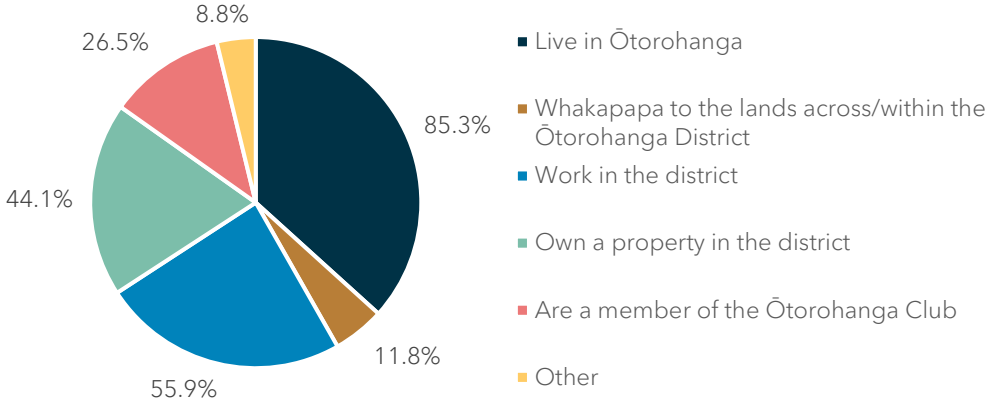
"Utilises existing spaces and the spaces are still close enough to each other so as to not be disjointed and easily accessible to the wider community."

"I prefer option 1. However, option 2 is ok as long as it isn't expensive and the community groups it benefits contribute, rather than loading the cost on ratepayers".

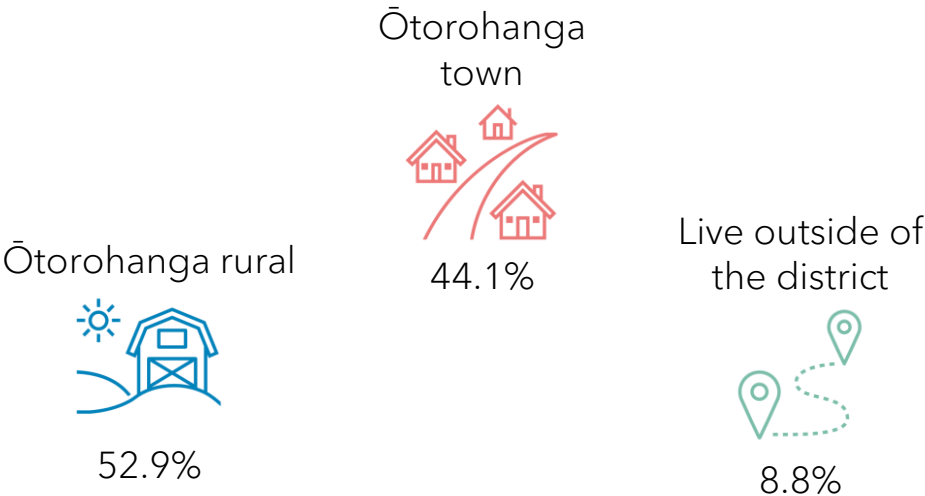
"Places already delivering great services, making them more user friendly and diverse will enrich the community".

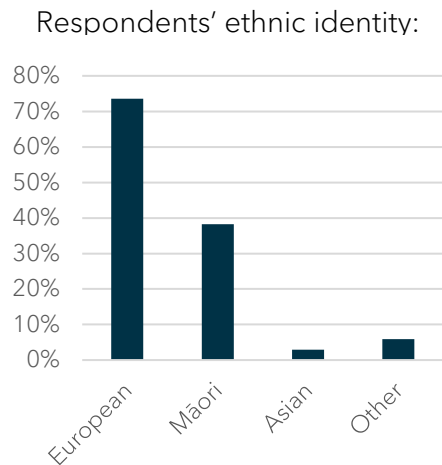
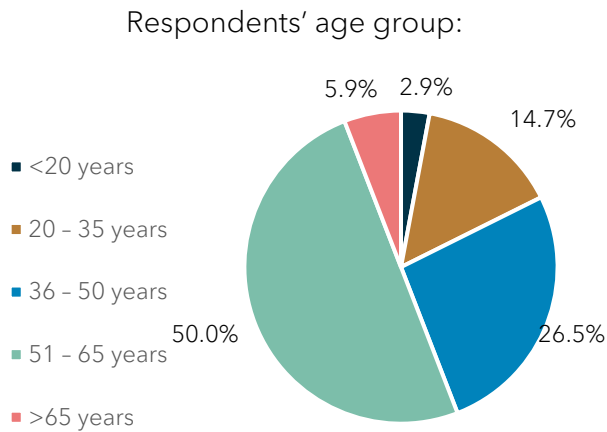
"I think there needs to be a more cultural integration option or principle that sits within this work, how does the township work for mana whenua? What are Mana Whenua aspirations for the township? Where are the cultural narratives that showcase and connect the community to those proposed spaces and the 'why'?"

Respondents' connections to Ōtorohanga:

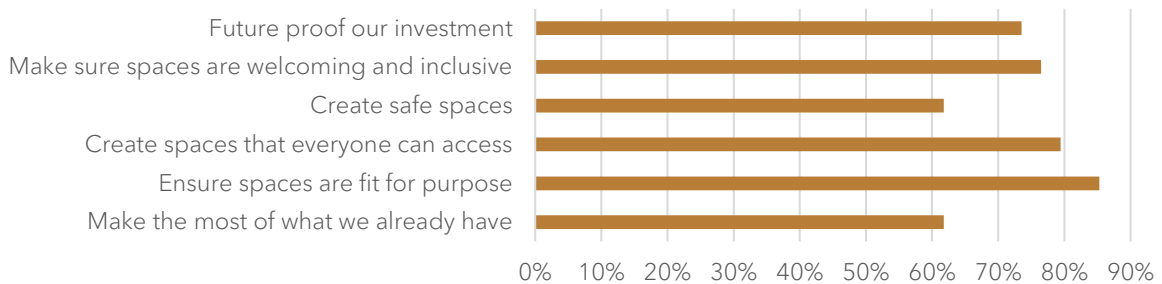


Where respondents indicated that they live:





What matters when creating community spaces:



What makes it challenging to do the things respondents want to do in our current community spaces:

- Existing spaces are not flexible and lack supporting infrastructure e.g., parking, technology, workspaces and kitchens 70.6%
- The lack of communication or information about activities and services sometimes makes it difficult for people to connect with services that best meet their needs 50.0%
- The lack of a civic space makes it difficult to host larger events that connect the community 55.9%
- Artists do not have a central space to share, create, teach, display culture, exhibit, and perform, pushing creativity outside of the district 50.0%
- There are no challenges, I can do the things I want to do in our current community spaces 5.9%

We further heard with regards to challenges with the current community spaces:

"The Club is a large venue that should be able to cater for most events. It's not perfect but is existing infrastructure that could be used more effectively without spending a fortune on new facilities".

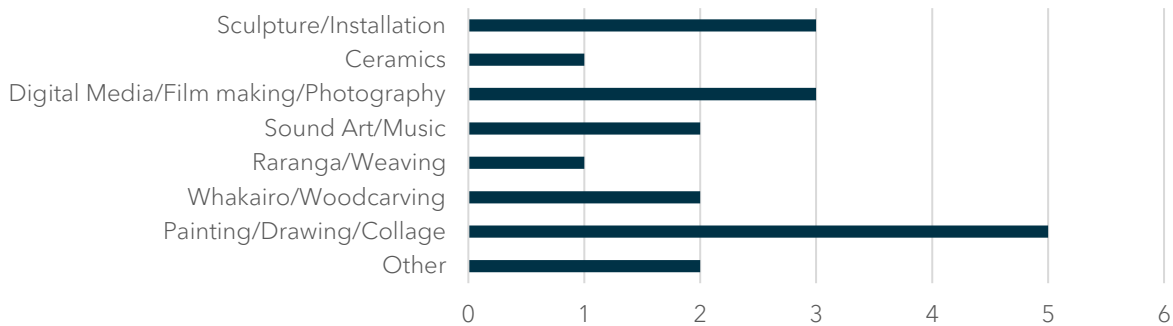
"Truck and tractors constantly using the main street makes it difficult for safe pedestrian activities or to utilise the Main Street".

4.5.5.2 Artist Community Studio Survey

This survey was targeted at the arts community and ran from 23 January to 6 February 2024. Nine responses were received. Respondents represented a range of artistic disciplines, with painting/drawing, textiles, sculpture/installation, and sound art/music. Two of the artists are at the start of their artistic career, three have been making work for a few years and have staged a few shows/exhibitions, and four are professional artists.

As a result of the Artist Community Studio survey, it is recommended that the option to develop a specific artist community studio be put on hold at this stage. ŌDC should monitor the use of the artist spaces once the Library, Arts and Connection Hub is developed, and continue to monitor community desire for a specific artist community studio.

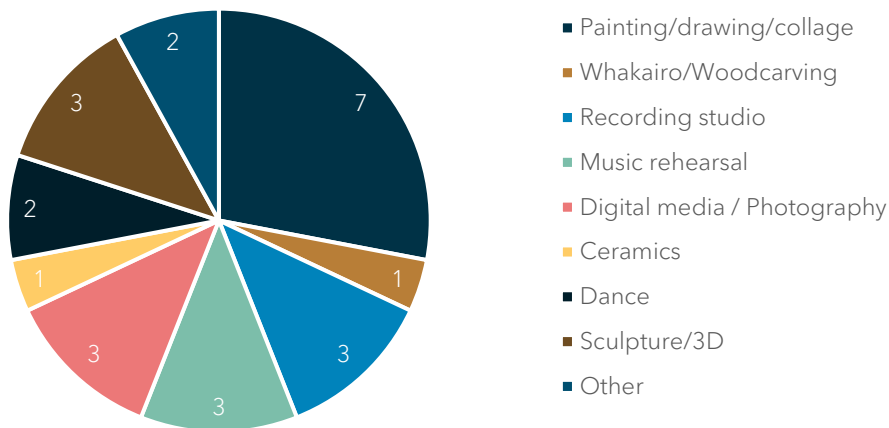
Art disciplines undertaken by responding artists are:



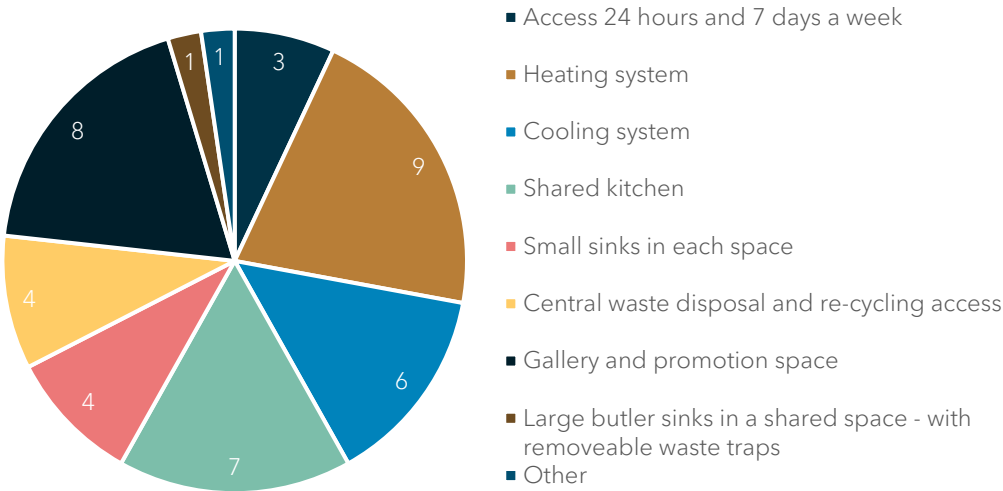
Screen-printing, textiles, dance, acting/performance art, and writing were not represented.

- Five of the respondents are part of an arts collective
- Six respondents have their own creative studio.
- All respondents believe a need exists for community provided long term hireable artist studios in Ōtorohanga.

Respondents were asked to indicate the top three choices for art disciplines that they believe need to be accommodated. The preferred disciplines are painting / drawing / collage. Other preferred disciplines were mixed:

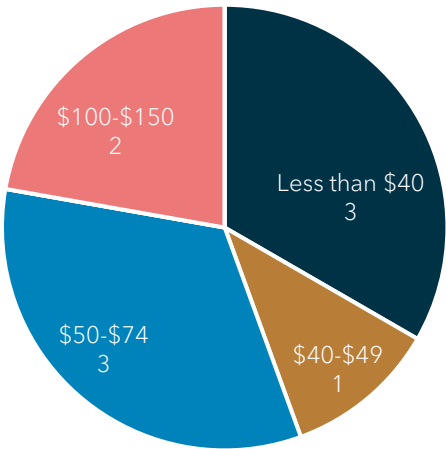


Must-have/necessary amenities included heating, cooling, kitchen, waste disposal and gallery/exhibition space:



When asked to consider the preferred residential term duration, eight (89%) of the respondents preferred a mix of long-term and short-term leases rather than set durations like 1 month or 1 year.

When asked how much respondents could afford to pay for a studio space on a weekly basis, most (67%) could afford \$74 or less per week for studio rental:



Three of the respondents indicated that they would be interested in hiring an artist studio if these spaces were developed.

4.6 Preferred Development Option

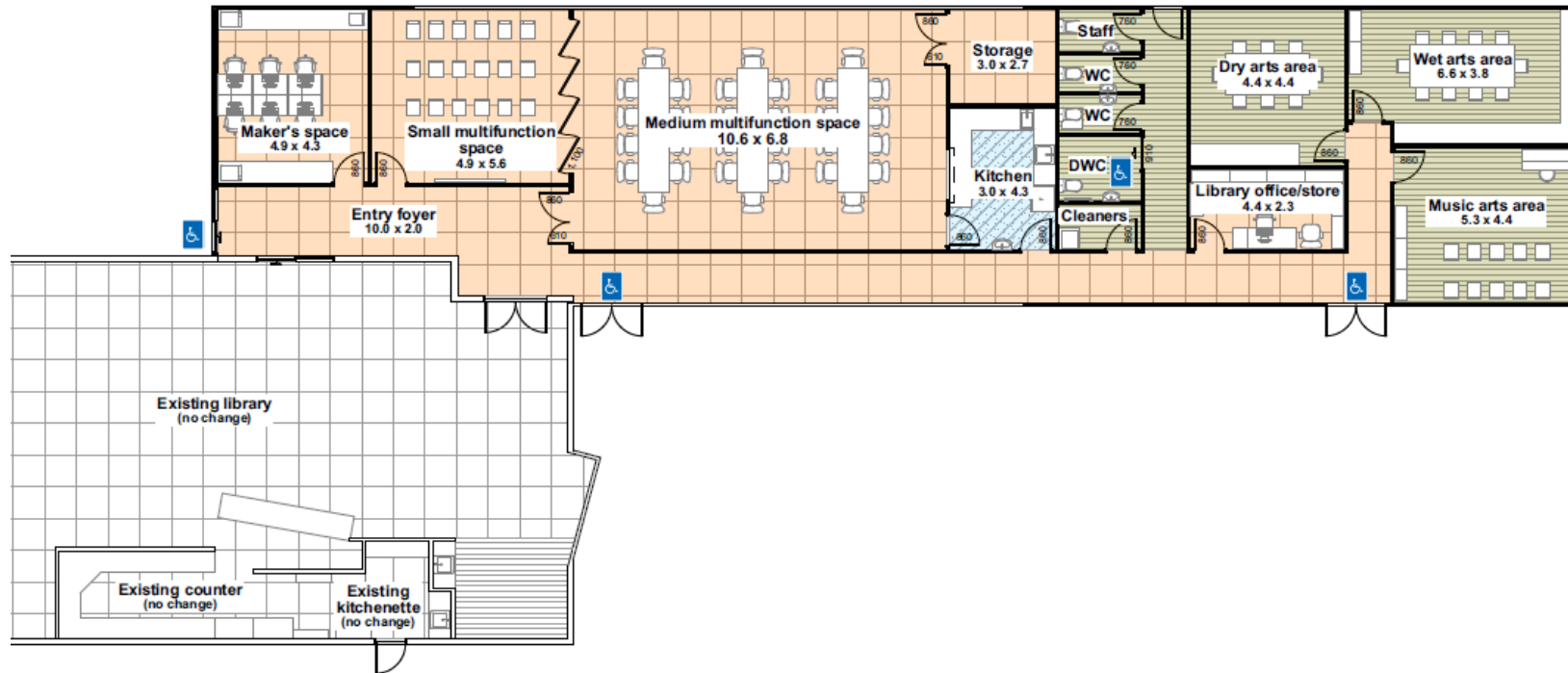
Following the first workshop and technical assessment, Option Two was identified as the emerging preferred option. Option Two focuses on a network approach using existing facilities:

- Library, Arts & Connection Hub – Current Ōtorohanga Library site
- Community Services Hub – Current ŌSHWĀ site
- Civic Hub – Current Ōtorohanga Club site

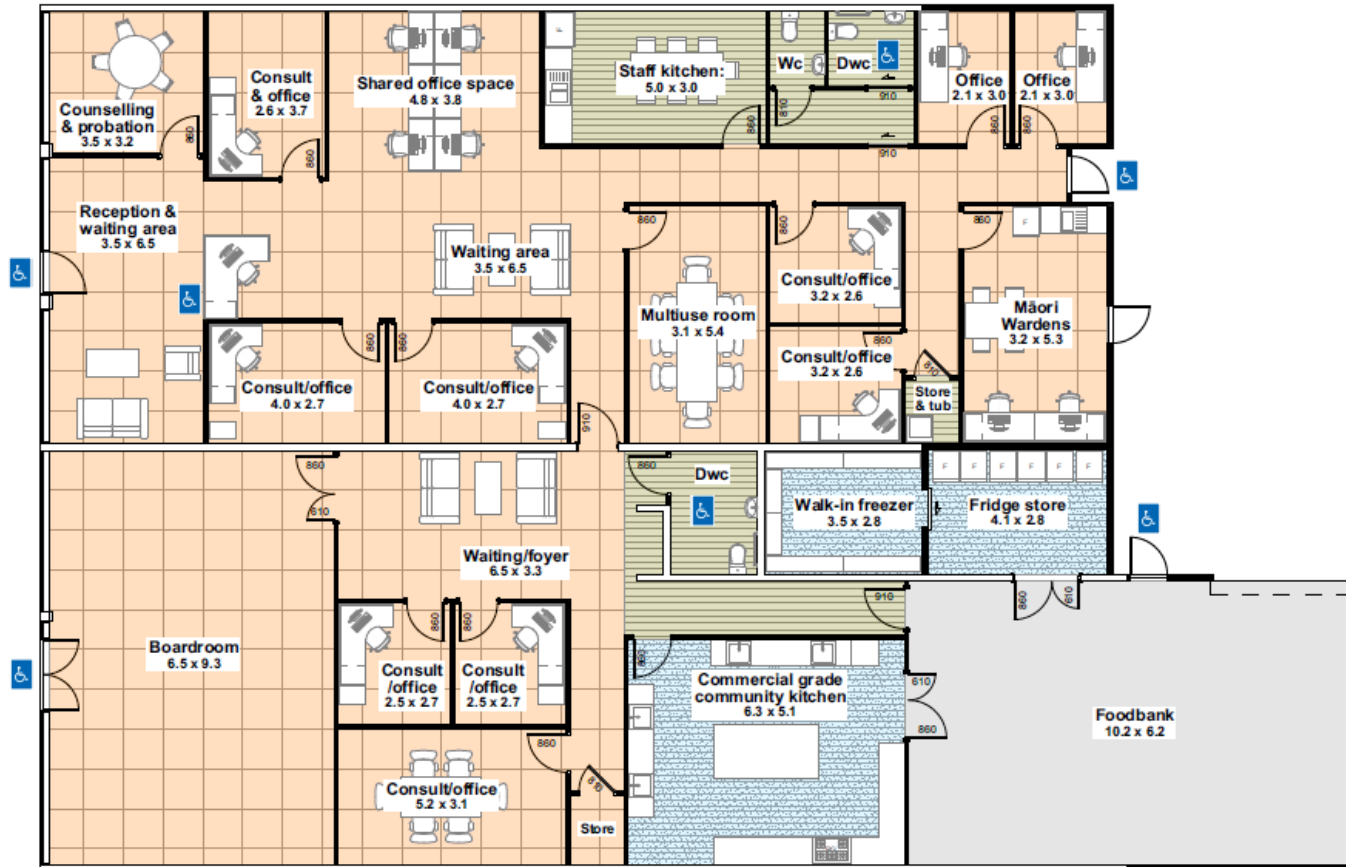
RW Architectural Design of Ōtorohanga developed a series of concept designs to meet the Service Provision & Spatial Assessments (section 4.2). These designs were tested with the project leadership team, consisting of senior Ōtorohanga District Council staff, elected members, and Mana Whenua representatives. The concept designs were further tested through the second co-design workshop, community survey, and then finally refined directly with ŌSHWĀ and Library staff. The second co-design workshop and community survey confirmed Option Two as the preferred development option.

The following diagrams are the designs developed by RW Architectural Design. The first design for each facility shows a concept level of detail that will require further refinement beyond the feasibility stage. The second design gives context to the facility location on the wider site. The full concept proposal by RW Architectural Design is attached to this document (Appendix 6).

4.6.1 Library, Arts & Connection Hub - Current Ōtorohanga Library site

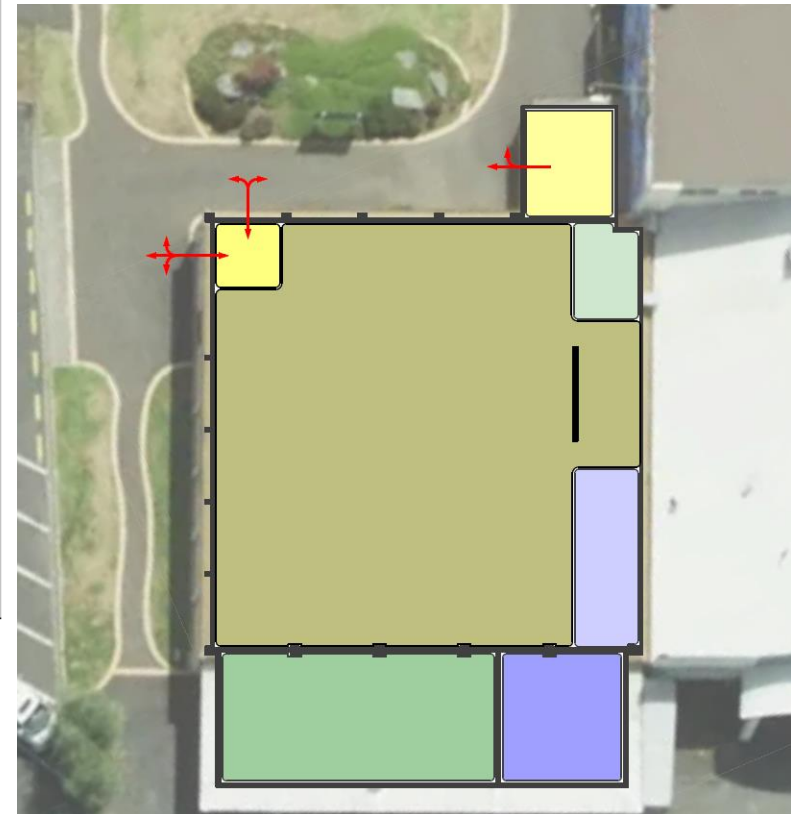
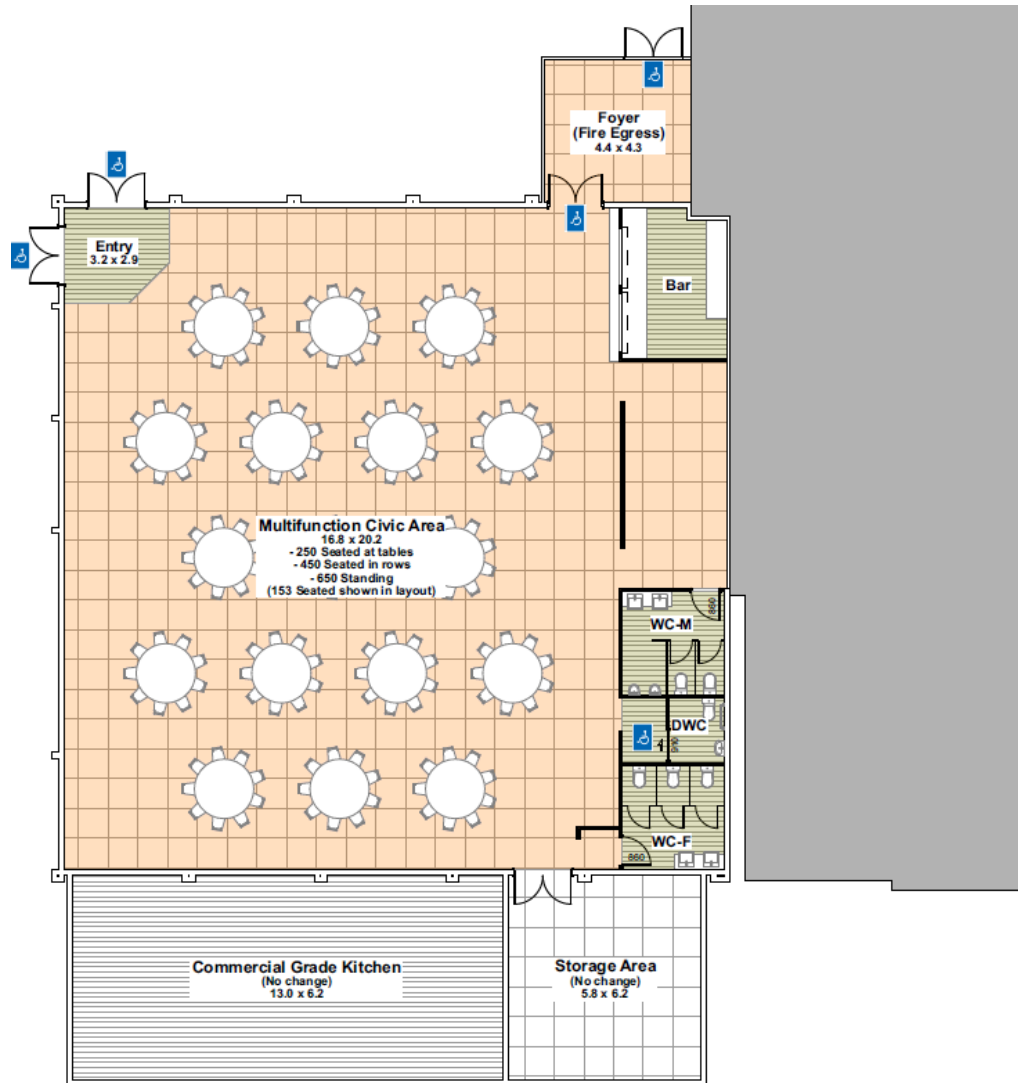


4.6.2 Community Services Hub - Current ŌSHWĀ site





4.6.3 Civic Hub - Current Ōtorohanga Club site



4.7 Location Assessment

Development of the Multi-purpose Community Hub network within the Ōtorohanga Town Centre is in-line with the Ōtorohanga Town Concept Plan’s wider objectives as summarised in section 2.1.2. The following figure outlines the Option Two locations and connections.



Figure 3 Proposed development locations - Option Two

4.7.1 Planning

A preliminary review of Ōtorohanga’s District Plan shows that all proposed activities are within the Urban Serviced Zone and some parts of the proposed activities fall within the pedestrian precinct area. The activities proposed are community or civic in nature and appear to generally align with the types of activities which are currently established within the Urban Serviced Zone. The pedestrian precinct area will need to be considered further as part of the design of the building in order to maintain an active and engaging street frontage. It is recommended a full planning assessment is undertaken in the next phase of the project.

4.7.2 Accessibility

4.7.2.1 Walking and cycling

The preferred development option is highly accessible to the majority of the town's residents by walking or cycling. State Highway 3 separates the Civic Hub from the other two facilities. This is consistent with the rest of the main street of Ōtorohanga township. Pedestrian access near the Civic Hub across the State Highway should be improved to provide safe access between the hubs. This should be guided by the implementation of the Ōtorohanga Town Concept Plan

4.7.2.2 Parking

People raised parking as an issue within the town centre. The diagram below from the Ōtorohanga Town Concept Plan (2022) represents the average parking occupancy of the streets of Ōtorohanga town centre. The survey undertaken to inform this diagram was completed from Monday to Friday at 9.30 am, 12.30 pm and 3.30 pm over a two week period.



Figure 4 Average parking occupancy of the streets of Ōtorohanga town centre (Ōtorohanga Town Concept Plan 2022)

Demand split between each side of road is not provided. Whilst there are some data limitations to the specific locations within each street, this information indicates that there is on-street parking capacity on the streets adjoining the proposed facility locations, with the following utilisation reported:

Maniapoto Street (Balance St to Tohoro St.)	73%	Whittington Lane (Council Car park)	32%
Turongo Street	31%	Maniapoto Street (Tohoro St. to SH39)	44%
Lawrence Street	55%	Pine Street	20%

In addition to the on-street parking, each location has carparking on site. For the Community Services and Library, Arts and Connection Hubs, this parking will be limited, but still available for staff and some facility users.

5 Investment and Programme

The section sets out the required investment and identifies possible funding sources. The community hub is a multifaceted development, it is critical that the costs and financial management of building and operating the hub are sustainable. The costs used are preliminary costings based on current industry standards and are based on a set of assumptions that will need to be tested in future stages of the project.

5.1 Costs

The preliminary costings of the Multi-purpose Community Hub are based on current industry averages for similar buildings and development typologies. Refined pricing will come with site master planning and progression through preliminary and detailed design.

The following table provides a high-level overview of the total cost for the capital development project. The following three tables provide a high-level breakdown of costs for the **three separate projects**.

5.1.1 Total Development Costs

For the three facilities, the total development costs are captured by the following project cost summary:

Total Development Cost Component	Cost
Land purchase	\$0
Preconstruction costs	\$310,663
Construction & design costs	\$3,995,125
Professional fees	\$607,383
Project contingency excluding construction	\$45,554
Client construction contingency	\$387,777
	\$5,346,501
Building operational costs (per-annum)	\$106,712

5.1.2 Community Services Hub

Initial Feasibility Analysis			
Existing Improvements	Community Services Hub		
Gross Site Area	1,177 m ²		
Proposed Gross Building Area	Community Services Hub		515 sqm
	Parking / site works		250 sqm
	Total Area		765 sqm
Development Costs			
Land Purchase	1,177 m ² @	\$0 /m ²	\$0
Ground Lease (%)		0.00%	\$0
Project DD / Refinement	@	sum	\$35,000
Resource Consenting	@	2.0%	\$24,439
Design & Building Package	@	sum	\$100,000
Building Works (Turn Key - fit for purpose)			
Construction cost - excluding design	515 m ² @	\$2,300 /m ²	\$1,184,450
Fitout Costs	515 m ² @	\$274 /m ²	\$141,225
FF& E costs	515 m ² @	\$230 /m ²	\$118,325
Site Works	250 m ² @	\$150 /m ²	\$37,500
Detailed Design		3.0%	\$35,534
Cost Escalation		7.5%	\$91,499
Client Construction Contingency	@	10.0%	\$151,703
Other Consultant Fees	@	5.0%	\$75,852
Legal & Accountancy	@	\$50,000	\$50,000
Project Management	@	3.0%	\$75,000
Council Cost - Consents	@	3.0%	\$36,659
Marketing			\$0
Project Contingency - Excl. Construction	@	7.5%	\$17,813
Development Costs (GFA) - Excluding Land Costs			\$2,174,998
GST	@	15%	\$337,734
Total Project Value - After GST			\$2,589,292

5.1.3 Library, Arts & Connection Hub

Initial Feasibility Analysis			
Proposed Improvements	<i>Library, Arts & Connection Hub</i>		
Gross Site Area	3,199 m ²		
Proposed Gross Building Area	Library, Arts & Connection Hub		328 sqm
	Site works & Car Parking		1,300 sqm
	Total Area		1,628 sqm
Development Costs			
Land Purchase	3,199 m ² @	\$0 /m ²	\$0
Ground Lease (%)		0.00%	\$0
Project DD / Refinement	@	sum	\$35,000
Resource Consenting	@	2.0%	\$7,374
Design & Building Package	@	sum	\$80,000
Building Works (Turn Key - fit for purpose)			
Construction cost - excluding design	328 m ² @	\$3,367 /m ²	\$1,104,400
Fitout Costs	328 m ² @	\$786 /m ²	\$257,925
FF& E costs	328 m ² @	\$279 /m ²	\$91,600
Site Works	1,300 m ² @	\$213 /m ²	\$277,100
Detailed Design		3.0%	\$43,618
Cost Escalation		7.5%	\$10,141
Client Construction Contingency	@	10.0%	\$177,464
Other Consultant Fees	@	5.0%	\$88,732
Legal & Accountancy	@	\$50,000	\$50,000
Project Management	@		\$100,000
Council Cost - Consents	@	3.0%	\$11,061
Marketing			\$0
Project Contingency - Excl. Construction	@	7.5%	\$18,734
Development Costs (GFA) - Excluding Land Costs		-	\$2,353,150
GST	@	15%	\$352,972
Total Project Value - After GST			\$2,706,122

5.1.4 Civic Hub

Initial Feasibility Analysis			
Existing Improvements	Civic Hub		
Gross Site Area	1,200 m ²		
Proposed Gross Building Area	Civic Centre		491 sqm
	Site area & car park		200 sqm
	Total Area		691 sqm
Development Costs			
Land Purchase	1,200 m ² @	\$0 /m ²	\$0
Ground Lease (%)		0.00%	\$0
Project DD / Refinement	@	sum	\$25,000
Resource Consenting	@	2.0%	\$3,850
Design & Building Package	@	sum	\$0
Building Works (Turn Key - fit for purpose)			
Construction cost - excluding design	491 m ² @	\$392 /m ²	\$192,500
Fitout Costs	491 m ² @	\$482 /m ²	\$236,200
FF& E costs	491 m ² @	\$286 /m ²	\$140,320
Site Works	200 m ² @	\$0 /m ²	\$0
Detailed Design		3.0%	\$17,071
Cost Escalation		7.5%	\$15,718
Client Construction Contingency	@	10.0%	\$58,609
Other Consultant Fees	@	5.0%	\$29,305
Legal & Accountancy	@	\$50,000	\$50,000
Project Management	@		\$35,000
Council Cost - Consents	@	3.0%	\$5,775
Marketing			\$0
Project Contingency - Excl. Construction	@	7.5%	\$9,006
Development Costs (GFA) - Excluding Land Costs	-	-	\$818,353
GST	@	15%	\$122,753
Total Project Value - After GST			\$941,106

5.1.5 Cost Assumptions:

- Base build - reflects base building structure (refurbishment in part) on a generally open plan basis.
- costs include a budget for fitout - reflecting works to suit specific use, such as /partition walls, shelving, acoustic dampening, etc.
- furniture and larger equipment costs relating to the space (FF&E) have been included as a turnkey solution.
- building areas are adopted from indicative spatial plan estimates
- costs include an estimate for consenting or council relates costs/fees
- costs reflective of current construction pricing - a 7.5% construction and design escalation allowance is included.

Exclusions:

- GST
- depreciation
- funding
- any specific design requirements building features / artworks
- seismic upgrades
- asbestos removal if any
- bad ground for the new extensions.

5.1.6 Ongoing Operations

The building operational costs are estimated \$80/m² per annum. This cost relates to building operating costs only (rates, insurances etc). This excludes any organisational management costs associated with the building and operations of the community hub, inclusive of staffing and utility costs, which will need to be assessed in a future phase of the project. The cost estimations for building operational costs per annum for the proposed developments are:

- Support Services Hub - \$41,232
- Library, Arts & Connection Hub - \$26,240
- Civic Hub - \$39,240

5.2 Funding

Research suggests that while this project may attract capital investment through a range of options, funding options may be somewhat limited due to a range of economic stressors, including reductions in the class four gaming funding available and increasing inflation. An additional limiting factor is the eligibility of Ōtorohanga District Council as a Territorial Authority to apply for some community grants, several funding organisations only make grants to charitable, not for profit organisations, with some making case by case exceptions. However, there is a strong underlying community objective to this project which meets several objectives of various community funders.

If funding availability is limited, the opportunity to stage the project, one facility at a time over a number of years is available. However, this would likely result in higher development costs due to escalation, and project management over a longer period of time.

5.2.1 Central and Regional Government Funding Opportunities

The following table outlines some of the currently known central government funding opportunities. The coalition Government are still establishing policy and spending priorities. Ōtorohanga District Council need to remain in close contact with relevant ministries and monitor the funding environment that supports community initiatives like this project. A key possible avenue to monitor is the newly established Regional Infrastructure Fund. Criteria is set to be adopted by cabinet in March 2024.

Waikato Regional Council have a Regional Development Fund to support significant projects which promote regional economic development, and are achieved in a way that also enhance environmental, social, and cultural outcomes. This fund is currently on hold pending the 2024 - 2034 LTP process.

Fund	Organisation	Max Amount
Te Tahua Hapori Ngā Whakaurunga Lottery Community Facilities	Community Matters Department of Internal Affairs	Unknown
Kaupapa Hiranga Tahua Lottery Significant Projects Fund	Community Matters Department of Internal Affairs	\$3m+
Regional Cultural & Heritage Fund	Ministry for Culture and Heritage	Unknown
Arts Organisations and Groups Fund - \$50,000 to \$125,000	Creative New Zealand	\$125,000
Food Secure Communities Community Food Hub Fund	Ministry of Social Development	Unknown - Would only support activities around the Foodbank. Requires a direct relationship.
Regional Infrastructure Fund	Ministry of Business, Innovation and Employment (Kānoa - Regional Economic Development and Investment Unit)	Unknown - Criteria to be adopted by cabinet in March
Regional Development Fund	Waikato Regional Council	Up to 50% of Project - Fund on hold pending LTP 24-34 adoption.

5.2.2 Community Funding Organisations

The Department of Internal Affairs 'Granted' online tool provides insights to the distribution of grants from gaming societies within the district. For the Ōtorohanga District, the value of grants into the community has been relatively low, with a total of \$179,375 provided from January 2019 to June 2023. Further, only four organisations have provided these grants, with only Pub Charity exceeding \$100,000 in value.

Most class four gaming grant providers limit distribution of funding to areas where the grant provider operate gaming machine venues. Of the four class four gaming grant providers that have allocated funding within the district, only Pub Charity have a venue inside the district. However, there are several providers in neighbouring towns Te Kūiti, Kihikihi, and Te Awamutu. These grant providers have been included in the following list.

A direct relationship between Ōtorohanga District Council and the grant providers will be critical to build awareness of the projects intended outcomes and alignment with their charitable purpose. This relationship will also help provide direction for making a successful application. Most grant providers indicate that they only make grants to charitable organisations. However, a review of the grants made do show a number of grants made to other Councils. Again, this is where a direct relationship will be beneficial.

An opportunity to explore a collaborative application for the Social Services Hub development could be explored with ŌSHWĀ to those funders that will only offer grants to registered charities.

Fund	Organisation	Max Amount
Significant Capital Projects Fund	Trust Waikato	up to 10% of the project costs
Ōtorohanga Charitable Trust	Ōtorohanga Charitable Trust	\$65,000 (estimated)
Philanthropic Donations	Philanthropic Entities	Unknown
DV Bryant Fund	DV Bryant Trust	Up to \$1m (estimated)
Len Reynolds Fund	*Len Reynolds Trust	Unknown
Lion Foundation Grant	**The Lion Foundation	\$400,000
Pub Charity Grant	**Pub Charity Limited	\$50,000
Youthtown Trust Grant	**Youthtown Incorporated	No limit
Blue Sky Community Grant	**Blue Sky Community Trust	\$65,000
ONE Foundation	First Sovereign Trust Limited	\$25,000
Community and Arts and Culture	Grassroots Trust Limited	No limit
Corporate Grants / Donations	Companies	Unknown
Community Fundraising	Community Groups	Unknown

* Indicates funders that will only offer grants to registered charities

** Indicates class four grant providers that have made grants within the Ōtorohanga District over the past five years.

In addition to gaming grants, community foundations are also a key source of funding toward community projects. Locally the Ōtorohanga Charitable Trust has made grants of up to \$65,000 supporting local community initiatives. Trust Waikato is a much larger charitable foundation that approved over \$16m in grants for 2023.

To support the fundraising process, Creative Waikato, and Momentum Waikato both provide advisory services and networking opportunities with funders for projects that align with their values and priorities. Ōtorohanga District Council should maintain a close relationship with both organisations and leverage their assistance where possible.

5.3 Programme

The following high-level development programme has been prepared for Option Two.

This programme assumes that project development will initiate at the adoption of the 2024-2034 Long Term Plan. Further, this programme assumes that the Multi-purpose Community Hub project will be undertaken as a single project, with project team procurement, design and build contractor procurement, detailed design, and construction of all three facilities occurring at the same time.

This approach can provide cost and time savings and also allows for more concise and targeted engagement through the detailed design process, as well as more efficient management by Ōtorohanga District Council. This approach will require a larger upfront investment.

Alternatively, the development of the three facilities can be staged. The programme would remain largely the same on a facility-by-facility basis. There would be cost increases and additional time required associated with this approach due to running multiple procurement, design, project management processes etc. However, this approach allows for development costs to be spread over time, and funding to be sought on a facility-by-facility basis.

5.3.1 Project Programme

Item	Mths	Year 1												Year 2												Year 3												Year 4		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Full Programme	39	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Feasibility	3	█	█	█																																				
Long term Plan Engagement	4				█	█	█	█																																
Funding Phase 1	6				█	█	█	█	█	█	█																													
Engagement of Project Team – Consultant Procurement	2											█	█																											
Preliminary Design & Community/Mana Whenua Engagement	3													█	█	█																								
Design & Build Main Contractor Procurement	2																█	█																						
Funding Phase two	6													█	█	█	█	█	█	█	█	█	█	█																
Developed and Detailed Design Delivery	3																			█	█	█																		
Consent	2																						█	█																
Construction Delivery - Civic Centre	4																																							
Construction Delivery - Comm Hub	6																																							
Construction Delivery - Arts Centre	10																																							
Project Completion / Building Blessing & Handover	2																																							

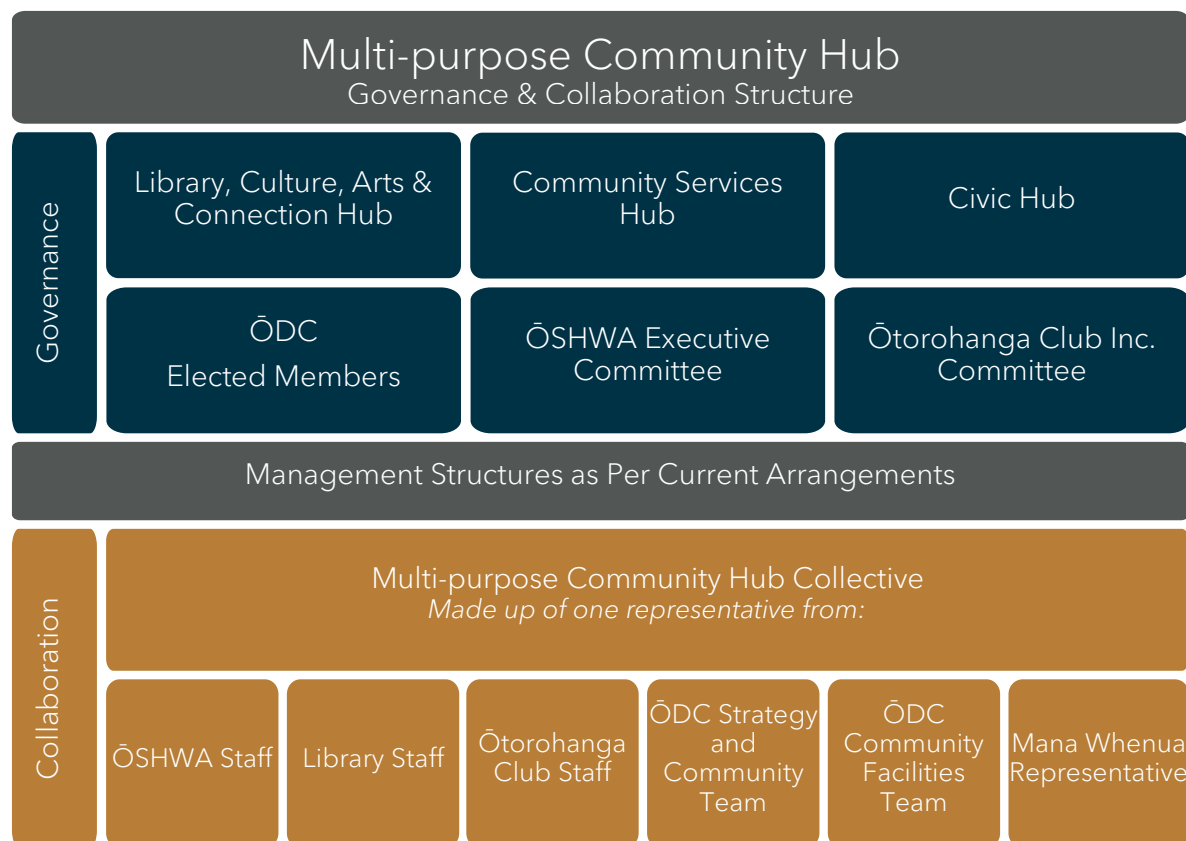
Funding phases have been structured with a lead-in engagement period, where ŌDC can look to introduce the project and prime funders, before making active funding applications. Phase 1 should see raising capital for the pre-construction costs, with Phase 2 seeking the balance to see the project through the construction phase to completion.

6 Governance and Collaboration

There are already well-established governance and management structures in-place at all three proposed Multi-purpose Community Hub facilities. As such, we recommend that these structures continue, with the addition of a Multi-purpose Community Hub Collective, made up of primary stakeholder representatives.

6.1 Structure

The following diagram outlines this proposed governance and management model:



The purpose of the Multi-purpose Community Hub Collective is to ensure that the Multi-purpose Community Hub maintains a collective purpose, meeting, and networking regularly to ensure that programming options are evaluated regularly, ensuring best use of all of the venues by the community.

6.2 Ōtorohanga Club - Civic Hub Access and Management Options

Three options are presented for consideration to ensure the availability and use of the Ōtorohanga Club's hall facility as a civic hub:

- 1) Service level agreement with a single capital investment.

Develop an agreement between Ōtorohanga District Council and the Ōtorohanga Club whereby Ōtorohanga District Council make a capital investment upfront to:

- Provide a contribution to the development costs
- Ensure a term for community access and use
- Secure base community charge rates for Civic Hub users that are consistent with other community halls within the Ōtorohanga District.

2) Service level agreement with annual operational expense grant.

Develop an agreement between Ōtorohanga District Council and the Ōtorohanga Club whereby Ōtorohanga District Council provide an annual operational grant to:

- Offset the initial development costs (Ōtorohanga Club to fund capital costs)
- Ensure community access/use for the term within the service level agreement
- Secure base community charge rates for civic hub users that are consistent with other community halls with similar facilities across the region.

3) A combination of both options one and two.

Develop a service level agreement to provide an initial capital investment in the Civic Hub development, as well as an annual operational expense grant, with the intention to:

- Provide a contribution to the initial development costs
- Ensure community access/use for the term of the service level agreement
- Secure base community charge rates for Civic Hub users that are consistent with other community halls within the Ōtorohanga District, with the intention that the grant contributes to the revenue difference between a commercial and community hire rate.

By providing a contribution toward the initial development costs of the Civic Hub development, Ōtorohanga District Council will be able to potentially fast track project completion and facilitate early community access to the Civic Hub in comparison to option two. They will also have more input to design, this is particularly important in the uplifting of mana requested by mana whenua. This would also provide Ōtorohanga District Council with the ability to provide an annual operational grant at a lesser value than what could be likely required for option two.

An initial five-year service level agreement is recommended to provide security and continuity of access to a Civic Hub to the Ōtorohanga Community. This would also provide a trial period, where the use of this Civic Hub can be assessed prior to a longer-term agreement. The agreement between Ōtorohanga District Council and Ōtorohanga Club needs to include detailed provisions for:

- User Fees
- Access and prioritisation
- Council investment
- Agreement term
- Area demarcation and management specifics for the Club area and the civic hall area
- Requirements for the sale and consumption of food and alcohol. Including preferential supplier agreements, licence requirements, and any food handling and related health and safety requirements
- Provisions to ensure uplifting of mana of the facility.

An example of a shared facility agreement for community use is the [Aquinas Action Centre](#) (Community Share Facility). Situated on the grounds of Aquinas College Tauranga, the facility features a single court gymnasium suitable for hosting sport, recreational and cultural activities outside of agreed school access hours. Bay Venues Limited, a Tauranga City Council, Council Controlled Organisation manage the facility bookings for the community, with the school day 'blanket booked' for exclusive school purposes and use. Bay Venues Limited have a number of these agreements across Tauranga.

6.3 Facility Booking

A key finding through the workshops was the lack of knowledge of the facilities available for community use. To avoid this continuing following the development of the Multi-purpose Community Hub, it is recommended that Ōtorohanga District Council implement an online booking management system where facility users can see, in real-time, the availability of all bookable facilities.

It is not anticipated that the community services hub is available for booking by community groups, rather that this facility is managed in-house directly by ŌSHWĀ and any other resident stakeholder group.

Booking practice of the Library and Ōtorohanga Club should be in-line with any standing facility agreement and have oversight of the Multi-purpose Community Hub Collective.

Adding wider community facility spaces to the online booking system would also provide the community with information on the available bookable spaces and a one-stop shop for booking. The opportunity to collect a small administrative booking fee could also seek to supplement the costs of implementing and administering the online booking system. The costs of a booking system have not been included in this feasibility report, and will need to be investigated when clarity over the spaces to be included is available.

An example of community facilities utilising a publicly visible booking system is the system utilised by Bay Venues Limited, managing facilities on behalf of Tauranga City Council. Each facility has its own page with facility information, and a booking calendar that provides the ability to book individual rooms. The following image is a screenshot of the [Aquinas Action Centre's](#) booking calendar:

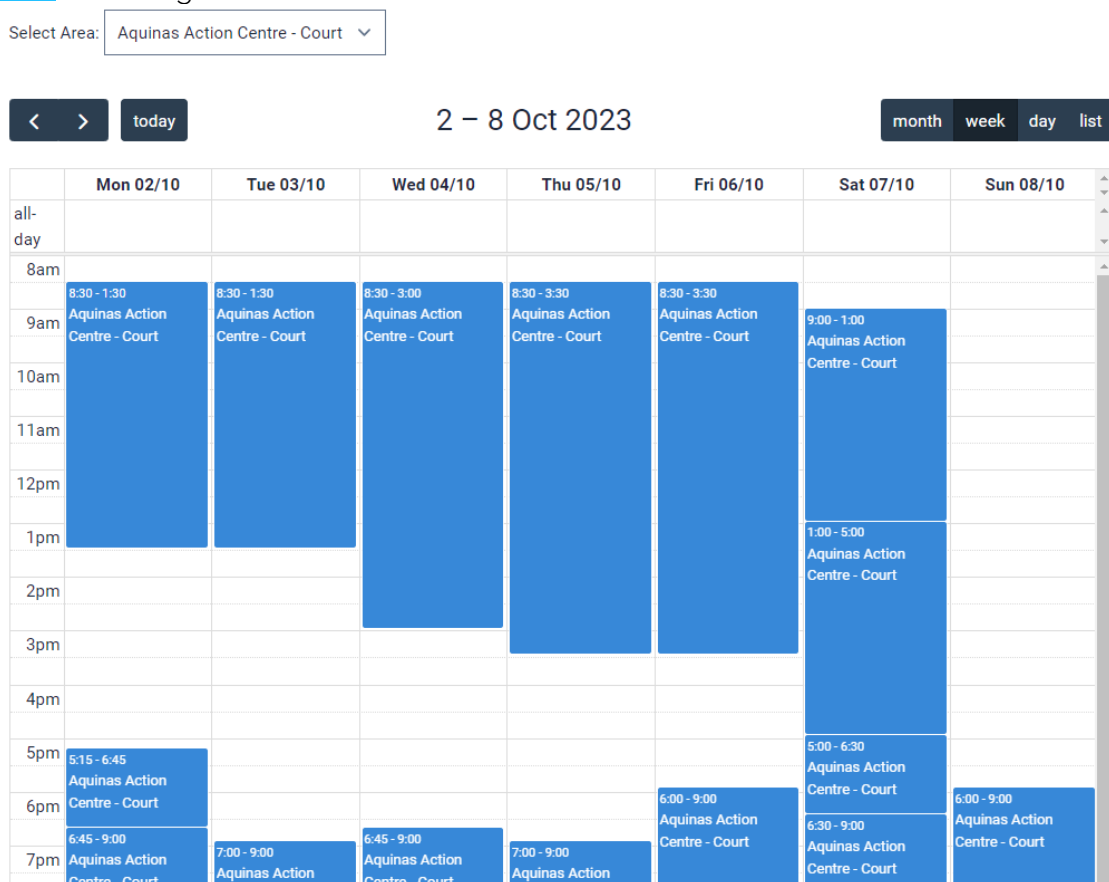


Figure 5 Venue hire booking and availability, Aquinas Action Centre (retrieved from bayvenues.co.nz, February 2024)

7 Next Steps

This section sets out the next steps to advance the project.

7.1 Working with Mana Whenua

Ōtorohanga District Council needs to consider a partnership model with Mana Whenua to ensure that the project helps to meet Mana Whenua aspirations within the Ōtorohanga township wherever possible. Opportunities within the facilities to showcase cultural narratives should be identified through the detailed design phase and integrated into the project. A clear example of this is the Pou located at the front of the Village Green space and the Ōtorohanga District Council administration building refurbishment.

7.2 Project Funding

A detailed Funding Plan needs to be developed. In the first instance, immediate funding (Phase 0) should be sought to advance the project through the Design Package and Consenting phases.

These phases will require approximately \$566,216.71 (plus GST) in funding. This includes:

- Project due-diligence and refinement
- Resource consenting
- Design & building package
- Project management (22 months)
- Project contingency at 7.5% (excluding construction contingency)

The balance of the project costs makes up the construction through to completion phases, and is captured by the project programme under Phase 2 funding. Most larger funding foundations and grant providers require consents to be issued prior to awarding funding. Therefore, it is imperative to have a relationship built with these funding sources prior to gaining building and resource consent, and then submitting funding applications in a timely manner to reduce the delay before construction can commence. The preliminary feasibility assessment is able to be distributed to funding organisations in support of any applications.

It is noted that funding will not likely be achieved from a single source. Primary/cornerstone funding will need to be secured to give the project momentum. Secondary funding can be sourced concurrently but is typically more achievable once sufficient primary funding has been secured.

7.3 Design / Consenting

Once sufficient funding is secured, we recommend the Design and Building Package and Consenting phases are undertaken.

The consenting phase involves progressing an initial design concept to a level that could be consented, including any third-party technical reports required to support an application. This phase is typically run concurrently with the Design and Building Package phase, in which the design is advanced sufficiently to be tendered under a design and build contract. This includes any third-party technical reports required. This is typically able to be run concurrently due to resource consent processing timeframes.

We highly recommend that the process is managed by a suitably qualified professional, with experience in the financial management of all the components of a development and not limited to procurement and construction management. Project management costs are

provided for within each of the facility feasibility costing assessments. Effective project management will be critical in ensuring that the overall design and development feasibility remains achievable and delivered in a timely manner.

7.4 Procurement

Following completion of the Design and Building Package and Consenting phases, we recommend that the design package is tendered to a number of suitable contractors on the basis of a fixed price lump sum, design and build contract.

Given the relatively simple nature of the project, and the limited appetite for pricing risk, the design and build procurement model is considered the most appropriate. Tendering to several reputable contractors will ensure competitive tension and allow ŌDC to secure a fair market rate for the construction of the project.

8 Appendices

- Appendix 1: Co-design Workshop One - Summary
- Appendix 2: Rangatahi Workshop Summary
- Appendix 3: Co-design Workshop Two Summary.....
- Appendix 4: History of Ōtorohanga Support House - Whare Āwhina.....
- Appendix 5: Understanding who lives in Ōtorohanga and what they are experiencing
- Appendix 6: Concept proposal - RW Architectural Design.....
- Appendix 7: Testing Activity Fit.....

Appendix 1: Co-design Workshop One - Summary

Ōtorohanga Multipurpose Community Hub Workshop One

On 18 October the first series of co-design workshops to support the feasibility study for the Ōtorohanga Multipurpose Community Hub were hosted at Council's Chambers. There were two sessions so people could manage work hours and childcare needs.

The purpose of the first workshop was to provide the community with the chance to define the needs and develop responses from the very start of the project. We heard:

- What the critical activities are for the potential multipurpose hub
- who it should be focused on serving
- what it needs to include, and
- how it should work with other services and places that are already supporting our communities across the district.

This document collates what was discussed throughout the workshops and provides initial problem and benefit statements. These statements are directly informed by the content and conversations that have come from the workshop.

Contents:

1. An overview of existing community facilities
2. What our Community Wants/Needs
3. Priority Wants/Needs
4. Problem Statements
5. Benefit Statements
6. Focus and Feel



Workshop participants were provided with the list of facilities from the Ōtorohanga Town Centre Concept Plan. They were asked to provide comment, and add additional facilities that we should be aware of for the project both in Ōtorohanga town, and across the wider district and region.

Town Centre Concept - Identified Facilities

Name	Activities	Facility/Activity Type
Ōtorohanga District Library	Community Activities & Learning	Public
Railway Station	Café (Origin Coffee Company)	Hospitality
Public Toilets	Bathroom	Public Toilets
Wintec	Classroom Learning	Education
Police Station	Law, Order & Emergency	Police
Fire Station	Fire & Emergency	Emergency
Place of Worship	Religion	Religious
Ōtorohanga Sports Club	Rugby, Netball	Club & Sports
Ōtorohanga i-SITE Visitor Information Centre	Tourism Information	Tourism
Kiwiana Leisure Park Ōtorohanga	Mini putt, Paint ball, Batting Cage	Tourism
Ōtorohanga Netball Centre	Netball	Club & Sports
Ōtorohanga Motor Camp	Camping Ground	Accommodation
Ōtorohanga College Hall	Taekwondo	Event/Club Hire
Ōtorohanga Kiwi Holiday Park	Tent & Motor Camp	Accommodation
Ōtorohanga NZMCA Park	Campervan Park	Accommodation
Ōtorohanga Table Tennis Club	Table Tennis	Club & Sports (no-longer)
Ōtorohanga Adult Riding Club	Horse Riding	Club & Sports (no facility)
Waitomo Golf Club	Golf	Club & Sports (now part of Ōtorohanga Club)
Ōtorohanga Country Line Dancing	Dancing	Club & Sports (Ōtorohanga Club)
Ōtorohanga Dance Company	Dancing	Club & Sports (Ōtorohanga Guide & Brownie Hall)
Waitomo Rockers - Rock & Roll Club	Music	Club & Sports (Ōtorohanga Club)
Ōtorohanga District Council	Local Government	Civic
Beattie Home	Elderly Housing	Health Care
Ōtorohanga Memorial Pool Complex	Swimming & Gym	Health & Recreational
Ōtorohanga Town Hall (1915)	Public Gatherings & Events	Civic

Town Centre Concept - Identified Facilities

Name	Activities	Facility/Activity Type
Marae	Community & Whānau Activities, Learning, Celebrating, Grieving, Gathering	
Ōtorohanga Museum	History, heritage, culture preservation	Public
Ōtorohanga Lyceum Club	Womens' social club	Club & Sports
Ōtorohanga Kiwi House	Tourism & Conservation (Bookable space - Tuatara Room)	Tourism
St. John Ambulance	Ambulance Services	Emergency
Village Green	Community Activities	Public
Ōtorohanga Club	Bar, Restaurant, Event Space	Hospitality
School Halls	Community Gatherings, Workshops & Events	Education
Senior Citizens Hall	Social Club	Club & Sports
Ōtorohanga Football Club	Football	Club & Sports
Ōtorohanga Tennis Club	Tennis	Club & Sports
Ōtorohanga Support House - Whare Awhina	Community/Social Services	Community Service
Ōtorohanga Menz Shed	Mens' social club	Club & Sports
Ōtorohanga Māori Womens Welfare League	Womens' wellbeing and support	Social Service
Ōtorohanga Guide & Brownie Hall	Community Gatherings, Workshops & Events	Club & Sports
Ōtorohanga Employment Hub	Mayor's Task Force for Jobs.	Community Service (located The Business Collective)
The Business Collective	Bookable Meeting/Work Space	Venue Hire
Bowls Ōtorohanga	Bowls & Croquet	Club & Sports
Ōtorohanga Squash Club	Squash	Club & Sports
Ōtorohanga Memorial Pool Complex	Swimming pool & Gymnasium	Public
Studio 84	Studio Space For Hire	Arts

Regional Facilities

The Red Shed, Karamaha	Art creation, education, exhibition	Community & Tourism
The Old Post Office Gallery, Kāwhia, NZ.	Art creation, education, exhibition	Community & Tourism
WSA (Waitomo Society of Arts)	Arts community group	
Waitomo Caves Museum	History, heritage, culture preservation	Public
Waitomo Caves	Tourist Attraction, Caving	Tourism
Kio Kio United Sports Club	Rugby & Rugby league, Power pulling, Tennis, Netball, and social functions.	Club & Sports
Kāwhia Library	Community Activities & Learning	Public
Otewa Hall	Hireable Civic Space	Civic
Kio Kio Community Hall	Hireable Civic Space	Civic
Kahotea Marae Foodbank	Community Service	Marae
Gallagher Recreation Centre	Indoor Sports & Gym	Club & Sports

What our Community Wants/Needs

Arts – Creative – The Making

- Artists: Sharing space, exhibition space, performance space
- Workshops
- Markets
- Outdoor workshop space for messy & noisy work
- Materials for creating & people to help teach
- Multi-function, multi-discipline workshop space for group work & education
- Creative spaces
- Space for individual work – studio space
- Space for group work
- Recording studio
- Kiln space – pottery
- A turangawaewae for our town – space for Rongoā specialists to practice
- Studio Space – carving – moulds
- Arts/crafts stalls/pre-made stalls in a garden square available for people to move in/out when wanted
- Community arts: workshops, rehearsal space, performance space, meeting space
- Discipline specific studio spaces: paint, glass, clay, tattoo, sculpture, print – all with materials and equipment.
- Emerging artists (professionalism)
- Exhibition space, outdoor wall-space for murals/street-art, outside stalls in a court

Arts – Performing / Events

- Physical activities activation
- Visual artists & musicians
- Host cultural competitions e.g. kapa haka & Iwi games kī o rahi
- Musicians, poets, multimedia, storytelling & writers
- Outdoor performance area – live & projected
- Visual aids for what's on-stage – TVs in the waiting area
- Productions
- Exhibition
- Exercise
- Main street site for artists/musicians, social services, displays/info.
- Performance theatre arts school
- Host touring arts groups/bands: performance space
- Kapa haka performance & practice space
- Concerts
- Shows/performance
- Live music – chess club – recording – comedy club
- Project space for performing arts
- Music stage

Health & Well Being

- Holistic Healing Space
- Drop-in centre – mums & youth
- Place for parents to go when it's raining
- Health & wellbeing clinics
- Connection, inclusivity, comfort
- Public showers 24/7
- Cooking classes
- QR codes providing the history of Ōtorohanga

Youth

- Workspace for young people to play and learn
- Youth specific centre
- Encourage
- Nikora: arts classroom for young people
- Youth group
- Holiday projects
- Teen hub
- Youth: attending classes, community connection, learning, sharing, workshops
- Café – teaching
- Plunket





What our Community Wants/Needs

Community General

- Large gatherings of people
- Locals – community centre
- Occasion place for celebrations
- Sport (indoors)
- Meeting place – large groups
- Funerals & Clubs
- Space for permanent services to be based
- Fluid spaces for hosting events
- Educational space
- Social community events
- Peer support groups
- Community meeting space
- Place to hire for events
- Community gatherings
- Other community organisations together – sharing, participatory practice, workshops

Learning / Workshops

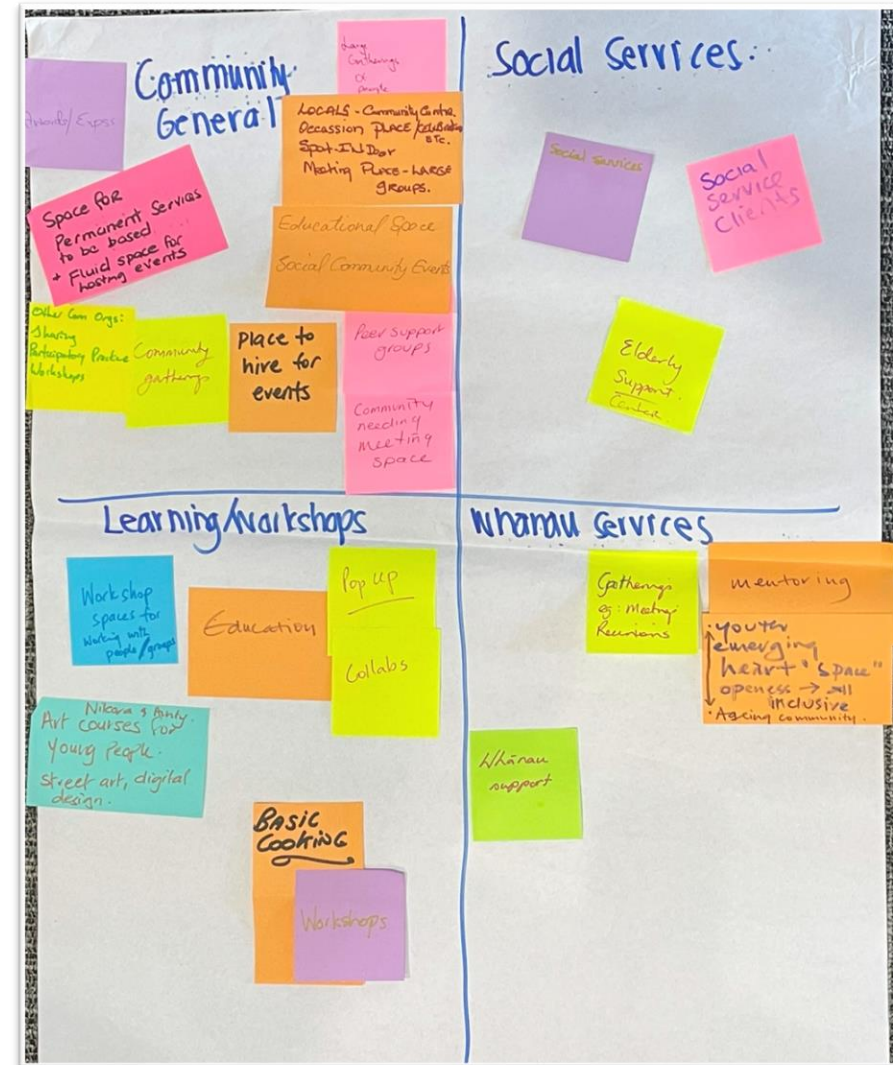
- Workshop spaces for working with individuals and groups
- Education
- Pop-up collabs
- Basic cooking
- Art courses for young people – street art & digital design

Social Services

- Social services
- Social service clients
- Elderly support centre

Whānau Services

- Gatherings (e.g. meetings and reconnections)
- Mentoring
- Whānau support
- Support through the lifespan, from youth to the aging community. Openness – all inclusive.



What our Community Wants/Needs

Community Space

- A space to connect with other like-minded people to: socialise, be inspired, support others
- Lounge
- Village green & Library
- Shared space: accountability, support, networking, help, professional development
- Look for concepts that are already working. Copy.
- Support groups and activities for kids/adults with special needs

Tech / Specialty

- Recording Studio
- Multi-purpose rooms with up to date technology. E.g. studio/tv production space – film etc. Similar to Fairfield Intermediate

Info / Connection

- Networking with facilities in other nearby areas
- Arts website
- A place to just ‘pop-in’ and see what’s happening
- Keep communicating

Events

- Would love to have connectivity through joint events – arts festival with music!!!
- Performance space
- A place for musicians to perform, LOUD! – DJ’s, electronica, etc.
- Encourage performers to include Ōtorohanga on their circuit
- Regular event space with an organiser/coordinator

Exhibition Space

- Looking for places to display and sell artwork at a local gallery
- Two types of gallery show spaces – One curated by invitation (high-level) national. One open to proposals from the community (local level)
- Currently artists are travelling out of district for exhibitions – should be local.

Support for projects

- Event organiser/coordinator – regular things happening
- Think it would be good to get the local paper onboard – not everyone does Facebook.

Workshop / Teaching

- Community classes
- Teaching / rehearsal space
- Cooking
- Looking to teach young artists, but need facility
- Arts facilitator
- Creation space for youth





What our Community Wants/Needs

Feel

- Welcoming – Safe – Inclusive
- Space that captures the history of the area
- Past – Present – Future Focus
- Holistic wellbeing with a nurturing vibe
- Kid friendly
- Manaaki
- Aroha
- Rangatahi influence and engagement (e.g. design)
- Youth – Rangatahi led

Spaces

- Safe parking
- Permanent space – small and large
- Healing Hub
- Hangout space
- Safe courtyard area
- Kitchen
- Multi-use space
- Host reception
- Network of buildings / spaces
- Green spaces
- Needs to flow inside and outside (not a rabbit warren)
- Needs to be a fluid space that has the ability to change for large or small groups
- Mobility accessible

Doing

- Arts classes
- Workshops
- Massage, meditation, wellness classes etc.
- Performance
- Work Experience
- Learning and sharing of gifts

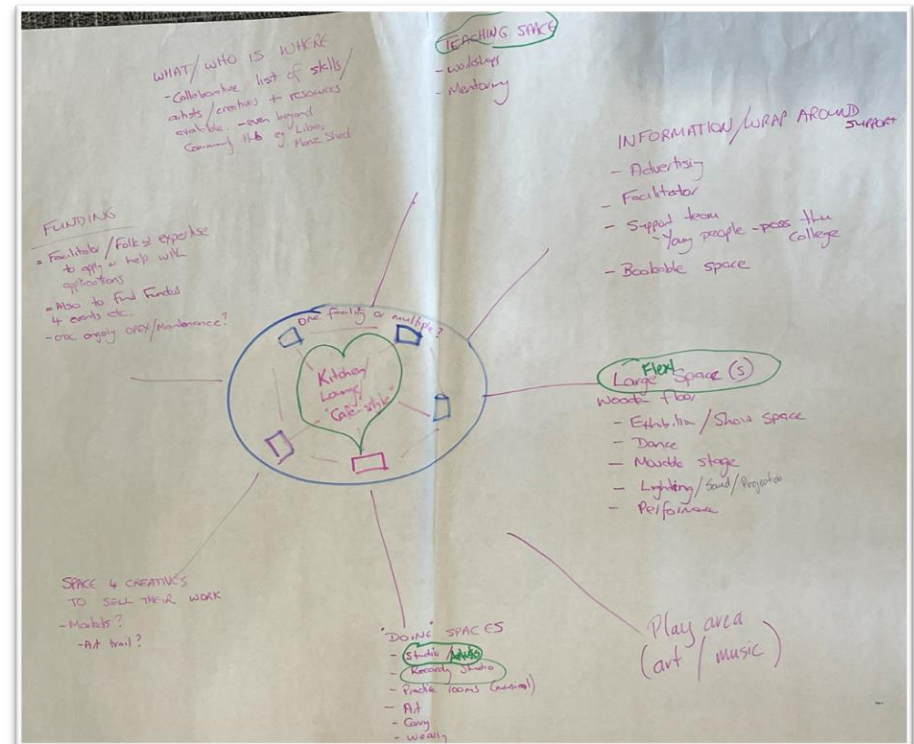
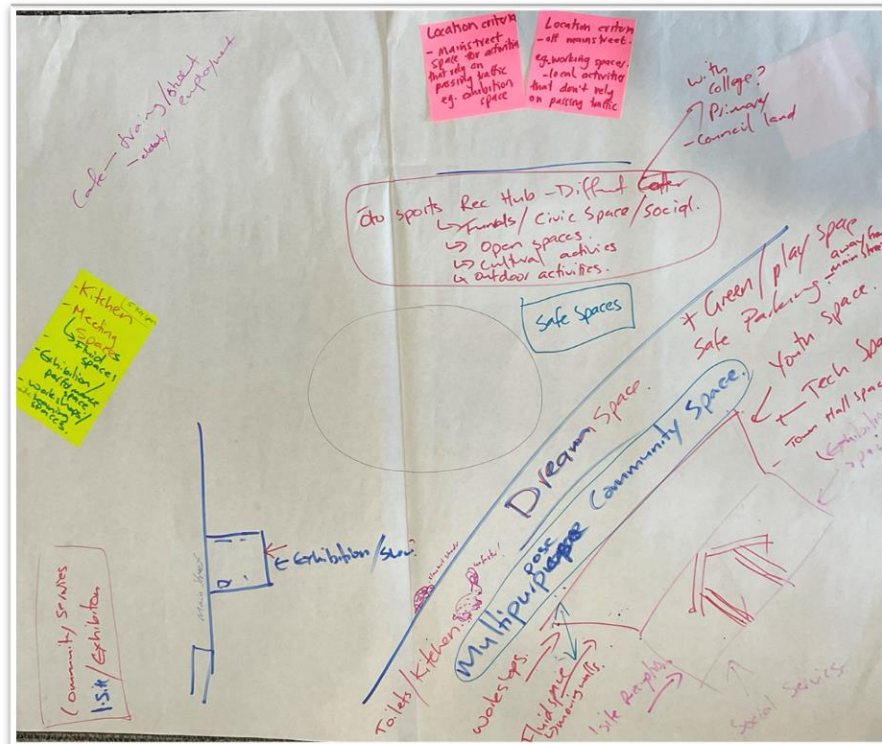




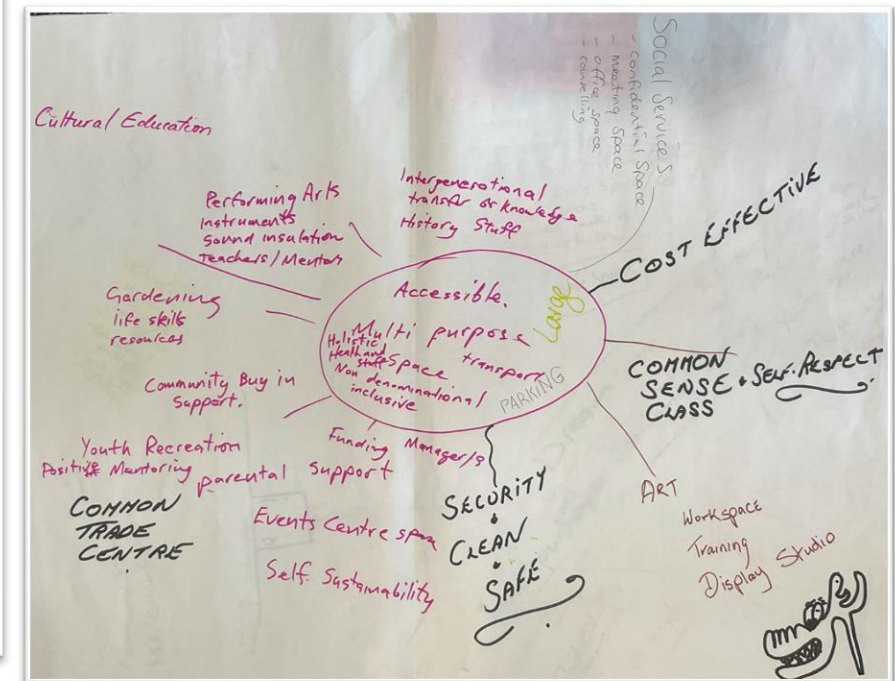
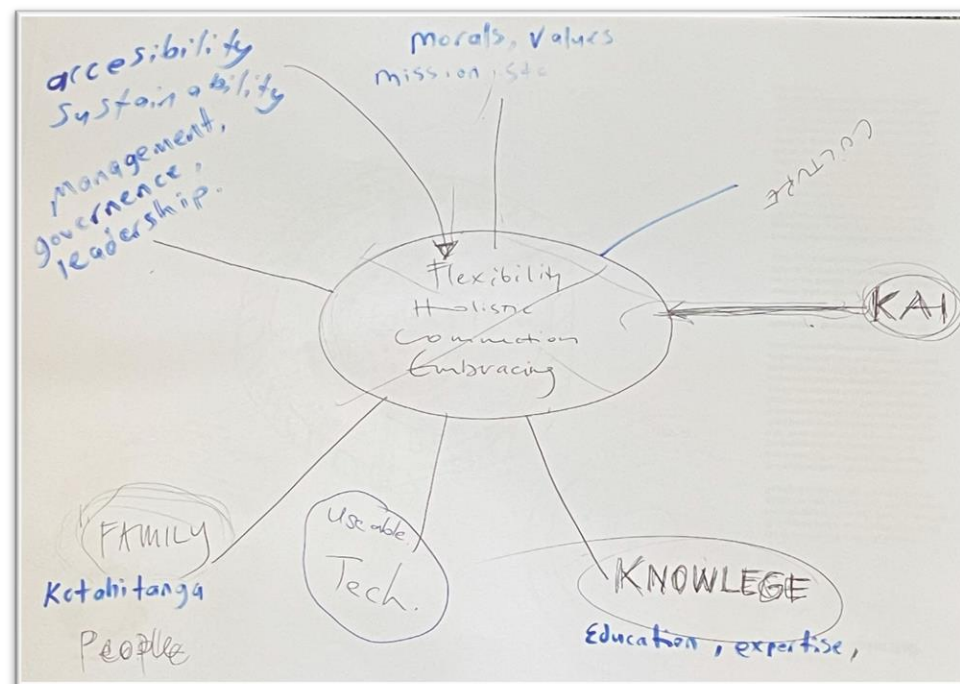
Priority Areas

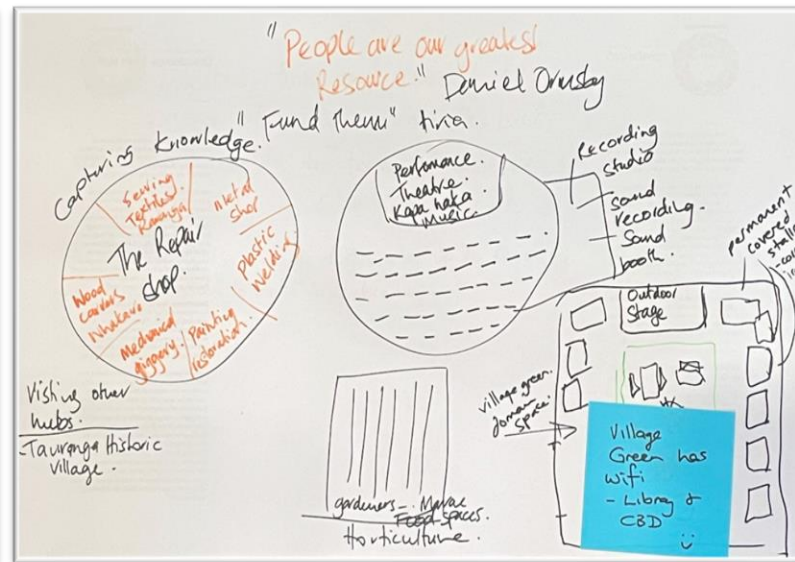
What is a priority?

After identifying the community wants and needs, workshop participants were asked to consider what the priority features and facilities were that need to be addressed by this project. As groups or individuals, participants were asked to express this on paper however they saw fit. The most consistent responses are summarised on the following page, and have shaped the draft problem and benefit statements to provide direction toward the project outcomes.



Investing time and money into spaces already available but "NOT" usable to free up more availability inside this new hub. Example, fixing halls that aren't up to safety standards to make it usable again.





SHORT TERM PLAN:

- dual purpose spaces (already existing → saves \$\$\$)
 - library / Art gallery
 - 1 site / Art gallery
 - railway station / Art gallery
- Churches / music hubs
- town hall with kitchen and little theatre
 - saves special occasions gatherings (music / theatre / Art gallery)
- leading tourists to these spaces to create an opportunity to sell local Art / maybe local music
- creating an Art festival with local musicians and Artists → advertise → bring in people from outside the area → \$\$\$ for Art
- utilize every nook and cranny to it's maximum potential.

LONGER TERM:

- establish road and then decide on size and costing of new facility. **Carvable central space.** Easy to reach for an elderly. Good parking. ☺
- **ADVERTISE ANYTHING HAPPENING** at 1 site on door and in paper local and TR.
- **KEEP IT AFFORDABLE!**

5 things:

- re - design and re - over - good space
- affordable for all community groups!
- generate \$\$\$ from bringing in plenty of visitors (to artists)
- **Art** - not about with Art spaces and support programmes
- keep it growing and expanding by **REACTING** every one in and around OTD

Priority Spaces

Kitchen

Core of community space to encourage gathering, collaboration, learning, and sharing of Kai

Teaching Space

Flexible, multi-purpose workshop and learning spaces, inclusive of relevant technology

Flexible Multi-Purpose Meeting Spaces

With operable walls to allow spaces

Large Civic/Town Hall Space

For large social events, cultural events, shows, funerals, performances, large meetings.

Doing Spaces

Artist studio space, recording studio, music practice space, carving, weaving.

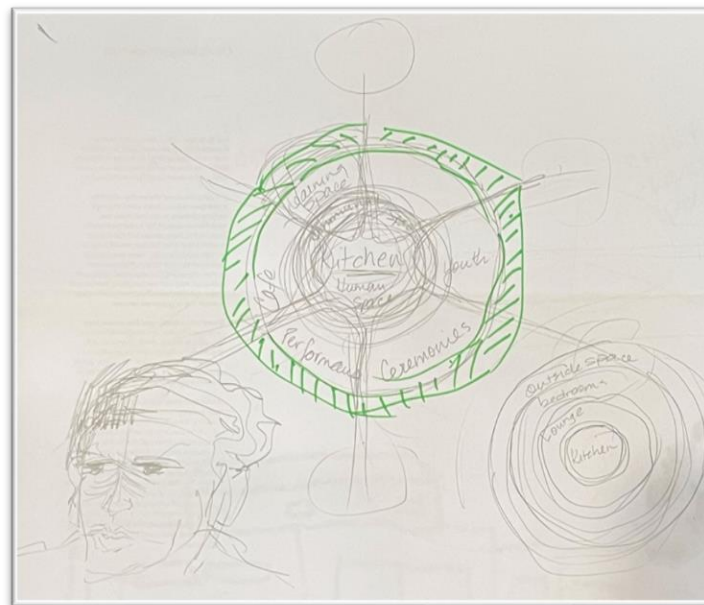
Youth Space/Hub

A safe place for rangatahi and tamariki to gather, learn, collaborate and play.

Large Multi-Purpose Space

Large Flexible space with wooden floor to cater to; exhibition / show space, dance, performance space. Complete with movable stage, lighting, sound, projector (good AV).

Exhibition, Gallery, and Performance Space



Theme / Values

Good wraparound information distribution	Safe Spaces
Good Tech	Self Sustainable
Cost Effective	Accessible
Inclusive	Whānau/family
Better use of existing spaces (refurbish and manage / make available)	Good Acoustics
Kai	Security

Current State (Problem Statements)

1. The existing spaces are not flexible, lacking one or more of supporting infrastructure e.g., parking, technology, work-spaces, size and kitchens.
2. There is a lack of a communication about and connection between the existing network sometimes making it difficult for people to connect with the services that meet their needs.
3. The lack of a single civic space makes it difficult to host larger events that create connectivity within the community.
4. Art makers are spread across the district without a central space within the district to share, create, teach, display our culture, exhibit, and perform, for all art forms, pushing creativity outside of the district.

What our Community Wants/Needs Summarised (Benefit Statements)

1. Community spaces that reflect the morals and values of Ōtorohanga, are flexible, safe, fit for purpose welcoming space(s) with supporting infrastructure.
2. A community that is connected with each other and connected to accessible and well-resourced spaces and services that cater to the needs of the community.
3. Places that everyone feels connected to that are owned and supported by people who connect and understand people.

Note: in both the first workshop and the Mana Whenua hui it was clear that the renaming of and the mahi toi in the refurbished Council chambers has made a significant impact on the sense of belonging now felt by Māori in this space

Focus & Feel

The space will reflect and honour the past. Cater to present needs. And serve those who will need it tomorrow.

A community space with a kitchen at the heart to promote coming together, collaboration, connection and community.

Spatial considerations:

- Parking
- Tech
- Green
- Activated
- Accessible
- Once space – Many spaces – Networked spaces

WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA



Te Kaunihera ū-Rohe o
Ōtorohanga
District Council
Where kiwi can fly

Appendix 2: Rangatahi Workshop Summary

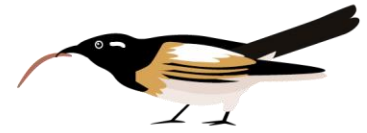


WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA
ŌTOROHANGA DISTRICT COUNCIL

DRAFT Economic wellbeing strategy and
multi-purpose community hub
Rangatahi Workshop Feedback

ŌTOROHANGA DISTRICT COUNCIL

8 December 2023



CO-DESIGN WORKSHOP FEEDBACK

As part of the co-design approach to developing the Ōtorohanga Economic Wellbeing Strategy and the multi-use community hub, we held a workshop with a group of approximately 60 rangatahi from Ōtorohanga College.

The workshop was held on 8 December from 9am to 1.30pm. Facilitation of the sessions was undertaken together with Veros Consultants, Ōtorohanga District Council, Ōtorohanga College and Taku Wairua, a group from a youth mentoring programme.



After the first session on the Economic Wellbeing Strategy which everyone did together, split across the 6 stations, the groups were put into rotation. They were moved between three tasks - the multi-purpose community hub, designing tags for Christmas bags for Kids in Need and playing games.

Economic Wellbeing Strategy

The questions and outcomes for this first part of the session are shown below:

What is economic wellbeing:

It relates to everything and everyone, and includes things like:

- income,
- education,
- employment,
- housing,
- medical care,
- community safety,
- social support

It also means making sure our economic activities add to our quality of life, that we don't leave any one behind, and that whatever we do does not have a negative impact on our environment.

This strategy will set a direction of travel for council and others and show where they need to focus their effort and money to improve the community's wellbeing - so all of those things listed above.

Why are we talking to you?

NEET rate - Not in Education, Employment



For 15-24 year olds

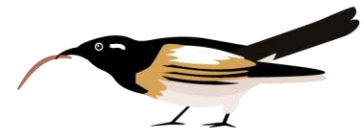
The NEET rate for Ōtorohanga District is high and we want to understand why.

The questions were:

- Jobs are changing due to technology (AI, ChatGPT etc), so what do you think jobs will look like in the future?
- What job do you want to be able to do in the future?
- How can Ōtorohanga District Council, the college and others help you to do that?
- What else do you think is important?

The approach for the workshop was that the groups were spread across six stations and given the choice of butchers' paper, pens, Lego and wooden blocks to use. Interestingly they all used butchers' paper and pens.





Ideas for future jobs and jobs they want to do in the future:

<ul style="list-style-type: none"> • Doctors/nurses/paramedics/midwife • Pro-athlete • Dairy Farmer / Farm Manager • Beautician/nails/lashes • Interior Designer • Entrepreneur/businessperson • Interviewer on TV/ Journalist • McDonalds • Electrician • Lawyer • Builder • Childcare • Vet/animal care • Teacher • Actor/singer/musician • Making podcasts/influencer • Baker • Boxer 	<ul style="list-style-type: none"> • Artist • Adventure tourism • Digital designer • Mechanic • Marine biologist • Dairy farming • Archaeologist • Social worker • Stay at home parent • Hairdresser • Police • Lifeguard • working in a shop/MacDonalds/KFC • Café • Make up artist • Plumber/electrician
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How can others help you to get there?

- Set up athletics club
- Provide places to study
- Provide free supplies for studying
- Scholarships
- Courses - university, Wintec and locally
- Making building materials and equipment accessible locally
- Teachers/ Study to work/train for qualifications
- Set up extra-curricular clubs to support particular skills e.g. debating club
- Getting work experience locally e.g. local beauty salon
- Free Wi-Fi
- Bring people into the college who are doctors/nurses, lawyers, farmers, beauticians etc so they can tell them what it is like to do their jobs and what they need to do to get there
- Free transportation to Wintec or further tertiary education
- Better library
- Mental health care
- Running tracks in parks
- Driving lessons/learn how to swim

Reflections following this part of the workshop

- Some of the youth found it difficult to say what they wanted to do for several reasons:
 - They just don't know what they want to do
 - They found it hard to think about the task as a reality task and one that they will be finding themselves in over the next few years - they approached it as if it was a task where they had to pretend
 - Some found it hard to be honest in front of their friends
 - Only existing jobs, careers were identified
 - They thought that working in McDonalds and KFC wasn't a "real" job.



Multi-purpose community hub

The questions and outcomes for this part of the session are shown below:

Problems raised by the community

- 1) The spaces we have don't always have parking, good technology, [work spaces](#) for artists, or a kitchen.
- 2) Our community spaces are not well [connected](#) and some people don't know all of what we have
- 3) We do not have a town hall space to hold big events
- 4) Artists don't have a good place to share, create art, teach, perform, and display their work.

So, we need to design and build a community hub that

- 1) Is safe and welcoming
- 2) Is easy to get to (in a good central place)
- 3) Has spaces that meet the community's needs.

Things that could happen in these spaces

Social support

- Things like budgeting support, counselling, food bank, housing support etc

Big events

- Events like performances, celebrations like weddings and birthdays, indoor markets and shows

Community gatherings

- Casual spaces with a kitchen at the heart where people can gather and share kai

Art and creativity

- Workshops
- Gatherings
- Meetings of various sizes
- Studio space

Other key considerations

- Spaces need to provide for everyone.
- Link to other spaces around town.
- Sharing stories from mana whenua and other across the spaces
- Having the right people to manage spaces to develop a sense of welcome and support.

So, the spaces needed to support all of this are things like

- Kitchen
- Teaching space
- Flexible meeting spaces
- A large town hall space
- Doing and making spaces
- Youth spaces
- Exhibition and gallery spaces

We need you to design a community hub for Ōtorohanga

This could be on one or more of these sites, or in a completely new place.

Use any resources to make, draw, build or tell us about your ideal community hub.

Be sure to include all of the spaces and features that are important for you!

Library Site

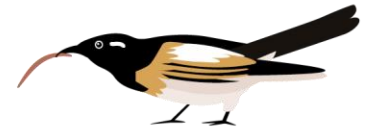


Otorohanga Support House - Whare Āwhina Site



Otorohanga Club Site





The approach for this part of the workshop was:

The groups were spread across three stations and given the choice of butchers paper, pens, lego and wooden blocks to use. For this session everything was used, the lego was used the most.



The key areas designed for the hub were:

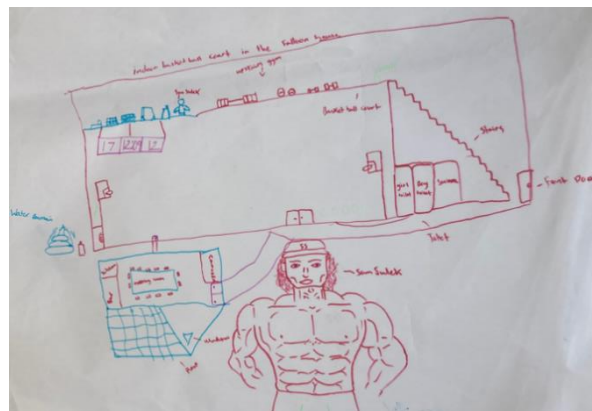
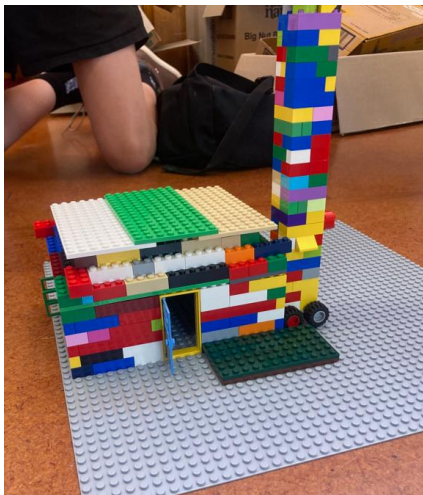
- kitchen
- toilets
- outdoor areas/gardens/seating/outdoor bean bags
- café
- meeting rooms
- lounge/somewhere to hang out
- access to technology
- playground for older as well as younger kids
- art gallery
- spaces to get creative
- teenager centre/youth centre
- basketball courts (mentioned many times)
- storage
- stage and performance area
- gym
- water fountains
- parking
- swimming pool

Some students designed a whole new building, others designed different spaces that were linked through walkways.

Recurring themes throughout the various designs showed the importance of the following to youth groups:

- Recreation spaces (e.g. basketball courts)
- Technology e.g. Wi-Fi
- Accessibility
- Age inclusivity - having amenities for all ages.
- Sustainability (community gardens where people can share etc.)
- Gender neutral facilities
- Amenities that they currently must leave the Ōtorohanga area for or are not available e.g. stage shows/performances
- Amenities that would attract people to visit Ōtorohanga
- Flexibility of spaces e.g. a shared stage area used for kapa haka, dance performances and concerts or a racetrack that's used for fun and for driving lessons.





Appendix 3: Co-design Workshop Two Summary



Ōtorohanga Multi-purpose Community Hub

Co-Design Workshop Two

On 14 December 2023, the second co-design workshop to support the feasibility study for the Ōtorohanga Multi-purpose Community Hub was hosted at Council's Chambers.

The purpose of the second workshop was to review the options developed following workshop one and a series of one to one discussions with community groups and organisations. This included the review of spatial allocations for each activity, and an assessment of each option against the project benefit statements and critical success factors. We heard feedback on:

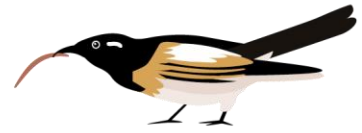
1. The current problem and benefit statements.
2. The emerging options
 - a. Advantages and disadvantages of each option
 - b. A spatial and site concept review of Option Two
3. Options Assessment against Critical Success Factors for each option.

At the close of the workshop the next steps of the process were covered.

This document collates what was discussed through the workshop and provides clarifications on some specific comments raised. The outputs of this workshop will now be used to deliver the final feasibility study report.

Thank you to all of the workshop participants including representatives from; Ōtorohanga District Council (ŌDC) elected members, ŌDC staff, Ōtorohanga Support House Whare Awhina, The Ōtorohanga Club, Ōtorohanga Museum, The Waitomo Club, Ōtorohanga Volunteer Fire Brigade, Creative Waikato, Sport Waikato, local artists (including musicians), Extreme Hip Hop, Kahotea Marae, Maniapoto FM, Māori Womens' Welfare League, Ōtorohanga District Development Board (ŌDDB), local teachers, RW Architects, The Business Collective and VJ Williams Funerals.





Problem and Benefit Statements

Participants were asked to consider the project's draft problem and benefit statements, as well as the critical success factors when thinking about the advantages and disadvantages.

Some initial feedback was received on the problem statements, with one person providing feedback noting that problem statement 3 is not true (The lack of a civic space makes it difficult to host larger events that connect the community). This person further questioned problem statement 4 (Art makers are spread across the district without a central space to share, create, teach, display culture, exhibit, and perform, pushing creativity outside of the district).

With no additional feedback received, and previous feedback from workshop one considered, the Problem and Benefit Statements remain as read:

Problem Statements

1. The existing spaces are not flexible, lacking one or more of supporting infrastructure e.g., parking, technology, work-spaces, size and kitchens.
2. There is a lack of a communication about and connection between the existing network sometimes making it difficult for people to connect with the services that meet their needs.
3. The lack of a single civic space makes it difficult to host larger events that create connectivity within the community.
4. Art makers are spread across the district without a central space within the district to share, create, teach, display our culture, exhibit, and perform, for all art forms, pushing creativity outside of the district.

Benefit Statements

1. Community spaces that reflect the morals and values of Ōtorohanga, are flexible, safe, fit for purpose welcoming space(s) with supporting infrastructure.
2. A community that is connected with each other and connected to accessible and well-resourced spaces and services that cater to the needs of the community.
3. Places that everyone feels connected to that are owned and supported by people who connect and understand people.

Note: in both the first workshop and the Mana Whenua hui it was clear that the renaming of and the mahi toi in the refurbished Council chambers has made a significant impact on the sense of belonging now felt by Māori in this space



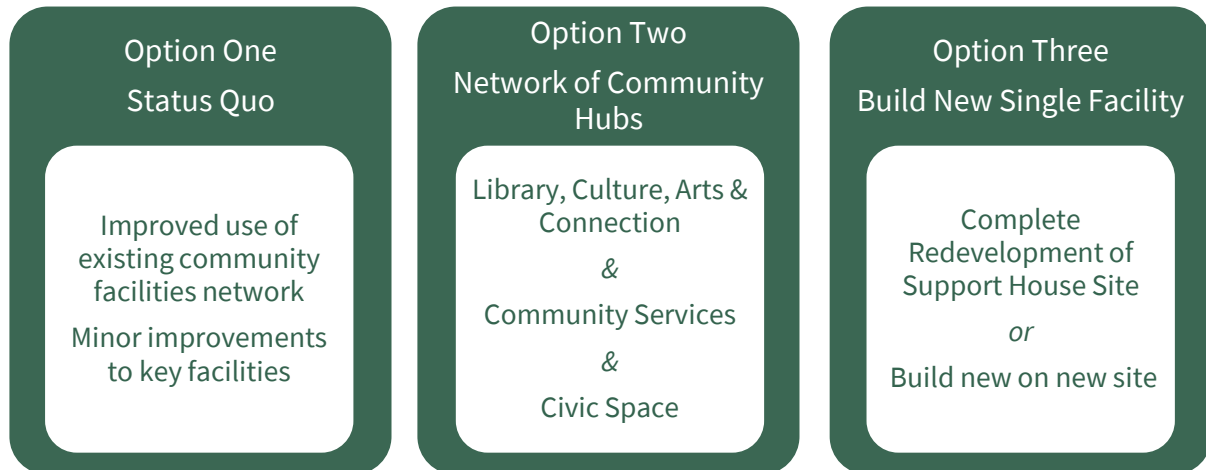


Emerging Options Review

Three primary emerging options were developed, with variations for Option Two and Option Three. Participants reviewed the emerging options, focussing on:

- Identifying the advantages and disadvantages, and
- For Option Two, reviewing the spatial and site concepts.

The emerging options were:



Testing The Advantages and Disadvantages of Each Option

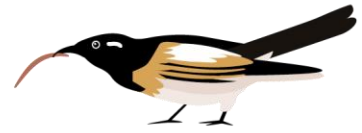
Following a high-level overview of the emerging options, workshop participants were asked to consider the advantages and disadvantages of each option and extend on the advantages and disadvantages identified in earlier engagement and analysis.

With regard to the emerging options, high level feedback and questions received at this stage of the workshop are provided below. Responses, focused on clarifications are provided in *italics*:

- Where will OSHWA go during development for option two and option three (A - Complete redevelopment of Support House Site)?
To minimise operational disturbance, a suggestion made that a full redevelopment of the OSHWA site could see the rear of the site developed first, with OSHWA moving their operations to the newly developed part of the site, then redevelopment of the front of the site (closer to Maniapoto Road) completed.
- Option One: what is the timeframe for smaller projects to support other creative entities. As the project develops, consideration on supporting smaller creative entities will need to be considered.
The project development programme for option one has not been considered.
- Option Two: Can an organisation or group book a space permanently/full time? Using it full time as a workspace/studio.
This is not anticipated in the current form of this option due to the size and purpose of the Hub. However, the next stage of the feasibility study will explore how to respond to this need.

The following sections provide a verbatim summary of the advantages and disadvantages for each of the emerging options.





Option One – Status-Quo

Ōtorohanga's Current Community Facilities Network with:

- Minor works completed to improve the existing network of facilities
- Improve information and communication of existing network.

Advantages

Previously identified advantages:

- Low-cost
- Information will improve awareness and potentially use of current facilities

Additional advantages from workshop:

- Supporting current places that are “fit for purpose”
- Well known amongst locals
- Feel concerned about rate increases, so low-cost appeals. Perhaps looking to business sponsorship.
- Lots of community groups underway and this spotlights their current work
- Is a fast option.

Disadvantages

Previously identified disadvantages:

- Will not provide additional flexible spaces for learning, meeting, workshops and doing
- Will not provide access to a large civic space
- Will not provide a space for artists to come together to share, create, teach etc.

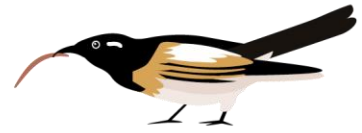
Additional disadvantages from workshop:

- Current needs not met with this network, this option will not improve this
- St Davids might not get utilised to its potential
- Will require more major than minor works to bring most facilities up to standard
- Miss out on customisable or build for purpose spaces
- Scattered and disjointed facilities = barriers to inclusion and feeling welcome, also splinters contacts.
- Will not create such a buzz
- Not likely to be a destination space(s)
- Availability to groups (not all sites usable by other groups)
- No feeling of cohesion within the community
- Funding opportunities – harder and trickier due to the spread.
- Different rules and guidelines in each space
- No central booking information.

Additional Notes

- Senior Citizen Hall not on the map
- Don't be afraid to work with tribal land-owners. Have a consultation process that includes a mediation group
- Important to name spaces clearly, along with information about what the space supports, and what functions. (Will need a centralised booking system and advertising). For example, the Library space could be used for exhibitions.
- Central directory online is needed
- Needs to be combined with Option Two.





Option Two - Network of Community Hubs

The creation of a network of hubs based around the Library, Support House, and Ōtorohanga Club:

Library, Culture, Arts & Connection Hub

Focused on

- Increasing library capacity to perform as 'community lounge'
- Providing multiple arts spaces for practicing artists
- Kitchen
- Workshop spaces for smaller scale community gathering and learning.

Community Services Hub

Focused on providing community support services both existing and new:

- Refurbishment of existing facilities to improve the function and flow
- Testing the feasibility of refurbishing Edmonds Judd building.

Civic Space Hub

Test option for ŌDC to secure long term community access to the Ōtorohanga Club:

- Enable community access
- Improve the existing hall space to modernise the facility and provide acoustic enhancements.
- Investigate separate entrance to the facility
- Review signage, particularly alcohol signage.

Advantages

Previously identified advantages:

- Meets the needs of the community for small to large flexible spaces for learning, doing, and gathering
- Responds to social service needs
- Builds on and increases use of current Council owned property – making the most of existing assets
- Makes the most of existing assets
- Central locations that can work together.

Additional advantages from workshop:

- Club willing to work on the negative perceptions the community has – keen to make it an inclusive space
- Noting that the hubs do not need to be connected, as they each have quite a different focus
- Has community ownership already and history of use
- Possibility of collaborating with the Kiwi-House upgrade and include local artists
- Nice and close together, so easy to walk between
- Opportunity to re-think the library's role – noting the trends seen in Hamilton and Rotorua
- Spreads the energy around the town centre
- Breathing space
- Potential to build partnerships (e.g. the Club)
- Easy to brand the three spaces strongly
- Parking and access easier over three sites
- Council owns two of the buildings.

Disadvantages

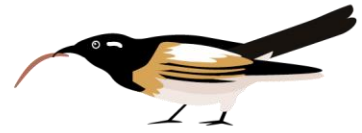
Previously identified disadvantages:

- The hubs are not located on the same site, potentially leading to a sense of disconnection
- Perception that the Club is not inclusive
- Existing Club building less flexible than new build
- Council do not own the Club, will need robust partnering agreement.

Additional disadvantages from workshop:

- 200 people seated is not big enough
- Club is a private entity





- Liquor laws
- The potential to limit collaboration
- Building on = internal gutters
- Consider sustainability of existing buildings – aging population.
- Issues around Club members having access (they by right can access the whole building)
- Arts not big enough
- Gallery – small at front.
- Need a large, non-carpeted space for dancing groups on a regular basis.
- There are other locations where these activities could take place, rather than undertaking building extensions (RD1 building)
- Will lead to further underutilisation of community services and businesses

Option Two (A) - Network of Community Hubs

As with Option Two, three hubs, based around the Library, Support House, but with a new civic hub location.

New Civic Space Test option to build a new civic hall to cater for gatherings for up to 250 seated. This option will require the acquisition of a new central site.

Advantages

Previously identified advantages:

- Can purpose build the space
- Meets the needs of the community for a large civic space
- Ownership of the facility with ŌDC.

Additional Advantages from workshop:

- Could utilise the front of the community services building for retail space – expanding and building support hub toward Lawrence Street
- Better to meet the needs of the community with Support House – Good for confidentiality, for clients, and for staff

Disadvantages

Previously identified disadvantages:

- High-cost option
- Central site location options could be limited both by availability and budgetary constraints
- Longer lead-in time to be able to utilise the facility
- Creation of another large event space, competing with existing larger facilities.

Additional disadvantages from workshop:

- New civic hub is a high cost for an uncertain outcome/use
- Finding a site for a new civic hub would be difficult

Additional Notes

- Need to activate spaces and pay some of the community (particularly artists, youth, sports facilitators) as much of this work is voluntary, therefore not sustainable.





Option Three - Build New Single Facility

Redevelop Support House Site or Build on New Site. Two initial options:

Option Three A:

Complete redevelopment of the ŌSHWA & Edmond Judd Site

Test option to clear the ŌSHWA site to create a new multi-purpose community hub with the development including multi-function spaces, artist studios, a central kitchen, community service provider facilities, foodbank facilities and a large function room able to fulfil the role of a civic hall space.

Option Three B:

New Site – New Facility

Test option to acquire a new site large enough to create a new multi-purpose community hub with the development including multi-function spaces, artist studios, a central kitchen, community service provider facilities, foodbank facilities and a large function room able to fulfil the role of a civic hall space.

Advantages

Previously identified advantages:

- Can purpose build the space.
- Long facility lifespan
- Ownership of the facility with ŌDC.
- Large single location of community facilities (one-stop shop)
- Option A enables operations as normal for service providers during development.

Additional Advantages from workshop:

- Some people don't align with a church or the club
- Its not just for functions etc. but is a hub – Build it!

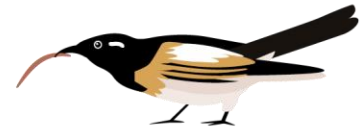
Disadvantages

Previously identified Disadvantages from workshop:

- High-cost option
- Longer lead-in time to be able to utilise the facility
- Creation of another large event space, competing with existing larger facilities
- Option A displaces community service providers through the development process
- Option B central site location options could be limited both by availability and budgetary constraints.

Additional disadvantages from workshop:

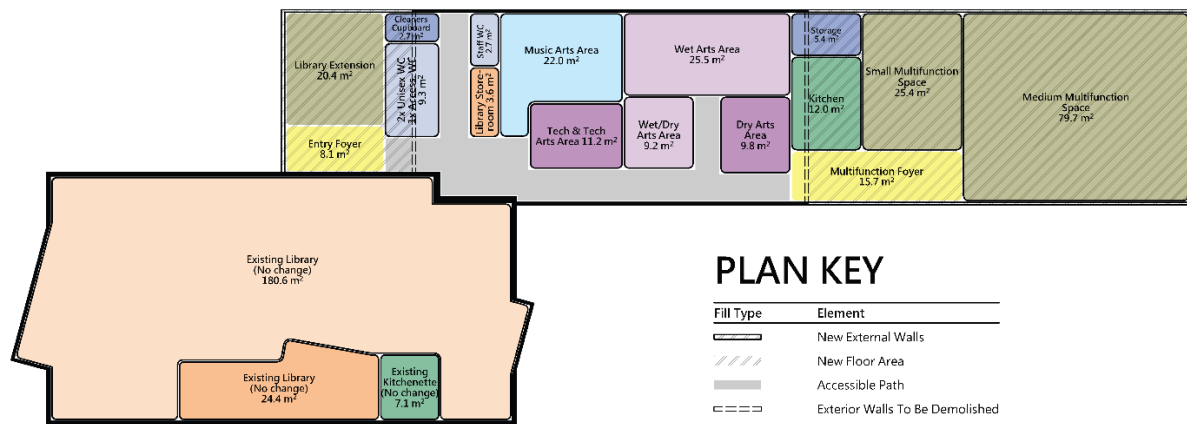
- Cost of using the space can be prohibitive
- Potential lack of privacy for specialist
- Feels premature – may be underutilised
- Unknown utilization.



Testing That the Spaces Respond to Need

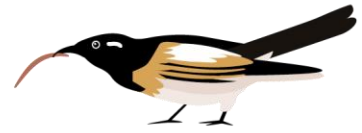
For this activity, workshop participants were provided with spatial concept designs for Option Two and asked to review and provide feedback on the ability of these concepts to respond to the needs identified through the problem and benefit statements, as well as the projects critical success factors identified in Workshop One.

Library, Arts & Connection Hub (based on current Library building)

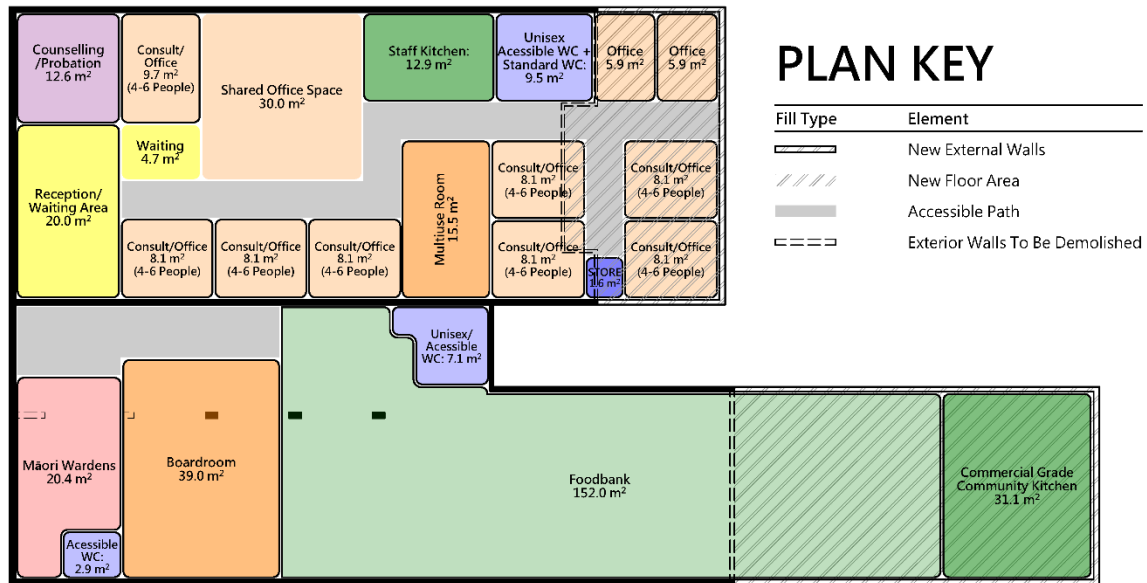


Feedback and Questions from exercise are provided below. Clarification notes are in *italics*.

- Relocate the arts to the RD1 (old Farm Source) building
- Concern about the loss of Programmes space
The multi-functional space essentially replaces the programmes space
- Is the Tech and Tech Arts area a library space?
This is a tech specific space, likely to house things such as a 3D printer for community use
- Where do we run our pre-school programmes & STEM + our genealogy and digital assistance groups?
The multi-functional space
- Can the shed be removed, and multi-functional space expanded more
Yes. There is the ability to expand further if required
- Double story to add individual long term artist spaces for lease
- Could have arts and cultural experiences at the front extension space (to activate the greenspace)
- Soundproofing is key for the music space / Put in a dual door system to the music space so that noise doesn't impact other spaces as people enter and exit
- Could use commissions to give back to space
- We like this a lot – It is where people stop (tourists). We like that there is the sense you could go into the library and straight into arts spaces
- Extend the accessible path through the multifunctional foyer and through the rear multifunction space to the rear of the building to another access
- Create an archives area in the current library space
- Reshape the three wet/dry spaces to create two spaces, one wet, one dry
- Ensure there is enough storage for all artists
- Can an organisation or group book a space permanently/full time? Using it full time as a workspace/studio.
This is not anticipated in the current form of this option due to the size and purpose of the Hub. However, the next stage of the feasibility study will explore how to respond to this need.

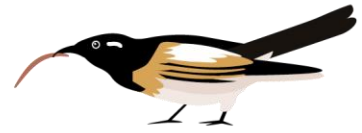


Community Services Hub (based on current Support House building)

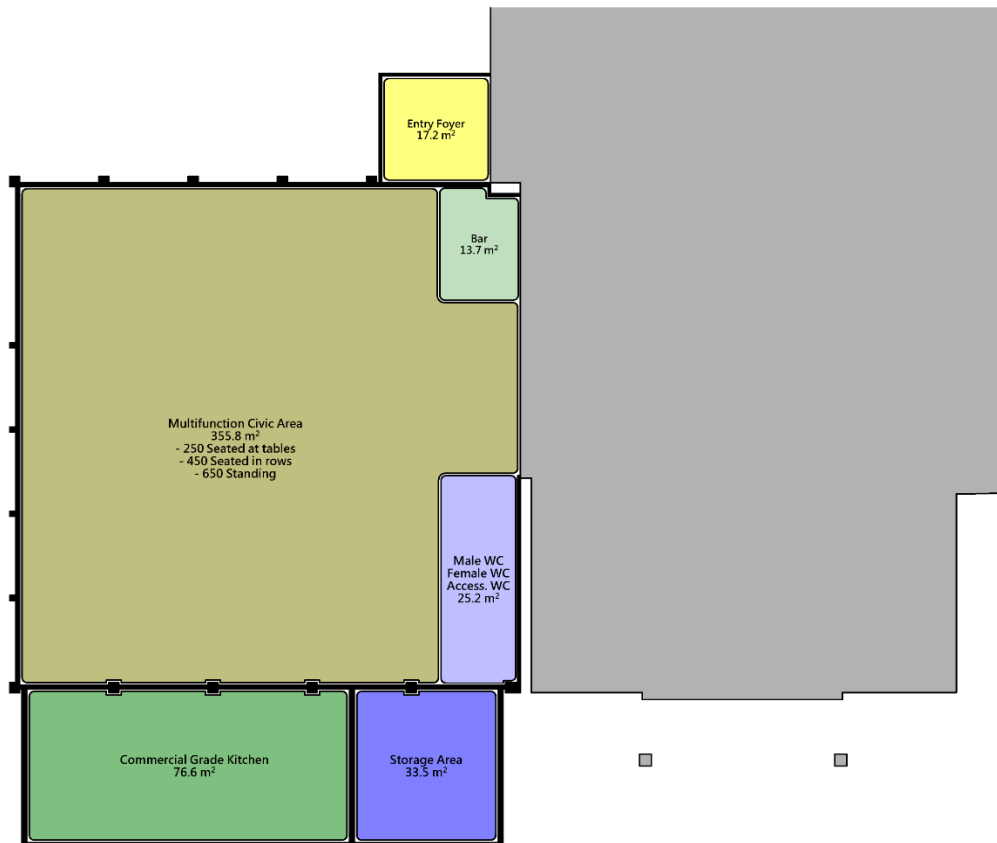


Feedback and Questions from exercise are provided below. Clarification notes are in *italics*.

- People would like further explanation as to why the old Edmonds Judd Building cannot be used
- Ensure more room than what is needed now is allocated to ensure the space is futureproofed
- Support House is so important. This is already known, and it is accessible
- More counselling/probation space needed
- Enclose the space, or provide a cover over the space in the centre of the concept.
- What is the extension area for?
In the light green space, this is general foodbank area. Space allocated is to cater to incoming goods, processing/sorting, storage (including cold-stores), parcel allocation and distribution
- Why the commercial kitchen?
OSHW would like to prepare more community meals, and be able to provide for cooking workshops. Providing a commercial grade kitchen future-proofs the space for any potential growing need in food preparation
- Where will OSHWA go during development.
Suggestion made that a full redevelopment could see the rear of the site developed first, with OSHWA moving in, then redevelopment of the front of the site (closer to Maniapoto Road).



Civic Hub (based on current Ōtorohanga Club building)



Note that this is a plan of the current Ōtorohanga Club facility. This was to ensure that no work was completed on an option that did not have community support. This was tested at Workshop Two and a design response, based on the feedback and analysis will be part of the next stage. Feedback and Questions from exercise are provided below. Where responses are provided, these are in *italics*.

- Will meet 95% of use
- Keen to see this open more to the broader community. Currently feels like a locked door.
- The number of people the space can cater too is too big. Actual numbers comfortably in the venue are:
 - 200 seated at tables for a buffet
 - 380-400 seated in rows
- The carparking will become a problem – Club members will want priority.
- Max capacity will be limited by fire requirements
- Duty manager of the bar is God, so events can be closed by the club, not council.
- Club liquor licence has more far-reaching problems. Is an agreement enough to cover / guarantee that the club can hold the function, or submit a licence request on time?
Licensing detail will be explored further. Options for events that include alcohol could include alcohol service under the club's licence, or an individual event licence application that is made in time, this is similar way to other civic spaces in the district and country
- The kitchen needs a huge upgrade
- Add an entrance through the kitchen, linking the hall to the carpark





Assessing Each Option Against the Benefit Statements and Critical Success Factors

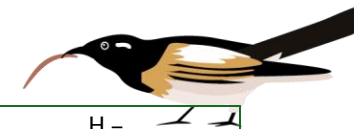
Workshop participants were asked to rank the development options and how well they think each option responds to the projects benefit statements and critical success factors utilizing the following key:

- High – This option nails it
- Medium – This option will contribute to it
- Low – This option will have little to no impact
- Negative – This option will have a negative impact

The assessment was carried out by groups and individuals. Not all categories were assessed by each group or person, therefore the total number of results vary across each option and assessment category.

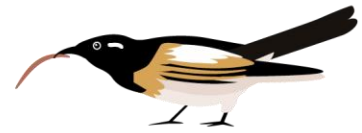
Results are summarised in the following table. The number, against the HMLN ratings represents the total number of groups or individuals that provided that ranking

	Option One Status-Quo	Option Two Network of Community Hubs	Option Two (A) Network of Community Hubs with New Civic Hub	Option Three (A) Build New Single Facility on SH Site	Option Three (B) Build New Single Facility on New Site	
Benefit Statements	Community spaces that reflect the values of Ōtorohanga, are flexible, safe, fit for purpose welcoming space(s).	H –	H – 4	H – 1	H –	H – 1
		M – 3	M – 2	M – 3	M – 2	M –
		L – 2	L –	L –	L – 3	L – 2
		N – 1	N –	N – 2	N – 1	N – 3
	A connected community that is also connected to accessible and well-resourced spaces and services that cater to the needs of the community.	H –	H – 4	H – 1	H –	H – 1
		M – 2	M – 1	M –	M – 2	M – 1
		L – 3	L –	L – 3	L – 2	L – 2
		N – 1	N –	N – 1	N – 2	N – 3
	Places that everyone feels connected to that are owned and supported by people who connect and understand people.	H – 2	H – 1	H –	H –	H – 1
		M –	M – 5	M – 3	M – 1	M – 1
		L – 3	L –	L – 1	L – 3	L – 2
		N – 1	N –	N – 1	N – 1	N – 3



Critical Success Factors	Making the most of what we have	H - 4 M - 1 L - 1 N - 1	H - 4 M - 2 L - 1 N -	H - M - 5 L - N - 2	H - M - 1 L - 2 N - 2	H - M - L - 1 N - 5
	Ensuring spaces are fit for purpose	H - M - 2 L - 4 N - 1	H - 5 M - 2 L - N -	H - 2 M - 3 L - N - 1	H - M - 2 L - 2 N - 1	H - 2 M - 1 L - 1 N - 3
	Creating spaces that everyone can access	H - M - 1 L - 4 N - 1	H - 4 M - 2 L - N -	H - 1 M - 3 L - 1 N - 1	H - M - 2 L - 2 N - 1	H - 1 M - 1 L - 1 N - 3
	Creating safe spaces	H - 1 M - 2 L - 2 N - 1	H - 4 M - 3 L - N -	H - 1 M - 3 L - 2 N - 1	H - M - 2 L - 2 N - 1	H - 1 M - 1 L - 1 N - 3
	Making sure spaces are welcoming and inclusive	H - 2 M - 1 L - 1 N - 1	H - 3 M - 2 L - N -	H - 1 M - 3 L - 1 N - 1	H - M - 2 L - 2 N - 1	H - 1 M - 1 L - 2 N - 3
	Future proofing our investment	H - M - 1 L - 2 N - 1	H - 4 M - L - N -	H - 2 M - 1 L - 2 N - 2	H - 1 M - L - 3 N - 1	H - 1 M - L - 1 N - 4
	Totals	High Medium Low Negative	9 13 22 9	27 19 1 0	9 24 10 12	1 14 21 11
Combined ranking results		3	1	2	4	5

Option Two was assessed as having the highest impact against the projects benefit statements and critical success factors with only 1 low response and no negative responses and therefore ranked as the preferred option. Option Three (B) was assessed as having the largest negative impact and was therefore ranked last. The balance of options sat between these two.



General Summary

The following statements reflect the general feedback from participants. All of these comments will be considered in the feasibility report.

- Option one doesn't seem like a viable option because the current network doesn't really service the needs of the community, but there are often services that already exist amongst the current network that people are not aware of. Therefore, some form of the information sharing in the option one proposal would be good to add for all options.
- Discussions were held on the ability for all community members to be able to access various facilities, such as churches, and the limitations on activities in many of these facilities.
- A centralised booking system would be considered useful for all options moving forward.
- Concerns were raised that with new developments or redevelopments, some of the existing facilities would see less use.
- With regard to the library redevelopment proposal (Option two), There was general feedback that perhaps there should be less rooms, but the same spatial allocation (i.e. bigger rooms).
- Some noted that a kitchen is not needed at this facility, a simple kitchenette would work.
- Many participants noted that arts would be better catered to in its own facility, repurposing another building, with the RD1/Farm source building focused on by many. A participant provided a Tuhoro Arts Centre concept in this facility post workshop for consideration. As at December 2023, a private lease on the RD1 (Farm Source) building was being negotiated. However, the concept will be taken into consideration, with viable options presented in the feasibility study.
- With regard to the option to develop the Ōtorohanga Club into a civic space, concerns were raised on the connection to the wider club. Participants wanted to see full separation, entrance, etc. so it can truly feel like a civic space. Currently there is no sound-proofing and you can hear everything that is going on in the club in the hall space (there was general consensus that sound-proofing is absolutely necessary).
- With regards to all options to develop a new facility on a new location, the majority of participants felt this would be unaffordable and unjustifiable.
- People generally want to see community spaces that are heavily subsidised or free to use
- Several participants raised their desire to see resident studio spaces made available to support the arts in Ōtorohanga. The majority voicing their preference to see an existing facility re-purposed to suit, rather than the development of a new building.
- One person said they pay \$50 a session for their music space and that is the upper limit they can handle with the funding available
- For the art spaces, participants spoke about how the Arts Council NZ funding and grants are massively under-utilised so that should be looked into.



Appendix 4: History of Ōtorohanga Support House - Whare Āwhina

In 1991, Ōtorohanga police occupied a building at 36 Maniapoto Street and needed to make their service more accessible by moving to another building. However, it was clear to the police and other community support groups that a Support Centre was needed all under one roof.

A town meeting was held in July 1991 supporting the kaupapa and 36 Maniapoto Street was officially named the Support House in August followed by an official opening in November 1991. Within the house was a Community Constable Victim Support space, joined by the Citizens Advice Bureau. By June 1992, there was consideration to hire a coordinator to help raise awareness that the support house existed and offer space to other services to keep it open and funded.

In November 1992, it was announced that a local Foodbank will be included under the Support House roof to fulfil a community need and help with the current management of foodbank services. In the year 2000 following uncertainty about the future of the support house, a move was made to 120 Maniapoto Street. Since the move the Support house has been the home base for a number of services dictated by community need and availability of space at the time, including Sport Waikato, Citizens Advice Bureau, Kaitiaki Youth Group, and a weekly free legal service.

With the continued growth in community need, ŌSHWĀ's service offerings grew to meet demand, as did the size of the team. Having completely outgrown 120 Maniapoto St, the Ōtorohanga District Council stepped up to help, purchasing and the adjoining property at 88 Maniapoto Street, and providing a lease to ŌSHWĀ, as well as a financial grant to cover the rental costs for both properties.

Appendix 5: Understanding who lives in Ōtorohanga and what they are experiencing

This section provides an overview of the socio-demographic data for the Ōtorohanga area, providing context to the Multi-purpose Community Hub development options, and preferred option. Given the considerable data resource utilised to inform the Ōtorohanga Town Concept Plan, this data was also captured and updated where more recent data sets were available. All statistics are provided through the Ōtorohanga Town Concept Plan, or Stats NZ and based on Census data unless otherwise stated.

Age & Population

The population demographics for the Ōtorohanga District and Town are based on the 2018 census, Stats NZ database as well as MBIE’s Regional Economic Web Tool to show estimates and projections after the year 2018.



Ōtorohanga Population 2023 Estimates

Township	3,320
District Wide	10,900

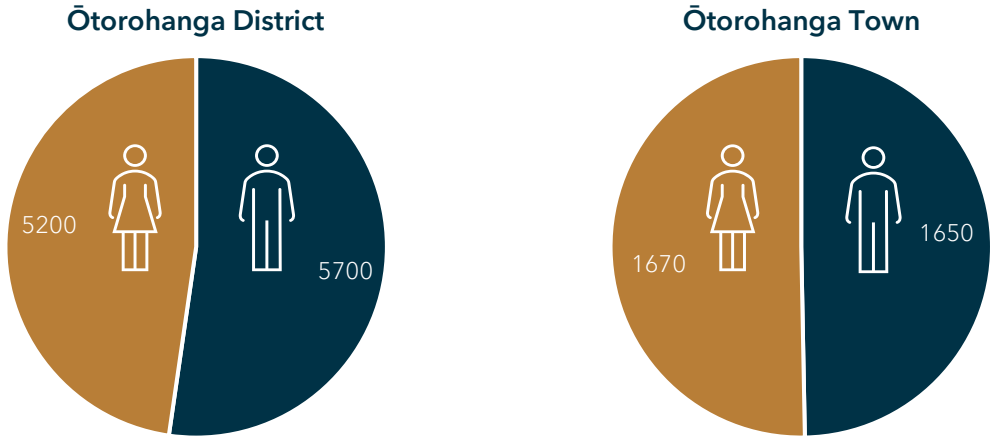


Figure 6 Ōtorohanga District and Town Population by Gender (2023)

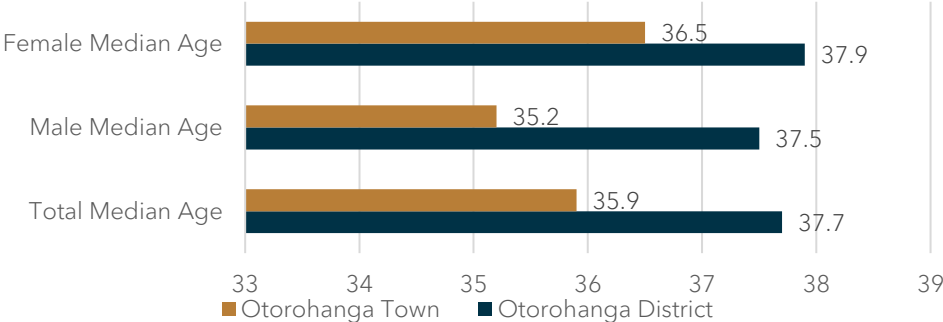


Figure 7 Population Median Age (2023)

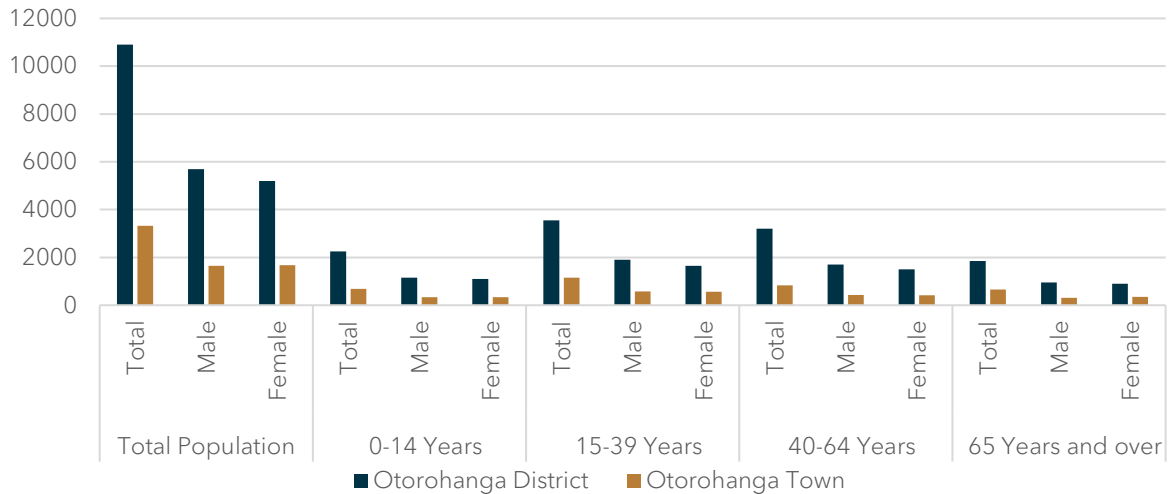


Figure 8 Ōtorohanga Town Population by Gender and Age (2023)

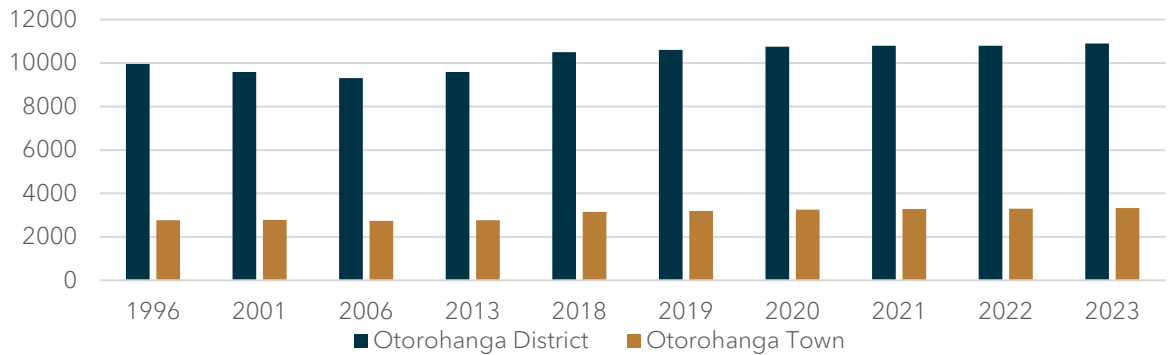


Figure 9 Ōtorohanga District & Town Population and Estimates, 1996 to 2023 (2018 base)

Ōtorohanga Town is the largest population centre within the Ōtorohanga District with a total current estimate of 3,320 residents. The Ōtorohanga District as a whole has a current estimate of 10,900 residents, around 1,200 more than the neighbouring Waitomo District.

At 37.7 years, the median age of the district is relatively consistent with the national median age of 37.4 years, with the Township of Ōtorohanga having a younger median age of 35.9 years.

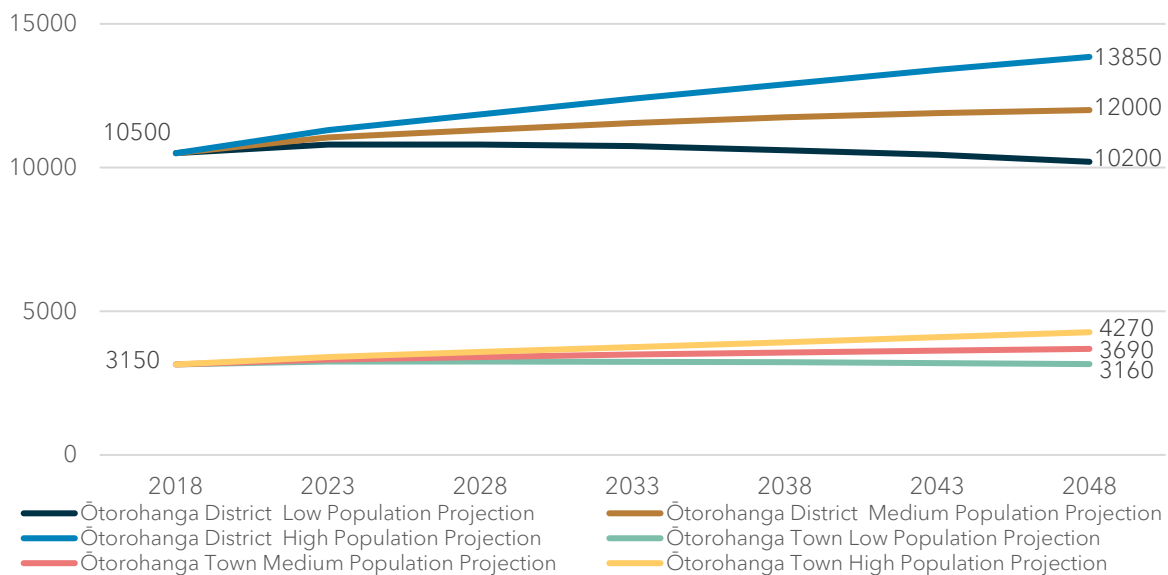


Figure 10 Ōtorohanga District & Town Population Projections (Stats NZ, as of January 2024)

Three alternative projections (designated low, medium, and high) have been produced for each area for the 2024 - 2034 LTP. At the time of release, the medium projection is considered the most suitable for assessing future population change. As such, it is expected that both Ōtorohanga township and the wider district will experience slow, but consistent population growth of around 11.5% from 2018 to 2048 (around 50 people per annum).

Ethnicity

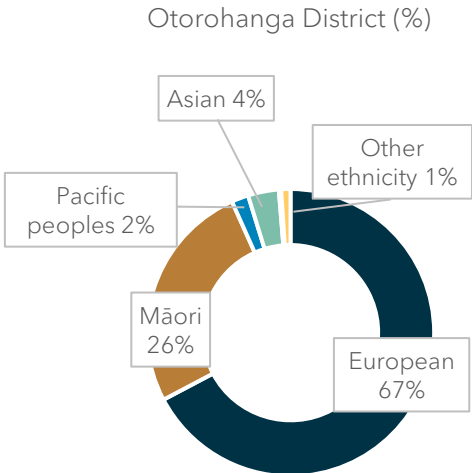


Figure 12 Ethnic Groups of People living in Ōtorohanga District (2018 Census)

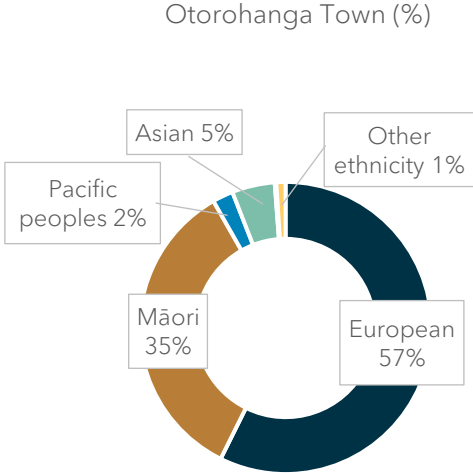


Figure 11 Ethnic Groups of People living in Ōtorohanga Town (2018 Census)

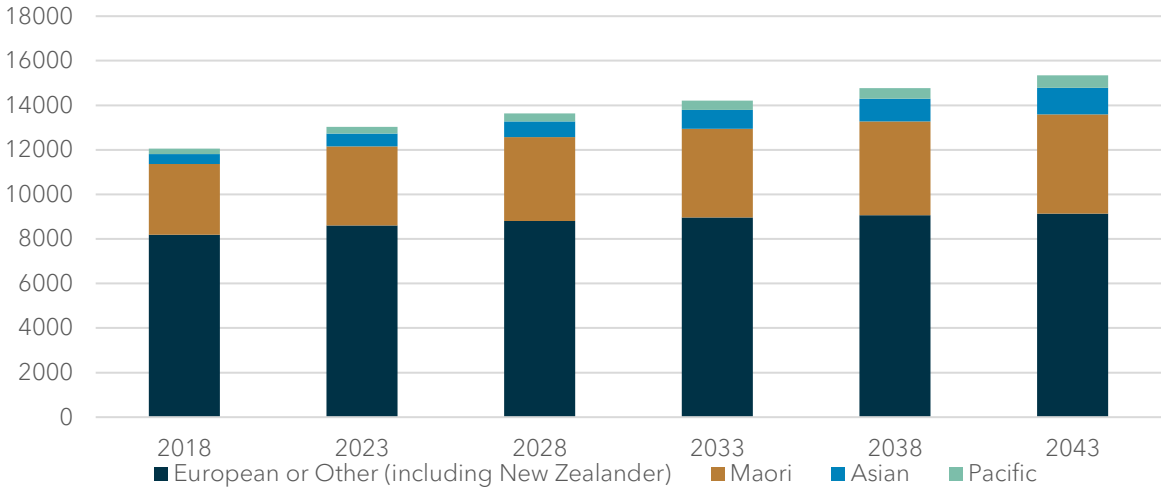


Figure 13 Ethnic Population Projections (Stats NZ, 2018 base using a medium population projection)

The ethnic makeup of both the Ōtorohanga District and township show a considerably higher percentage of Māori residents 26% when compared to rest of New Zealand at 16.5% Māori. Similarly, the township has a significantly larger population of Māori than the balance of the district at 35% and 26% respectively.

Compared to rest of New Zealand, Ōtorohanga has considerably lower rates of other ethnic peoples, including Pacific and Asian people, although the number and visibility of these different ethnicities is rising in the district.

These figures indicate a higher likelihood of demand and need for programmes and facilities that cater to and meet the needs of Māori, and that also reflect the culture and heritage of the local area.

Work & Income

This section provides an overview of employment, unemployment, and income within the district.

Employment

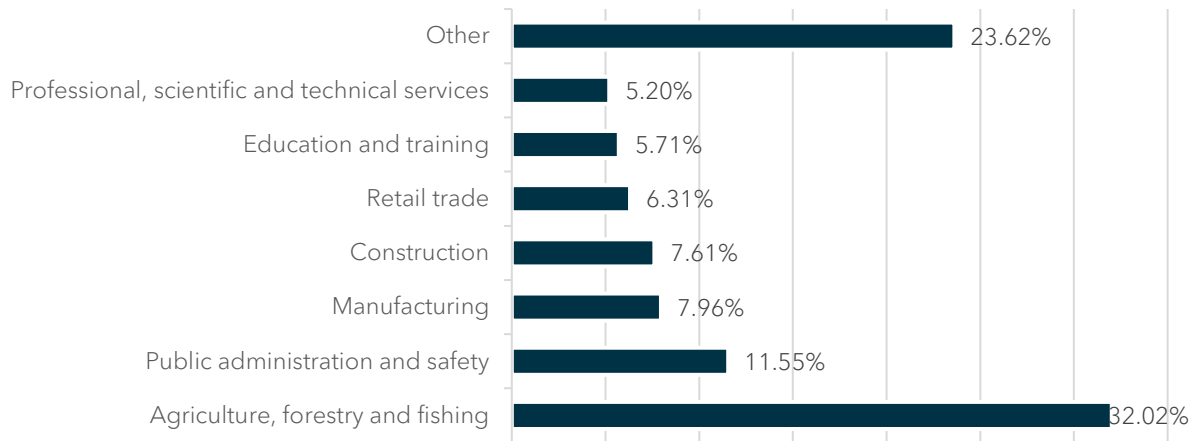


Figure 14 Employment by industry (Infometrics 2023)

In total there are 4,664 filled jobs in the Ōtorohanga District for the year 2023, a total growth rate for the year of 0.6%, well below the national growth rate of 2.5% for 2023. Industries that created the most new jobs in 2023 were:

Health care and social assistance	29	Rental, hiring and real estate services	8
Wholesale trade	17	Construction	7
Financial and insurance services	11		

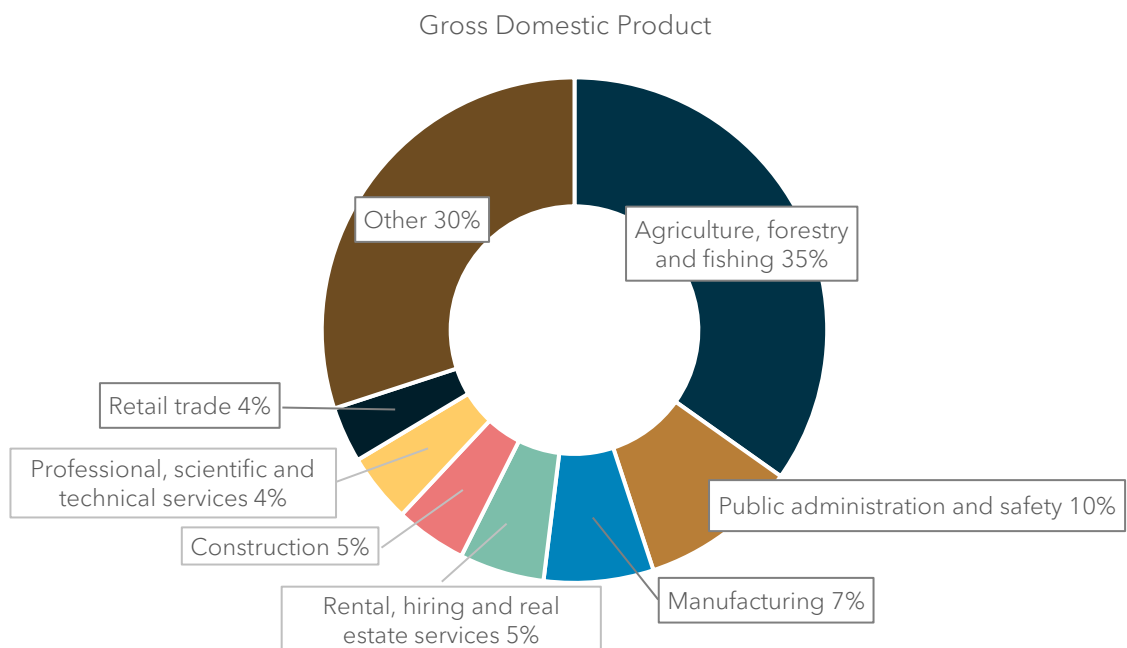


Figure 15 Gross domestic product (GDP) by industry, (Infometrics 2023)

Unemployment

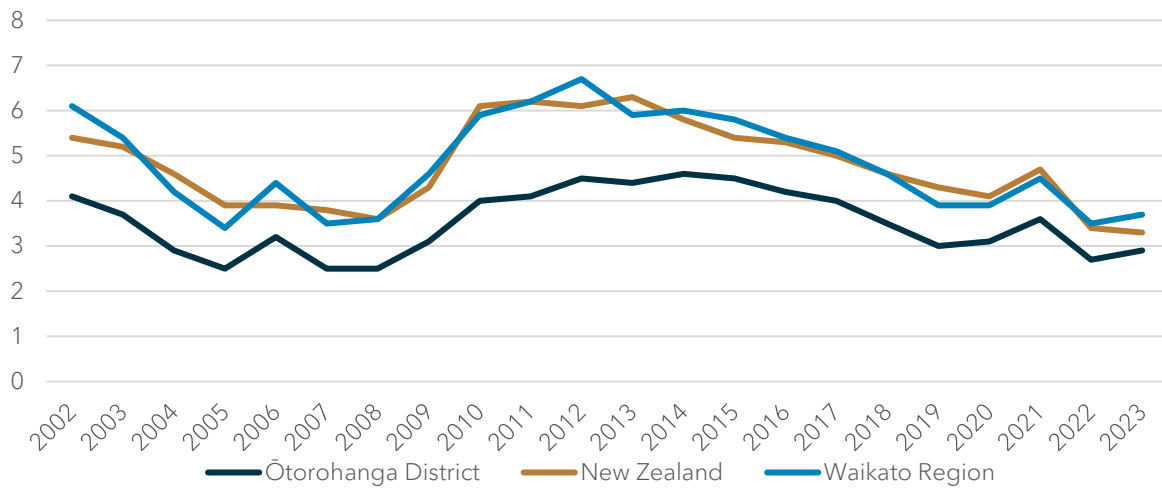


Figure 16 Unemployment Rates (Infometrics 2023)

The annual average unemployment rate in Ōtorohanga District was 2.9% in the year to March 2023, up from 2.7% in the previous 12 months.

In the year to March 2023, the annual average unemployment rate in Ōtorohanga District was lower than rest of New Zealand (3.3%) and Waikato Region (3.7%).

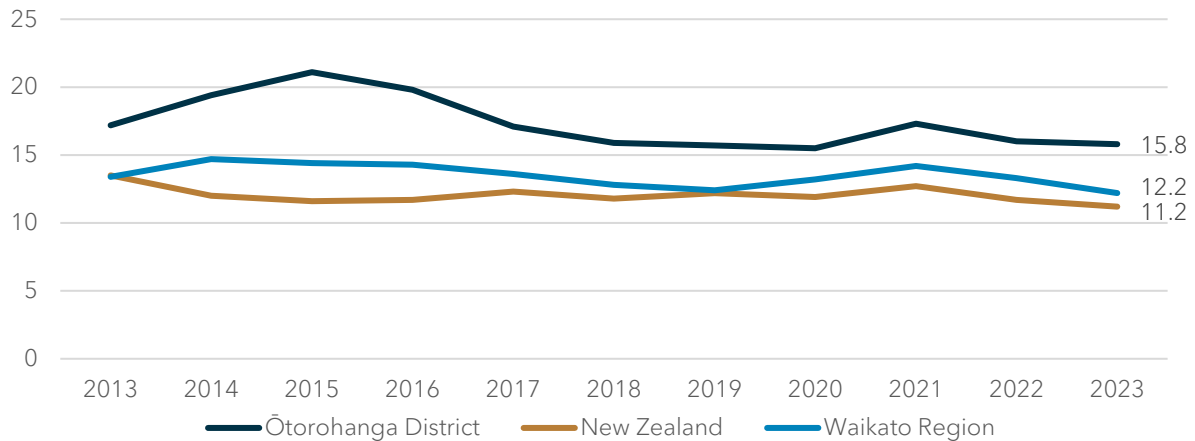


Figure 17 Annual NEET Rate Comparison (Infometrics 2023)

The NEET rate measures the proportion of people aged 15-24 years who are not employed or engaged in education or training.

The NEET rate in Ōtorohanga District was 15.8% in the year to March 2023, down from 16% in the previous 12 months.

In the year to March 2023, the NEET rate in Ōtorohanga District was higher than rest of New Zealand (11.2%) and Waikato Region (12.2%).

The NEET rate in Ōtorohanga District reached a peak of 21.1% in the year to March 2015 and has reduced considerably for the district, with a low of 15.5% in the year to March 2020.

Income

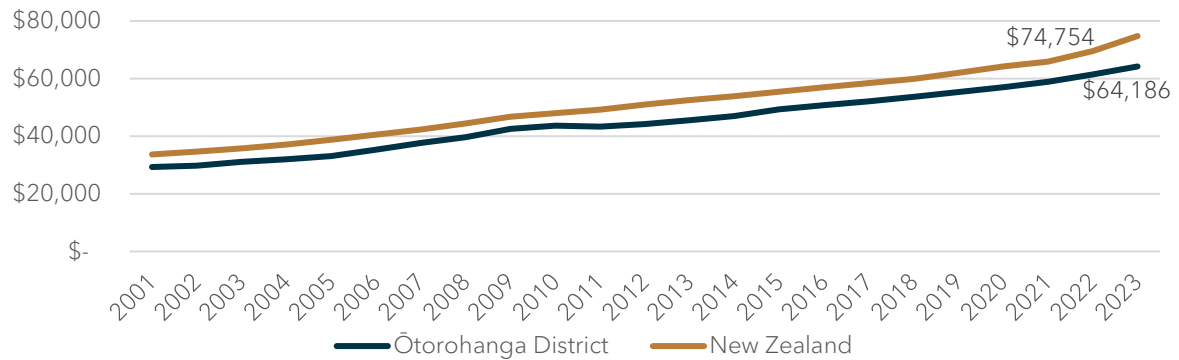


Figure 18 Mean Annual Earnings of Filled Jobs

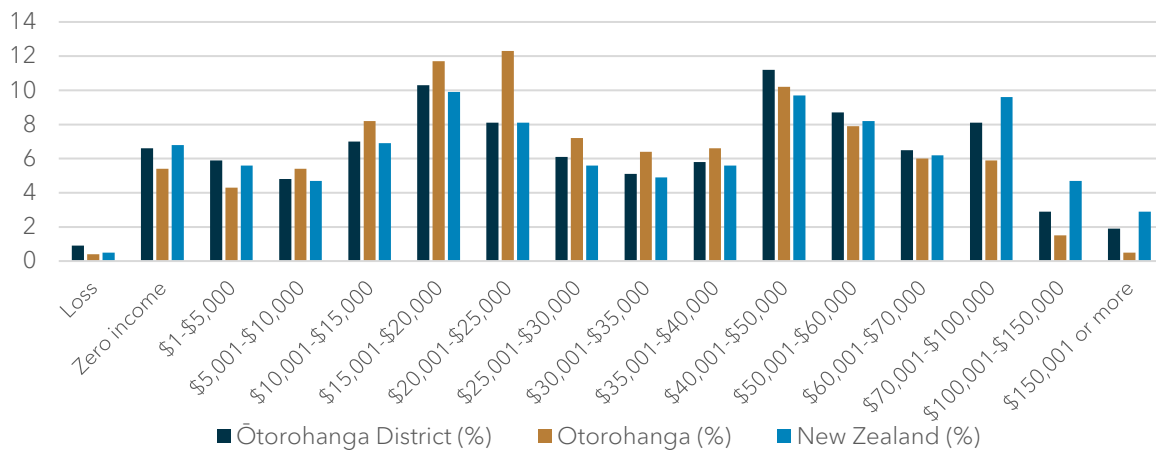


Figure 19 Total personal income (2018 Census)

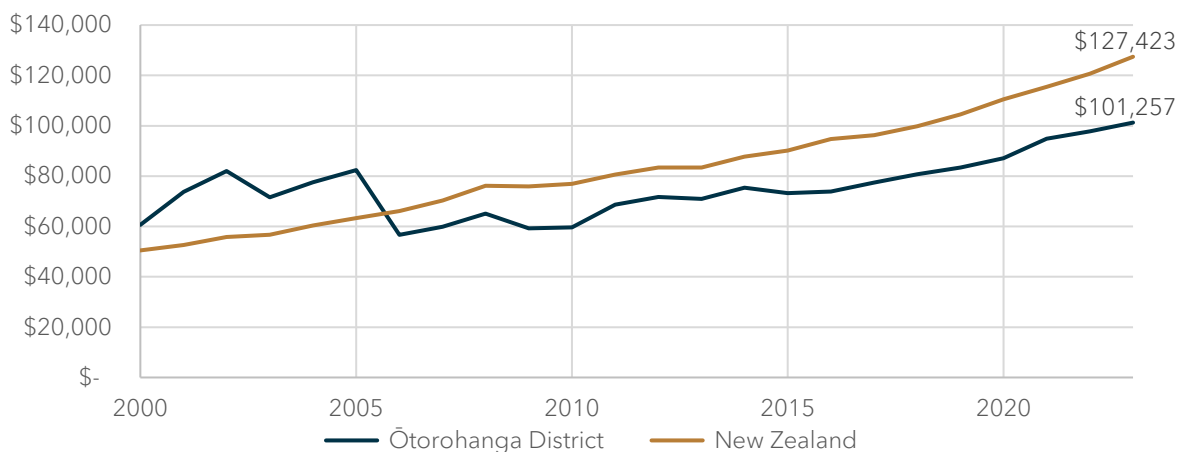


Figure 20 Mean household income (Infometrics, 2023)

Observations of income levels from filled jobs, personal income levels, and total household levels show that residents of Ōtorohanga as a whole are earning less than rest of New Zealand residents.

Mean annual earnings in Ōtorohanga District were \$64,186 in the year to March 2023, which was lower than in New Zealand (\$74,754). In Ōtorohanga District this equates to a 4.5% increase over the year to March 2023, compared with an increase of 7.4% for rest of New Zealand.

Per capita income in Ōtorohanga District was \$37,978 in 2023, which was lower than the rest of New Zealand average of \$47,927.

Housing

Ownership and Affordability

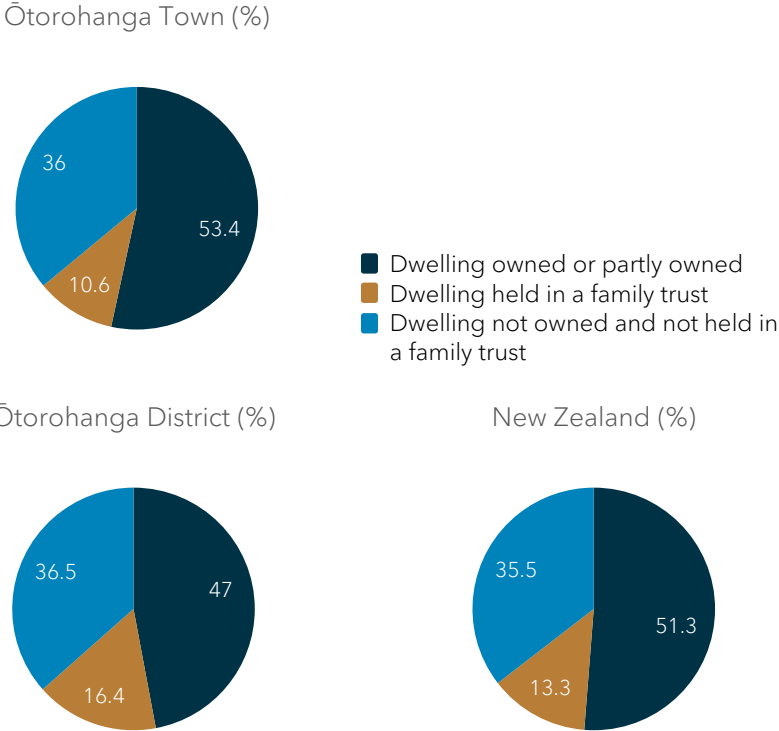


Figure 21 Home Ownership (NZ Stats, 2018 Census)

Home ownership rates for Ōtorohanga, both the township and district wide, are comparative to all of New Zealand. Dwellings not owned by a family trust or personally are between 35.5% and 36.5% for both.

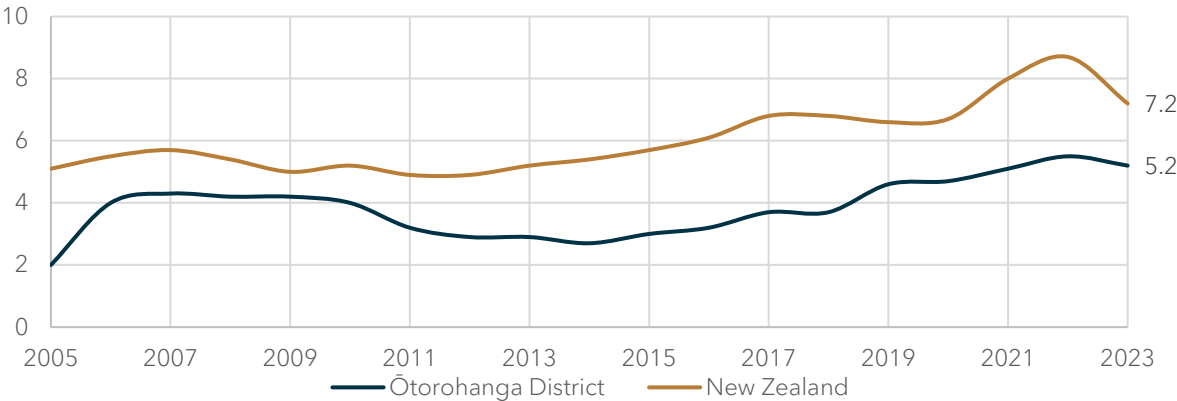


Figure 22 House value to income multiple (Infometrics, 2023)

In Ōtorohanga District the average house value was 5.2 times the average household income in 2023. Housing was more affordable than in rest of New Zealand at 7.2 times the average household income.

In March 2023, the average house price in the Ōtorohanga district was \$530,326, this sits well below the average house price sale in the Waikato Region of \$811,756 and rest of New Zealand at \$920,930.

Rent and Affordability

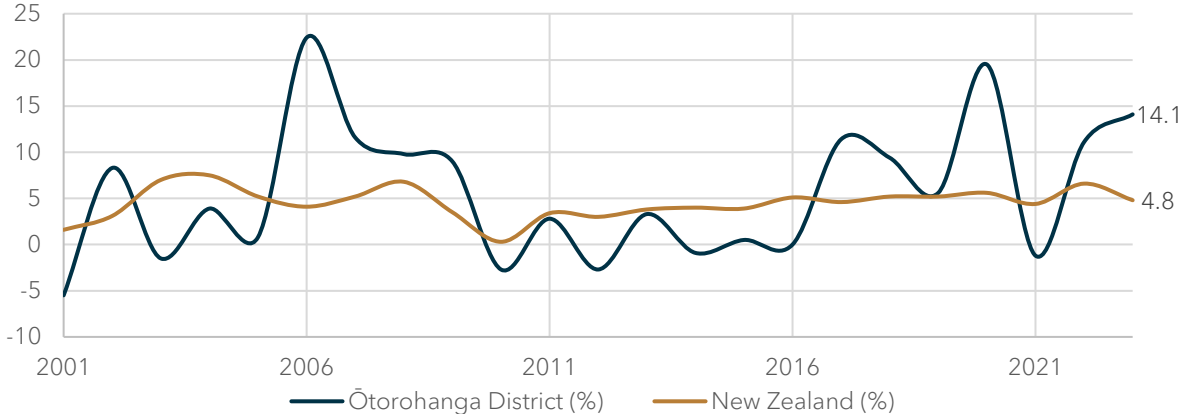


Figure 23 Average Weekly Rent Growth (Infometrics, 2023)

Average weekly rent in Ōtorohanga District was \$422 in 2023, which was lower than the New Zealand average of \$525.

Growth in average weekly rent in Ōtorohanga District was 14.1% for the year to March 2023, significantly higher than for rest of New Zealand (4.8%). Sizable fluctuations in average weekly rent in Ōtorohanga over time is partially attributed to the considerably smaller rental market, with a small number of homes having a large impact on the average rates. The average rental growth from 2001 to 2023 for Ōtorohanga District is 5.6%, slightly higher than New Zealand (4.5%).

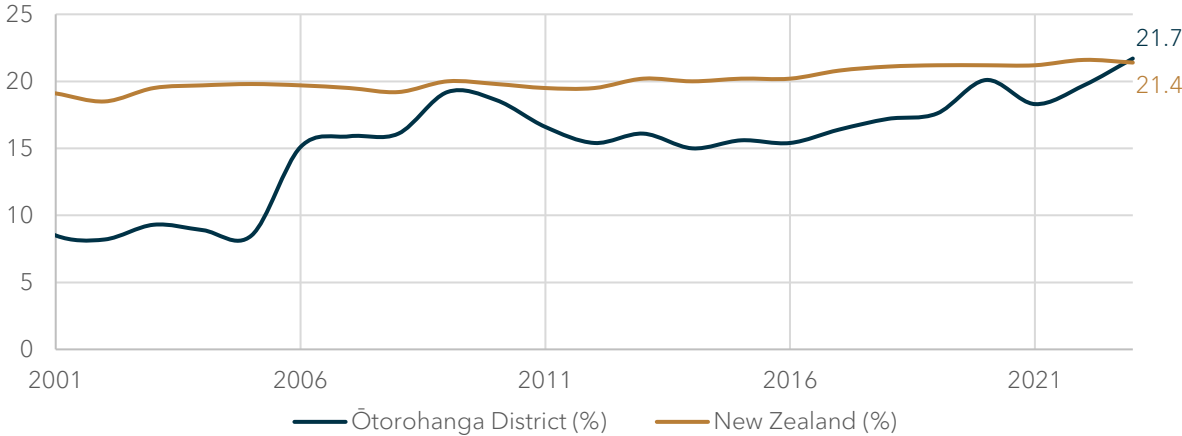


Figure 24 Rental affordability (Infometrics, 2023)

In Ōtorohanga District the average weekly rent accounted for 21.7% of the average household income in 2023, for the first time since 2001, this is slightly less affordable than in New Zealand (21.4%) when rent was more affordable in Ōtorohanga.

Home Health

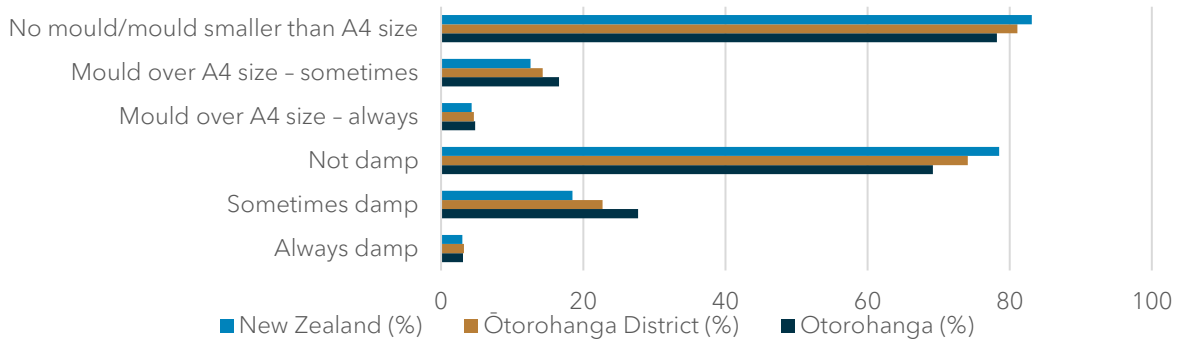


Figure 25 Home Dampness and Mould (NZ Stats, 2018 Census)

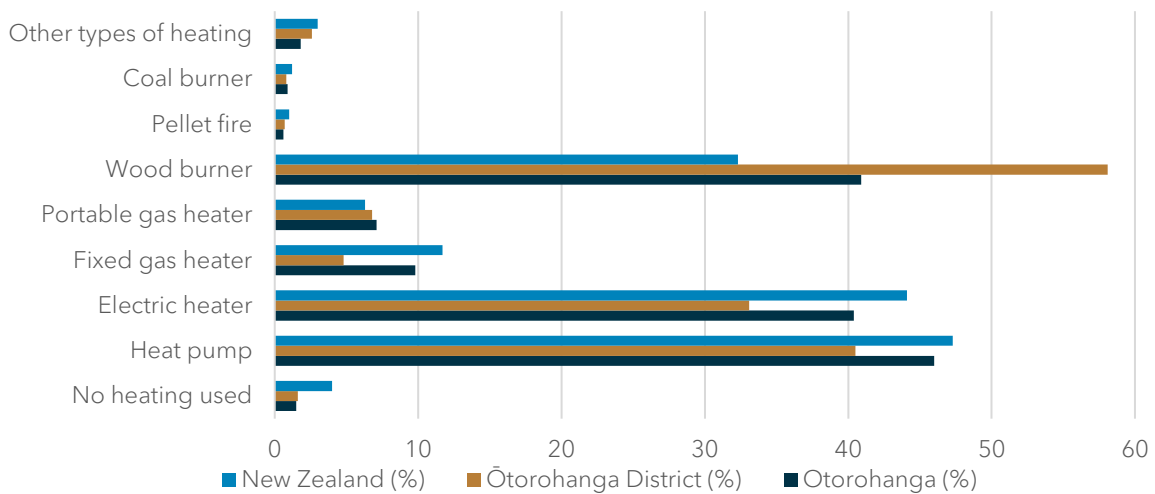


Figure 26 Home Heating Sources (Stats NZ, 2018 Census)

The most common home heating source for Ōtorohanga Town and New Zealand is the heat pump at 46% and 47.3% respectively. Ōtorohanga District as a whole utilises wood burners the most, at 58.1%, Ōtorohanga Town's second most frequent heat source.

Connectivity Access

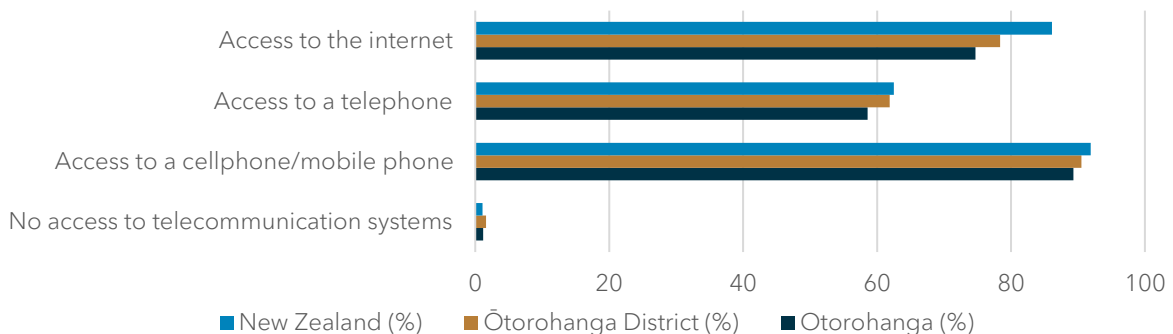


Figure 27 Connectivity Access (Stats NZ, 2018 Census)

Access to a phone is relatively consistent for Ōtorohanga and New Zealand at around 90%. However, access to the internet is much more limited for residents of Ōtorohanga township (74.7%) over the wider District (78.4%) and New Zealand (86.1%).

Crime

Victimisation data recorded and reported by NZ Police represent the number of people who have been a victim of crime. The data shows the NZ Police area victimisation rates for Ōtorohanga township (as per the map below) as well as the wider Ōtorohanga District rates (area as per the district boundaries). Data is limited to four years and is also limited in some situations where the geographic location of the victimisation is unknown. Therefore, this data actual victimisation levels may be under-represented by the data.

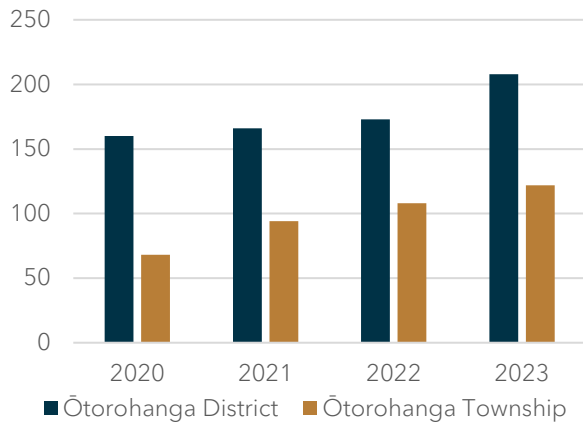


Figure 29 Victimisation data, 2020 - 2023 (NZ Police, 2024)

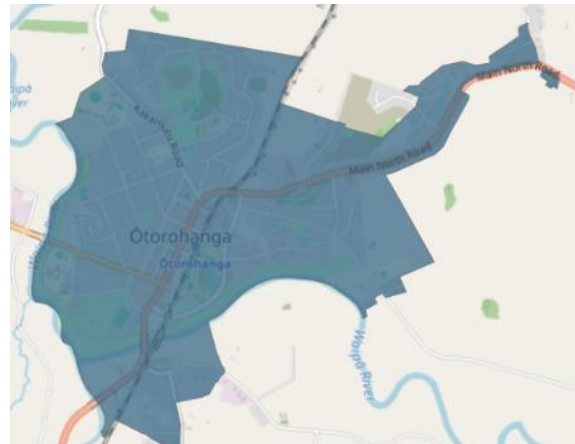


Figure 28 NZ Police Area Unit - Ōtorohanga (township)

Victimisation levels for the four years (01 January 2020 - 31 December 2023) are also reported by crime division, as defined by The Australian and New Zealand Society of Criminology (ANZSOC) Division.

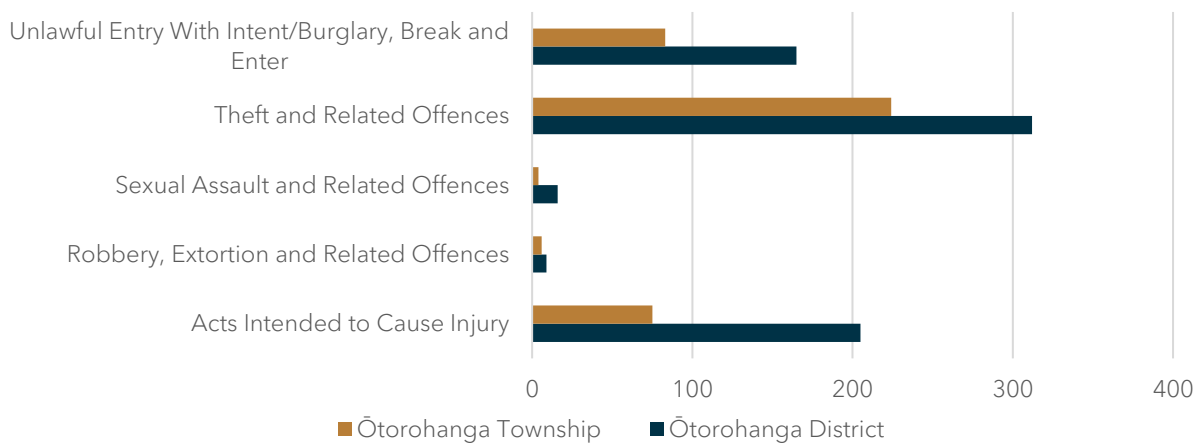


Figure 30 Victimisation levels by ANZSOC crime division, January 2020 - December 2023

Both the Ōtorohanga township and wider district are experiencing an increasing trend in the number of victimisations each year, with theft and related offences the most prevalent division.

Health, Wellbeing, Activity, & Substance Use

The following graph and infographics observe the health-related census data as reported by Stats NZ and Infometrics for the Ōtorohanga area, compared with New Zealand.

Smoking (Health)

Cigarette smoking is used by Te Whatu Ora as a proxy health indicator for New Zealand residents, and measures self-reported smoking behaviours, including consumption, addiction, quitting, second-hand smoke exposure, and knowledge and attitudes among the usually resident New Zealand population living in permanent private dwelling.

The census data collected for 2006, 2013, and 2018 shows that there are higher rates of smoking in Ōtorohanga district, 26.5%, compared to rest of New Zealand at 20.7%. Ōtorohanga town smoking rates are higher again, at 29.4%. Smoking rates in Māori are relatively consistent across Ōtorohanga District, township, and New Zealand at 45.3%, 44.4%, and 42.2% respectively.

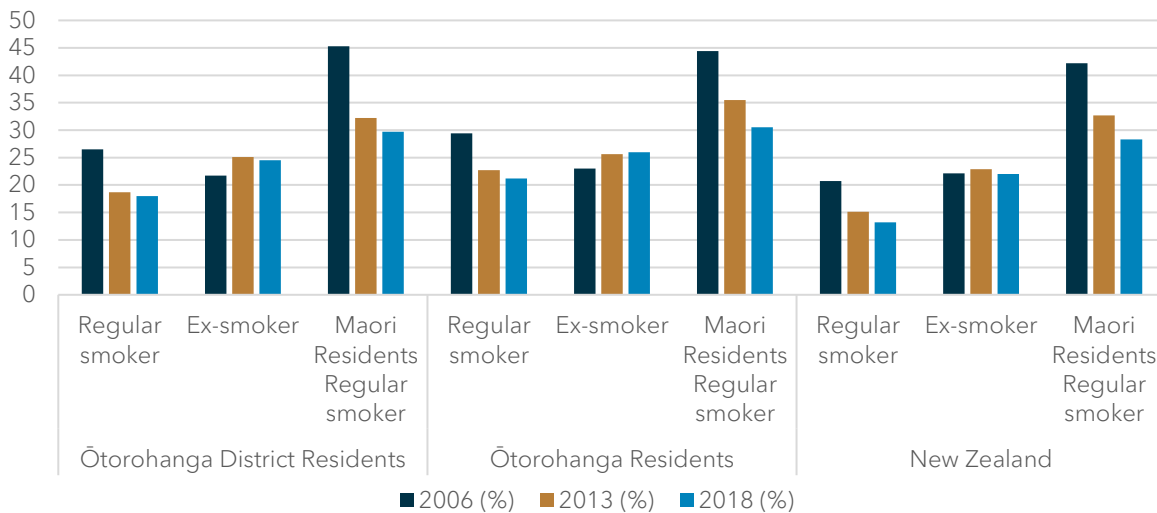





Figure 31 Smoking behaviour, Stats NZ Census Data (2023)

Activity Limitations


6.3%
of Ōtorohanga District residents have one or more activity limitations


8.9%
of Ōtorohanga Town residents have one or more activity limitations


6.5%
of NZ residents have one or more activity limitations

Wellbeing

Infometrics' wellbeing framework uses thirty objective indicators of wellbeing across nine wellbeing domains. It focusses on outcomes for people and communities and shows how outcomes in each domain and indicator have changed over time. The following figure displays these measures for 2023 in a Wellbeing Radar for the Ōtorohanga District and New Zealand. The closer to the outside of the radar the better performing the metric.

Wellbeing radar

2023

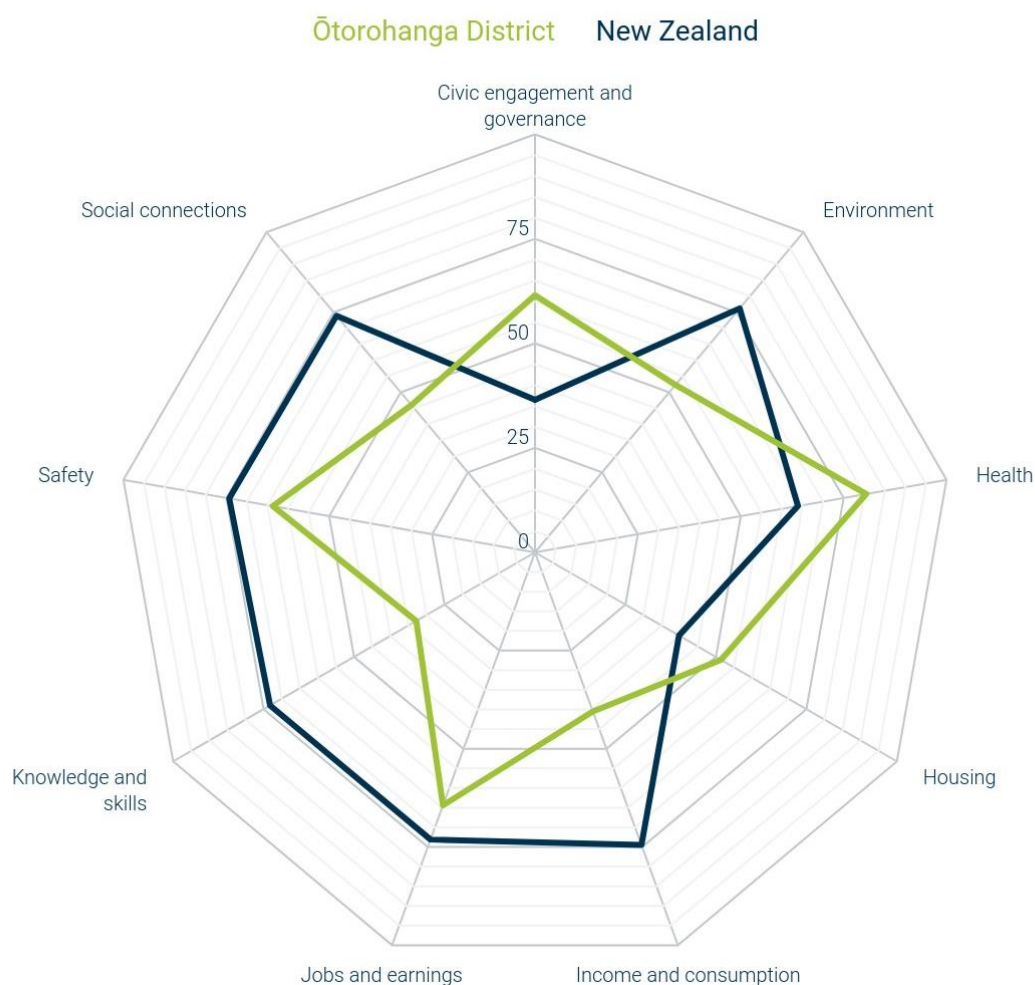


Figure 32 Wellbeing Radar, Infomatrix's Regional Economic Profile (Retrieved January 2024)

The Wellbeing Radar shows that the Ōtorohanga District outperformed wider New Zealand in the following wellbeing domains:

- Civic engagement and governance
- election turnout
- housing affordability
- health.

Ōtorohanga District underperformed New Zealand in the following wellbeing domains:
Environment

- income and consumption
- jobs and earnings
- knowledge and skills
- safety and social connections
- household crowding rates
- rental affordability
- home ownership rate
- mental health presentation rate
- suicide rate.

Education

The following graph displays the percentage of the community who have either no formal education qualification, achieved NCEA Level 1, 2, 3, 4 or an overseas secondary school qualification, or a tertiary qualification as their highest education qualification.

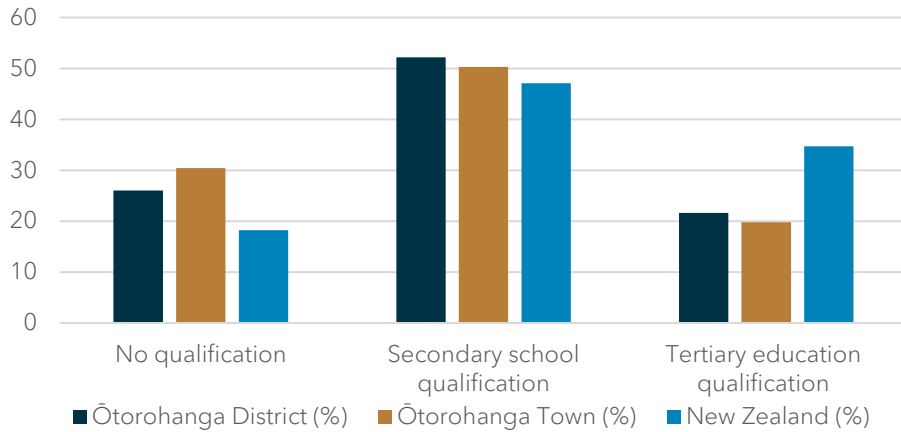


Figure 33 Highest education qualification, Stats NZ (2018 Census)

This data shows that Ōtorohanga underperforms compared to New Zealand in education qualifications, with 26% and 30.4% of people in Ōtorohanga District and township respectively having no qualification at all, compared to 18.2% for New Zealand. Whilst around 50% of residents in Ōtorohanga have achieved a secondary school qualification, Ōtorohanga well underperforms against New Zealand in tertiary education qualifications.

The following table provides an education level breakdown for 2018 census data for Ōtorohanga District, Ōtorohanga township, and New Zealand.

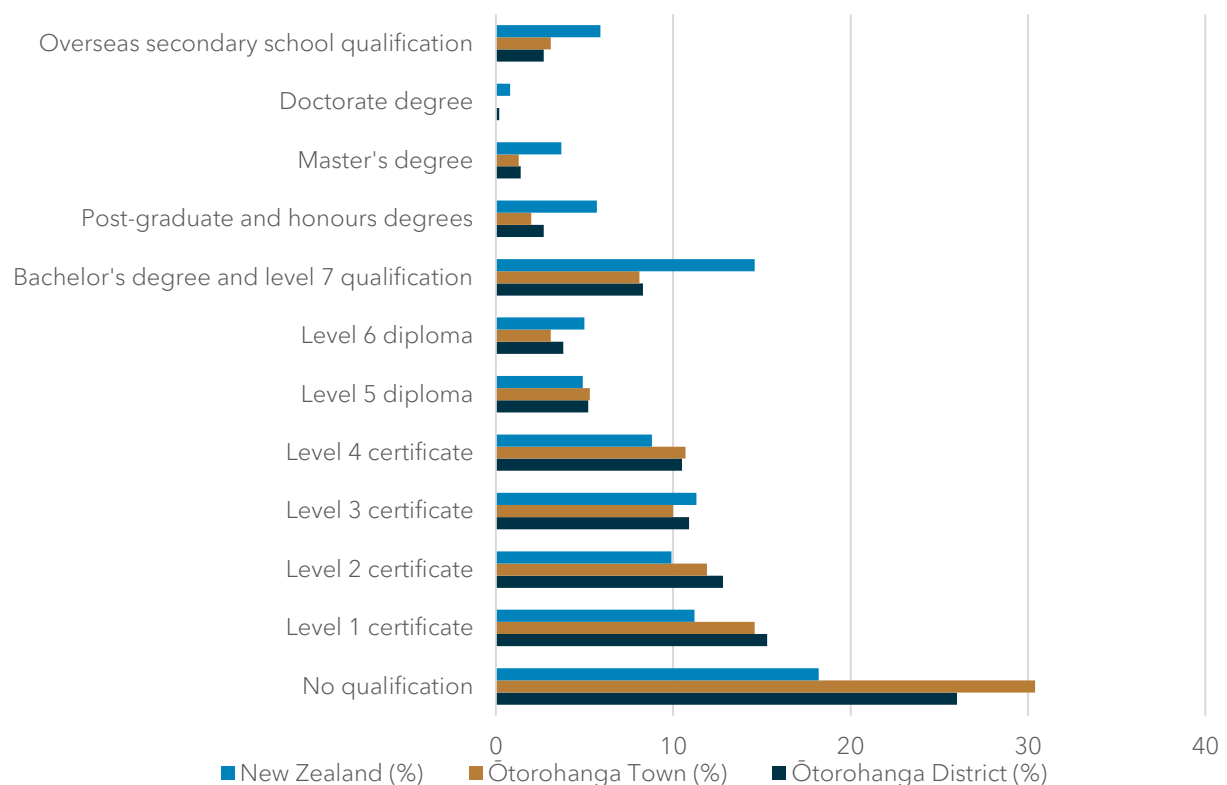


Figure 34 Highest education qualification, Stats NZ (2018 Census)

Deprivation

The New Zealand Index of Multiple Deprivation (IMD) is a tool for identifying concentrations of deprivation in New Zealand. The IMD18 comprises 29 indicators grouped into seven domains of deprivation:

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

The following graphs show the average deprivation scores comparatively to the balance of New Zealand across these seven domains. First for the Ōtorohanga District as a whole, then for the three measurable areas that make up the Ōtorohanga township. The additional measure (IMD) displayed on these graphs is a combined average of the seven domains.

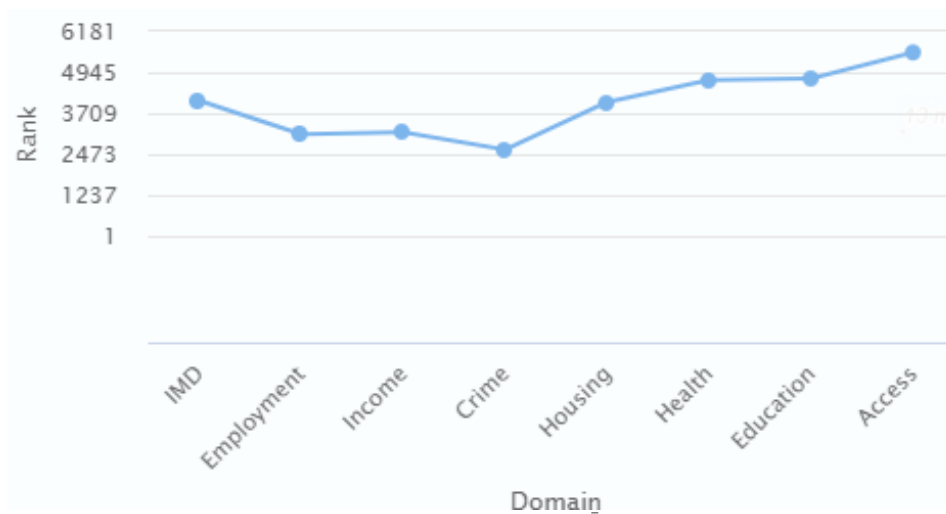


Figure 35 New Zealand Index of Multiple Deprivation, Ōtorohanga District (retrieved January 2024 from imdmap.auckland.ac.nz)

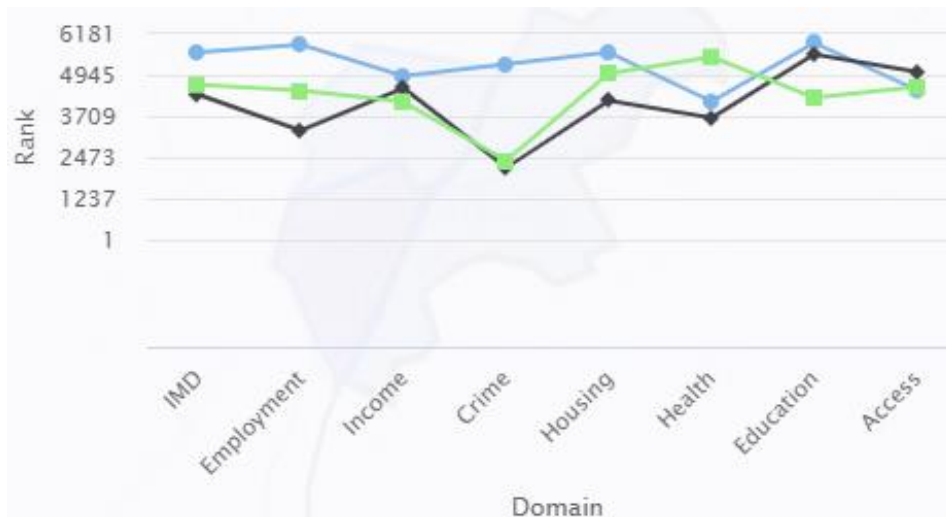


Figure 36 New Zealand Index of Multiple Deprivation, Ōtorohanga township (retrieved January 2024 from imdmap.auckland.ac.nz)

The IMD tool shows that the Ōtorohanga District scores among the higher 50% in deprivation on a whole, and the Ōtorohanga township scoring among the highest third or worst in terms of deprivation in New Zealand.

Deprivation has been linked to poorer quality of life, and poorer health and wellbeing outcomes. An example of this is the correlation between suicide and deprivation. The

following table observes both suspected and confirmed suicide rates for all of New Zealand from 2009 to 2022 by deprivation quintile. Quintile 1 = least deprived → Quintile 5, = most deprived. Both confirmed and suspected suicides in New Zealand show an increased overall rate correlating to a higher level of deprivation.

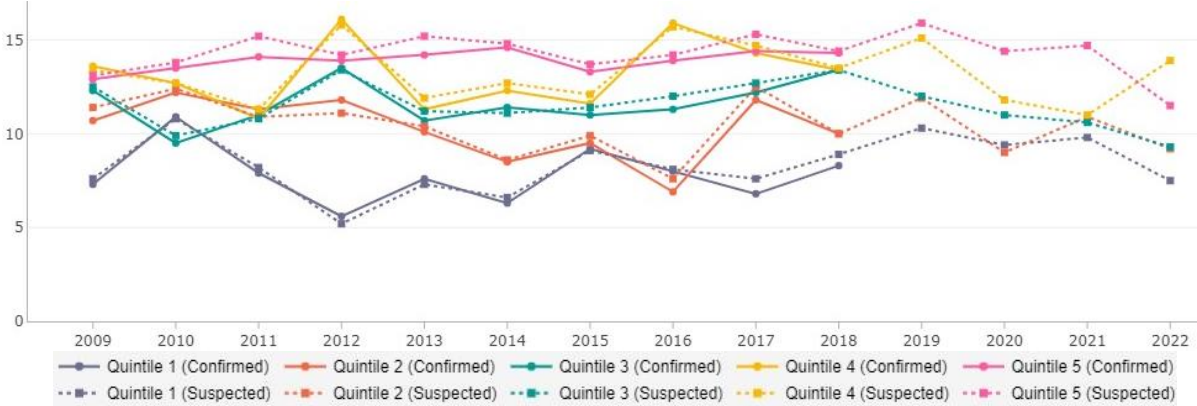






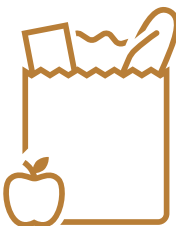


Figure 37 Number of suicide deaths in Aotearoa New Zealand by deprivation quintile, 2009-2022 (Te Whatu Ora’s Suicide Web Tool, October 2023).

Ōtorohanga Support House Whare Āwhina - Community Impact

The following data provides a high-level overview of the work of ŌSHWĀ from July 2022 to June 2023.

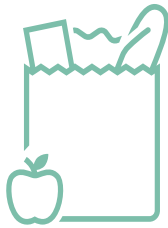
<p>Counselling</p>  <p>92 individuals</p>	<p>Family support</p>  <p>89 individuals</p>	<p>Integrated safety response</p>  <p>169 individuals</p>
<p>Emergency housing social service support</p>  <p>32 individual/families <i>(partial year 7 months)</i></p>	<p>Community transport</p>  <p>138 individuals</p>	<p>Community connector</p>  <p>61 individual/families</p>
<p>Foodbank</p>  <p>1883 total adults receiving food 28 total teens receiving food 1231 total children receiving food 1016 whole parcels provided 3542 total people receiving food</p>		

Toi Aringa Trust - Pataka Kai

Established in July 2021 in response to the COVID-19 pandemic and to community demand, Toi Aringa - Pataka Kai is a non-clinical, non-invasive foodbank service based on aroha and dignity for all. Initially the service was based form Kahotea Marae, who are significant supporters of Toi Aringa - Pataka Kai. Now based from 14 Hinewai Street Ōtorohanga since October 2022, Toi Aringa - Pataka Kai continue to distribute kai to the Ōtorohanga community, as well as acting as a hub for distribution of kai to Kawhia Food Bank, Kihikihi and other areas as required.

From March 2022 to April 2023 Toi Aringa - Pataka Kai's impact included:

Pataka Kai (Foodbank)



657 total people receiving food & care packages

283 whole parcels provided

Recipients being:

80% Māori

20% Pakeha (European) & other ethnicities.

Appendix 6: Concept proposal - RW Architectural Design



MAP KEY

Item #	Name	Activity
1	Maniapoto Community Services	Community/social services
2	Waitomo Caves Museum	History, heritage, culture preservation
3	Waitomo Caves	Tourist attraction, caving
4	Kio Kio United Sports Club	Rugby & rugby league, power pulling, Tennis, netball, and social functions.
5	Otewa Hall	Hireable civic space
6	Kio Kio Community Hall	Hireable civic space
7	Les Munro Centre	Hireable civic space
8	Gallagher Recreation Centre	Indoor sports & gym
9	Honikiwi Hall	Hireable civic space
10	Ngutunui-Puketotara Community Hall	Hireable civic space
11	Tokanui Crossroads Hall	Hireable Civic space
12	Hiona Marae	Community/marae
13	Pūrekireki Marae	Community/marae
14	Rāwhitiroa (Ōwairaka) Marae	Community/marae
15	Rereamanu Marae	Community/marae
16	Kahotea Marae	Community/marae
17	Whakamārama Marae	Community/marae
18	Te Whakaaro Kotahi Marae	Community/marae
19	Te Kauae Marae	Community/Marae
20	Otewa Marae	Community/Marae
21	Turitea Marae	Community/Marae
22	Whawharua Hall	Hireable civic space
23	The Red Shed, Karamaha	Studio and gallery space
24	Waitomo Golf Club	Golf



MAP KEY

Item #	Name	Activity
1	Waipapa marae	Community/marae
2	Maketū marae	Community/marae
3	Kawhia Library	Public library
4	The Post BOX Gallery	Art creation, education, exhibition
5	Ōkapu marae	Community/marae
6	Mōkai Kāinga marae	Community/marae
7	Mokoroa marae	Community/marae
8	Rākaunui marae	Community/marae

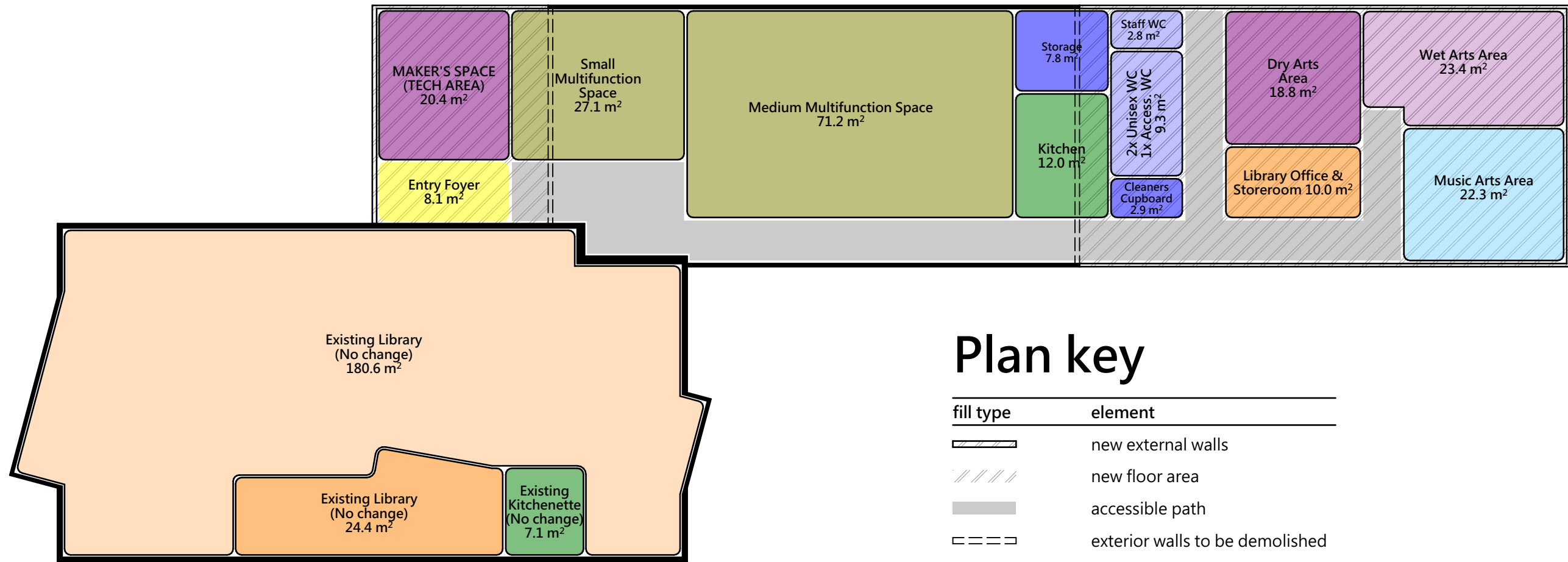


MAP KEY

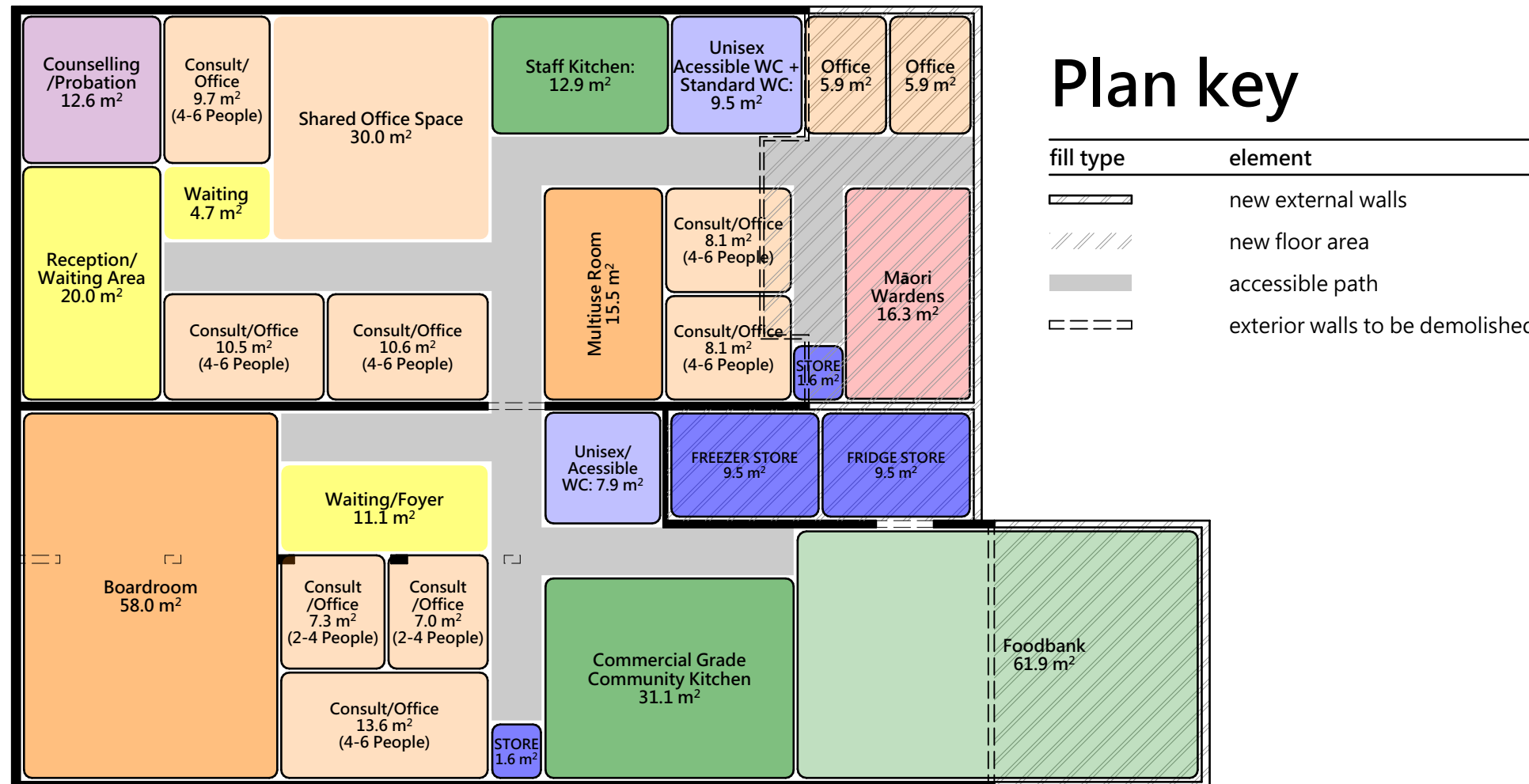
Item #	Name	Activity
1	Ōtorohanga Club	Bar, restaurant, event space
2	Ōtorohanga Club Venue Hire	Venue hire
3	Otorohanga Support House - Whare Awhina	Community/social services
4	Food Bank	Community/social services
5	Ōtorohanga i-SITE Visitor Information Centre	Tourism information
6	Studio 84	Studio space for hire
7	Ōtorohanga Guide & Brownie Hall	Community gatherings, Workshops & events
8	Ōtorohanga Football Club	Football
9	Ōtorohanga Netball Centre	Netball
10	Ōtorohanga Tennis Club	Tennis
11	Bowls Ōtorohanga	Bowls & croquet
12	Ōtorohanga Sports Club	Sports, venue hire
13	Ōtorohanga Rugby Football Inc.	Rugby
14	Ōtorohanga Squash Club	Squash
15	Ōtorohanga Māori Womens Welfare League	Womens wellbeing and support
16	Wintec Otorohanga Regional Hub	Classroom learning
17	Ōtorohanga South School Hall	Sports, gatherings
18	Ōtorohanga College Gymnasium	Tae Kwon Do, fitness classes, Basketball, indoor Soccer, etc.
19	Ōtorohanga Memorial Pool Complex	Swimming & gym
20	Railway Station	Station, café (Origin Coffee Company)
21	Ōtorohanga Museum	History, heritage, culture preservation
22	Village Green	Community activities, culture
23	Ōtorohanga Kiwi House	Tourism & conservation (Bookable space - Tuatara Room)
24	The Business Collective	Bookable meeting/work space
25	Ōtorohanga District Library	Community activities & learning
26	Thrive Ōtorohanga Youth Trust	Community/social services
27	Ōtorohanga Kiwi Holiday Park	Tent & motor camp
28	Ōtorohanga Motor Camp	Campervan park
29	Ōtorohanga NZMCA Park	Campervan park
30	Ōtorohanga Lyceum Club	Womans social club
31	Fire Station	Fire & emergency
32	St. John Ambulance & Venue	Ambulance services & venue
33	Police Station	Law, order & emergency
34	Otorohanga Medical Centre	Acute & general medical services
35	Beattie Home	Elderly housing & care
36	Public Toilets	Toilets
37	Ōtorohanga District Council	Local government
38	Public Toilets	Toilets
39	Ōtorohanga Skate Park & Playground	Community recreation
40	Kiwiana Leisure Park Ōtorohanga	Mini putt, paint ball, batting cage
41	Tārewānga marae	Community/marae
42	Te Keeti marae	Community/marae
43	Te Kotahitanga marae	Community/marae
44	St David's Presbyterian Church	Religious facility
45	St Brides Anglican Church	Religious facility
46	Ōtorohanga Baptist Church	Religious facility
47	Our Lady of the Sacred Heart Catholic Church	Religious facility
48	Ōtorohanga Toy Library	Community



Ōtorohanga Hub Connectivity



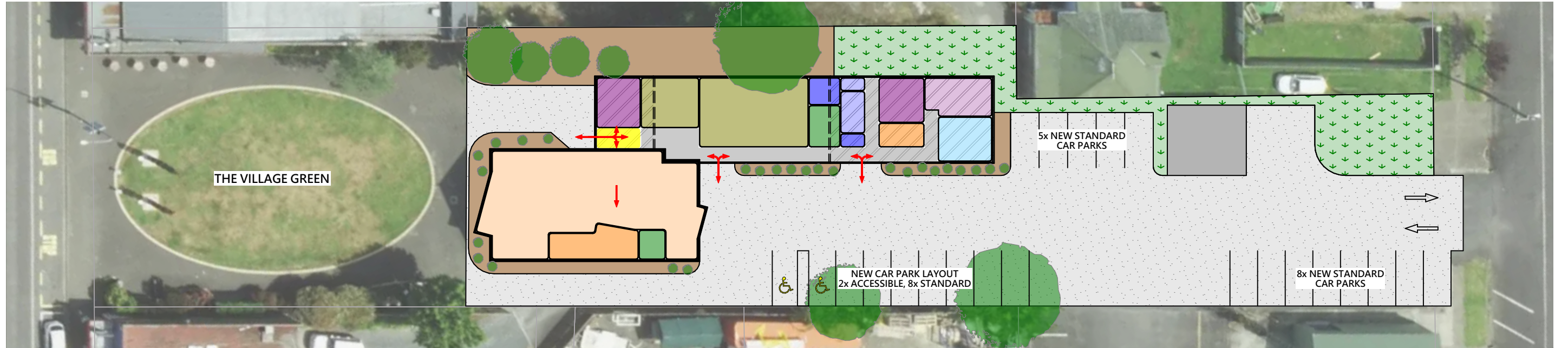
Scale 1:150



Scale 1:150



Scale 1:150



Scale 1:400





Community Services Hub - Overlay

Scale 1:200

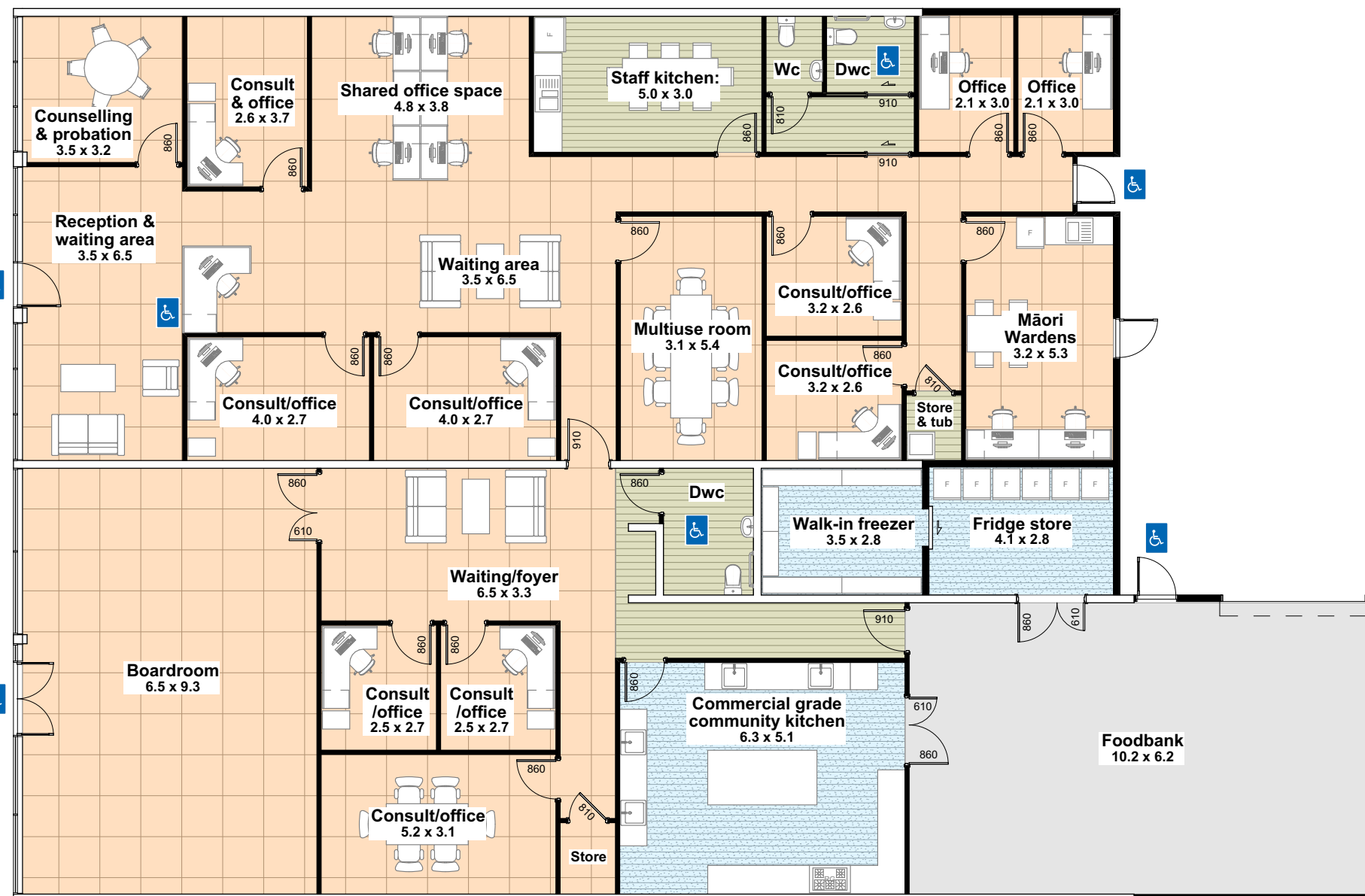


Scale 1:200



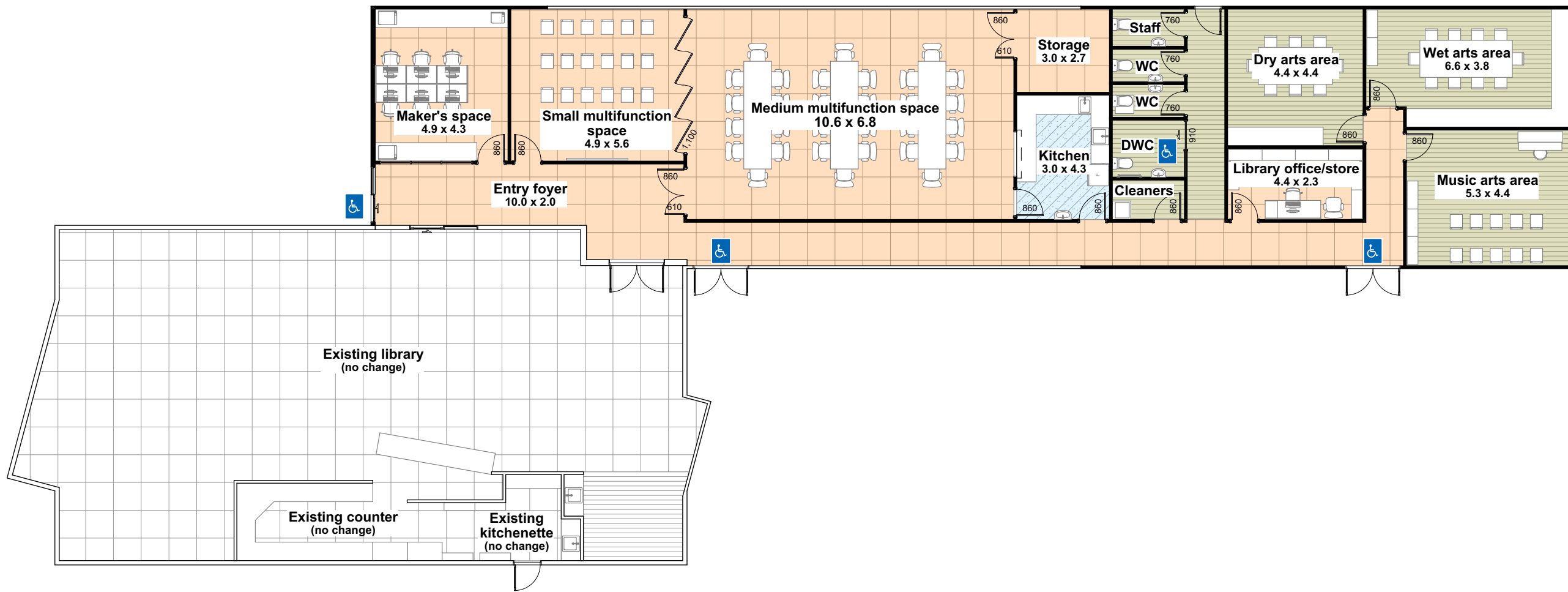
Civic Hub - Overlay





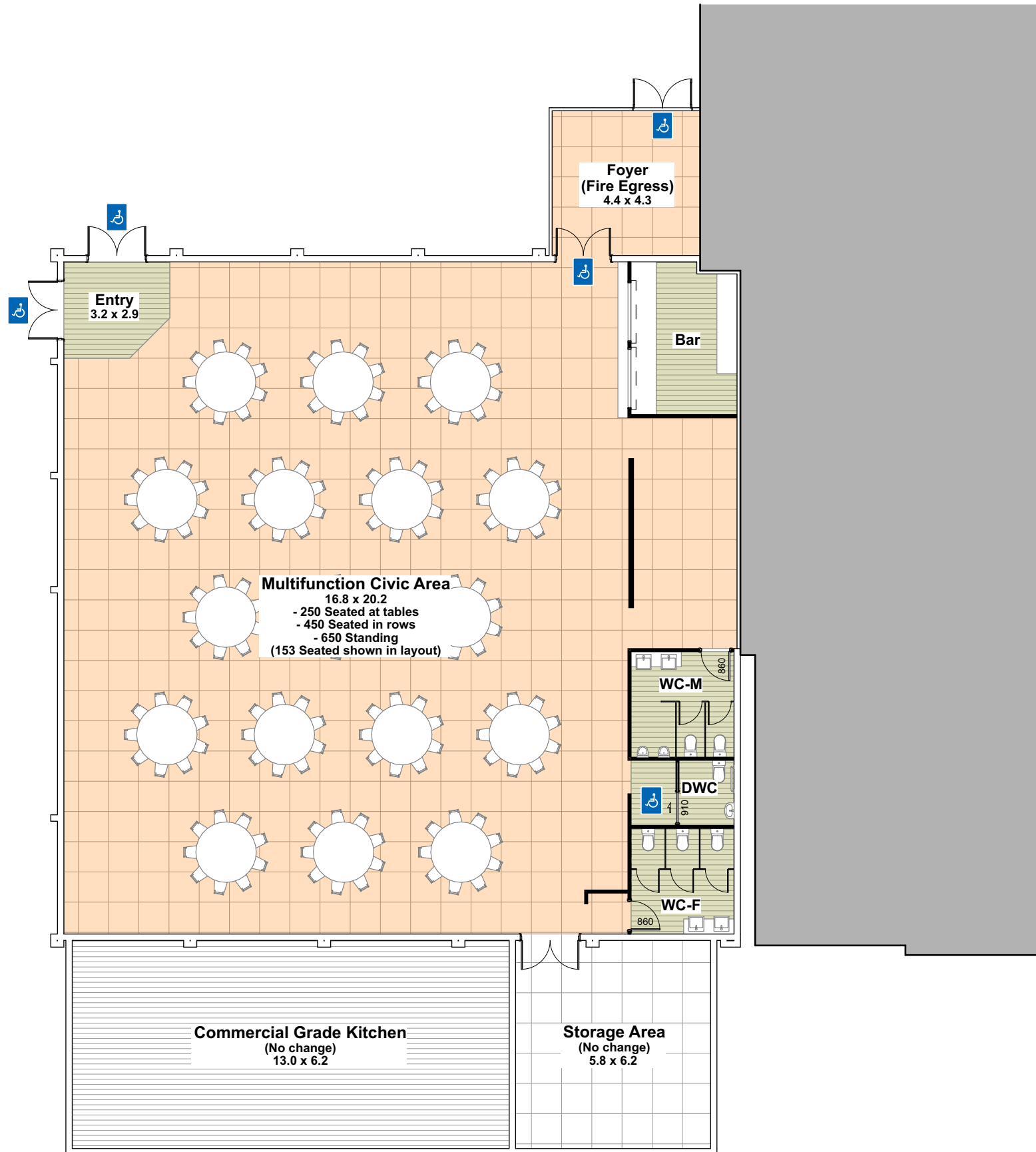
Scale 1:125

Proposed Library, Arts Connection Hub Plan



Scale 1:150





Scale 1:150

Appendix 7: Testing Activity Fit

To test activity fit, an assessment was undertaken to assess how each option responds to the projects benefit statements and critical success factors. The following observations were made through the co-design workshop series using the key below:

High (H) - This option nails it

Medium (M) - This option will contribute to it

Low (L) - This option will have little to no impact

Negative (N) - This option will have a negative impact

		Option One	Option Two	Option Two (A)	Option Three (A)	Option Three (B)
		Status-Quo	Network of Community Hubs	Network of Community Hubs with New Civic Hub	Build New Single Facility on SH Site	Build New Single Facility on New Site
Benefit Statements	Community spaces that reflect the values of Ōtorohanga, are flexible, safe, fit for purpose welcoming space(s).	H -	H - 4	H - 1	H -	H - 1
		M - 3	M - 2	M - 3	M - 2	M -
		L - 2	L -	L -	L - 3	L - 2
		N - 1	N -	N - 2	N - 1	N - 3
	A connected community that is also connected to accessible and well-resourced spaces and services that cater to the needs of the community.	H -	H - 4	H - 1	H -	H - 1
		M - 2	M - 1	M -	M - 2	M - 1
		L - 3	L -	L - 3	L - 2	L - 2
	Places that everyone feels connected to, that are owned and supported by people who connect and understand people.	N - 1	N -	N - 1	N - 2	N - 3
		H - 2	H - 1	H -	H -	H - 1
M -		M - 5	M - 3	M - 1	M - 1	
L - 3		L -	L - 1	L - 3	L - 2	
Critical Success Factors	Making the most of what we have	N - 1	N -	N - 1	N - 1	N - 3
		H - 4	H - 4	H -	H -	H -
		M - 1	M - 2	M - 5	M - 1	M -
		L - 1	L - 1	L -	L - 2	L - 1
	Ensuring spaces are fit for purpose	N - 1	N -	N - 2	N - 2	N - 5
		H -	H - 5	H - 2	H -	H - 2
		M - 2	M - 2	M - 3	M - 2	M - 1
		L - 4	L -	L -	L - 2	L - 1
		N - 1	N - 1	N - 1	N - 3	

	Creating spaces that everyone can access	H -	H - 4	H - 1	H -	H - 1
		M - 1	M - 2	M - 3	M - 2	M - 1
		L - 4	L -	L - 1	L - 2	L - 1
		N - 1	N -	N - 1	N - 1	N - 3
	Creating safe spaces	H - 1	H - 4	H - 1	H -	H - 1
		M - 2	M - 3	M - 3	M - 2	M - 1
		L - 2	L -	L - 2	L - 2	L - 1
		N - 1	N -	N - 1	N - 1	N - 3
	Making sure spaces are welcoming and inclusive	H - 2	H - 3	H - 1	H -	H - 1
		M - 1	M - 2	M - 3	M - 2	M - 1
		L - 1	L -	L - 1	L - 2	L - 2
		N - 1	N -	N - 1	N - 1	N - 3
	Future proofing our investment	H -	H - 4	H - 2	H - 1	H - 1
		M - 1	M -	M - 1	M -	M -
		L - 2	L -	L - 2	L - 3	L - 1
		N - 1	N -	N - 2	N - 1	N - 4
Totals	High	9	27	9	1	9
	Medium	13	19	24	14	6
	Low	22	1	10	21	13
	Negative	9	0	12	11	30
	Combined ranking results	3	1	2	4	5
		Option One	Option Two	Option Two (A)	Option Three (A)	Option Three (B)

The assessment was carried out by groups and individuals. Not all categories were assessed by each group or person, therefore the total number of results vary across each option and assessment category.

Hamilton

25 Ward Street, Hamilton 3204

PO Box 112, Hamilton 3240

07 838 2887

Tauranga

78 Second Avenue, Tauranga 3110

PO Box 324, Tauranga 3144

07 579 9747

Rotorua

1072 Haupapa Street, Rotorua 3010

PO Box 1027, Rotorua 3040

veros.co.nz

info@veros.co.nz



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