



**DEVELOPMENT & BUSINESS PLAN, DECEMBER 2017**  
**TE HUA O KAWARIKI TRUST**

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## Confidentiality.

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## Caveat

*"The traditions presented in this document have been passed on to us by the elders of our ancestors and are foundational to our way of life. They are the local held oral traditions of places and sites of this area that we live with and care for.*

*We acknowledge and accept that there are other versions of these traditions. The issue for us will always remain the cultural duty to honour and uphold these oral traditions at all times."*

John Klaricich  
Te Hua o Te Kawariki Trust  
15 September 15, 2014

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*I am Maori, My people are here  
I can stand here because I am part of them.  
My ancestors stood here before me.  
My descendants can stand here after me.  
In birth I was bound to this locality,  
In death I contribute to its identity.  
I belong here, I can stand here without challenge.  
It is my birth right, the only spot on earth where I can  
say this.*

## Introduction – Te Hua o Te Kowariki Trust John Klaricich



We represent the people of four neighbouring local marae. By virtue of whakapapa we represent 1000 years, or 32 odd generations of relationship with this place, a place we consider extraordinarily unique. On that basis, we have made personal commitments to become involved in establishing a special cultural centre and visitor attraction locally.

Why? Because we are proud of the ancestral connections we have with this place, proud of our ancestors who bequeathed us such a rich heritage of traditions, places, art-work, songs and most importantly, examples of selfhood and identity for us to follow.

Why a cultural centre/ museum, when we have places immortalised by our ancestors, much as they were when they walked this land and travelled these waters? Simply, it is a Maori museum - we need to be able to tell the stories of our ancestors from the basis of the oral traditions and

history, which have been held in this particular local area, not from anyone else's versions. Plus, the desire to keep those ancestral places as they knew them. We see this as the ultimate fulfilment of the kaitiaki role we have.

We do not want our traditions and history lost, forgotten, misplaced or what is happening now, distorted by other people's renditions. There are no better placed people than we, to tell the story. We are uniquely placed, being face to face every day with the ancestral places located on both sides of the harbour. Equally there are no better placed people than we, to actively care for and with others, protect these irreplaceable sites from unwanted development and uses. We believe that with technology and examples of our ancestors' craftsmanship, we can bring 32 odd generations of relationship alive for successive future generations.

We are so proud to be part of this place, proud also of our traditions that makes us part of this nation of ours, a nation which began only 164 years ago, a young nation in world terms. Traditions and history inform us our ancestor leaders were courageous and confident men who were unafraid of the unknown, the latter-day leaders in particular had to respond to changes, new systems beyond their horizons and understanding and they did so with integrity, dignity, and consistent leadership.

The contributions our ancestors bequeathed to us, provides us an opportunity to assist future generations of people, we welcome the opportunity.

John Klaricich CNZM, QSO, JP  
23 March 2004

## Executive Summary

The Manea Footprints of Kupe Project will establish an interactive Cultural Heritage Tourism and Education Centre in Opononi, Hokianga – in the Far North, the cradle of Maori nationhood.

It will preserve, communicate and celebrate Kupe's voyage to Hokianga, his journeys across Aotearoa, his departure, the stories of repopulation and progression of his descendants, the local culture and the places of historical significance. Manea is the first footprint of Kupe, based on 1,000 years of Maori history and is the story of the human habitation on Aotearoa.

The project involves the construction of Manea – Footprints of Kupe Heritage and Education Centre (the Heritage Centre). Inside the Heritage Centre the stories (footprints) will be told using a combination of guided tours, 4D interactive performances and technology stations. This will be complemented by taonga repatriated from various museums.

This development is nationally, regionally and locally significant. Culturally the story of Kupe is significant to the history of Aotearoa and there are few, if any, significant icons honouring his deeds. To retain our identity, we need to celebrate our past, our 'sense of place' Te Ao Maori (Maori world view). The experience to be shared will create experiences that relate to iconic sites and areas of wahi tapu (cemeteries) that tell the stories of our tipuna (our ancestors), our people so they become alive in the minds of our manuhiri (visitors).

The government has placed a priority on regional economic development, particularly in regions where social and economic outcomes could be improved. The regions most fitting this description typically have higher Maori populations and for a number of years, Tai Tokerau has been a focus for government support. As one of the most deprived districts in Tai

Tokerau, providing enduring employment opportunities is a priority. Investment in the visitor industry, particularly with locally significant cultural offerings is a very realistic development opportunity for this community and will add richness to the national cultural offerings particularly for short stay visitors who come to New Zealand via Auckland International Airport.

Nationally there is a growth in visitor numbers and there is an increasing interest in Māori cultural experiences. Visitor numbers and tourism spend in the Northland region have increased well ahead of the national average, but the Far North has not seen its share of the increase in visitor numbers because it lacks enough quality visitor experiences to attract the growing visitor numbers to the west coast.

This development would provide an all-weather attraction that adds to a developing network of cultural attractions across the region, including the Waitangi Museum, Hundertwasser Art Centre, Wairau Maori Art Gallery and the Hihiaua Cultural Centre in Whangarei and the proposed Tehononga Visitors /Hundertwasser Centre in Kawakawa.

Locally it is very significant from a social, cultural and economic perspective.

**Increase direct employment opportunities:** An estimated 17 FTE's will be employed as a direct consequence and 15 student trainees will be introduced in 2019. This will be Hokianga's third biggest employer after the Rawene Hospital and the Lloyd Group Copthorne Hokianga. A number of volunteers will also be employed which will provide stronger community connections.

**Complement existing local visitor activities:** It will complement visitor activities in the area namely; Footprints Waipoua – Tane Mahuta, Waipoua National Reserve – Waipoua Forest, Hokianga Express Charters

## Development & Business Plan 2017

## Te Hua O Kawariki Trust

– Sandboarding and the Kauri Museum and will benefit from the proposed redevelopment of the Ngawha Springs at Kaikohe which draws people to the west.

**Improve viability of existing businesses and create new businesses:** It will have a big impact on the viability of existing small business and downstream new business creation, not only from increased visitor traffic on the area. The exhibition at the Centre will identify geographic areas of significance to Kupe's landing and departure that visitors could then go and physically visit creating the opportunity for other boutique visitor experiences to be established in the area.

**Improve employment outcomes for rangatahi:** The Centre and other businesses that grow up around it will give the rangatahi a tangible reason to complete their education through:

- a. providing opportunities for employment in the creative arts (storytelling, powhiri and digital presentation) that is often more appealing to them;
- b. providing opportunities for rangatahi to have hands on training in digital technologies to be used in the Heritage Centre as a pathway to higher skilled jobs and qualifications;
- c. employment that is based on manaakitanga and kaitiakitanga which restores cultural identity and pride;
- d. support for skills to provide a quality experience through training young people at the QRC Tai Tokerau Hospitality College based at Paihia; and
- e. Spin off traditional cultural opportunities through carving, weaving, waka tours, artists etc can all thrive and would enhance and compliment Manea.

It will strengthen the cultural roots of the community. The Centre will also provide a much-needed all-weather venue extending the season for

tourism but also providing a facility that can be used by the community, and supports and is supported by the adjoining café and i-site.

It will enable tangata whenua, to preserve and communicate the stories of their ancestors and to share them with their tamariki and whanau.

**Project Cost:** \$7.45m

**Timeframe for development:** 18 months from receipt of resource consent and building permits. (See Manea development programme page 16 below).

**Development Project Management:**

Far North Holdings Ltd, Andy Nock CE (project management & construction)

Te Hua o Kawariki Trust, currently in discussion with candidates to fill these roles (theatre experience, collection management, capture of stories, training guides and volunteers and business establishment)

**Operational Management:**

The establishment of a not-for-profit, limited liability company will be a priority for the Trust once funding is secured. It will be seeking a skills-based board to govern the Centre to ensure that professional management skills are recruited early and local guides and volunteers are fully trained prior to opening to ensure that the Centre is sustainable, and meets the needs of its customers and the community.

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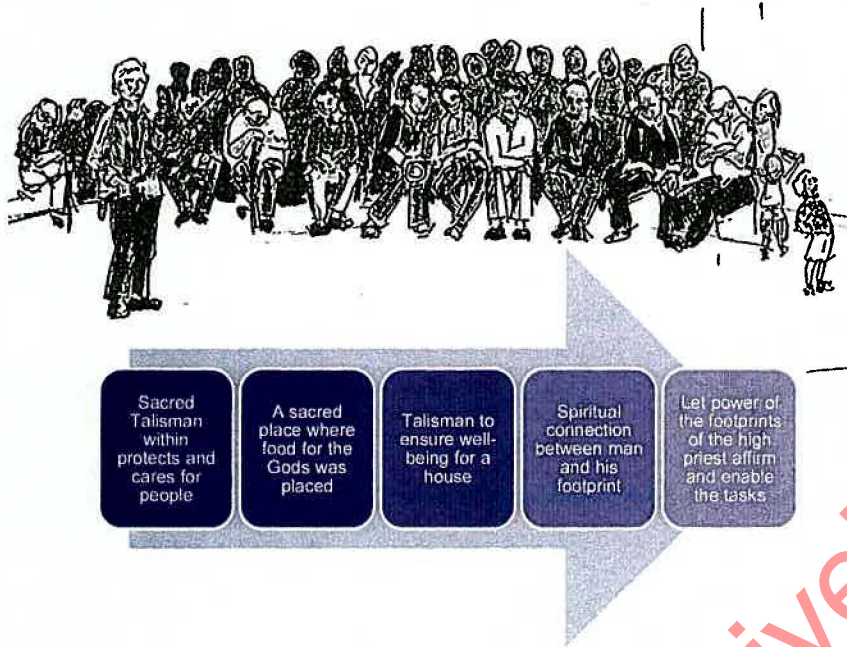
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# Part 1

# Strategic Context

December 2017

## The Project



The Manea project has been developed by the Te Hua o te Kawariki Trust to establish a Heritage and Education Centre as a Tourism attraction in Opononi.

The attraction will be the Footprints of Kupe, as Manea is the first footprint of Kupe, based on 1000 years of Maori history pertaining to Te Hokianga-a-Kupe, the returning place of Kupe. It is the story of the human habitation of Aotearoa.

The Centre would celebrate the journeys of Kupe, his departure, the stories of repopulation, and progression of his descendants, the local culture and the places of historical significance.

The aim is to construct a new heritage and education centre at Opononi, Hokianga in the Far North, using an interpretative approach to showcase Kupe's voyage to the Hokianga, his departure, the repopulation by his descendants, and their 32 generations of progress.

## Project Cost

The total cost of the project is expected to be s 9(2)(b)(ii) (as at 1 December 2017).

## Project Management

This is a community inspired and developed project. By commitment to this commercial venture, the Trust is hoping to further their aims to develop the social and economic wellbeing of the four constituent Marae and whenua associated in the Hokianga region.

The business will be operated on behalf of the Trust and its beneficiaries by a not-for-profit limited liability company with a skills-based board. Establishing this company, its board and management, will be a priority once the funding has been secured.

Through the establishment phase the Trust is being supported by project, business, tourism and hospitality management, and construction management expertise from successful tourism operators, NZ Maori Tourism, and Far North Holdings Ltd (Far North District Council's commercial infrastructure company). Far North Holdings Ltd will oversee the planning and construction of the project and the Trust is currently seeking a person to manage the experience (recording the stories and working with FHNL on the technical fitout) and to act as the establishment manager for the business.

The centre is expected to take 18 months to build once resource and building consents are granted.



## National Cultural Significance

This attraction is not only of regional importance but also of national significance given the importance of Kupe to New Zealand history and the lack of other significant icons honouring his deeds. To retain our identity, we need to celebrate our past, our 'sense of place' Te Ao Maori (Maori world view). The experience to be shared will create experiences that relate to iconic sites and areas of wahi tapu (cemeteries) that tell the stories of our tipuna (our ancestors), our people so they become alive in the minds of our manuhiri (visitors)

The journeys of discovery of Kupe were undertaken at the time when Maori people were bound by their traditions, myths and legends and practices, with their spiritual realm in a cosmic unity of purpose. Kupe was an ocean traveller; he and his people were unafraid of the sea environment. The place of his departure needs to be celebrated and the traditions kept alive for future generations. The place he stood and bade farewell to the land that had captured his spirit remains as he left it. It is as important to our nation as it is to his descendants to celebrate the same unity of purpose the ancestor envisaged when he claimed the land for his future descendants.

Kupe's stories add a critical missing link in the authentication of Maori history. It completes the historical timeline of the first discovery of New Zealand in the Hokianga and the subsequent birth of the nation at the Waitangi Treaty grounds.

Once completed, this Centre would be a valuable potential addition to the Northland/ Tai Tokerau Landmarks that tell Aotearoa's story. (The *Landmarks - Whenua Tohunga* project is being supported by the Ministry of Culture and Heritage, the Department of Conservation and Heritage NZ.

If possible, the Trust would like to be able to have the Centre operating in time for the sesster-centennial (250th anniversary) to be held in October 2019 celebrating the visit of Captain Cook to our shores in 1769. We believe that this celebration of the history of maritime endeavour in New Zealand could, and should, be integrally supported by recognition of Kupe's extraordinary maritime achievements.

The footprint the place  
where events occurred,

The footsteps the  
traditions and history,

The echoes the telling of  
their stories.



## Strategic Context

Tourism is now New Zealand's top export which has brought capacity issues in some regions. Providing alternative visitor options in other regions can help to ease this pressure. Auckland Airport and Air New Zealand have expressed support for improving the number, quality and dispersal of experiences in Northland to provide another option for short stay visitors coming through Auckland.

Visitor numbers and tourism spend in the Northland region have increased well ahead of the national average, but the Far North has not seen its share of the increase in visitor numbers because it lacks sufficient quality tourism experiences that would attract the growing visitor numbers to the west coast.

Despite recent increases in employment in the regions, Northland is still lagging other regions. The Far North has the third lowest employment rate of all NZ districts and the Hokianga remains one of the most socially deprived areas in New Zealand. Visible employment opportunities are needed to give rangatahi a reason to complete their compulsory education and to give them hope for a better future. Northland has the second highest Maori population of any NZ region - any opportunities for tangata whenua to remain in their rohe and connected to their cultural roots will strengthen the community and help the region to maximise its economic potential.

Northland aspires to be in the top three most visited regions. The Tai Tokerau Northland Regional Economic Action Plan prioritises developing more compelling value propositions based on linking cultural and natural advantages and creating authentic visitor experiences throughout the region which ultimately encourage the visitor to stay longer; reducing the seasonality of the sector through all-weather tourism products; and improving product dispersal across the region. The Manea Footprints of Kupe meets all three of these objectives and is a priority project.

Locally the environment in which a development like this exists is also changing:

- In December 2017 the Copthorne Hotel and Resort Hokianga opened an extension to its premises to accommodate increasing visitor numbers;
- The Peppers Carrington Resort (on the Karikari Peninsula) once fully developed (700 additional beds) will be demanding experiences to meet the needs of its guests;
- Cruise ship numbers to the Bay of Islands have increased, and are looking for innovative product for guests, particularly all-weather options;

- The QRC Tai Tokerau Resort Training College at Paihia is providing training to support the development of high quality visitor experiences.

### Economic Impact

The economic impact has been calculated using Infometrics and Butcher Partners multipliers that apply especially to the Northland region. At an estimated \$3 million plus per annum, Manea will have a significant impact on the Hokianga economy.

It will also have a big impact on the viability of downstream small business. The attraction will complement other tourism activities in the Opononi and Omapere area. In 2014 terms, local economic development benefit is likely to be in the region of \$7m which will be a big boost to the local economy.

Strategically, the attraction will provide an opportunity to boost the Twin Coast Tourism Route (New Zealand's first tourism highway) which is currently being renewed.

Other cultural experiences, some of which have recently been funded, will support and benefit from the establishment of the Manea Centre - in particular the Waitangi Museum, Hundertwasser Art Centre, Wairau Maori Art Gallery and the Hihiaua Cultural Centre in Whangarei and the proposed Te Hononga Visitors /Hundertwasser Centre in Kawakawa.

The proposed redevelopment of Ngawha Springs is likely to draw visitors to the west Coast and Manea completes the link, joining the Waitangi Treaty Grounds, Cape Reinga, Waipoua Forest and the majestic Tane Mahuta, the Kauri museum and the new Twin Coast cycle trails.

The exhibition itself will identify geographic areas of significance to Kupe's landing and departure that visitors could then go and physically visit,

creating the opportunity for other boutique visitor experiences to be established in the area..

An earlier business case (2010) used data comparison from the Kauri Museum. The Museum is an excellent comparison of the potential of Manea. They are both off the beaten track on the West Coast; they both tell the local story which is the way that Tourism New Zealand say is the future. They both have strong community support. As a community business, the Kauri Museum impact on a remote area is staggering. They employ 30 FTEs and have approximately 100 volunteers that help in a variety of ways. In this Business Case, in the first year, it was envisaged that Manea would employ 17 FTEs and 14 volunteers to provide an all year round, seven day a week service.

Auckland Airport is considering a marketing investment, as, strategically, any attraction north of Auckland could mean further patronage for them on tourism routes both domestically and internationally. Air New Zealand sees the ability to tell the local stories as dramatic as Kupe, as being an international attraction and have expressed interested in basing an international marketing campaign around Kupe and the attraction.

### Employment

The Manea Centre will provide local employment opportunities in an area of high unemployment.

An estimated 17 FTE's will be employed as a direct consequence and 15 student trainees will be introduced in 2019. This will be Hokianga's third biggest employer after the Rawene Hospital and the Lloyd Group Copthorne Hokianga. A number of volunteers will also be employed which will provide stronger community connections.

This Centre will provide a source of trained staff for other local businesses as they grow and can provide support for higher quality visitor services.

Impact for future employment – the Centre and other businesses that grow up around it will give the rangatahi a tangible reason to complete their education through:

- providing opportunities for employment in the creative arts (storytelling, powhiri and digital presentation) that is often more appealing to them;
- providing opportunities for rangatahi to have hands on training in digital technologies to be used in the Heritage Centre as a pathway to higher skilled jobs and qualifications;
- employment that is based on manaakitanga and kaitiakitanga which restores cultural identity and pride; and
- spin off traditional cultural opportunities through carving, weaving, waka tours, artists etc can all thrive and would enhance and compliment Manea.

### Education & Community Wellbeing

The Manea Centre would play a key role in plans to introduce these cultural stories into the local school curricula to provide a more relevant/authentic curriculum to improve educational outcomes for the students and the schools. This is part of the school's plan to improve its performance which has been put together with ERO and is now sitting with the MOE.

There will also be a training opportunity for students from the initial post production to the Centre's development giving students ownership and involvement in the project, with the possibility of jobs on opening. The Trust has commenced discussions with the government to work out how it might be able to take advantage of He Poutama Rangatahi - Youth Employment Pathways programme, to use the Centre as part of the pathway to employment for local rangatahi.

As a Maori and community owned business, the treble bottom line with the social responsibility and health (mental wellness) improvement alongside, cultural, education and employment benefits, in the introduction by John Klaricich in the beginning of this plan, are examples of selfhood and identity to follow – indicates an opportunity for something employment only offers superficially.

A measurement of these locally can be monitored to demonstrate an improved community, less likely to physical violence, drug dependence and theft.

### The Partnerships

#### Te Hua o Te Kawariki Trust

Te Hua o Te Kawariki Trust consists of Kaumatua who represents the four-local marae area encompassing Omapere and Opononi.

- Maraeroa Marae kei Pakanae
- Whakamaharatanga Marae kei Waimamaku
- Te Whakarongotai o Kokohuia Marae
- Te Kaiwaha Marae kei Waiwhatawhata

The Marae and location is recognised as the cradle of the Ngāpuhi Iwi. They represent the ancestral connections to the rich heritage of places, traditions, art work, songs, culture and identity held in the particular local area. On that basis, they have made personal commitments to become involved in establishing the Manea Footprints of Kupe Heritage and Education Centre locally.

Legal structure: Charitable Trust

Year established: 2007 Registered

Certificate of Incorporation: 1898449 dated 6th June 2007

#### Shane Lloyd Family Trust

The Shane Lloyd Family Trust operates and manages several local businesses, some which are connected to the Te Hua O Te Kawariki Trust. They are the owners of the Copthorne Hotel and Resort Hokianga and major shareholder in Kupe Hokianga Number 1 Ltd operating the “Footprints” Cultural Tour of the Waipoua Forest, including Tane Mahuta. Footprints Waipoua was acknowledged in the 2006 publication, Lonely Planet: Code Green: Experiences of a lifetime as one of 82 amazing journeys and life changing experiences in the world. The Te Hua O te Kawariki Trust has a mutual partnership with the Lloyd Family Trust to contribute meaningfully to the local community through a Maori cultural tourism project.

#### Far North Holdings Limited

Far North Holdings Ltd (FNHL) is the Far North District Council’s commercial infrastructure company. FNHL’s involvement reflects the commitment of the Far North District Council to supporting the development of this part of the district.

The land owned by the Lloyd Family Trust will be passed to Far North Holdings Ltd, CCTO of Far North District Council, to ensure all investment made in Manea is effectively held in Trust for the community and ratepayers of the Far North District. This ensures the building and land, and all third-party investment, is secured in perpetuity. In the event of any future complications the investment reverts back to FNHL and therefore Far North District Council, so that this community tourism facility is maintained. Furthermore, FNHL own the adjoining site which the café and i-site sit on and the FNHL land provides the car parking for the Manea development. The two sites are inextricably linked and it makes commercial sense they are held by the same entity.

### Industry Players

In the development of the concept Manea has received universal support expressed in letters from most of the inbound Tourism players. Letters of support have been received from:

- Renaissance Tours – tour operators Royal Caribbean, Celebrity Cruise lines and Azamara Club Cruises calling at the Bay of Islands by 2016 they are scheduled to bring 60,000 cruise passengers to the Bay and increase this in subsequent years.
- APT Group – New Zealand based who conduct escorted coach tours to New Zealand.
- Goway Travel – Australian based tour Group Company.
- Grand Pacific Tours - Australian based tour Group Company.
- Group Events – Australian based school education and adult special interest groups.
- Intercity Group/ Fullers - significant players in New Zealand Tourism.
- Kirra Holidays – South Australian travel company.
- Moatrek – a small group tour company with a strong market from the UK, US and Europe.
- Pacific Destinationz – New Zealand and Fiji inbound Tourism operators.
- Stay and Play – New Zealand Inbound Tourism Operators.
- Stray Adventure Travel Networks – Operates a nationwide 'hop on hop' off transport service for adventurous travellers to New Zealand.
- Tendenza Tourism Services – specialise in providing European representation for New Zealand tourism products.
- ANZCRO Australia – Travel and product listing company.
- KUPU Tourism – Australian based, sharing the word on "Maori business in tourism".

- Winchester Travel Ltd – New Zealand based Asian tour market specialists
- AOT New Zealand – One of New Zealand's largest inbound tourism operators with key client spanning 25 years in leading markets such Europe, UK and US.

### Letters of Support from Other organisations

- Air New Zealand – Supporting the concept of raising Kupe to a National Tourism icon.
- ATEED – Supporting the concept that aligns with the Auckland visitor plan providing authentic cultural experiences.
- NZ Maori Tourism – supporting the project believing that that the centre will provide an iconic and unique experience that will enrich both the New Zealand tourism experience and our nation's history
- Auckland Airport – Supporting Northland as a Tourism destination and this project.
- Northland Inc – improving the length of visitor stay, spend and regional dispersal is a key outcome of the region's Tourism Strategy and this project is a priority action in the Tai Tokerau Northland Economic Action Plan.



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## Part 2

# Development Plan


December 2017

Development Costs

s 9(2)(b)(ii)

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s 9(2)(b)(ii)

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These costs reflect a close reworking of the project and its costs completed in November 2017. Third party review of the actual experience is being sought to establish any potential technological risks and issues from someone who has actually operated an interactive experience like this. The final cost will be dependent on this input and on how quickly the project funding can be secured.

The reworked costs are attached as Appendix 1.

**Development & Business Plan 2017**

**Te Hua O Kowariki Trust**

Set out below is the development time line. This assumes that full funding will be secured by April 2018.

MANEA PROGRAMME	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Oct-19	Nov-19	Dec-19	
Finalise Business Case	█																								
Resource Consent Lodged		█																							
Resource Consent Processed		█	█	█	█																				
Resource Consent Approval					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Script Writing and Production Design					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Production Work											█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Building Consent Documentation					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
FNDC BC Processing								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Building Consent Approval										█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Construction Tender								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Tender Evaluation										█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Contractor Appointed for Building										█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Contractor for FR-Out Work																									█
Opening Date																									█

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## Land and Associated Property

The Lloyd Family Trust (the present land owners) will sell the land for the Manea site (if funding is achieved to build the experience), to Far North Holdings Ltd (FNHL), a CCO of the Far North District Council with commercial imperatives, who will undertake the construction of the Heritage Centre. The Trust would then lease back the buildings from FNHL.

The Trust has a MOU in place with FNHL to begin construction once the other funding has been secured.

FNHL already own the adjacent land, car parks and buildings which will service Manea.

Figure 1: First concept of the outline of the Manea building

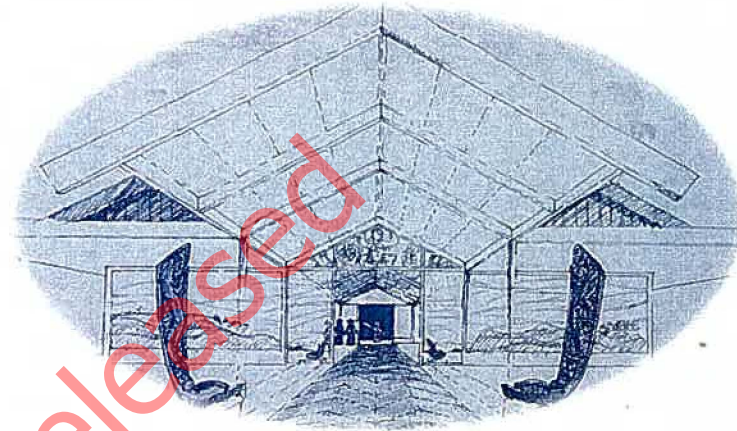


Figure 2: Initial Concept of the entrance to Manea, depicting a Waka landing on the sand

## Stage 1: Planning, Design & Consents

This is the set-up stage to move all the preliminary thinking to reality, the design and consents. The exact specifications for the building will depend on the nature of the theatre experience so full development of the theatre and interactive experience is required to finalise the architectural design. This part of the process is being driven on behalf of the Trust by FNHL who is also providing in-kind services, including project management, value engineering the project through the development cycle and acting as engineer to the contract. This in kind professional support is worth \$200,000. Other funding support has come from Regional Growth Initiatives funding (MBIE), Far North District Council and the Northland Regional Council's Growth and Investment Fund.

## Stage 2 Construction of the Manea Building (Shell)

FNHL will construct the buildings to the agreed architect specifications. The build will be project managed by FNHL. The cost of the Architect supervision will be for Stages 2 and 3 to ensure that there is continuity between the shell and fit-out components.

## Stage 3 Footprints Production & Fit out

This is the heart of the Manea – Footprints of Kupe experience which is to build an attraction that will be an enduring memory to the manuhiri. It has to be world class in terms of tourism product but at the same time an experience with cultural integrity. There are six major components of the experience, three inside the building and three outside.

### The Whakapapa Experience

At the commencement of the experience there is an explanation of oral history, whakapapa and the relationship to Kupe.

### The Creation Bridge



Figure 3: The Initial concept drawings for the Creation Bridge

As part of the walkway there is a bridge across the small creek that runs through the property. The Bridge may take the form of a waka and have Pou carved with figures representing the Maori Gods. Guides will give explanations of these carvings.

### The Lookout

Manuhiri will be invited to a lookout area just adjacent to the Manea building after witnessing the Manea experience. The lookout gives a great view of harbour heads and other landmarks mentioned in the Kupe Stories. It is the ideal spot for photographs.

**Manea Heritage Centre**

Manea is divided into three sections, each a station. The front section is known as the Powhiri area, the centre is the Kupe Theatre and the back is the Footprints exhibition. The building has been designed as a modern take of the traditional Wharehui.

The pitched roof in a coated metal interlocked plank system – fast to build and very cost-effective, with a simple steel portal structure for support. The roof, which will be the main element visible from the roadway, is a key design feature of the building, and the principle identifier.

The pre-cast concrete “lift-slab” walls are used as the primary enclosure, and to divide the main spaces. This is a practical, fast, economical and durable form of construction, with excellent acoustic insulation and thermal mass. The roof extends out over the Marae Atea to form a welcoming porch entrance.

The perforated rain-screen cladding has the “placeholder” pattern, to be developed with Maori design.

Manea is a Marae.

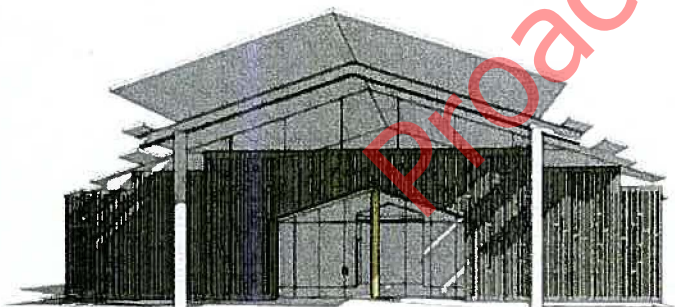


Figure 4: Possible view from front the Powhiri area

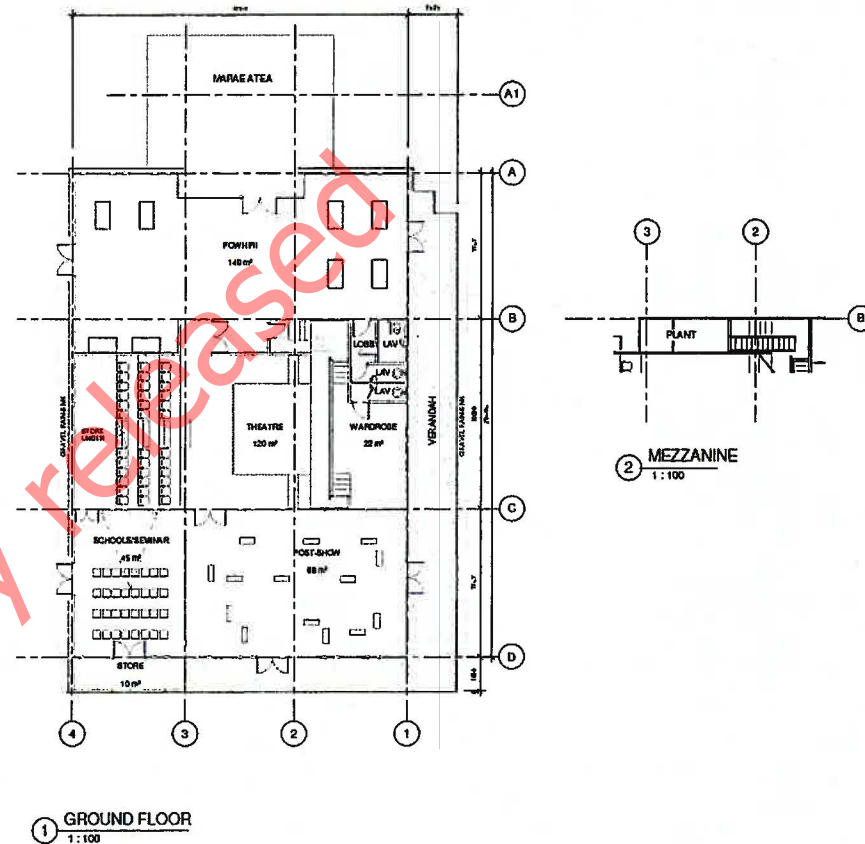


Figure 5: First Draft Plans for the Manea Heritage centre

### Manea Powhiri Space

A story-telling clearing will be formed adjacent to the bridge landing point. A timber walkway will be formed to skirt between the Morton Bay Fig tree and the stream, with the pathway rising to a view of the Heritage Centre as a dramatic “reveal”

The first part of the journey is into the Heritage Centre where a formal Powhiri may take place.

The space is given over for Wharehui protocol, general purposes, displays, interaction, and evening conferences. The symbolic waka carries visitors, tourists, and manuhiri forward to the second inner door - depositing waves and sands of the sea. He Tauihu: The Prow - There are two on either side of the entrance door, within this space that provides a concept of the waka appearing into the space.

The tour group assembles with their guide on the marae ātea, greeted by a karanga and whakatau and is called on and into the powhiri space. The Mihi is followed by the waiata. Some of the waiata have been composed by local people specifically for the Centre to tell of events, feelings and expressions of the history and culture of Hokianga. Visitors, tourists, Manuhiri may if they wish to respond, can do so in their own language. (Incentive for us to have language skills). Guides/ volunteers lead the visitors around the display cases of local taonga that are at the other end of the powhiri space.

The objects on display might be of two types. There might be a small collection of historically precious objects from the Hokianga repatriated from various museum collections, but also there might be a collection of contemporary cultural artefacts. The guide/volunteers incorporate the objects into the visitor experience by making the connections between these objects and the whakapapa of the people who produced them and honour them.

The physical space is designed to accommodate not only the powhiri activities and the object cases and displays, but to also serve as a multi-purpose space for hui or social activities. Provision is therefore made in the technical design for a video projector, sound system, and for dimmable long-life LED track spotlights.

In the tour experience, having introduced the objects so that they can spend more time contemplating towards the end of their visit, the guide prepares the group for the Kupe experience and ushers them into the theatre.



Figure 6: Powhiri Area

**The Kupe Theatre**

From a visitor perspective, the Kupe Theatre will be the highlight of the experience. The Kupe Theatre is the stage where the stories of Footprints 1 & 2 are told.

The theatre tells the story of Kupe's departure from Hawaiki, arrival in the Hokianga and adventures in Aotearoa, settlement and naming of sites in the Hokianga and departure, the rebuild of Ngatokimatawhorua and the arrival of his grandchildren Nukutawhiti and Ruanui back at the heads. It is a rich and energetic story involving taniwha, celestial navigation, great waves, storms, sacrifice and landings.



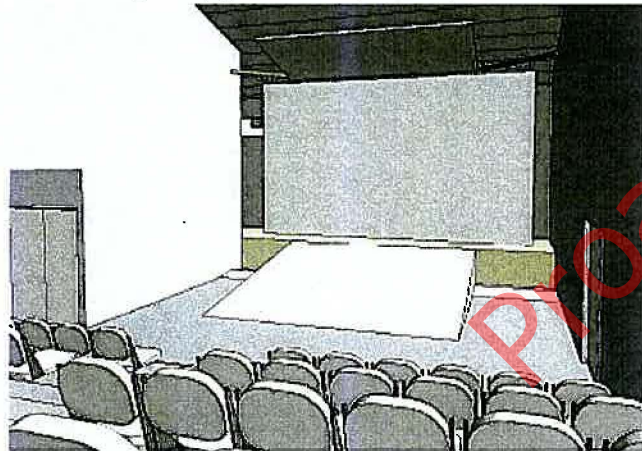
based on a waka hourua where the sails are tall moving screens, a large projection behind the sails (revealed during the show as the sails move by animatronic devices, with the shape of the harbour heads on either side) and a large floor projection (for water, sand, fire textures).

It packs a big technology punch. It has around 15 video projectors, a huge surround sound system,

some "4D effects" like wind, spray and smell, and perhaps under seat "ticklers" (e.g. to give the feeling of the wheke's tentacles crawling through the space) - not to mention big theatrical lighting rig and sub-woofers for the storm scenes, along with "butt kickers" under each seat to deliver percussive effects in sync with the sound and visual effects.

Since the project was first mooted and the 2014 plan, the technology has advanced rapidly. The Trust is now investigating 7D technology which appears to be more spectacular and cheaper. The technology design includes headset radio microphones and sound mixer to integrate the performer's voices into the overall sound design of the theatre, and show control systems to allow the performers to trigger effects when required.

The technology design calls for economical and long-life projectors and lighting, and includes a store of spare parts to allow units to be swapped out and sent back to base for repair when necessary.



The theatre has raked seating flanking a central aisle and facing a multi-media "stage" for both actors and visual effects. The stage itself might be

### THEATRE SETUP

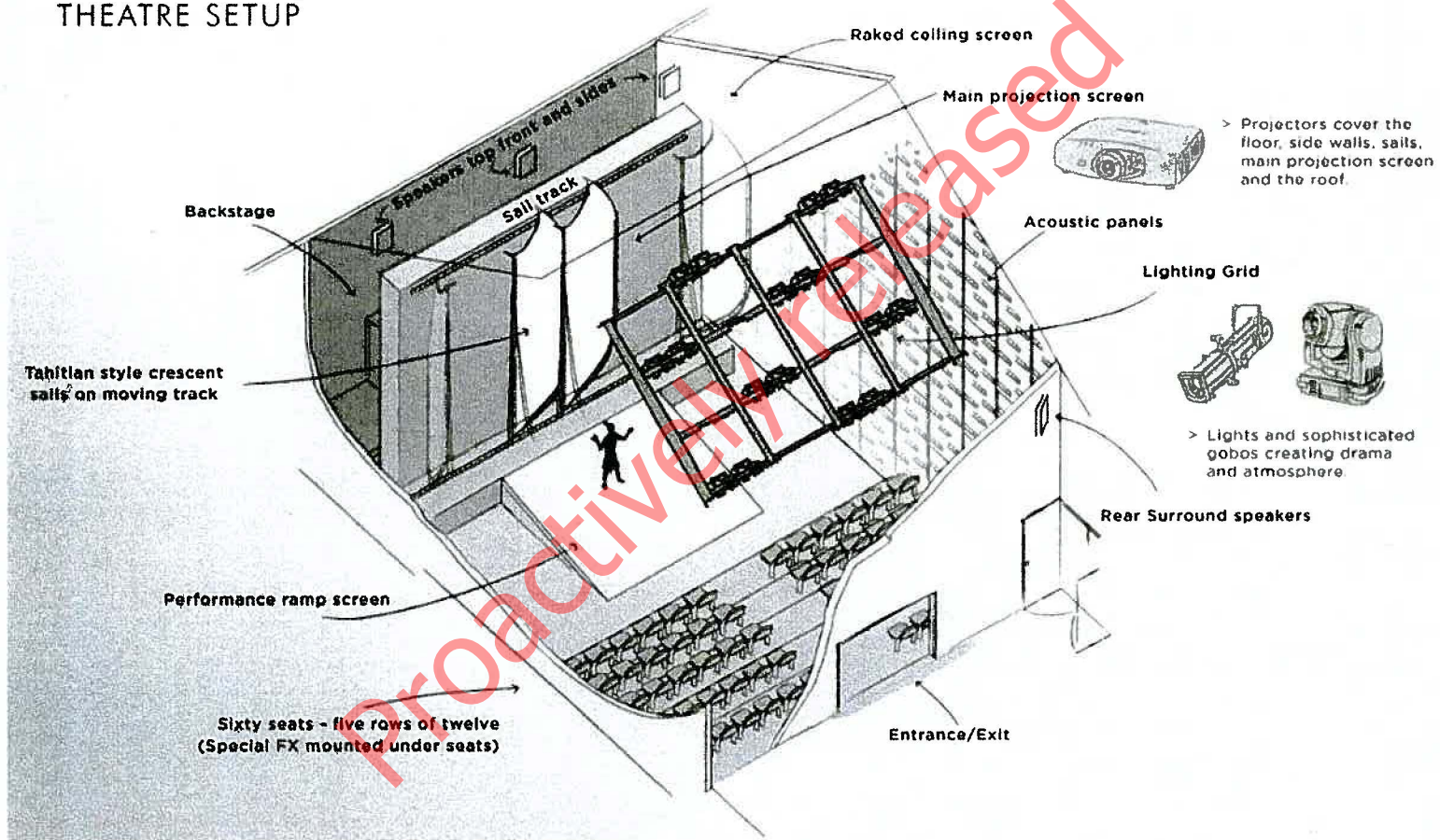


Figure 7: Theatre Set up

### Footprints Exhibition

This space changes the pace of the visitor experience. After a brief introduction from the guide, the group is free to explore the displays at their leisure. Following on from the theatre experience, which has taken visitors through a spectacular tour of the first footprints of Kupe and his immediate descendants, this post-show experience would be an interactive discovery of the later footsteps, about the human habitation of the Hokianga, from Rahiri through to modern times.

While normally the space offers a self-paced experience, for an educational visit a guide could route one of the interactive devices to a large projector and present the rich multi-media experience simultaneously to a whole class. The principle elements of the space are around 14 individual digital columns (two for each of the 7 remaining "footprints"). Each column integrates an "oversize iPad" (i.e. a touch screen say 22" long mounted vertically in a surround reminiscent of an iPad) with medium size object and graphic display cases. The design of the islands is such that 2-3 people can stand around the oversize iPad, while the same again can explore the text, graphics and object components of the display.

The islands are laid out in the room in such a way as to allow the space to be also used for seminars, conferences etc., and the technical design for the space includes a video projector and sound system which can be used for this purpose, as well as for displaying the interactive journeys of the digital columns to a school group.

Each "footprint" can be explored interactively using the touchscreen. The digital content design is highly visual, and uses multimedia in innovative ways. A "content tree" for each footprint would be organised vertically, so that visitors would use the touch screen to drag topics down the screen onto the "digital ground" where they could be opened and explored in detail.

Each set of footprint content would be organised into 3 layers of "drill down". The first layer gives the general overview, but each component of that layer can be "opened up" to reveal a deeper layer of more detail, and so on for the next layer, so that visitors can "drill down" into the content areas that interest them from layer to layer. We would see there being sufficient content discoverable in this area to give 35-40 minutes' experience to the "knowledge seeker" category of visitor, whereas those exploring but with other levels of interactivity allowing a more "headline" experience of 15-20 minutes for others. Technically the interactive content would be programmed in formats like websites, with a user-friendly Content Management System available to the centre operators to add and update content easily.



Figure 8: Footprints Area

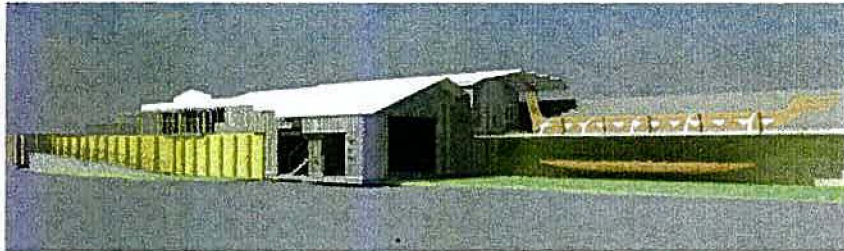


Figure 6: Artist impression of the Commercial Area leading to the start of experience walkway and the return point.

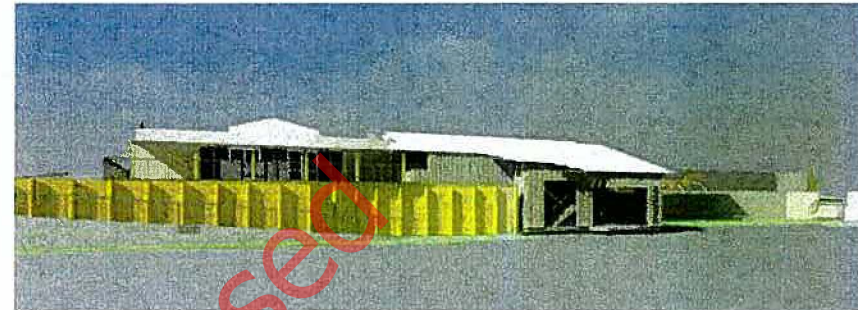


Figure 7: Front on view from road showing cafe, and Whakapapa assembly area, upper level & retail outlet lower level:

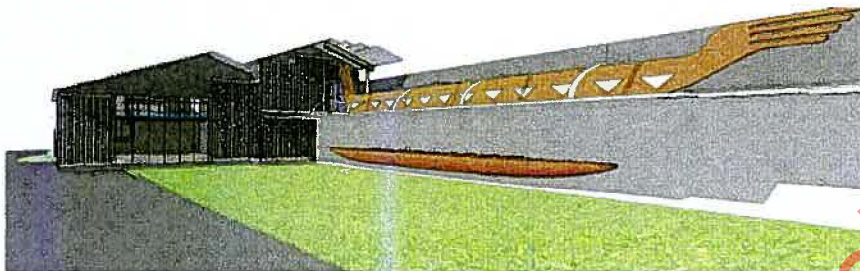


Figure 10: The other entrance to the ground floor Commercial Centre

**The Waka**

An operative Maori Waka is centrally placed in the development and provides the focus point and the start of the experience. This will highlight the attraction from the road and complement the Waka theme in the design of the commercial hub.

**Commercial Area.**

The existing coach and car park that serves the commercial area upon which the Landings Café and I-site are located will be used by Manea avoiding the need to construct a separate car park. This is possible because the sites adjoin and furthermore Manea benefits from the synergies that will exist with the established uses. Buses and vehicles can park and enter either through the lower level or the upper level. Most bus travellers will be travelling at least for an hour before they arrive therefore are likely to be looking for refreshments.



Figure 12: The start of the Walkway



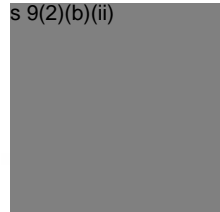
**The Assemble / Whakapapa Room and Walkway**

The intention is to cover the walkway where ever possible. The walkway and experience start on the Top level where the i-site is located and returns on the bottom level to the commercial centre and parking.

**Stage 4 Pre-Operational Development**

This stage details the steps and funding required to prepare the Experience to the state where it is commercial and open. The components forecasted are:

- Staff recruitment and training
- Market the experience
- Working Capital
- Project manager & Manea GM (Next 2 years)



**Staff Recruitment and Training.**

The directors will be looking to appoint a project manager to develop the experience as soon as possible and thereafter, a general manager at least 9 months before opening. The general manager would be expected to employ and train all staff required to deliver a quality experience within that timeframe. Technical Staff will be employed and trained to manage the technology.

**Market the Experience**

Marketing should start at least eighteen months out from opening. This is to allow inbound tourism operators to list and advertise the product. The marketing plan is expecting some early adopters as indicated in the letters of support, but many operators will wait and see the product before commitment. Part of the pre-operational marketing will be special

performances aimed at the operators. The domestic market will also be targeted.

Market Development	Cost
Raise the profile of the attraction to become a national tourism icon	s 9(2)(b)(ii)
Attract domestic visitors to Manea	
Develop marketing relationships with Local Northland Operators	
Develop a web marketing and booking presence	
Develop the Cruise Liner business	
Increase Coach tours	
Develop Tours with Wholesalers	
Develop and market Manea specific merchandise	
Develop brand and brand collateral	
<b>Total</b>	

**Working capital**

The company may have the ability to fund the required working capital from GST returns, however this amount has been accounted for in the funding being requested on the advice of Deloitte to ensure that the business is established on a sustainable footing.



## Part 3

# Business Case

December 2017

Proactively released

### The Operational Structures

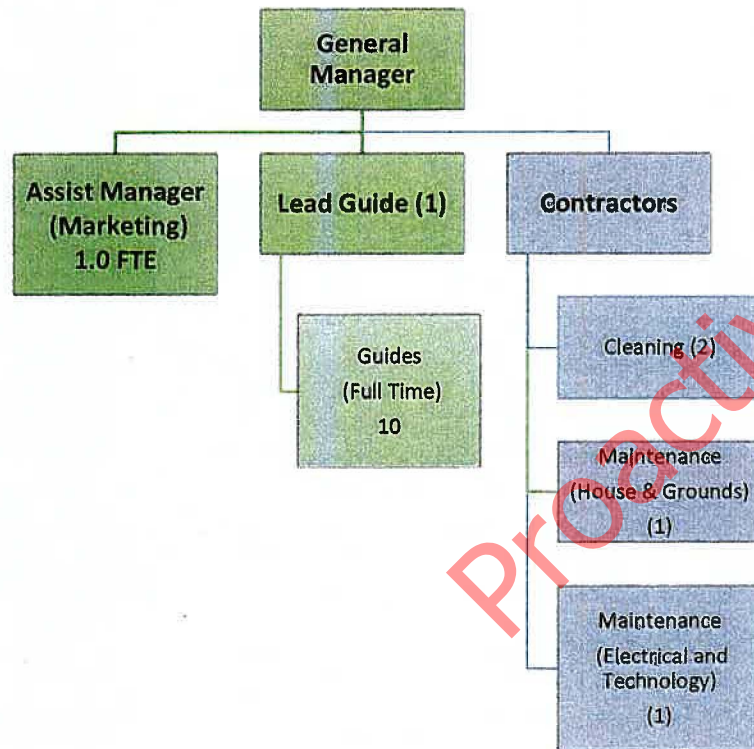
#### Governance

The Trust is establishing a not-for-profit limited liability company to govern the operations and commercial activities of the Trust called **Manea Kupe Ltd.** As mentioned above this will be a skills-based board and the directors are still to be confirmed.

The directors will have a mix of business, financial and marketing skills combined with mana within the Hokianga.

#### Management Team

The management team will consist of General Manager, Assistant Manager, and Lead Guide. The General Manager and the Lead Guide will be the coordinating point for Volunteers.



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The Market

Overnight Visitors to Far North District (000)

2009 estimated actual to 2027 projected



Figure 13: Crowe Horwath 2017

Notes

1. The Manea Operator estimates were compiled from existing operators and accepted by Deloitte as reasonable. (I understand they did not conduct their own comparative analysis, but made comment on the calculations)
2. Manea has commissioned Crowe Horwath/Horwath HTL to provide an independent analysis in order to provide a comparison to the Manea Operator figures and provide Manea management a second opinion to base their patronage assumptions.
3. The independent analysis provides that the potential market for visitors to the Manea Heritage Centre is a combination of Far North overnight domestic and international visitor numbers for both commercial accommodation and private accommodation, including, timeshare resorts, Air BnB, private holiday homes, VFR, B&B, campers etc. (see table below)
4. By comparison, the Manea management projections are reasonably aligned with existing Operator estimates and are more conservative than an applied 5% capture rate of the Crowe Horwath/Horwath HTL projection of overnight visitor forecasts.
5. In addition, The Crowe Horwath/Horwath HTL forecast does not include day visitors to the Far North, incl cruise ships, day trip coach tours, overnight visitors staying in Whangarei and Kaipara districts. This provides for further potential upside in the total Far North potential market.

**The Size of the Market**

There have been five independent studies since 2005 of visitors to Northland and the Hokianga the latest (2017) being commission by NZ Māori Tourism on behalf of Te Hua O Kawariki Trust by Crowe Horwath Ltd shown above.

Based on earlier research by Colmar Brunton (2005), it is indicated that the Hokianga gets 12% of visitors to **Northland**.

To be conservative we broke the figures down to 5% of visitors to the **Far North**

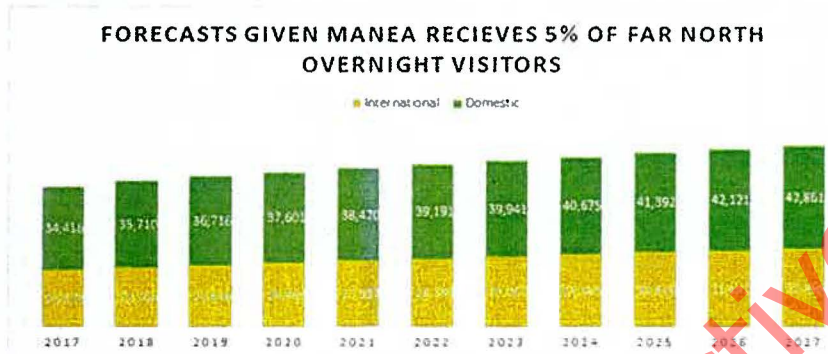


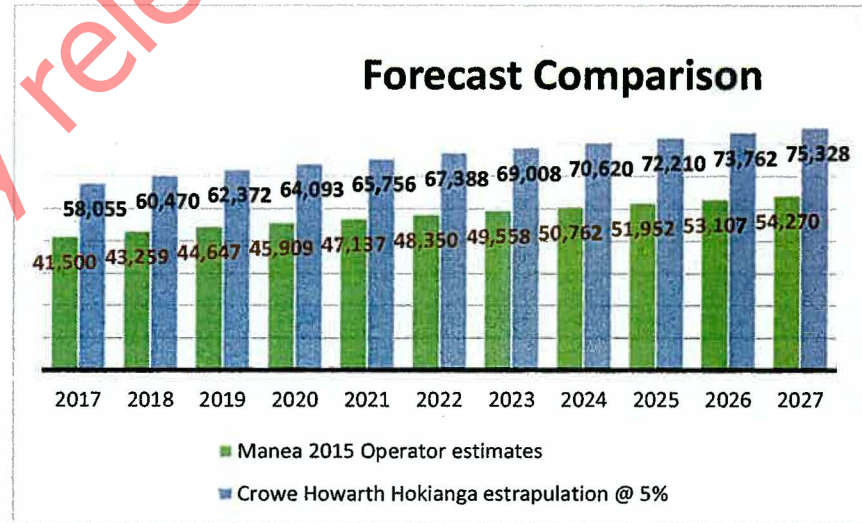
Figure 8: Adaption of the Crowe Howarth Forecasts 2017

If Manea is the major tourism attraction in Omapere/Opononi, then there is a good possibility of attracting most of these visitors who have made the effort to get there. This is without the development and implementation of a savvy marketing plan that will include development of the schools' programme, alignment with all the major backpacker operators and small conventions to ensure that seasonality is extended.

The Crowe Horwath forecasts do not include cruise liner patronage. Currently the Hokianga is receiving three bus loads per ship (approx. 120),

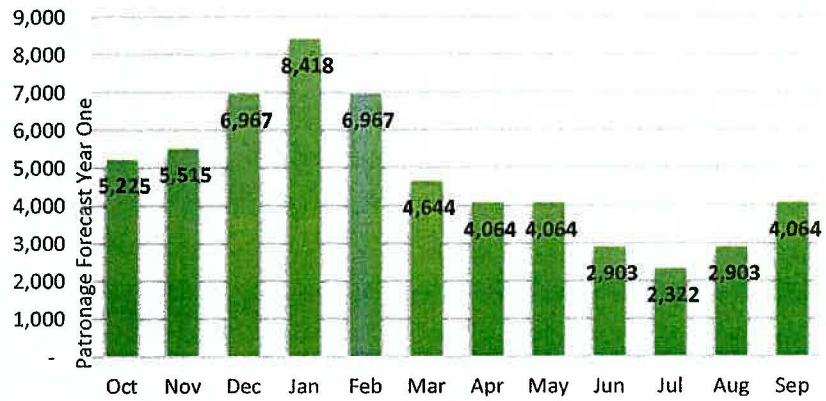
with one line (10 Ships 1200 Pax). As indicated in the letters of support other lines will take up the opportunity with the advent of Manea. Taking last year 55 Cruise liners in the Bay of Islands at 120 per ship gives us a total of 6600 pax with the possibility of increasing this to four buses per ship (8800 pax).

The 2015 Manea forecasts are 10-20% below those forecast by Crowe Howarth. The Tourism numbers coming to Northland last year increased by a reported 14% the largest regional growth rate in the country, so we are in a growing market. The Trust is confident that they are basing their business case on conservative forecasts.



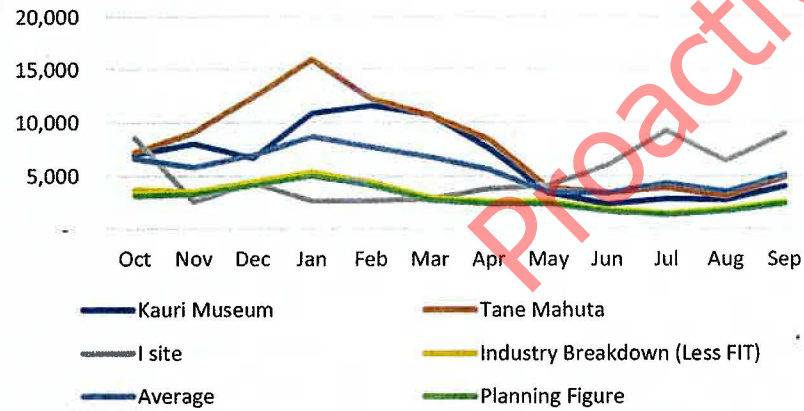
The patronage figures for this business case are the Manea 2015 forecasts.

Seasonality



The seasonal patronage forecast is based on local trading patterns. This is supported by local data sets.

Attendance Research



Strategy and Plan – Getting Manea to the market

The assumptions underlying the strategy are:

Objective	Assumptions	Strategy	Targets/Success measurements
<b>Raise the profile of the attraction to become a national tourism icon</b>	<ul style="list-style-type: none"> <li>• Story telling of the beginning of the civilisation of Aotearoa has been under told and this this an opportunity to correct that as a tourism attraction</li> <li>• There is a world class tourism attraction built and operated in a professional manner</li> <li>• Having national and international exposure and presence will translate to more visitors to Manea</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a media campaign around the around the launch</li> <li>• Highlight the synergies with current and proposed visitor attractions in the mid and west of Tai Tokerau</li> <li>• Encourage a documentary based around JK and the building of Manea</li> <li>• In partnership with Air NZ, Cruise Liners and other Northland and Auckland Maori tourism operators, establish “Kupe” the great New Zealand explorer to greet all inbound tourist encouraging them to follow his footsteps in discovery</li> <li>• In partnership with Auckland Airport highlight Kupe as above</li> <li>• Investigate establishing a merchandising arm at Auckland Airport</li> </ul>	<ul style="list-style-type: none"> <li>• Targets are focused around paying customers to Manea. The model numbers are the minimum acceptable, and there are no entry increases assumed for the first 5 years</li> </ul>
<b>Attract domestic visitors to Manea</b>	<ul style="list-style-type: none"> <li>• There is a large group of New Zealanders who live within three hours of Manea who have little knowledge of the history and culture of Maori</li> <li>• There is already a large volume of domestic visitors coming to Northland from Auckland and Waikato</li> </ul>	<ul style="list-style-type: none"> <li>• A domestic campaign focusing on visitors from Whangarei, Auckland and the Waikato</li> <li>• With tour companies design weekend and shoulder season packages from Auckland</li> </ul>	<ul style="list-style-type: none"> <li>• Doubling of domestic visitors for every year for the first three years.</li> <li>• At least two tours developed in the first year doubling every year thereafter</li> </ul>
<b>Develop marketing relationships with local Northland operators</b>	<ul style="list-style-type: none"> <li>• There is already an established relationship through Footprints with most operators however, with the establishment of Manea and the redevelopment of Ngawha Springs drawing visitors towards the west coast, this will go up a level</li> <li>• A high percentage of visitors come from the North and East, with the Bay of Islands being a key connection</li> <li>• The increase of new attractive tourism products should increase the average night stay</li> </ul>	<ul style="list-style-type: none"> <li>• Develop supportive marketing collateral.</li> <li>• Regular visits and updates with key suppliers/agents</li> <li>• Pre-opening, hold an industry familiarization on site</li> <li>• Develop the joint marketing relationship with Footprints and other cultural products as these develop</li> </ul>	<ul style="list-style-type: none"> <li>• Collateral is supportive</li> <li>• A least three visits to agents: Preseason, during season, and post season</li> <li>• Relationship established with Footprints and Ngawha Springs trust</li> <li>• Web presence and newsletters established and functional</li> </ul>

Objective	Assumptions	Strategy	Targets/Success measurements
Develop a web marketing and booking presence	<ul style="list-style-type: none"> <li>A quality web presence is a must have and will compliment all other objectives</li> <li>Twin Coast highway branding and interactive strategy will align with this digital presence</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive, functional website</li> <li>Consult with the Twin Coast development project</li> <li>May be a joint booking system with Footprints and other cultural products as these develop</li> </ul>	<ul style="list-style-type: none"> <li>A functional website is developed and serviced three months before opening</li> </ul>
Increase Coach tours	<ul style="list-style-type: none"> <li>There are existing Coach Tours that can be built on</li> <li>Although supportive, Coach Tour operators are unlikely to risk a change schedules prior to the opening</li> <li>It takes approximately eighteen months for a new tour to come into schedule</li> <li>There may be some early adopters, however it is more likely that existing operators will ramp up schedules and volume quickest</li> <li>The joint destination package with Footprints and other Mid and Far North products will strengthen interest in Manea</li> <li>Intercompany competition in the market will assist growth</li> </ul>	<ul style="list-style-type: none"> <li>Actively target Tour Coach companies, developing a sub strategy to do so</li> </ul>	<ul style="list-style-type: none"> <li>Coach Tour visitors increase 50% per year for years two and three</li> </ul>
Develop Tours with Wholesalers	<ul style="list-style-type: none"> <li>The Cruise ship and education market being the main targets.</li> <li>There are already good relationships with most suppliers as evidenced by the letters of support</li> <li>These suppliers will work on the same timeframes as the Coach companies</li> <li>There will be competition from the Cape tours for Cruise Liner business</li> </ul>	<ul style="list-style-type: none"> <li>Build on existing relationships with inbound operators</li> <li>Have a presence at TRENZ 2018 to introduce the product to market</li> <li>Have a presence at TRENZ 2019 to update the market and negotiate packages</li> <li>Pre-opening hold an Industry familiarisation on site</li> </ul>	<ul style="list-style-type: none"> <li>Visitors from wholesalers increase 50% per year for years two and three</li> <li>Visitors from Cruise liners move from 100 per ship to 250 per ship in three years</li> <li>Educational Tours move from 4 per year to 25 per year in three years</li> </ul>
Develop and market Manea specific merchandise	<ul style="list-style-type: none"> <li>Merchandise will be a vital stream of income long term</li> <li>Local Ngāpuhi artisans will benefit</li> <li>Wherever possible merchandise will be branded</li> </ul>	<ul style="list-style-type: none"> <li>Develop merchandise product lines and suppliers</li> <li>Build supply chain</li> <li>Establish online sales channels</li> <li>Investigate other marketing and sales opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Quality merchandise is sold reaching forecast targets</li> </ul>
Develop brand and brand collateral	<ul style="list-style-type: none"> <li>Manea – the Footprints of Kupe is a brand with IP that the Trust will protect</li> <li>The brand will be authentic - both culturally and commercially</li> </ul>	<ul style="list-style-type: none"> <li>Establish and protect branding collateral</li> </ul>	<ul style="list-style-type: none"> <li>Brand is developed and protected</li> </ul>



**Financials - Profit and Loss on estimated patronage**

**Manea Cost of Sales (using 2015 Patronage Forecast Figures)**

s 9(2)(b)(ii)

Proactively released

s 9(2)(b)(ii)



Proactively released

s 9(2)(b)(ii)

Proactively released

s 9(2)(b)(ii)



Proactively released

**Staffing and Contractor Costs**

Staffing and Contracts			
Manea	Note	No	Salary
General Manager		1	s 9(2)(b)(ii)
Assitant Manager (Marketing)		1.0	
Lead Guide		1	
Guides		10	
<b>Part-time/ Contractors</b>			
Maintainance (House & grounds)		1.0	
Technican		1.0	
Cleaners		2.0	
<b>Toatl FTE's</b>		<b>17.0</b>	
Volunteers		14	

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