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<b>Meeting Date</b>	<b>15 April 2009</b>	<b>YMCA Board meeting</b>
<b>Item / Topic</b>	<b>Business Case Study – Tokomaru Bay Y Fitness Centre</b>	

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April 2009



YMCA Gisborne Business Case

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## 1 Executive Summary

The 2009 Strategic Plan states that it is the Board of Directors intent that the YMCA continues to have footprints throughout the wider Gisborne community. While footprints may vary based on the surrounding areas need and demographics, the YMCA aims to have a presence through the delivery of our wide range of programmes. Such programmes may be from a youth drop-in to after school care/holiday programmes, to early childhood education, or recreational sports and activities.

Growing stronger together is the Gisborne YMCA's commitment to the local community. We deliver a diverse range of programmes and are initiating new footprints in Gisborne because we have the capacity and capability to achieve this outcome.

The Gisborne YMCA has recently been approached by a representation committee from the Tokomaru Bay community to investigate the setting up of a small satellite fitness centre, and the opportunity to deliver other programmes to the community in due course.

We believe that the YMCA provides a number of different programmes and services that could be replicated in the Tokomaru Bay/East Coast region. The benefits and life changing stories that the Gisborne community have had from using the facilities, services and programmes enhance the mission of the Gisborne YMCA to be the leading provider of services that have a positive social impact on the Tairāwhiti Gisborne community.

### Population:

Tokomaru Bay area population of 462 people

Ruatoria area population of 837 people

Tolaga Bay population of 870 people.

The East Coast community is supporting the establishment of a fitness centre in Tokomaru Bay and this is amplified by the letters of support received from Tokomaru Bay, Tolaga and Ruatoria. The community has been proactive with finding a building for the gym and assisting with organising a lease. Local Rugby and sport teams in the area are all enthusiastic to utilise the centre. Letters of support attached from Tokomaru Bay Rugby League, Uawa United Rugby Academy, Tokomaru Bay Softball Club.

### Determinants of Health

The YMCA is aware of the broader determinants of health that impact and often restrict lifestyle choices that have an adverse effect on people's health and reduce life expectancy. Factors such as ethnicity, employment and income, access to healthy and cheap food (food security), transport, communication and social connectedness determine health outcomes (MOH, 2002). This can be compounded by further social issues including domestic violence, drug and alcohol abuse. Ability to access fitness programmes is also a barrier to promoting health and wellbeing within our communities.






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## 2 Service/Project Objectives and Critical Success Factors




### Introduction/Background

*In 2006 the YMCA Business Plan included the following goals to be investigated and implemented:*

-  Gisborne YMCA to explore the opportunity to develop and operate an alternative (satellite) fitness centre in the Kaiti area that meets the demographic needs of that area.*
  
-  The YMCA would propose a partnership with Ngati Porou Hauroa to achieve the following outcomes:*
  - o Improve the physical well being of the Kaiti community through providing an exercise facility in close proximity to the community population.*
  - o To maximise the use of surplus fitness equipment currently owned by the YMCA (and in storage) for the use of the community.*
  - o To demonstrate community partnerships between organisations aligned to a similar vision of promoting total family wellness; spiritually, mentally and physically.*
  - o As a not-for-profit organisation, the YMCA strives to foster physical activity at an affordable cost to include those who would currently see the financial cost as "out of their reach" on a sustainable basis.*
  
-  Examine potential opportunities for the Gisborne YMCA and Ngati Porou Hauroa to investigate and extend our current youth strategy and programmes for the Kaiti/East Coast region incorporating camps, holiday programmes, after school care services and youth events.*










### Objectives

The opportunity to establish a fitness centre and other programmes that meet the community needs of the East Coast aligns with the strategic direction of the Gisborne YMCA. We have the capability and capacity to achieve this as:

-  We have the equipment to establish a fully equipped fitness gym surplus to requirements, and that the benefit to our local community should take priority over gifting to another YMCA (which is the alternative option).*
  
-  Auckland YMCA has indicated that they will have additional surplus cardio equipment that will be prioritised for Tokomaru Bay following the closure of four of their fitness centres in June 2009.*
  
-  The intent is that the facility would operate at reduced hours (minimum 20 hours per week) to be determined by the need of the Tokomaru Bay and surrounding community. YMCA obligation to train the volunteers under a SFRITO training scheme for work in the centre, and to also be the trainers for other fitness programmes within the community. The YMCA to investigate the employment of a part time manager/supervisor to open and close the facility, cash handling, membership database, comprehensive knowledge of exercise prescription for training customers.*



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-  To investigate other forms of group exercise classes and programmes such as green prescription, great weight challenges, arthritis, cardiac and young mother programmes.
-  To ensure safety standards are being maintained, the Y Fitness Manager and/or a Qualified YMCA fitness staff person will visit weekly to make assessments, programmes and complete any maintenance that is required.
-  A separate bank account will be opened for this service. The community representative committee have indicated that a cost of \$10 per month is affordable and should not be a barrier to enable participation in using the facility or exercise programmes. Casual visit prices will be determined following consultation with the community.
-  This development would give the YMCA a footprint up the East Coast and aligns with the YMCA strategic Intent for 2009-2010 for the expansion of existing services into Rural/Urban communities.
-  A lease of the Cafe premises (suitably large for the establishment of a fitness centre) has been offered to the YMCA, following discussions with some of the locals from Tokomaru Bay, from the Office of the Maori Trustee at a cost of \$2,800 per annum plus Maori Trustee commission of \$210.00 plus GST = \$3,036.25. Rental for 5 years at that fixed rate with a right of renewal for a further 5 years. Rent to be reviewed on renewal of a lease. Rates and insurance payable by the lessee.
-  Other programmes will be investigated for Tokomaru Bay including running camp programmes, Holiday programmes and after school care programmes. These were operated previously by the local school but the compliances required for operation where beyond the capacity of the school and community to continue. The Gisborne YMCA has ten programmes accredited under Child Youth & Family for these services, and extra programmes will fall under our accreditation. Minimal funding can be sourced by the YMCA through Ministry of Social Development up to maximum \$16,000 per annum per programme (no programme currently receives maximum funding contribution). Funding based on evidence of community need, and ability to employ/train/supervise staff to ensure minimum standards meet.
-  Last month the Gisborne YMCA meet with an Evaluation Panel from Tairāwhiti District Health to discuss a proposal submitted by the Gisborne YMCA. Unfortunately the proposal was not successful. However, the Maori Community Obesity Prevention Programme fitted well with the strategic direction and goals of the Gisborne YMCA. The proposal highlighted our organisational strengths and vision that supports a programme aimed at increasing physical activity and improving nutrition for Maori living in and around the Gisborne City. The development of a fitness satellite gym up the East Coast would be used to assist the YMCA to make a difference up the East Coast.
-  Partnerships within the East Coast/Tokomaru Bay community will be integral to the gym's success especially partnerships/relationships with Ngāti Porou Hauora, Police, School and community sports clubs/teams/groups.
-  Participation of Whānau/community will be critical for the success of this programme. Participation strategies will include the following:

  - whānau focus groups to develop detail of programme delivery
  - Whānau Day implemented to inform community of the programme and invite whānau and/or individuals to join the programme



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- Create environment that is whanau-friendly and encourages group support (Use feedback from focus groups, build on existing whanau support services at YMCA eg. Y-Tamariki early childhood education service)
- Well known local identities providing mentoring/buddy system to whanau
- Programme flexibility to allow for whanau needs eg. Work hours, group fitness opportunities.
- Budget-friendly and realistic nutrition and fitness programmes suited for whanau from target audience
- Train the trainer and volunteer/employment opportunities for whanau through relationships with local sports clubs, police and associations.

As well as short term measured improvements for participants, the YMCA aims to assist the Tokomaru Bay/East Coast community to achieve long term benefits for participants that include:

- Improved knowledge and awareness about healthy food, how to get it and prepare it for the whanau
- Budgeting and shopping tips
- Change in attitude and behaviour towards healthy food and being physically active
- Ongoing access to YMCA facilities and programmes
- Motivation to maintain a healthy lifestyle
- Knowledge about opportunities to access free and enjoyable physical activities beyond participation in the programme
- Ongoing relationships and support of YMCA staff and mentors and other participants
- Future Employment opportunities and training the trainer opportunities

Information will be disseminated and promoted where appropriate to the wider East Coast community. For example, shopping tips, recipes and healthy menus will be made available via print advertising and newsletters for the benefit of others. Any opportunities to share information this way will be taken.

The evidence is well documented within the health sector linking obesity to the most prevalent diseases in Tairāwhiti including cardiovascular disease, cancer, stroke and diabetes. It is understood that these diseases are largely preventable if care is taken to lead an active lifestyle and eat healthy.

Current health policies and programmes such as Healthy Eating Healthy Action (MOH, 2003) promote more physical activity and better nutrition to help curb the growing obesity in our society and the negative impact on the health of people, particularly Maori and Pacific peoples. This is not always easy given the low socio-economic living circumstances of many Maori that often limit healthy choices. The obesogenic society we live in *does not* make the 'healthy choice the easy choice'.

YMCA Fitness programmes aim to overcome these barriers so that despite the environment we live in people have the knowledge and skills to make the healthy choice and show that it can be affordable and achievable.

## Alignment with YMCA Strategic Objectives

**Our Mission:** To be the leading provider of services that have a positive social impact on the Tairāwhiti Gisborne Community



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**Our Vision:** To be recognised and respected as a leader in the Tairāwhiti Gisborne community for providing quality services in Education, Childcare, Fitness and Recreation

### 2.1.1 Statement of Purpose:

The YMCA's Statement of Purpose states that:

- Y The YMCA is committed to providing facilities and programmes that meet the diverse needs of our community in three key areas: Recreation, Health & Well being and Education.
- Y Our programmes are being designed and will evolve to contribute to the improvement of health and social issues for this community. Because Maori make up almost 50% of this district's population the YMCA will ensure that programmes and services will use tools to improve Maori responsiveness and equity
- Y Programmes may be best served from centralised facilities or through the provision of programmes that are community based and/or partnerships/acquisitions with other providers throughout the East Coast/Tairāwhiti region who benefit from YMCA expertise.
- Y Consideration for alliances, footprints/reach into the community will be decided with reference to the YMCA charitable principles and values.
- Y The most effective delivery mechanism will be determined by the contribution to social well-being, while protecting and enhancing the brand "YMCA" as the third most recognisable brand in the world.
- Y Acknowledgement by the community of the value of the YMCA will be a key criteria in measuring success.
- Y Positioning the YMCA as the preferred provider of high quality, sustainable services, all areas will have rigorous audit and accountability measurements of success ...a requirement of every programme.
- Y All YMCA activities will be subject to realistic, critical financials, bearing in mind the balance between social well being and "bottom" line financial results. Prudent use of benefactors' trusts has permitted growth for the YMCA and alternative funding sources need to be considered for the future.
- Y The YMCA is committed to providing programmes that are affordable, easily accessible for the wider community and that are not adequately provided by others. Identifying these gaps will provide opportunities for growth and wellbeing especially recognising and valuing the need to reduce inequalities, especially amongst the Maori population in the Gisborne area .

### 2.1.2 Maori Responsiveness Plan

The Gisborne YMCA embraces the spirit of partnership embodied in Te Tiriti O Waitangi. All activities, programmes and initiatives undertaken at the Gisborne YMCA seek to empower participants in a culturally appropriate manner. The Gisborne YMCA seeks to contribute to the development of a stronger community by promoting, understanding, equality and acceptance. The Gisborne YMCA is therefore committed to the pursuit of equity. The Treaty of Waitangi in particular Article 3 serves as our foundation, to initiate training and education initiatives so we may be responsive to the needs of *Maori and other cultures*.



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The main causes of serious health issues for the Gisborne community are linked to poor education, high unemployment and low income. Tairawhiti still experiences higher levels of deprivation than New Zealand as a whole, with almost half (47.5%) of the population living within deciles 9 and 10 (TDH, 2008). There are 11,115 families in the Gisborne community of which 27.5% are one parent families. The median income of \$15,000 for Gisborne is the third lowest median income in the country and Tairawhiti shows the largest proportion of youth (0-14 years).











All these profiles are dominated by high rates of Maori with Tairawhiti showing the greatest Maori population for the country (44.4%). These factors and characteristics mean that the affordability and access issues become complex affecting inequalities not only in health but also in recreation and educational opportunities. The YMCA recognises and values the need to reduce inequalities, especially amongst the Maori population in the Gisborne area. Our programmes are being designed and will evolve to contribute to the improvement of health and social issues for this community. Because Maori make up almost 50% of this district's population the YMCA will ensure that programmes and services will use tools to improve Maori responsiveness and equity. (Whanau Ora HIA, HEAT Tool).

Currently 55-60% of staff employed by the Gisborne YMCA are Maori, with some programmes having up to 90-95% Maori employees such as the Y Tamariki Bilingual Early Childhood Centre and other services provided at the Kaiti YMCA. The YMCA recognises cultural diversity and that success for Maori is inextricably linked with New Zealand's success. All services operated by the YMCA explicitly recognises that as an organisation we accept ownership, leadership and accountability for significantly improving opportunities for Maori throughout our services in Gisborne.

## 3 Service and Financial Description

### Budget and Value for Money

Discussions have been held with the Lion Foundation in Auckland last week about ongoing funding to develop initiatives up the Coast. Whilst the Lion Foundation does not promote funding salaries, for services to isolated communities such as the East Coast, they have indicated that we approach them formally with a proposal. This funding will add significant value to our existing services and allow us to offer a better service to the community and its people.

 Lease	\$3036.25 pa
 Rates	\$2000.00 pa (to be confirmed)
 Insurance	\$2000.00 pa (estimated-based on value equipment and building)
 Power	\$3000.00 pa (estimated)
 R & M Building	\$3000.00 pa (estimated)
 Manager/supervisor	\$18720.00 pa (estimated at \$18.00 phr @ 20hrs pwk)
 R & M Equipment	\$2400.00 pa (estimated at 8 hrs per month plus travel)
 Staff training	\$3000.00 pa (estimated)
 Trainers	\$10000.00 pa (estimated) Uncertain number of progs.
 Vehicle costs	\$2500.00 pa (estimated)

**TOTAL (ESTIMATED)                    \$49,656.25**






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Estimated Income

Membership rates: \$10 per month

Casual users \$4 per visit

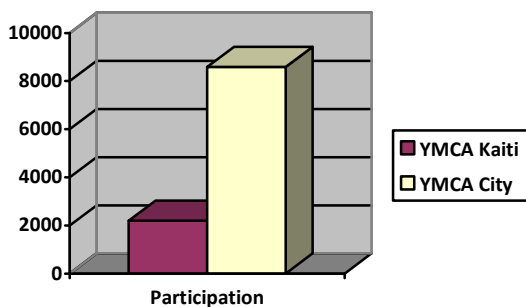
-  50 x \$120 per annum memberships = \$6,000.00
-  Casual visits (10 per week @ \$4 x 52 weeks) = \$2,080.00
-  Groups Exercise programmes (4 classes /10 participants per week @ \$4 x 52 weeks) = \$8,320.00

TOTAL (estimated)                      \$16,400.00

Shortfall : \$33,256.25. The ability to attract external partnerships and funders is instrumental to the success of the centre. Funding opportunities from Tairāwhiti District Healthboard, Ngāti Porou Hauora, Te Puni Kokiri and other funders to be assessed. Criteria and amounts eligible to be determined through a steering committee comprising representation from the community, health agencies, YMCA board and YMCA management.

## 4 Kaiti YMCA – Case Study

The Gisborne YMCA recognises Te Tiriti o Waitangi as the cornerstone of our relationship with tangata whenua of this region and we continue to develop these relationships through the work that we do. We have a particularly strong working relationship with Ngāti Oneone through our service in Kaiti as a result of the YMCA purchasing in 2007 the Kaiti Memorial Hall and surrounding parkland. Major renovations to the Hall were completed in late 2008 together with the relocation of the classroom and building of the Y Tamariki Bilingual early childhood centre (approximately \$1.5million of development). The Kaiti YMCA now includes a fitness centre which has 143 current members and over 1,000 participation visits per month together with both the Y-Tamariki and Y-Arataha bilingual early childhood centres. Keeping in mind the statement of purpose to ensure that realistic, critical financials are achieved, and bearing in mind the balance between social well being and "bottom" line the Kaiti YMCA can now contribute towards the direct operational expenses and contribute towards the growth of programmes.





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## Recommendation

To initiate footprints of the YMCA on the East Coast, it is my recommendation that the YMCA enter into a lease of Tuatini Maori Township Sections 4A1, 4A2 and Part 4B – 430m<sup>2</sup> for a term of 5 years commencing 1 May 2009, with a right of renewal for a further 5 years for the establishment of a Fitness Gym at Tokomaru Bay. Tokomaru Bay is centrally located for catchment of Ruatoria, Tokomaru Bay and Tolaga Bay communities.

Steering Committee to be formed including locals, health agencies and YMCA representation.

Funding assistance to be identified setting criteria and amounts eligible by YMCA/sport clubs/community individuals/Whanau.

Fitness Gym to initially be manned by YMCA staff and/or volunteer locals. YMCA staff to assist with training volunteers through SFRITO professional development courses to gain fitness instructor qualifications. Employment of a Manager/Supervisor to be investigated.

YMCA management to investigate other opportunities for programmes that support the East Coast community and to support the sustainability of the fitness centre in the longterm.

## Supporting Documentation

Letters attached.