Te Tahuhu o Te Rangi

Feasibility Report

Prepared For
Opotiki District Council
January 2018

Di Paton
Advantage Green Fundraising

Contents

1.0   Executive Summary

The purpose of this study was to assess whether it is feasible to work towards a new library for Opotiki. The basis for the recommendations results primarily from the views of Opotiki stakeholders and consideration of similar projects.

The data was generated from 25 in-depth interviews during November 2017 after which the data was amalgamated and considered. Themes and recommendations were then drawn out from this and further research undertaken in other jurisdictions.

From this base, it is clear that the current Opotiki library is a much loved and valued part of the Opotiki community providing leadership and support on many social fronts.

The Council was generally commended for its vision and its aims for the development of the library. Support for this vision was widespread and the work which had already gone into the planning and fundraising acknowledged.

The staff of the current library are also highly valued providing a helpful and friendly service to all who make use of the library.

There was general comment that the current space used by the library was far too small and inappropriate so the plan to build a larger library was not in contention. There was enthusiastic support for expansion.

This report indicates that there is considerable support from the people interviewed for the Council to proceed with its plans for a new library therefore expanding the operation in a much bigger facility which will allow a wider range of services.

However, significant concern was expressed about the ability of the local community to fund the new library from within the resources currently available and an emphasis on locating the money outside Opotiki from external sources.

Nonetheless, the goodwill shown toward the Council and the support for the re-development of the library is so widespread that it is worth Council considering other operational options which could be successfully implemented to allow the required additional funding to be found.

Having established stakeholder support for the new library in principle, this report attempts to highlight the main issues in making the transition to a new facility with recommendations to manage the development of what will be an exciting community facility for the people of Opotiki.

2.0   Introduction

2.1   Purpose of this study

This feasibility study has been prepared to attempt to establish whether there is enough general and financial support for the building of a new library in Opotiki.

Specifically, the study attempts to discover what visitors, users and community leaders would like to experience at the new library, how the project could be funded and where the money might come from.

A well-designed feasibility study is a reliable method of ascertaining the likely viability of a project before embarking on significant expenditure and other commitments with long term implications. Through one on one discussion with stakeholders, it is possible to generate data which may not be obtained in any other way and draw conclusions from the trends in this data. This data can then be compared and contrasted with comparative studies from other areas where available.

In this case, the main objective is to ascertain whether the project under consideration by the Council is actually feasible in the environment in which the Council operates so they can make an informed decision on the most appropriate way forward for the new library.

2.2   Data Gathering

The outcomes of a feasibility study designed around in-depth interviews with stakeholders are inevitably influenced by the biases of the stakeholders. Their backgrounds, plus those of the interviewer, need to be understood from the outset.

The stakeholders interviewed were selected by the Opotiki District Council Facilities Manager with assistance from the Library Manager. The list was amended through the process due to the unavailability of some preferred interviewees and the sudden availability of others.

The questions and other material used before and during the process were approved by the Facilities Manager and Library Manager.

Recommendations and conclusions are those of the writer after reviewing the data collected.

Out of the initial group of names, 25 people were interviewed. Most of these were face to face interviews but three were conducted by telephone due to the unavailability of the person to meet. Only one person declined to be interviewed.

During the interview process, several scheduled interviews had to be cancelled due to the person no longer being available but these were replaced by other people on the original list plus extra people who were added to the list as they became more available.

All the participants were keen to be involved with the study and willingly gave up to an hour or more of their time for discussion. They were, on the whole, very frank with their comments and seemed to speak freely. There was only one interview where nothing useful was gained.

All the interviewees demonstrated a close connection with Opotiki with many having lived in the area all their life.

The letter sent to possible participants stated that the questionnaires were confidential and would be destroyed following the survey. This will take place once the final report is accepted by Council. The 25 interviewees and the questions asked are listed in the appendices.

2.3   Strategic Issues excluded

Whether it is feasible to build the new library inevitably raises questions from interviewees about the ability of the Council and the staff to make this happen. This includes the question of increased ongoing running costs, including the cost of any extra staffing.

This has not been covered within this report as it is a critical business matter which is the responsibility of Council.

2.4   Brief History of the Opotiki District Library

The existing library has been in the current building for the past 50 years and has been an important part of the community.

For the past 20 years, a new plan for a library has been in discussion as the current building has become both structurally unsafe and too small for the current needs of a library.

Plans for the new library are well underway with the architectural plans completed and the purchase of required land undertaken. The land on which the library will be built if owned by Council and the architectural plans were paid for by Council.

2.5   Current Funding Available for the new Library

Facilities such as the new library are a major financial undertaking for a small Council such as Opotiki with a limited number of ratepayers and an $11 million annual budget. Due to the financial constraints, Council decided to seek external funding assistance for the project.

Council has acknowledged that funding the project through general rates is not affordable for much of the community. Council initiated fundraising has raised the profile of the project but it has been demanding on resources and not resulted in significant funding. And although regional funding agencies have promised support, there are no further trusts of this type to apply to.

The funding available at present is small although Council is able to put a further $355,608 into the project. Community Trusts have pledged $526,000 and a small amount has been raised in the community. There is a further $45,608 from the sale of land and $10,000 from the Coast Community Board.

A fundraising committee was established by the Council and this group has worked on various

activities including an art exhibition and a cookbook. The committee is cognisant that major fundraising initiatives will be required if the project is to raise the money required.

The cost of the building is estimated to be $3.1 million not including the sub floor/foundation. This is yet to be finalised but is likely to rise.

2.6   Demographic Considerations

The Opotiki district has a larger proportion of older people living in it compared to other parts of New Zealand but there is also a significantly larger group of young people generally have fewer resources than a lot of other young New Zealanders.

Digital connectivity is lower than in other parts of the country.

Opotiki District celebrates the highest percentage of Maori in the country. Although this underpins a strong sense of place and whanau, there is also a very low median income in the town with low skills and qualifications.

Opotiki suffers the highest Socioeconomic Deprivation index in New Zealand.

3.0   Interview Outcomes

The following is an overview of the material gathered from the interviewees in the feasibility.

3.1   The current library

All the people interviewed had an overwhelmingly positive view of the role of the library and the activities which take place there.

The enthusiasm, knowledge, passion and commitment of the current library staff shone through their comments with Jo Hunt being singled out as singlehandedly changing the old library into a thriving, interesting resource. The fact that staff represent both Maori and European cultures was remarked upon.

People used words like approachable, friendly, collaborative, helpful energetic with a great attitude. The word 'welcoming' was used by many people to describe the current library.

So many people used the words "community hub," or a variation of those words, to describe the library that it became obvious that this is a really important aspect of the facility.

"There is always something going on"

Words used to describe the current library environment were open, noisy, happy, not sterile or silent.

"Old library followed up overdue books by public shame
– you got your name on the board"

It seems that the current library has an outstanding product and a great reputation. There was some concern expressed that a new facility might mean some of the current culture may be lost but it appears that the answer to this may lie within the unique personality of the Opotiki library. By defining the elements that make this library so appealing, it may be possible to ensure that these are carried over to the new library.

Comments about the current space restricting the work of the library were common and most people accepted that a greater space would be required.

3.2   Use of the library

Close to half the interviewees used the library – some very frequently but a lot just occasionally. Many said they used it for their children or grandchildren.

 A small group did not use the library. A common reason given was that they could download what they needed but other comments were that it was too small or did not have a great selection of books.

Most people knew about activities held by the library with the main one mentioned being Pechakucha which was enthusiastically regarded as a great event.

Almost everyone had a reasonable idea of what services were offered by the library although not everyone mentioned the lending of books.   Some people were just guessing e.g. toy library, jigsaws. There was a definite emphasis on computers, wifi and school holiday programmes. Many people mentioned newspapers and magazines and quite a few were appreciative of the photocopying service.

Two people remarked on the historical data kept in the library with emphasis on iwi history and documentation.

The use made of the library by backpackers and tourists was noted by several people.

 Several people who were regular or frequent users, talked about the social interaction that took place within the library and how people were free to go there to meet up, have some quiet time or do some reading. The term "social hub" was used often.

There was a huge variety of things that people thought the library did well. Apart from the many compliments toward the current staff and activities within the facility, some of the thoughts people listed were:
- Great supply of new books and responsive to ordering new titles
- Accessible for children
- Open door policy where no-one feels judged
- Large number of people who use the library
- Wide number of socio economic groups who use the library

One person said that having the library in the main street of Opotiki was a sign that the town is thriving.

Regarding areas where the library could improve, there were many suggestions and most of them hinged on what the library could be:

- Should be a recreational centre
- A stand-alone library is not the best approach, should be multi-faceted
- Space needs a freshen up for a new generation
- Limited by size
- Needs meeting rooms
- Books now take second place to technology so should be more computers
- Meeting place for the community

- Library could help with job training

There were also suggestions that the library could provide full day holiday programmes; could have more books on display; and could be open better hours even at weekends.

There were other suggestions that the library could open itself up to other organisations such as Plunket, counsellors and the CAB for regular sessions. It was noted that, if signage for these enterprises was kept to a minimum, people coming to such sessions at the library would feel more comfortable as no-one would know why they were there.

There was an emphasis on the library being the meeting place for the community in town so there was encouragement from interviewees that it become "the connector" for the community as a gathering place – maybe even with a piazza for people to meet.

3.3   The Library Plans

Only one person interviewed did not know about the plans for the library development before they received the material for the feasibility. However, that person had used the library and had thought it needed upgrading.

Most people had heard about the plan from the local newspaper with local Council information and newsletters coming in a close second. Others had attended the art exhibition, the launch of the new plan at the library or from material and displays in the library. The pechakucha nights also provided information. Some people said they had heard on the grapevine.

Everyone interviewed thought that there needed to be a bigger library and were generally enthusiastic about the plans. However, they all had ideas on how the building should be used.

One person was concerned that the plans for the library are not recent and that, as libraries are evolving so fast, it would be worth taking another look at the current trends and the future needs of the community before progressing.

Another person said that "the library should primarily be to encourage reading and the love of books". But many more people saw the facility as having a much wider scope in the community and should therefore be designed to accommodate a wide range of activity.

Some of the positive comments made were:
- Town will benefit enormously
- Cool concept plan
- Beautiful design which will not dwarf the town
- Marvellous for the town as it will make it smarter
- Exciting
- Very worthwhile
- Fabulous
- Impressive facility which will be well used by the community

People also commented that, although ambitious, it was a goal worth achieving and that "if it is going to be done, let's do it properly".

Two people were concerned that it might be too big and another two people worried that it was not big enough. One person felt that a library did not need to be in amongst commercial buildings on the

main street and that it did not need a street frontage as people will go there anyway.

The two areas, a need for more computers and greater area for parking, were also raised here.

The areas of the new plan which most appealed to people were the cultural aspects to the design and the idea of it becoming a community hub. The high beams, tukutuku and general connection with Maori were seen as a very positive reference to both worlds. One person thought the wharenui aspect may remove some barriers for use.

"A community hub is badly needed, and the library will provide that"

The design was seen as open, inviting, modern and welcoming.

There were very few negative comments about the design and only ideas for how they felt the design could be improved.

However, one person felt there were already community centres in Opotiki and the area did not need another one. There was also a concern that the design looked "a bit big and grand".

The biggest aspect mentioned many times was the need for meeting rooms, breakout rooms, activity rooms, secluded areas and quiet places for reading, contemplation and research. Someone also said that there needed to be space between people doing different things in the library.

On the same topic, two people were concerned that the building seemed very open and there could be a waste of space.

Space for a much greater increase in computers and other technology was top of the list for many people including an area for e-learning.

A café came up several times and two people mentioned having an Opotiki Room which housed displays and material unique to the Opotiki area.

A dedicated area for children was often mentioned with space for all kinds of activities but space for mum's and dads with their children and elderly people to gather was also suggested.

Several of the interviewees were concerned that the friendliness and welcoming aspect of the current library should not be lost within the new design.

Someone wanted solar panels and another person simply wanted more books.

Two people wondered how much input the library users and librarians had into the design.

A comment that Opotiki did not need "a big flash library" was made along with the thought that the existing library could just have a make-over to be satisfactory. Another person asked the question as to whether a library building was the most effective positioning for the next 50 years with technology progressing so fast.

3.4   Funding of the new library

Most interviewees felt it was not realistic to expect the community to pay for the library. This was mainly due to the socio-economic hardship position of so many people in the area.

However, some people did feel it was realistic and achievable, but they suggested external sources of funding would be needed rather than relying on the local community.

One interviewee was clear that a library is simply a "nice to have" and that it would not make much difference to people if it was not around.

A brief review of some of the comments is as follows:

- Not enough money to go around and it would be taking income from the sports, cultural and surf clubs.
- Not a wealthy community and an awful lot of money to raise
- Even people perceived as wealthy might not be philanthropic or care about a library
- Few people in the community can afford to give and can't see how they will get the money for it
- Will be harder than they think
- Little money in this community so will be a struggle
- Structural stuff like drains should take priority
- Bulk of people will not support this

Two people felt there should be a targeted rate to pay for the library as they saw the library as a basic service and a Council responsibility. However, another person noted that community facilities being paid for by the community is not uncommon (art galleries, sports facilities).

Other people were more positive about the prospect of raising the money in Opotiki. One stated that most people want access to this kind of service so may be willing to pay for it.

The more positive people had some ideas as to how it could be funded.
- Community trusts
- Huge potential to build links with local iwi around education for their children so funding may be available
- Ask wealthy local people to step up
- Find people who have lived in Opotiki in the past and ask them
- A percentage levy on a tray of kiwifruit led by the growers

However, overall, the interviewees were negative about the prospect of the community funding the new library.

The fundraising goal of $4.5 million was also seen as unlikely to be met although some people were more positive about the goal. One person thought that the Council should "just bite the bullet and do it as the cost will keep growing", another thought it would happen over a period of time and a third felt that with "belief, commitment and passion", it could be achieved. Another interviewee thought that the target was ambitious but attainable.

However, most of the commentary was negative and the goal considered a burden on a community viewed as not wealthy. There was clear recognition that money for the new library would have to come from external sources if the goal was going to be achieved but, even then, people were fairly sceptical.

Packhouses, orchardists, dairy farmers, Whakatohea and other local iwi were the main potential sources of local funding recommended by the interviewees. Almost everyone came up with these same groups.

However, the new Regional Development Fund was mentioned by several people as was Government generally. Other Maori organisations including Maori Incorporations and Te Whanau Rapanui were also considered worth approaching.

Mussel farm investors, out of town people – "Old Opotiki people" - , people with baches in the area, users of the library, local and national Trusts, forestry owners and retired people who have recently sold property were also mentioned as possible sources of funds. Add to this list, families of locals with well-off children; people who don't have kids and tourists.

Interestingly, considering the poor response to the idea of raising the money locally, fourteen of the interviewees said they would give a donation to the library project. Four said that they would consider it, five ducked the question and only two said that they would not support it.

When it came to giving the names of people who could be approached locally, or nationally, people were not keen to give names. However, there were a few names given anonymously and these are listed in an annex to this report.

4.0   Final advice to Council

Almost all the final advice to Council was positive. In fact, the Council came in for a great deal of praise for pushing the project through.
- Admire the vision of Council and what they are trying to do
- Council should be commended on this project
- Whole heartedly support the vision
- Worth the investment
- Good to see it progressing at long last
- The project had gone cold so great to see it being revitalised

There was some advice which was cautionary.
- Proceed with caution, a big investment
- Project feels too ambitious for Opotiki
- Have a careful look at the future need
- Need other facilities more

But, by an overwhelming majority, interviewees felt strongly about the vision for the new library.
- This is more than just a library
- Huge amount of merit, not just as a library, but as a focus for the community
- Library plays a part as the heart of the town
- It is the base that unites us
- Need the library as a community learning centre

- This is just what Opotiki needs

5.0   Where to from here?

The feasibility study of the Opotiki people interviewed can be summed up as demonstrating enthusiastic support for a new library but showing considerable concern regarding the community's ability to fund it.

As well, the people interviewed looked to the new library as becoming a community hub for the area with a wide range of activities.

Almost everyone liked the design with the proviso that the interior needed separate meeting spaces and designated areas for special activities. This supports the concept of a multi-use community centre rather than a single use library, albeit with plenty of add-ons.

6.0   The Future

Funding a facility such as a new library is always going to be a challenge, wherever it was situated in the country, but it is obviously a greater proposition in an area like Opotiki.

Although there is a variety of fundraising vehicles available for Council to investigate, funding from individuals will always underpin a capital programme such as this.

However, unless several major benefactors can be located, individual fundraising could be more difficult due to the limited number of potential donors available. Nonetheless, this method of raising income will always be the most important aspect of this capital campaign.

Major external funding will be required as well, and the Council has done well in securing the Trust funding it already has acquired (although some work still needs to go into ensuring this is not at risk from the time taken to undertake the project.)

The Council's current fundraising committee understands the requirements of a major campaign and is willing to assist with this work.

A Library – a basic social service?

One of the issues to be overcome is the inherent idea that libraries are a basic service which is funded by a Council.

This common view provides some serious limitations on the Council's ability to access external funding. An example was the recent attempt to secure money from Lotteries where there was a clear indication that money would not be available for a library. Even changing the way the project was viewed, i.e. a community centre, was not successful.

This may also mean that gaining funding from Government as a local body might also be restricted.

There are some Trusts and Foundations in New Zealand – and overseas - which could be available for application if it was not a Council making the application.

As well, individuals, who may wish to contribute funding for the library, may not be willing to hand their donation over to a Council even if it is tagged to be used only for the library.

A Change of Direction?

if the Council is willing to consider a change of direction in how the new centre is governed and managed, some of the issues outlined above may be overcome.

6.1 How are other comparable local facilities funded?

Opotiki appears to be the first New Zealand community to ask its community to fund a library. There is no apparent precedent for a Council looking to its ratepayers and others to fund a library facility which is owned and run by Council.

International

In other parts of the world, it appears common for libraries to seek external funding for both their facility and ongoing running costs. For example, in the United States, local dollars make up the majority of budgets for almost all American public libraries. Actually, in the US cases I have researched, the clear majority of library budgets come from local sources—state and federal dollars usually make up the smallest portion.

In the United Kingdom there is a scheme to help local communities continue with their library if the local financial challenges are too great. A growing number of local authorities work within their communities to build a library service where local people support the library, manage them in some places and even take on the ownership and management of the buildings when necessary.

In Australia and the UK, libraries can seek public funding for their library service. But this external source of revenue is not as easily available to libraries in New Zealand.

New Zealand

In this country, as libraries have traditionally been a service provided by local Councils. In some smaller centres, locals have started a book lending/sharing service, but this does not qualify as a library.

We have plenty of examples of sporting, art galleries and other types of community facilities funded locally many of which have some support from the Council in the area in which they operate.

Why should a library be any different?

The outstanding feature of New Zealand community facilities is that they are mostly run separately as a Trust with a Board of Trustees. To bring in funding they will also have charitable status.

However, many of these facilities still obtain financial support from their local Council. Here are a few arts examples. The new Hundertwasser Gallery in Whangarei not only received funding from the local Council, it has also been supported by the Northland Regional Council and the National Government. It is also running a strong individual fundraising programme. Auckland Art Gallery receives many millions from the Auckland City Council every year, but it is still obliged to fundraise through other programmes including sponsorship and individual donations. The Len Lye Gallery in New Plymouth relies on Council funding but can also fundraise externally.

Both Len Lye and the Hundertwasser Gallery have separate Boards of Trustees and the Auckland Art Gallery has a Foundation which is responsible for philanthropic effort.

Most sporting centres have the same base for funding but sport groups rely heavily on gaming trusts for income both for facilities and running costs.

As a Trust, the Boards of these facilities can make application to a wide range of local and national Trusts for funding.

6.2   Next Steps

As the discussion with local Opotiki people shows, it is considered unrealistic for the Council to expect the local community to completely fund the library and therefore, external funding should also be sought.

Although this funding will be primarily from a capital campaign with local people, others who wish to support the facility plus those who may live elsewhere in New Zealand or even overseas, there are other sources of funding which would become part of the capital campaign.

However, to enable this campaign to have a high degree of success, the Council may have to approach the concept differently. This would involve changing the nature of the Council's relationship with the library re-development.

6.3   Te Tahuhu o Te Rangi Charitable Trust

In this plan, Council would hand the project across to a new Trust established especially to develop and fund the new library construction. The Te Tahuhu o Te Rangi Charitable Trust would have its own Board of Trustees, a Trust Deed and Charitable Status.

The Trust would be headed by a well-respected and high-profile Chair with the remaining five trustees chosen from the community. Two of these trustees would be Council representatives.

This Trust would initially run a Capital Campaign for the new library/community centre with an emphasis on a high profile local campaign to gather significant individual donations and external funding from both Trusts and Foundations in New Zealand and overseas. Sponsorship would also be considered.

The Trust would then become responsible for the ongoing running of the library in close consultation with the Council.   The current library positions would continue on the Council's payroll which would fund the library through an annual grant each year to cover library running costs.

This independence would not only assist greatly with Trust funding, it would also assist with the capital campaign individual funding as people would then not be giving to the Council as such, but would be giving to a local project which is run directly by the community for the community.

In the future, Te Tahuhu o Te Rangi Trust would be able to fundraise for other activities for the centre. However, the actual running costs would need to be committed by the Council to avoid any fundraising being required to pay salaries or fund basic library expenses.

7.0   Recommendations from the Feasibility

The commentary provided by the stakeholders interviewed for the feasibility was very useful in gaining insight into the value people attached to the library and the idea of the new centre and how it should be funded.

However, a number of issues arose which could be distilled into two areas:

- Changes to the internal design of the new building
- Concern over how the building will be funded
-

Therefore, we make the following recommendations:

1. Council review the design for Te Tahuhu to ensure that the community will be able to use the library for the purposes they have suggested e.g. meeting rooms.

2. Council consider changing the structure of the new centre to make it an independent entity under the guidance and management of the Te Tahuhu o Te Rangi Trust.

In this report, we are not considering the first recommendation in detail as that is a direct action required by Council. However, we would recommend that undertaking a review would not only allow local people to believe they have been listened to, but also give greater strength to individual fundraising activity.

We believe that moving to a separate Trust for the new facility will mean greater access to external funding. It will also mean a stronger base generally as people will be giving to a Trust, based locally, which will have the backing of Council.

8.0 The Capital Campaign – how does it work?

A capital campaign is a well-designed and executed process which will enable the funding to be committed for the new library.

A capital campaign includes the following revenue sources:
- Grants from Trusts and Foundations
- Corporate donations
- Government agencies
- Major individual donations
- More modest individual donations
- In-kind goods and services
- Sponsorship

There are a number of steps in a capital campaign but there are two main steps in the early stages:

1. The formation of a campaign committee to oversee and run the campaign

2. The employment of an experienced fundraiser to provide support and training

8.1 The Development Committee

Within the scope of a regular campaign, the title given to this group would be the Development Committee. However, if the Council is willing to relinquish the project to a separate Trust, the group would be the Te Tahuhu o Te Rangi Trust Board. The role of this group initially would be to raise the income to fund the Te Tahuhu project.

The group would include at least two members of Council plus other volunteers from the community understand the importance of the campaign and have the enthusiasm to see it through.

The Chair of the campaign would be an influential and well-respected community member who has the enthusiasm and ability to lead the campaign. This person is critical – they need to have a high standing in the community (even nationally) and be willing to speak on behalf of the campaign when required.

Other members of the group also need to have influential links both locally and nationally and be willing to undertake considerable work in seeking funding for the facility.

8.2 Fundraising support.

The Te Tahuhu Trust Board or fundraising committee need the support of an experienced fundraiser to assist with understanding the nature of the role; materials required; training and fundraising knowledge and research where required.

There are several requirements which need to be in place before a capital campaign can begin and the fundraiser would assist with ensuring all elements are prepared in advance.

It is possible that all Trust applications could be done by the fundraiser to ensure the Trust Board/committee can concentrate on the individual fundraising activity which will make up a big part of the campaign.

8.3 How the capital campaign would work

The first stage of the campaign is the quiet stage which takes several months and involves finding the "lead gifts" before the campaign is announced. It is important that the campaign is seen as successful before it is even announced otherwise the goal can seem too overwhelming to ordinary donors who want to be part of a successful project. Many campaigns are not announced until around 50 to 70 percent of the goal has been reached.

This is also the time to seek as much external funding as possible to build the fund.   It is also the time when the operational resources are prepared e.g. brochure, maybe a video or a special website.

Once there is around 50-70 per cent of the required budget in the kitty, the campaign is announced at a public function. This will gain Council valuable public exposure through media and the calibre of the attendees who act as influencers.

At the same time, marketing tools are used to reach people in the local community and an even wider audience e.g. visitors from the past. These approaches include direct mail, telemarketing, public relations, events and advertising.

7.4 Campaign Timing

Generally, a capital campaign can be expected to last for two to three years so it must be viewed as a long-term commitment both by Council and the Te Tahuhu o Te Rangi Trust Board/campaign committee.

9.0 Final Thoughts

It is clear Te Tahuhu o Te Rangi would be warmly welcomed, exciting addition to the main street of Opotiki.

Funding is going to be challenging but we believe, with some radical re-positioning of the project within a new Trust, the capital campaign will be successful.

10.0   Additional Information

1012   Appendix One

Participants in the Feasibility Study

Doug Leeder
Andrew Taylor
Bryan Gould
Jarad Tuoro
Danny Paruru
Lorraine Steele
Judy Lewis
Barbara Collis
Marg Green
Rob Tait
Marie Anstiss
Vaughan Payne
Carol Quirk
Josie Mortensen
Tangimoe Clay
Kerry Knott
Jan Willis
Te Kahautu Dudu Maxwell
Shona Brown
Victoria Radley
Liz Sharp
Kathleen Young
Arihia Tuoro
Mike and Sue Butcher
Fred Cookson

The Feasibility Questions

The following is the questionnaire used as the basis for the interview. They were verbally given to the participant and the answers recorded in writing. There were no recordings done of the interviews.

Questionnaire

Thank you for agreeing to take part in this survey. I know you have put aside an hour to do this and we will do our best to keep to that timeframe.

Just letting you know that all the information we get from our discussion is confidential. We will summarise the material from the surveys and report back to the Council, but individual comments will not be attributed.

 Your willingness to speak to us frankly will be greatly appreciated.

Name...

Company/organisation...

1. How familiar are you with Opotiki?
2. Do you use the current library?
3. Can you tell me what services the current library offers to our community now?
4. What do you think the library does well?
5. What do you think it could do better?
6. Had you heard about the new plans for the library re-development (before we sent you the information)
7. Where did you hear about them?
8. When you read the material we sent you, what did you think about the re-development plans?
9. What parts of the plan appealed to you most? Why?
10.   What were the aspects you did not like about the plan?
11. What would you like to see added to the plan?
12. How realistic is it that the Council expect the community to pay for most of the new library?
13.   What do you think will be the downsides?
14.   Do you think the fundraising goal of $4.5 million is attainable?
15. Generally, who do think should be supporting the library project financially
16. Would you consider an approach from the Council to make a contribution toward the new library?   Why/ why not?
17. Can you suggest any possible people who might be willing to make a donation to the library project?
18. Do you have any other comments you would like to share with the Council about this project?

Thank you so much for your time. We really appreciate your involvement and we look forward to further contact with you.
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