



Parihaka Visitor Facilities

Project Overview

Name of the project	Parihaka Visitor Facilities
Region	Taranaki
Tier and type	2 – Sectors (Tourism)
Applicant	Parihaka Papakāinga Trust (PPT)
Estimated total project cost	\$ <small>Commercial Information</small>
Amount of funding sought from the PGF	\$ <small>Commercial Information</small>
Financial instrument requested	Grant (from the PGF Historic Sites of National Importance Allocation)
PDU recommendation	Approve up to \$14,000,000

History of Parihaka

6. Parihaka Papakāinga is a settlement in South Taranaki, mid-way between the coast and Taranaki maunga. The immediate Papakāinga area is 19.6 hectares, and currently has approximately 35 whānau homes; three active marae; other buildings, memorials or parts of structures; wetlands, urupā, and community gardens on site. PPT is responsible for the Papakāinga, which is classified as Māori Reserve.
7. Parihaka has been continuously occupied by Taranaki and affiliated iwi since it was established by Te Whiti o Rongomai and Tohu Kākahi as a centre of peaceful resistance in the mid-1860s during the Taranaki Land Wars. In 1881, Parihaka was invaded and occupied by Crown troops, and many of its people, including its two leaders Te Whiti and Tohu, were imprisoned. The community, its peoples, and all associated infrastructures experienced significant erosion over subsequent years. In 2014, a Crown-Parihaka reconciliation process began. This was reflected in the Parihaka Reconciliation Act 2019.
8. Parihaka is both a historic site of national significance and a contemporary Māori community with active aspirations to regenerate and to share its story with New Zealand and the world. The work of today's descendants to keep the teachings of Tohu and Te Whiti alive has resulted in Parihaka becoming a destination for local, national and international visitors seeking to understand the experience of the community and the legacy of its prophets. The Papakāinga community has built a shared vision for regeneration over a 30 year period.

Parihaka Visitor Facilities

9. PPT is seeking \$ Commercial Information of PGF grant funding from the PGF Historic Sites of National Importance Allocation towards the Parihaka Visitor Facilities project. This project involves the construction of a visitor centre at Parihaka Papakāinga and the enhancement of visitor access to and understanding of Parihaka, focusing on the legacy of Te Whiti and Tohu, and principles of peace, autonomy, self-sufficiency, sustainability and unity.



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10. The Visitor facilities would act as a gateway to receive and direct the flow of tourists onto the Papakāinga, and would potentially assist the three marae located onsite in their provision of accommodation and manaakitanga to manuhiri (hosting and care of visitors). The four main components of the PGF application are:
- Removal of an existing building on the site
 - Development of a visitor centre and supporting infrastructure on the site
 - Car and bus parking
 - Hard infrastructure (paths, seats, lights) and landscaping at visitor centre site
 - Water, waste and energy infrastructure at visitor centre site
 - Link the visitor centre site to the broader Papakāinga
 - Build a pedestrian bridge
 - Hard infrastructure (paths, seats, lights, fences) and landscaping for visitor experience across the whole Papakāinga
 - Development of the Parihaka narrative to enable the community to commercialise the story-telling potential of the 1881 events and teachings of Te Whiti and Tohu.
11. The proposed visitor centre will be complemented by a bridge for visitors to enter the Papakāinga at the appropriate place, as well as pathways around sites of significance with information provided throughout that draws on the historical experiences of Parihaka and the teachings of Te Whiti o Rongomai and Tohu Kākahi. It will help alleviate the current problem of many uninvited visitors, and groups that can't be catered for due to their size, and help develop an economic opportunity for the people of Parihaka.
12. The visitor centre would also house and display the significant amounts of taonga owned by the trust, and would potentially link with Puke Ariki Museum and the Govett Brewster Art Gallery in New Plymouth.

Outcomes

13. The outcome of PGF investment will be a visitor centre that provides jobs for Parihaka residents, tells the story of Parihaka in the voice of its people, offers facilities and experiences for small and large groups, and income for the wider Papakāinga through the provision of overnight accommodation by the different marae when large events are held at the visitor centre.
14. This project is the key initial component of a 30-year Parihaka Papakāinga redevelopment plan with the potential to see the Papakāinga become fully self-sufficient and improve the standard of living for those in the community. It is hoped that the construction of the visitor centre will act as the catalyst for the wider redevelopment plan through accelerating the economic development of the Papakāinga. Papakāinga infrastructure, social and housing outcomes have also been developed as part of this wider plan.
15. An indicative Economic Impact Assessment completed by **Commercial Information** suggests that the visitor centre has the potential to generate revenue from the following activities and has provided a summary of its findings:

- The construction of the building will inject \$^{Commercial Information} into the region's economy. The multiplier (flow-on) effects will increase this to \$^{Commercial Information}. It is estimated from this that the spending will generate \$^{Commercial Information} in GDP and the employment equivalent of ^{Commercial Information} full-time jobs.
- The yearly expenditure will inject \$^{Commercial Information} into the region's economy. The multiplier (flow-on) effects will increase this to \$^{Commercial Information}. It is estimated from this that the spending will generate \$^{Commercial Information} in GDP and the employment equivalent of ^{Commercial Information} full-time jobs.
- Parihaka will operate four main business streams:



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- Visitors centre
 - Whare taonga
 - Education
 - Events (conferences, retreats, weddings and wānanga).
- Income from the four business streams is estimated to be \$ ^{Commercial Information} and expenditure from the four business streams is estimated to be \$ ^{Commercial Information}

PDU recommendation

16. The Provincial Development Unit (PDU) recommends approving up to \$14,000,000 of PGF grant funding from the PGF Historic Sites of National Importance Allocation towards the Parihaka Visitor Facilities project, subject to:
- a. The project being funded in two phases:
 - i. **Phase one** is to complete the detailed project plan (including cost and technical verification and confirmed project milestones); and
 - ii. **Phase two** completing the work against the agreed project milestones.
 - b. PGF funding of up to \$ ^{Commercial Information} be used to fund phase one. Phase one will include the following conditions:
 - i. the PDU being satisfied with final project plan and costings, and recruitment of project management and technical expertise;
 - ii. the completion of a detailed business plan;
 - iii. an agreed procurement approach for the programme of work;
 - iv. details of the governance structure which would be in place for the project; and
 - v. secured co-funding for the project;
 - c. PGF funding for phase two will be released in tranches against contracted project milestones.
17. The project has the potential to support economic activity in the area and act as a catalyst for the long term Papakāinga redevelopment plan by enabling the community of Parihaka to capitalise on the existing flow of tourists to the area.
18. The project strives to support the prosperity of the Parihaka Papakāinga through the revitalisation and consolidation of the people, whenua and community. This would be achieved through developing the site and enabling the community to share their account of the events of 1881, the history of the Papakāinga, and their unique belief system. The project will promote shared knowledge of the events that occurred in 1881; the teachings of Te Whiti and Tohu; and the Papakāinga's subsequent path to regeneration, by developing and sharing a Parihaka narrative, enabling the community to tell the story in their own way.
19. Additionally, the project would link with the Taranaki Cathedral project, which received \$5,000,000 funding from the PGF for its development as a site of significance to the New Zealand Land Wars; Te Kohia, the site of the first shots fired in the New Zealand Land Wars; and the Tapuae Roa Taranaki Crossing project, which received \$10,300,000 funding from the PGF.

Costs and funding

20. PPT received \$ ^{Commercial Information} in 2019 as part of the crown reconciliation process for broader Papakāinga development, \$ ^{Commercial Information} of which has been committed to the project.
21. In addition to the PGF application, PPT is seeking up to \$ **Commercial Information** ^{Commercial Information}. Other government agencies and local councils are heavily



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involved in the longer term plan and contributing both in cash and kind.

22. The following is a breakdown of project costs to be covered by the recommended \$14,000,000 PGF funding and \$^{Commercial Information} committed by the PPT.

Project costs

Description	Amount \$
Relocation of building located on site	\$ ^{Commercial Information}
Construction of Visitor Centre and supporting infrastructure on-site	\$ ^{Commercial Information}
Link Visitor Centre to the broader Papakāinga	\$ ^{Commercial Information}
Research and narrative development (for visitor experience and broader Papakāinga, and fit-out of narrative element in visitor centre)	\$ ^{Commercial Information}
Total	\$ ^{Commercial Information}

23. In its assessment of this project, the PDU understands that the cost estimate summary figures prepared by Beca and presented to the PDU are indicative only and highly subject to change, with the majority of the estimates being based on past experience and having been compiled under tight time constraints. Given this, the following costs have been excluded from the recommended PGF funding.

Costs excluded from proposed PGF investment

Description	Amount \$
Construction Contingency	\$ ^{Commercial Information}
Escalation Based on Commencement of Project in ^{Commercial Information}	\$ ^{Commercial Information}
Building and Resource Consent Fees	\$ ^{Commercial Information}
Professional Fees	\$ ^{Commercial Information}
Total	\$ ^{Commercial Information}

24. The Papakāinga is wholly owned and managed by the Parihaka Papakāinga Trust.

25. PPT relies on donations from the public and grants from the government and other charitable organisations to fund its daily activities and development.

Co-funding table

Co-Funder	Pledged/Confirmed/Cash/In-Kind	Amount \$
Parihaka Papakāinga Trust	Cash committed	\$ ^{Commercial Information}
Parihaka Papakāinga Trust	Cash & In-Kind	\$218,975
^{Commercial Information}	In-Kind	\$5,000
^{Commercial Information}	Cash	\$155,725
^{Commercial Information}	In-Kind	\$63,300



Commercial Information	Unconfirmed	Commercial Information
Commercial Information	Unconfirmed	Commercial Information
Commercial Information	C h	Commercial Information
Commercial Information	Cash & In-Kind	Commercial Information
Total		Commercial Information

PDU assessment of the project

26. This section provides an overview of PDU's assessment against the PGF eligibility and assessment criteria.

Criteria	Rating (1✓ to 5✓)	Comment
Develops sites to support economic activity in the regions and connects New Zealanders to these sites	✓✓✓✓	<p>The project has the potential to support economic activity in the area by enabling the community of Parihaka to capitalise on the story-telling potential of the site and the existing flow of tourists to the site.</p> <p>The project would represent the development and enhancement of the Parihaka site as a tourist destination, with the visitor facilities acting as a gateway to receive and direct the flow of tourists onto the Papakāinga, including tourists currently venturing onto the site unvetted.</p> <p>Additionally, redevelopment of the supporting infrastructure required for the visitor facilities would have the potential to benefit the Parihaka community, as infrastructure on the Papakāinga is severely underdeveloped and scarcely able to meet the needs of the community.</p>
Promotes a shared understanding of New Zealand history through promoting important sites and events, including sites of national importance in the New Zealand wars and the founding of our nation	✓✓✓✓✓	<p>The project would be located at Parihaka, a historical pā. In 1881, a peaceful protest on the pā ended in the arrest of the two chiefs leading the protest (Te Whiti-o-Rongomai and Tohu Kākahi), the destruction of the pā and the seizure of the land.</p> <p>The project would promote a shared understanding of the events which took place on the Papakāinga, their relevance to the New Zealand Wars, the founding of our nation, and international passive resistance and peace movements.</p> <p>This would be achieved through the development of a Parihaka narrative which would enable the community to commercialise the story-telling potential of the site, while educating visitors about the history of the</p>



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Criteria	Rating (1✓ to 5✓)	Comment
		<p>Papakāinga and teachings of Te Whiti and Tohu.</p> <p>The information shared with visitors would be from the perspective of the Parihaka community, and would enable the community to share the story of Parihaka, the history of the Papakāinga, and their unique belief system in their own way.</p>
<p>Provides for unique tourism activities that could potentially connect with other tourism activities within an area</p>	<p>✓✓✓✓</p>	<p>The project would provide for unique tourism opportunities because visitors would be able to attend sites of historical significance, such as the peaceful protest at Parihaka, and be provided with information on the events of 1881 and the New Zealand Land Wars.</p> <p>Additionally, the project will link to the Taranaki Cathedral project, which received \$5,000,000 funding from the PGF for its development as a site of historical significance to the New Zealand Wars, and Te Kohia, the site of the first shots fired in the New Zealand Wars, as well as the Tapuae Roa Taranaki Crossing project which received \$10,300,000 funding from the PGF. Te Kohia is currently the subject of a significant redevelopment project by the local Council.</p>
<p>Supports Māori development and prosperity, including through realising the story-telling potential and developing related sites of special significance to iwi/Māori</p>	<p>✓✓✓✓✓</p>	<p>The project has the potential to support the prosperity of the Parihaka Papakāinga through the revitalisation and consolidation of the people, whenua and community. This would be achieved through developing the site and enabling the community to share their account of the events of 1881, the history of the Papakāinga, and their unique belief system. In addition, the project has the potential to act as the catalyst for the long term Papakāinga redevelopment plan through accelerating the economic development of the Parihaka community.</p> <p>This project would represent the largest injection of financial support to this site since the invasion of Parihaka and subsequent erosion of Papakāinga infrastructure over the past 140 years.</p> <p>The development of a Parihaka narrative and construction of the visitor centre and network of walking paths would enable the community to not only share the story in their own way and from a Māori perspective, but also to appropriately manage the flow of visitors to the Papakāinga according to the protocols of mana whenua.</p>



Criteria	Rating (1✓ to 5✓)	Comment
<i>Connected to regional stakeholders and framework</i>		
Alignment with regional priorities	✓✓✓✓	The project has been identified in the Tapuae Roa: Make Way for Taranaki Regional Economic Development Action Plan under Māori Economy Futures and Visitor Economy Futures.
Support from local governance groups	✓✓✓✓	<p>A letter of support from the Taranaki Mayoral Forum has been provided as part of the application.</p> <p>The Taranaki Mayoral Forum includes the mayors of the following councils:</p> <ul style="list-style-type: none"> • South Taranaki District Council • New Plymouth District Council • Stratford District Council • Taranaki Regional Council <p>Letters of support have been provided by all three marae on the Papakāinga. This is a notable level of support and reflects intensive community consultation in the lead up to this PGF application. The three marae are:</p> <ul style="list-style-type: none"> • Te Paepae o Te Raukura Incorporated, the governance body for the Takitūtū Marae; • Te Niho o Te Atiawa Meeting House; • Toroānui Marae.
<i>Governance, risk management and project execution</i>		
Robust project management and governance systems	✓✓	<p>Limited at this stage.</p> <p>Further information is required from the applicant. This is addressed through the recommended conditions for PGF funding of this proposal.</p> <p>The key governance and advisory personnel associated with the project are well qualified and consultants have been noted that provide some confidence in project management and governance systems.</p> <p>No evidence of experience in managing projects of this size or scope has been provided as part of the application, however the PDU notes the unique nature of this project.</p>



Criteria	Rating (1✓ to 5✓)	Comment
Future ownership / operational management	✓✓	PPT is expected to manage the project for the foreseeable future.
Risk management approach and project delivery	✓✓✓	<p>It is noted in supporting documentation to the application that the Trust has held an Architect and Economic Provider selection process that involved engagement, site visits, and presentations during a 6 week period between October and November 2019.</p> <p>Additionally, it is noted that there has been extensive engagement with the Parihaka community in the development of project milestones, and a cost estimate summary prepared by <small>Commercial In</small> include construction contingency allocations.</p> <p>The development of project milestones would be addressed as recommendations.</p>

Agency comments

27. The PDU has received supportive feedback on this proposal from the following agencies:

- *Te Puni Kōkiri*: Notes the project's potential to provide manaakitanga, increase economic development, accelerate development of Parihaka, the region and our nation, and provide employment through all stages of development.
- *Ministry for Culture and Heritage*: Is supportive of this application and has worked with the Parihaka community in the past to clarify its cultural aspirations, which has informed this application. MCH recognise the existing demand for visits to Parihaka, noting that this demand could be well met through this proposal.
- *MBIE Tourism*: Notes that the proposal has excellent local and regional strategic alignment and community and council support and has a strong sustainability focus

Risk assessment

28. Due diligence has been completed and no issues of note were identified.

29. The PDU has identified the following key risks and mitigations:

Type of risk	Risk description	Mitigations	Risk Rating L/M/H
Financial	Other funders cannot be secured to support the total cost of the project	<p>Initial discussions have begun with fund holders and initial responses have been positive.</p> <p>Engagement of a professional fundraiser may be a useful addition to the team.</p>	L



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Financial	Cost overruns with limited access to additional funding	Employment of qualified managers and a Quantity Surveyor with proven track records of managing capital works projects to budget.	M
Realisation of outcomes	The inability to access the skills and training necessary to ensure Parihaka residents capitalise on economic opportunities created by the project.	Identify training needs and providers.	M