

THE ISLAND EXCHANGE

at La Valette

A civic guesthouse on the sea wall — converting visitor value into island benefit.

Information Memorandum

Former Octopus Restaurant Site • La Valette • St Peter Port

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Two-page Pitch and Executive Summary available as separate documents.

There is a wall on the seafront at La Valette that has stood for well over a century.

It has watched the tides — ten metres at extreme spring high, one of the largest tidal ranges in the world. It has watched the harbour fill with sail and then with steam and then with steel. It has watched generations of islanders walk past with bicycles, with shopping, with sandy children, with the day's news, with grief. It has watched the Half Moon café open and close. It has watched the Octopus open and close. It has watched the slab clear, and then sit empty.

We want to build something on the wall. Not beside it — on it, with it, into it. A small dense civic building of granite and oak and brass, where the rooms upstairs pay for the rooms downstairs to belong to the island.

Visitors will sleep here. Islanders will sit here. The wall, the harbour, the bay, the children, the bicycles, the news of the day will all carry on, only with somewhere new to be.

This document is how that happens.

Where this sits

Guernsey is small. It is also old, and it has form for producing things that travel beyond it.

In 1483 a Papal Bull granted the island neutrality "as far as the eye can see" — one of the earliest formal neutrality charters in European history. In the nineteenth century Guernsey received Victor Hugo, who lived at Hauteville House for fifteen years in exile and there wrote much of *Les Misérables*, *Les Travailleurs de la Mer* (which he dedicated to the island), and *L'Homme qui Rit*. In September 1883 Pierre-Auguste Renoir spent a month here and painted some fifteen canvases of the bays. George Métyvier wrote his poetry in Guernésiais, the island's own Norman tongue. The trust law shaped on this island in the twentieth century became a reference standard worldwide. In 2014 a 45-minute blog post written here — the Ikigai Venn Diagram — became one of the most widely shared images of purpose anywhere on the internet.

The pattern is consistent. A small, tightly governed, sceptical jurisdiction proves something at full scale, and the world picks it up. The Island Exchange is proposed in that lineage — not as homage to it, but as the next instance of it. A civic-investment structure with public benefit hard-coded into its legal architecture, prototyped in Guernsey, capable of travelling.

Je dédie ce livre au rocher d'hospitalité et de liberté, à ce coin de vieille terre normande où vit le noble petit peuple de la mer, à l'île de Guernesey, sévère et douce, mon asile actuel, mon tombeau probable.

I dedicate this book to the rock of hospitality and liberty, to that portion of old Norman ground inhabited by the noble little nation of the sea, to the island of Guernsey, severe yet kind, my present asylum, my probable tomb.

— Victor Hugo, dedication, *Les Travailleurs de la Mer*, 1866

How to read this document

This is a long document. It is structured so different readers can find what they need quickly without reading the whole thing. The map below sets out three reading paths.

If you have 2 minutes

Read Section 0 — At a glance (page 6). The headline numbers, the offer, and the asks, in one spread.

If you have 15 minutes

Read Section 0 — At a glance, Section 1 — The proposition, Section 1a — What we are listening to, and Section 11 — How it works financially. Together these answer the four questions a sceptical first-time reader will ask: what is it, who is it for, what does it cost, and how does it pay for itself.

If you are a planner or design reviewer

Section 6 — The building, Section 14a — Planning policy compliance, Section 15a — Coastal resilience, flood, water and ecology, Section 16a — Construction logistics, and Section 17a — For the Planning Service. The architectural diagrams are concentrated in Section 6.

If you are a funder, investor or grant body

Section 11 — How it works financially, Section 11a — Stress tests, Section 12 — Cost plan, Section 14 — Governance, Appendix D — Constitutional clauses, Appendix F — Risk register, and Appendix G — Legal structure. Section 17b is written specifically for States members.

If you are a community member or stakeholder

Section 1a — What we are listening to, Section 13 — How it works socially, Section 13a — Multigenerational by design, Section 17c — For the community, and Section 17d — For neighbouring stakeholders.

A note on the architectural diagrams

This document includes eight architectural diagrams in Sections 4, 6 and 7. They are deliberately diagrammatic. They communicate the design discipline and the key spatial relationships — the public-private gradient, the inhabited sea wall, the corner atrium, the servicing flows, the roof time-

zoning, the material palette, the seafront cluster — in a form that the lead local architect (Oliver Brock) and the wider appointed design team can develop into a full design through Phases 0 and 1.

The diagrams are not the design. They are the brief. Final massing, plans, sections and visualisations will be produced by the appointed design team; this document sets the discipline they will work within.

Where a diagram says "indicative," that means exactly what it says. Proportions, exact dimensions, structural details and aesthetic resolution are all to be developed. The design intent — what the building is for, how the flows separate, what the atrium does, how the roof works through the day, what materials will be used — is what we are committing to.

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At a glance

A civic guesthouse on the sea wall, where premium short-stay visitors fund a public social deck, wellbeing activity and island exchange.

Three identities

This building has three primary identities. Every decision serves one of them. Anything that doesn't is cut.

- A civic guesthouse — premium short-stay rooms whose income funds the public mission
- A public social deck — café, civic room, reading room, therapy rooms, roof terrace, all genuinely public
- A place-based coastal landmark — inhabited Victorian sea wall, corner atrium, contemporary architecture rooted in this specific site

The site

Former Octopus Restaurant, La Valette. 696 m². Freehold. Cleared, serviced. Within Main Centre Inner Boundary, Conservation Area and Harbour Action Area. Planners have indicated up to 4–4.5 storeys subject to a high standard of design. Indicative purchase price £2 million.

The four concepts

	A • The Promenade	B • The Exchange	C • The Vessel	D • The Crown
Suites	0	5	10	12 + 2 long-stay
Storeys	2–2.5	3–3.5	4–4.5	4.5
GIA	1,100 m ²	1,800 m ²	2,650 m ²	2,900 m ²
Total cost	£8.8 m	£13.2 m	£18.0 m	£19.4 m
Year 3 revenue	£0.85 m	£1.55 m	£2.26 m	£2.55 m
Year 3 operating surplus	(modest)	£260 k	£670 k	£810 k
Risk profile	Low	Low–med	Medium	Med–high

The recommendation

Concept C — The Vessel — is the recommended scheme.

Ten suites (4 signature sea-view + 4 compact premium + 2 civic residency) are required for the corporate retainer + accelerator + civic ecosystem to work as one connected machine. Concept B is a credible Phase 1 fallback if blended funding proves harder than expected. Concept D is the upside if a major philanthropic anchor emerges.

How it pays for itself

Total project cost £18m for the recommended Concept C. Funded through a blended stack with a target blended cost of capital of 4–5%: 40% senior debt, 25% patient capital, 15% foundation grants, 7% community shares, 5% pre-sold corporate suite packages (the Civic Room-Night Bank), 8% founder equity. No public capital, no public revenue subsidy, no public land transfer.

Why this also matters beyond Guernsey

The Island Exchange is not just a building. It is the prototype for a Civic Investment Vehicle — a legal-financial architecture combining cross-subsidy at architectural scale, a blended six-layer funding stack, six constitutional locks, the Civic Room-Night Bank instrument, and the trustee-in-residence programme. If it works in Guernsey, the structure can be licensed to founders in other small coastal and harbour-fringe places worldwide. Guernsey has a thousand-year track record of inventing structures that travel. Section 16b sets this out in full.

What we are asking for

Six specific, actionable things from the people in the room — set out in full in Section 18:

- In-principle support for a mixed-use scheme at up to 4.5 storeys on this site
- Facilitation of a structured pre-application route with the Planning Service
- Introductions to four to six local patient-capital prospects
- Advice on the Guernsey community shares regulatory route
- Letters of in-principle support for named grant applications
- A small budget (£75–125k) to take the project from concept to funded feasibility

Three lines for the room

The wall is not the boundary. The wall is the project.

The roof is the civic gift.

The building converts visitor value into island benefit — money, networks, knowledge, time,

attention — into public space, youth activity, wellbeing, civic conversation.

1. The proposition

The Island Exchange at La Valette is a civic guesthouse on the sea wall. It converts visitor value into island benefit. Premium short-stay rooms, board retreats and residencies generate income; visiting guests are also drawn into a civic culture of talks, mentoring, philanthropy and island problem-solving. Below them, the public decks provide coffee, reading, repair, youth activity, wellbeing, meeting space and a roof terrace that belongs visibly to the island.

The building is held together by a circular lantern atrium, an inhabited sea wall, and a legal public-benefit covenant that prevents the civic mission from being squeezed out over time. It sits at the centre of a wider ecosystem — accelerator, retreat, digital platform, holistic health partnership and innovation fund — that gives the whole project intellectual purpose and commercial resilience.

Three identities, in this order

This building has accumulated more good ideas than a single 696m² site can serve. The discipline below is what stops it becoming everything-and-therefore-nothing. Three identities, ranked. Every subsequent decision serves one of them. Anything that doesn't is cut.

1. A civic guesthouse

Ten premium short-stay residency rooms, structured for visiting trustees, board retreats, family offices, foundations, island partners, cultural guests, artists in residence and trustees-in-residence. The rooms generate the income that pays for everything else. They are also the door through which capital, networks, knowledge and attention enter the island.

2. A public social deck

The lower and middle floors of the building are unambiguously public, and the building is designed to be genuinely useful across the full island lifespan — children and parents, teenagers, working-age adults, retired islanders, frail elderly visiting from care homes. Each generation has spaces, hours, programmes and pricing that meet their actual needs (Section 13a). The Half Moon café and the Tide Table. Civic room. Reading room. Therapy and recovery rooms. Meeting rooms. The Dock — secure cycle and motorcycle parking with a quick-rinse station and changing for riders coming in off the road. Maker and repair studio. Youth-protected hours and a youth keyholder programme. The atmosphere is robust, warm and unpretentious. The cyclist arriving in lycra, the motorcyclist in leathers, the sea-swimmer back from the Bathing Pools, the carer with a sandy child, the teenager on a wet Tuesday, the 75-year-old at the Friday film club, the visiting care-home group, the trustee in a suit — all should feel equally allowed to walk in. There is no velvet rope. There is no hotel lobby. The host table is a counter, not a reception desk.

3. A place-based coastal landmark

The Victorian sea wall, the curve of Havelet Bay and the corner site are the architectural starting point. The building inhabits the wall rather than sitting beside it. A circular corner atrium acts as lantern, mast and social stair. The roof is zoned as a public civic terrace. Every architectural move is rooted in this specific site, this specific coast, this specific island. Nothing about it could be lifted and dropped somewhere else.

Two languages, one building

This project speaks to two audiences — the island and the funders — and they need different language. The same building, the same operations, the same constitutional locks; but the words that work in the queue at the bakery are not the words that work on a term sheet.

Audience	Public-facing identity	What it means
Islanders, families, the community	A people's seaside building	Publicly loved, publicly useful, commercially clever enough to survive. The Half Moon café back, family-friendly, affordable, places for young people, the Bathing Pools' good neighbour. The defences against luxury creep are written into the legal structure.
Funders, planners, investors, States	A civic guesthouse / a Civic Investment Vehicle	Premium short-stay rooms cross-subsidise a genuinely public ground floor and middle decks. £18m blended-funding stack at ~3.6% blended cost of capital. Six constitutional locks. Year-3 operating surplus £1.3m on revenue £2.26m. The prototype for a model that travels.

This is not greenwashing or doublespeak. The two descriptions are the same project told to different people in the language they need. The funders need to see how it pays for itself; the community needs to see what it gives back. Both are true. Neither is dressed up.

The mission line

The Island Exchange converts visitor value — money, networks, knowledge, influence, time, reputation, philanthropy, attention — into island benefit — public space, youth activity, wellbeing access, local supplier spend, civic conversations, cultural production, coastal identity, community confidence.

It does not just host visitors. It turns visitors into civic contributors.

What this is not

Being clear about the negative space saves a long argument later.

- Not a luxury hotel with token community uses on the ground floor
- Not a public building requiring ongoing public subsidy
- Not a charity with a property attached, nor a property with a charity badge
- Not an architectural icon for the sake of being one — the building exists to make the ecosystem work
- Not a private members' club. There is no membership tier that gives priority over genuine public access

Why hasn't this been done before?

A natural question, and one worth answering directly rather than letting someone else frame it as evidence the project can't work. The honest answer is a combination of timing, team, and instruments.

- Timing — the site has only just become available in cleared form. The Octopus Restaurant lease ended; the slab was prepared; the brochure was issued in 2025. Before that, this site was occupied
- Policy timing — the St Peter Port and St Sampson Harbour Action Areas Local Planning Brief was only adopted by the States in April 2025. It is the first piece of policy that explicitly invites this kind of development. Before that, the policy framework was less specific to harbour-fringe civic regeneration
- Funding instruments — the blended-stack funding model (community shares + patient capital + grants + pre-sold corporate packages) relies on instruments that have only matured locally in the last five to ten years. Twenty years ago, this funding stack would not have been assemblable
- Team configuration — the project requires therapeutic depth, accelerator data, governance credibility, clinical backing and entrepreneurial reach to be in the same place at the same time. That combination is unusual; this team has come together in the last 24 months
- Visitor economy positioning — Guernsey's high-value visitor market has only recently reached the critical mass that supports premium contemporary architectural-luxury accommodation. Ten years ago, the room rate the model depends on would not have held

In short

The project has not been done before because the site, the policy, the funding instruments, the team configuration and the visitor market all converged only in the last 24 months.

Now that they have, the question is not whether but who. We are proposing it should be this team, on this site, at this scale, on these terms.

1a. What we are listening to

In May 2026 Marc posted on Facebook asking islanders what they would want to see on the former Octopus site. The responses were direct, sharp, and useful. They are summarised below — not as background colour but because they have changed the project. Each signal is paired with the change it has caused. Section 14a sets out the full Community Plans SPG engagement framework that the project will follow through Phase 0; this section is the first deposit against that framework.

Five signals from the community

Signal 1 — "Bring back the Half Moon café"

The strongest emotional signal in the thread. People are not just asking for a café. They are asking for a feeling that Guernsey has lost: affordable, informal, unpretentious, family-friendly, seaside, open to everyone. The Half Moon is the emotional centre of gravity for this site.

- Change to the project: the café is now named The Half Moon. It operates on the explicit principle the community has asked for — affordable everyday food, family-friendly, no service charge, no velvet rope. The Tide Table sits at its heart for civic gatherings and longer evening dining, but the day register is the Half Moon. See Section 6, Move 3.

Signal 2 — Distrust: "this becomes another expensive private exclusive thing"

People are worried this becomes luxury apartments, a high-end restaurant, rich-visitor-only space, a Condé Nast version of Guernsey. The phrase about the island losing its charm to cater for people with money is the sharpest emotional warning in the thread.

- Change to the project: this is exactly the political attack the constitutional locks are designed to defuse — Community Access Guarantee, Pricing Charter, Surplus Waterfall, Annual Public Report, Critical Friends Panel, Asset Lock (Section 14 and Appendix D). What this signal has changed is the headline framing: the public-facing identity of the project is now "a people's seaside building" alongside the funder-facing identity of "a civic guesthouse". The defences that used to live in the legal architecture are now visible at headline level. See Section 1 and Section 13.

Signal 3 — "Something for young people"

Multiple people, from different angles, asked for somewhere joyful for teenagers and families who are not sporty. Notably, older respondents said this too. Guernsey, the thread suggested, has become too grown-up, too expensive, too risk-averse, too hospitality-led, without enough places for young people.

- Change to the project: youth-protected hours and the youth keyholder model are promoted from Tier 2 to Tier 1 in the programme hierarchy (Section 6). A specific commitment to family-friendly daytime use is added to The Half Moon brief. A youth-co-design process for Tier 1 youth space runs in Phase 0. The youth seat on the advisory board is locked into the constitutional clauses (Appendix D).

Signal 4 — Affordability: "food that doesn't make me feel rinsed"

Frustration with expensive meals, service charges, poor value, and the proliferation of mid-to-high-end places without enough cheerful, reliable, low-cost alternatives. This signal is more important than the exact use.

- Change to the project: affordability is now the first principle in the Pricing Charter (Appendix D, Clause 2), not a technical median+10% formula buried later. The Half Moon menu commits to the affordable register as the headline, with the evening Tide Table dining as a separate offer for those who want it. See Section 13 and Appendix D.

Signal 5 — Practicality: parking, viability, scale

Several people raised parking on La Valette as a real issue, and questioned whether a simple café could pay back the likely build cost of a building of this scale on this site. Some corrected the AI-generated render of the site, with care.

- Change to the project: parking is addressed honestly in Section 17d (we are not adding car parking; we are adding cycle and motorcycle infrastructure through The Dock, and supporting walking and public-transport access). The viability question is the reason the project is structured the way it is — a simple café cannot pay the build cost; the cross-subsidy from the suites is what makes the affordable Half Moon possible. The full financials are in Section 11.

The tension this resolves

The community wants the soul of the Half Moon back. The economics require something more layered. The right answer — the one this project is built around — is to deliver both: the soul of a Guernsey seaside café on the ground floor, with the layered uses above that pay for it to be there. Not luxury leisure. Not a cruise ship. A working harbour building that does several things at once, with the affordable seaside register as its public face.

How this listening continues

This section is one round of feedback, not the end of it. The Community Plans SPG engagement programme (Section 14a) commits to:

- Publishing who was consulted, how, what they said, and how their feedback changed the project — for every round of engagement

- Where feedback changes the project, the change is published. Where feedback doesn't change the project, the reason is published
- This is the test of whether engagement is real or tokenistic. Section 14a sets out the standards in full

The phrase that holds this

A people's seaside building — publicly loved, publicly useful, and commercially clever enough to survive.

Not state-owned. Not luxury. Not pastiche. The soul of the Half Moon back, with the intelligence the site requires to pay for it.

2. The team

The team is unusual for a development of this kind: therapeutic depth, real entrepreneurial experience, hard accelerator data, clinical credibility, and the governance experience that makes the public-benefit promise enforceable rather than aspirational.

Co-founders

Oliver Brock — Co-founder, architect and community planner

Oliver is a Guernsey-based architect and community planner with established working relationships across the Planning Service and a deep working knowledge of how the island's planning system actually operates in practice. Most architectural appointments come at the end of a brief; this project is structured the other way around. Oliver was named in early — at the brief stage — to keep the project's architectural ambition tethered to what can be built on this site under this planning regime, and to push back on the dreaming when it overreaches.

He is also, in the most useful sense of the word, a dreamer. The Island Exchange exists in part because Oliver was willing to imagine an inhabited Victorian sea wall, a corner atrium that opens to two streets, a roof that is publicly time-zoned. Functional architects design what the brief asks for. The architects who help shape what's possible imagine what hasn't been asked for yet. Oliver does both, and that combination — local knowledge of consent, with the imagination to push beyond convention — is what this project requires from its lead local architect.

In practical terms, Oliver is the bridge between the diagrams in Section 6 (which set the design discipline) and the buildable concept studies that Phase 0 will produce. He will lead the early conversations with the Planning Service before the formal pre-application route is opened. He is not the architect of record; that appointment will follow open procurement after Phase 0. But he is the dreamer in the room when the architectural imagination is forming, and the local conscience when it threatens to overreach.

Sonia Mills — Co-founder

Sonia is a BACP Accredited Psychotherapist with over 2,000 practice hours, based in St Peter Port. She practises from La Casa Vera (her private practice) and from The Sanctuary, working with individuals, couples, families, teenagers and adults. She is a graduate of the Digital Greenhouse Startup Academy in Guernsey, where she built and scaled a wellbeing business alongside her clinical practice — giving her lived experience as both therapist and entrepreneur.

Her clinical training spans Clinical Systemic Family Psychotherapy at Masters level, Humanistic Integrative and Person-Centred practice, Clean Language and Metaphor (Institute of Leadership &

Management Diploma 2021), Gestalt and Transactional Analysis, attachment-based and compassion-focused approaches. She holds a PGCE from Southampton University (2012).

In this project, Sonia is co-author of the brief, lead on the therapeutic and atmospheric framework that runs through every space, and the bridge between the design team and the operator. She is the founder behind the wider New Beginnings ecosystem of which the Island Exchange is the physical hub.

Marc Winn — Co-founder, Managing Director

Marc is a Guernsey-based entrepreneur, writer and speaker who works at the intersection of business, community and purpose. He is the creator of the Ikigai Venn Diagram — a 2014 blog post that has been widely shared internationally and is now used in workplaces, classrooms and books on purpose and meaning. The original post came from Guernsey.

Marc is the author of *The 50 Coffee Adventure*, a TEDx speaker, and co-founder of the Dandelion Project — whose mission was to make Guernsey the best place to live on earth, using the island as a testbed for solving the world's toughest challenges. He brings entrepreneurial experience, established local and international networks, and a long track record of community-rooted work.

In this project, Marc leads on strategy, narrative, partnerships, and the running of the wider ecosystem — Good Vibrations, the Hive platform, corporate retainer relationships and international links.

Co-authors

Doug Scott — Red Brain

Doug is the founder of Red Brain and co-author of this document. He has backed both Ignite and Entrepreneur First — two of the UK's most respected accelerators — and across 20+ cohorts and 200+ companies he carries real return data and hard-won operational knowledge. Good Vibrations (Section 9) is built in part on his experience and his ongoing input.

Cheryl Meerveld — Co-author, programme and community design

Cheryl is a co-author of this document and brings hands-on experience of the kind of project the Island Exchange is. She is a trained Clean Language coach — sharing the same therapeutic foundation that runs through the building's atmosphere (Section 3) — and a trained cuddle therapist (safe, consensual, non-sexual touch as nervous-system regulation). She has founded and run five companies, and facilitated an international symposium in the Netherlands on creating community hubs and spaces.

That symposium experience matters: most of the team can describe what a community hub should feel like; Cheryl has actually run the rooms, designed the programme, held the operational realities

of bringing different groups into the same space. In this project she contributes to programme design, community-facing operations, the practitioner-network dimension of the wider ecosystem, and the live judgement on how the building will actually be used by the people who use it.

Clinical and governance backers

Jeff Faris — Clinical backer

Jeff is one of the most experienced systemic psychotherapists and clinical psychologists in the United Kingdom, with over 40 years in practice as a Consultant Psychotherapist. He is HCPC registered, a UK Registered Psychotherapist, and a Clinical Supervisor accredited with the UK Association for Family Therapy. Jeff served as Senior Lecturer in Psychotherapy at The Family Institute from 1988 to 2019. He is Sonia's clinical supervisor and is backing this project. His endorsement of the therapeutic framework carries significant clinical weight.

Dr Jo Le Noury — Governance & clinical adviser

Jo is a retired GP and former Public Health Associate Specialist in Guernsey, and one of the island's most respected medical voices. She is supporting the project as governance adviser. After her own ovarian cancer diagnosis in 2015, she became a prominent national advocate for early diagnosis and women's health; in March 2026 she spoke at the UK House of Commons during Ovarian Cancer Awareness Month. She chairs Bright Tights, the Guernsey charity for gynaecological cancers. Her involvement is directly aligned with the project's MAP Health partnership and the holistic health offer.

La Cache House — retreat partner

Avia Willment — La Cache House & The Creative Health Network

Avia runs La Cache House at St Pierre du Bois and leads the Creative Health Network — an infrastructure for healers, teachers and practitioners. She holds the practitioner community that connects through the wider ecosystem and the deeper, immersive retreat work that takes place in nature. La Cache House is the countryside retreat counterpart to the coastal hub, turning inward to the land where the Island Exchange turns outward to the sea.

Why the team matters here

This is not a property developer with civic dressing.

Oliver leads the local architectural work and the planning relationships that make the project deliverable. Sonia's therapeutic depth shapes every interior decision. Marc's entrepreneurial reach drives the ecosystem and partnerships. Doug brings hard accelerator data. Cheryl brings direct operational experience of community hubs and the programme-design discipline. Jeff and Jo provide clinical and governance credibility. Avia and La Cache House extend the work into the countryside.

Each is doing what they have spent decades becoming good at. The project is the meeting point.

3. The therapeutic foundation

The Island Exchange is grounded in a specific clinical philosophy. This is not wellbeing as decoration. It is the invisible architecture of the project — the framework that determines how spaces feel, how people are met, how decisions are made, and how the building behaves towards everyone who walks through it.

The framework rests on three pillars, each backed by decades of clinical practice and substantial published evidence.

Pillar 1 — Systemic psychology

No person exists in isolation. Every individual is part of a family system, a community system, an economic system. The building is designed systemically — café, accelerator, wellbeing rooms, suites, retreat centre and digital platform are all parts of one interconnected whole. When one part thrives, the whole system benefits. When someone struggles, the system notices and responds.

A founder burning out at week 8 of an accelerator cohort and a teenager struggling with loneliness are not separate problems with separate solutions. They are symptoms of disconnection — and the same ecosystem can hold both.

Pillar 2 — Clean Language

Clean Language is a psychotherapeutic modality developed by David Grove that uses precise, non-leading questions and metaphor to help people access their own inner knowledge without the practitioner imposing assumptions or agenda. It trusts the person completely.

In practice in this building: the café is designed for conversations to unfold naturally. The wellbeing rooms are held without agenda. The Innovation Fund asks applicants what they would like to have happen — and means it. The accelerator does not tell founders what to build; it creates the conditions for them to discover it themselves.

Pillar 3 — Person-centred practice

Person-centred therapy, rooted in the work of Carl Rogers, holds three core conditions: empathy, unconditional positive regard, and congruence. Every person is inherently worthy. Every person has the inner resources to grow. The role of this project is to create the conditions in which that growth becomes possible.

This places the person at the centre of everything — not the programme, not the revenue model, not the building. The 70-year-old who feels invisible. The 16-year-old who needs somewhere safe.

The founder with a brilliant idea and no one who believes in them yet. The investor who wants their money to mean something. Each of them is met in the same way.

"What would you like to have happen?" This is the first question of clean language. It is also the founding question of this building. Every person who walks through the door — founder, investor, teenager, elder, someone struggling, someone thriving — is met with the same radical openness. You take the lead. We walk alongside you.

Why this matters in practice

Most community and civic buildings fail not at the level of plan or programme, but at the level of how they feel.

They look correct but feel wrong. They are programmed but not held.

This project starts from the framework that holds it, and lets the architecture, operations and ecosystem follow from there.

4. The site — where, what, why

Few sites in Guernsey are this well placed for a civic building of this kind. La Valette sits at the meeting point of the harbour, the seafront promenade, the wooded cliffs of Havelet, and St Peter Port itself. It is one of the most heavily walked stretches on the island.



The site, looking from the road towards the sea wall and Havelet Bay.

Where it is

Element	Detail
Site	Former Octopus Restaurant, La Valette, St Peter Port, Guernsey
Address	La Valette, GY1 1AX
Frontage	South-east facing, looking across Havelet Bay to Castle Cornet
Position in town	5–8 minute walk from the main shopping streets and the harbour
Footfall	High pedestrian and cycling traffic year-round; peak summer activity

What it is

Element	Detail
Site area	Approximately 696 m ² (verified to brochure)
Tenure	Freehold
Condition	Cleared, services capped off, slab in place
Indicative price	£2,000,000 (subject to negotiation)
Existing constraints	Curved Victorian granite sea wall along seaward boundary; road on the landward side

Why it is right for this project

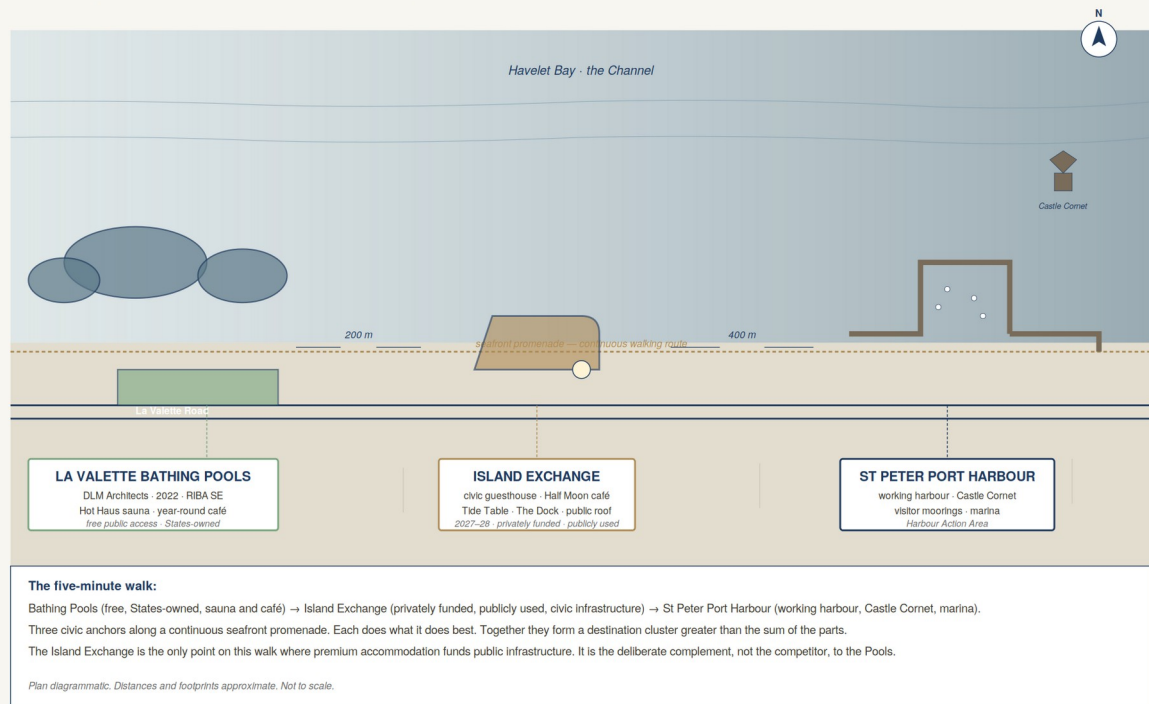
- Within the Main Centre Inner Boundary — central, walkable, urban
- Within the Conservation Area — heritage-protected, but with permission for high-quality contemporary additions
- Within the Harbour Action Area — explicitly identified for civic and economic regeneration
- Planners have indicated up to 4–4.5 storeys subject to high design quality
- Permitted uses include residential, hospitality, leisure, community, or a mixture — the brief is unusually open
- The curved sea wall gives the site its character; this project treats the wall as the architectural starting point rather than the boundary

The seafront cluster — and the Bathing Pools next door

Two hundred metres along the coast sit the La Valette Bathing Pools. Victorian sea-bathing pools dating from the 1860s, recently renovated by DLM Architects (RIBA South East Sustainability Award 2024), with a year-round café, a wood-fired Hot Haus sauna, modern changing facilities and an established community of regulars. Free to use. States of Guernsey owned. Operated by the Vive La Valette charitable trust. One of the most-loved free public assets on the island.

The seafront cluster — Bathing Pools, Island Exchange, harbour

Indicative diagrammatic plan. The three buildings work as a single seafront destination — a five-minute walk that ties La Valette to the harbour.



The seafront cluster — Bathing Pools, Island Exchange, harbour. Three civic anchors along a continuous five-minute promenade walk. Each does what it does best. Together they make a destination greater than the sum of the parts.

This is decisive context for the Island Exchange, in two ways.

The bar is set

The recently-completed DLM building demonstrates that contemporary architecture of genuine quality can be delivered on this stretch of coast, can win serious recognition, and can be embraced by the community. It also sets a standard. The Island Exchange has to be visibly different in scale, programme and ambition, but it cannot be visibly worse in design quality. Generic-modern will not survive the comparison. The architectural brief is set accordingly.

The relationship is complementary, not competitive

The Pools and the Island Exchange together form the seafront's two public anchors — a 5-minute walk along La Valette Road that takes you from the Pools to the Island Exchange to the harbour. Each building does what it does best. The Pools = swimming, year-round outdoor wellness, casual café, sauna, free public access, working-class friendly, States-owned. The Island Exchange = civic guesthouse, civic room, accelerator, retreat partner, evening dining, longer-format treatments, contemporary architecture. Together they make a destination cluster greater than the sum of the parts. Neither competes.

This requires deliberate design. Specifically: the café at the Island Exchange is The Half Moon — the affordable, family-friendly, unpretentious seaside café that the community has been asking for, with an evening dining register (the Tide Table) for civic gatherings, longer-format meals and breakfast meetings. It is not a competing day-time bacon-bap café to the Bathing Pools café 200m away; the Bathing Pools have that ground covered. The Half Moon serves a different rhythm in the day and a different register in the evening, and gives islanders the everyday seaside café Guernsey has been missing for decades. The Recovery Rooms are positioned as treatment infrastructure (physiotherapy, sports massage, longer wellbeing sessions), not as a competing destination sauna. The Dock — secure cycle and motorcycle parking, quick-rinse, lockers, riders' changing — fills a gap that doesn't currently exist at the Pools or anywhere else on this stretch of coast.

Vive La Vallette as collaborator

The first conversation in Phase 0 will be with Vive La Vallette. The aim is a written memorandum of mutual non-competition and mutual benefit: cross-promotion, member reciprocity where appropriate, a coordinated programme of seafront events, shared facilities thinking, and a shared interest in keeping this stretch of the seafront genuinely public and well-served. The local sea-swimming and outdoor-wellness community is small, well-networked and protective of their place. They should be allies, and the project's design has to make that easy.

In short

An oven-ready freehold site of 696 m², on the seafront promenade, in a Conservation Area inside the Harbour Action Area, with planners' provisional support for up to 4.5 storeys of mixed civic and residential use, at an indicative £2 million.

Two hundred metres along the coast sit the recently-renovated La Valette Bathing Pools — a public anchor and a deliberate collaborator, not a competitor. Together the two buildings form the public bookends of a properly resourced civic seafront.

There is no comparable site available on the island.

5. The vision

The vision for the Island Exchange is precise. It is not a hotel. It is not a community centre. It is not a workspace. It is a single, integrated civic building that holds those activities in proportion, in sequence, and in mutual support.

The vision rests on six principles. Each one shapes what the building is for and how it behaves.

1. Mutual usefulness, not social mixing

The instinct to bring different people into the same space is right. The framing matters. This is not a place where islanders are invited to be enriched by proximity to important visitors. That would alienate people, and rightly so.

The better idea is mutual usefulness. Visitors bring capital, networks, perspective and attention. Islanders bring knowledge, culture, place, continuity and reality. The building is where those assets meet and become useful to one another.

The most reliable way this happens is through the activities that already cut across income lines on this stretch of coast. Cycling. Motorbiking. Sea-swimming at the Bathing Pools next door. A consultant in road kit, a delivery rider on a lunch break, a retired engineer with a vintage Triumph, a teenager on a BMX, a visiting trustee who rides on holiday — they all need the same infrastructure, and the building serves them all the same way. The Dock and the Tide Table are where mutual usefulness becomes physical: a piece of furniture, a charging point, a quick-rinse hose, a long communal table. Concrete, not aspirational.

2. Public-by-default

The lower decks, the atrium and the roof are public-by-default. The premium suites are private. There is no third category — no members'-club tier, no quiet erosion of public access. The constitutional clauses in Appendix D make this enforceable rather than aspirational.

3. The wall is the project

The Victorian sea wall has been quietly eroding in significance for decades. The Octopus came and went. This project treats the wall as inhabited civic infrastructure — a backbone, not a boundary. The work happens in two stages: a reversible Stage 1 (timber benches, brass rails, display niches, planting, lighting, acoustic alcoves) and, only where structurally and heritage-proven, a Stage 2 of deeper carving. The principle is intelligent inhabitation rather than performative carving.

4. The roof is the civic gift

On a coastal site of this prominence, the roof may be the most valuable civic space. It is treated as a controlled public terrace — time-zoned across the day, between guest, public and event use — with sea-view seating, wind-protected pockets, edible planting, a small event deck, a contemplative garden, and a discreet service point for bookings.

5. Useful before iconic

A building that tries to be iconic first usually never becomes loved. A building that becomes deeply useful often becomes iconic by accident. The discipline through every design decision is the same: make it useful, make it warm, make it robust, make it specific to this site. The architecture earns its character through use, not through gesture.

6. Held together by a covenant

The civic mission is hard-coded into the legal structure of the asset-owning body. Public access guarantees, pricing charters, surplus waterfalls, annual public reporting, a critical-friends panel and an asset lock — all set out as draft constitutional clauses in Appendix D. Public benefit does not depend on goodwill. It is built into the ownership and operating structure.

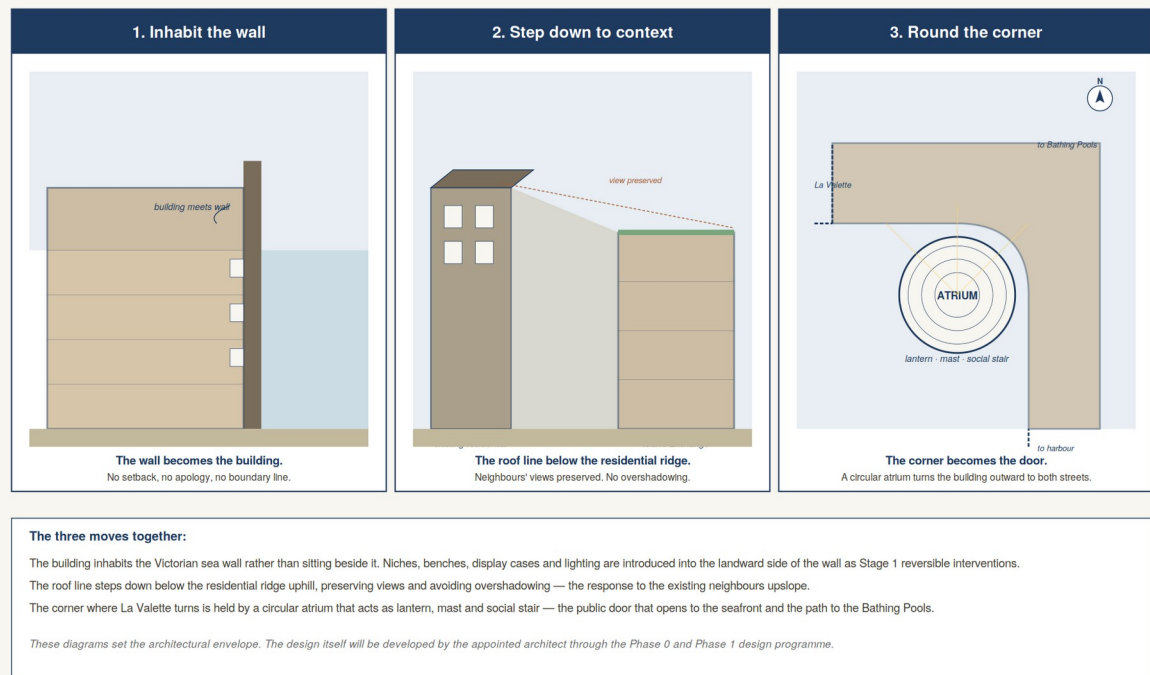
Make the building useful before making it iconic. If it becomes deeply useful, it can become iconic. If it tries to become iconic first, it may never become loved.

6. The building

The building is a compact, ship-disciplined civic guesthouse of approximately 2,650 m² across four-and-a-half storeys plus a public roof. Every square metre has a job. Every public space has named programme. The architectural moves are few in number and deeply specific to the site.

Massing principles — three architectural moves

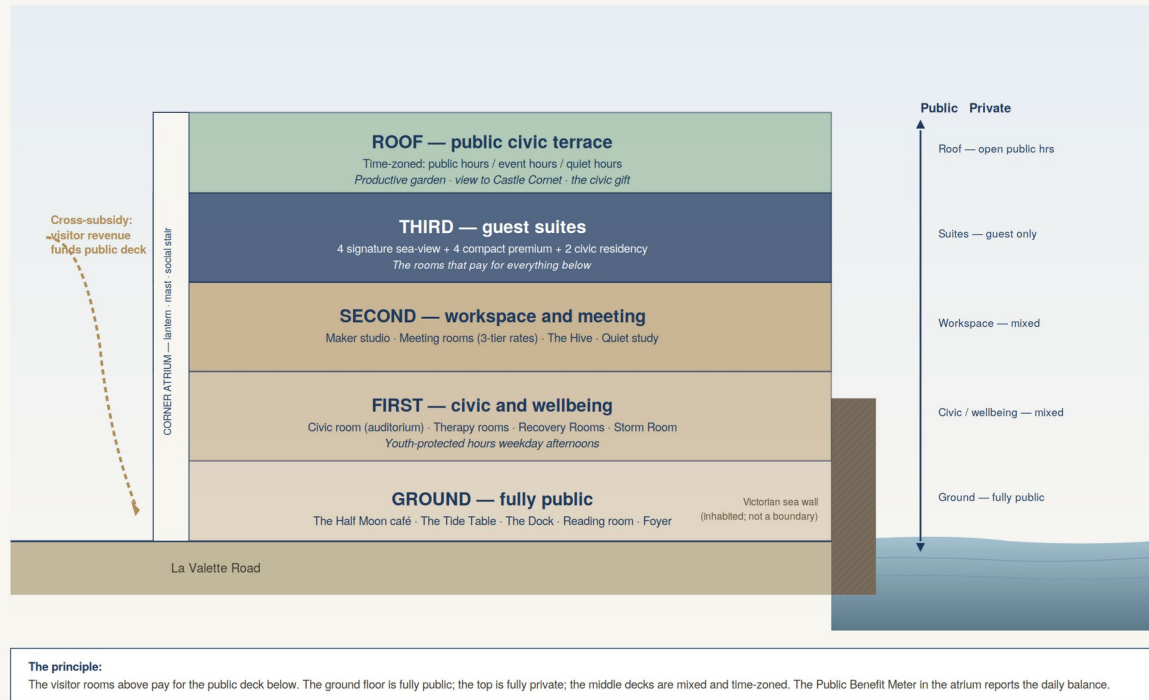
Indicative massing diagrams. Each move is a discipline; together they set the design envelope for the appointed architect.



*Massing principles — three architectural moves: inhabit the wall, step down to context, round the corner.
Indicative diagrams; final design by appointed architect.*

Public-Private Gradient — Section through the building

Indicative section. Heights and proportions are diagrammatic. Final design by appointed architect.



Public-private gradient — section through the building showing how visitor revenue above pays for the public deck below. Indicative section.

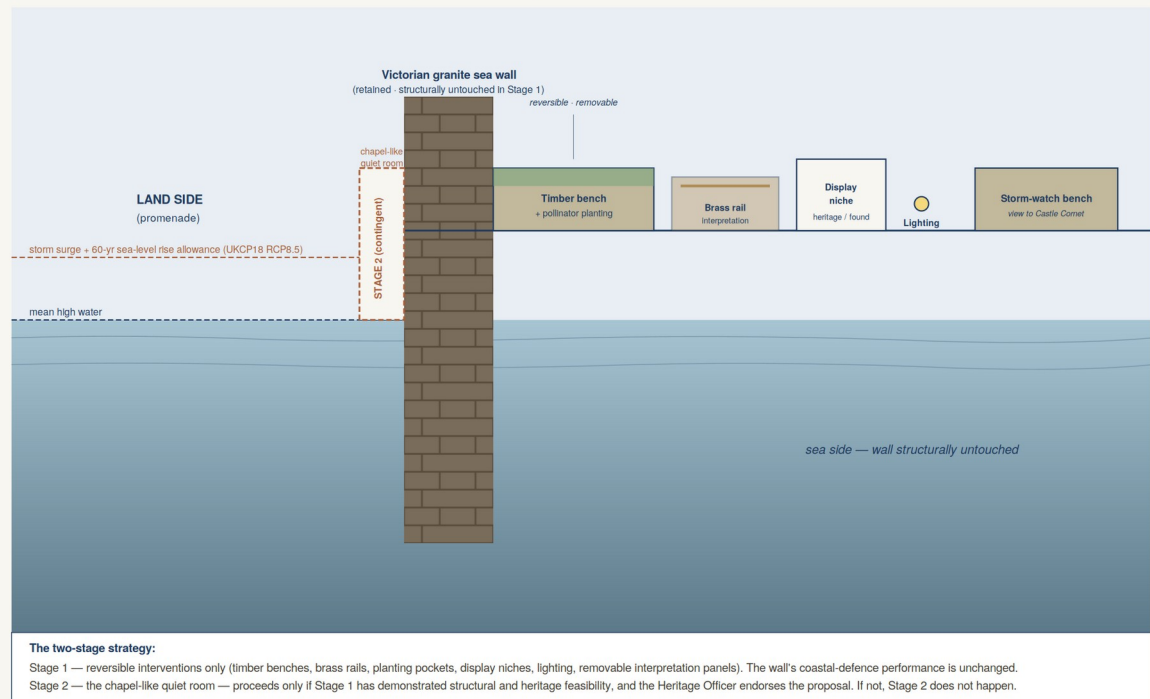
The five architectural moves

Move 1 — The inhabited sea wall

The Victorian granite wall along the seaward edge becomes an inhabited civic backbone. Stage 1 (reversible, deliverable Year 1) carves out timber benches, brass rails, display niches, planting pockets, acoustic alcoves and a wall archive of shipbuilding fragments. Stage 2 (structurally and heritage-proven) carves a small chapel-like quiet room into the wall's thickness. The intervention is intelligent and reversible by default; deeper only where evidence supports it.

The inhabited sea wall — Stage 1 (reversible)

Indicative section through the Victorian granite sea wall, showing the reversible Stage 1 interventions. Stage 2 is contingent on Stage 1 success and structural sign-off.

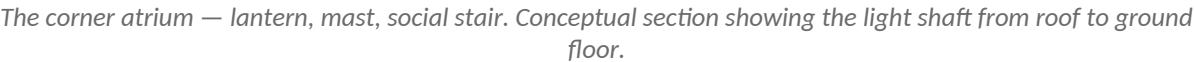


The inhabited sea wall — Stage 1 reversible interventions on the landward side; Stage 2 contingent on Stage 1 success and structural sign-off.

Move 2 — The corner atrium

A circular atrium at the prominent corner acts as lantern, mast and social stair. It is brief-heavy: main stair, lift, lightwell, orientation device, entrance marker, smoke and ventilation strategy, gallery wall, vertical social condenser, guest access control, night-time lantern. It earns its area every hour of the day. It also houses the building's Public Benefit Meter — a live display showing room nights sold, community hours funded, therapy sessions subsidised, youth sessions hosted, local supplier spend.

Conceptual section through the corner atrium. Indicative only — proportions and detail to be developed by the appointed architect.



The café returns. The original Half Moon Café, on or near this stretch of coast, occupies an emotional place in island memory that no other waterfront business has filled since. Affordable. Informal. Unpretentious. Family-friendly. Open to everyone. The community feedback on this is unambiguous: people want the soul of the Half Moon back.

This project brings it back. Not as pastiche, not as a museum reference, but as the operational principle of the public café on the ground floor: a Guernsey seaside café that islanders can use every day, with food at honest prices, no service charge added, no velvet rope, family-friendly through the day, with a long communal table at its heart called the Tide Table — always partly open to strangers, used for community breakfasts, civic exchange, repair-café lunches, visiting-trustee breakfasts, youth dinners and open advice sessions.

The kitchen serves two registers from one operation: an affordable everyday Half Moon menu through the day, and a proper evening dining offer (the Tide Table for civic gatherings, longer-format meals and breakfast meetings) when the café shifts mode in the evening. This is operationally normal — many good places run two registers — but it has to be explicit in the brief, because the community has been rinsed too many times by Guernsey's drift towards expensive everywhere.

Move 4 — The Storm Room

One sea-facing room on the middle deck is designed specifically for watching weather. Robust, calm, timber-lined, deep-window-seated. Reading. Quiet reflection. Private dinners. Small talks. Grief and recovery space. Writer residencies. Off-season attraction. It works year-round and gives the building an answer to the killer question: "what happens here in February?"

Move 5 — The Dock

Cycling and motorbiking are two of the few activities on Guernsey that genuinely cross income lines. A consultant in road kit, a delivery rider on his lunch break, a retired engineer with a vintage Triumph, a teenager on a BMX, a visiting trustee who rides road bikes on holiday — all use the same kind of infrastructure, and that infrastructure currently does not exist properly anywhere on this stretch of coast.

The Dock is a substantial Tier 1 element. Secure covered parking for road bikes, e-bikes, mountain bikes and motorcycles (separated areas — the needs differ). A quick-rinse station with hose, drainage and brushes for sea-spray, mud and salt. Lockers with charging points for e-bike batteries and helmets. A workbench with basic tools — track pump, allen keys, chain tool — community ethos, not full-service. Quick changing space so riders can come off a route and walk into the café without dripping. Direct access through to the Recovery Rooms (Move 6) for riders who want a longer stop after a long ride.

Above the bike racks, a rotating curated wall display of significant Guernsey machines — a TT-era motorcycle, a hand-built road frame from a local maker, a vintage rally bike, a beach-cruiser. Lent rather than owned. Story cards. The wall becomes a small gallery of how the island moves.

The Dock is the most reliable way to make the building feel populated and unpretentious from day one. Cyclists and bikers are the existing community of this stretch of coast, alongside sea-swimmers using the Bathing Pools next door. The Dock serves them; in return they make the building obviously welcoming to anyone arriving in workwear, sports kit or with a child.

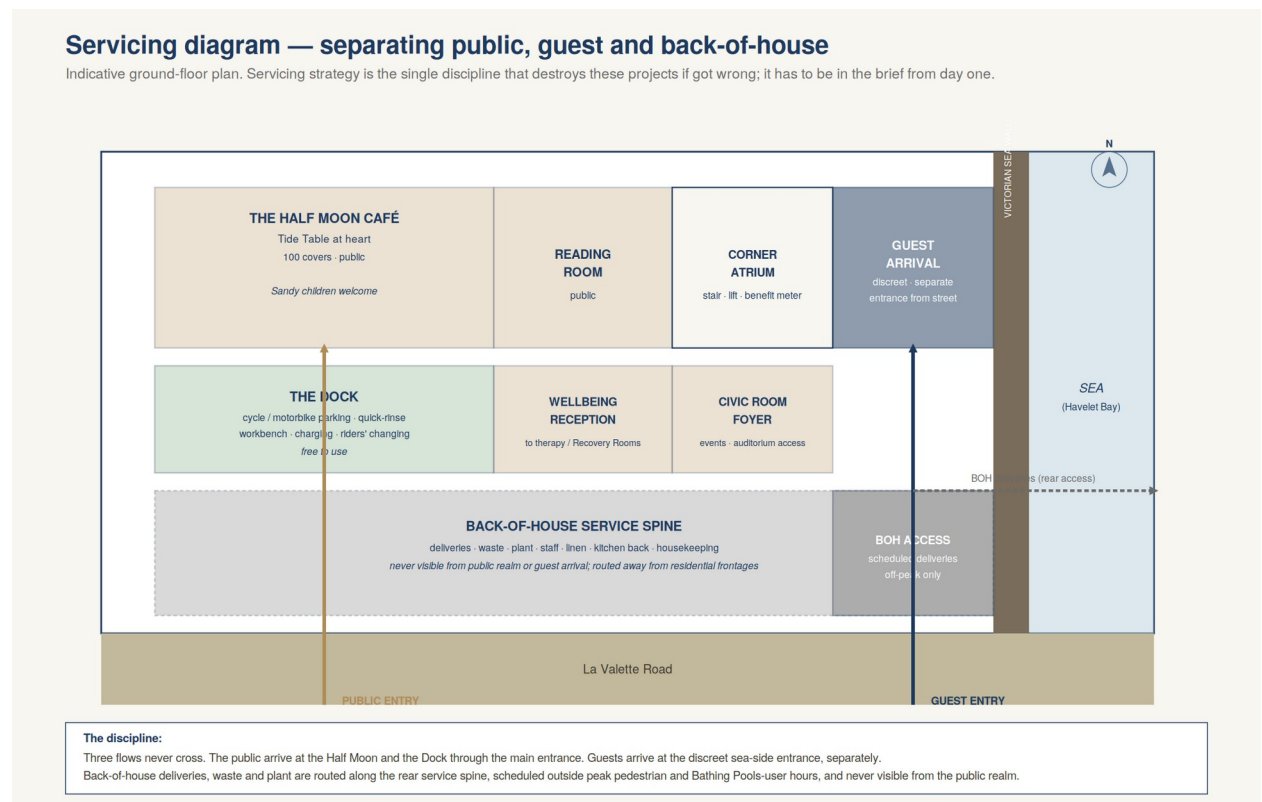
Move 6 — The Recovery Rooms

A small set of treatment rooms designed for physiotherapy, sports massage, and longer-format wellbeing treatments — the things sea-swimmers, cyclists, motorcyclists and the wider wellbeing community need that the Bathing Pools' existing facilities don't provide. This is deliberately framed as complementary to, not competitive with, the wood-fired Hot Haus sauna at the Bathing Pools 200 metres away. We are not building a second sauna. We are building the recovery infrastructure that doesn't currently exist on this stretch of coast.

Members may be offered reciprocal access arrangements with the Bathing Pools' Hot Haus where appropriate, subject to discussion with Vive La Vallette. The Recovery Rooms operate on a means-tested two-tier rate structure (full private and subsidised), with priority for islanders on lower incomes.

Servicing — the discipline that destroys these projects if mishandled

Three flows have to coexist on a small constrained site without crossing each other: the public arriving for The Half Moon, The Dock, the Reading Room and the public roof; the guests arriving discreetly for the suites; and the back-of-house deliveries, waste, plant and staff that keep the building running. Most projects of this kind fail at this point — the kitchen-back appears at the front, the bins live where the families want to sit, the guest entrance creates a hotel-lobby atmosphere that kills the public welcome. The diagram below sets out the discipline. The full servicing strategy will be developed by the appointed architect from this brief.



Servicing diagram — three flows that never cross. Public, guest and back-of-house separated by design from the brief, not retrofitted later.

Programme hierarchy

Three tiers, ranked. Tier 1 must exist. Tier 2 should exist if space and budget allow. Tier 3 is partnered or phased.

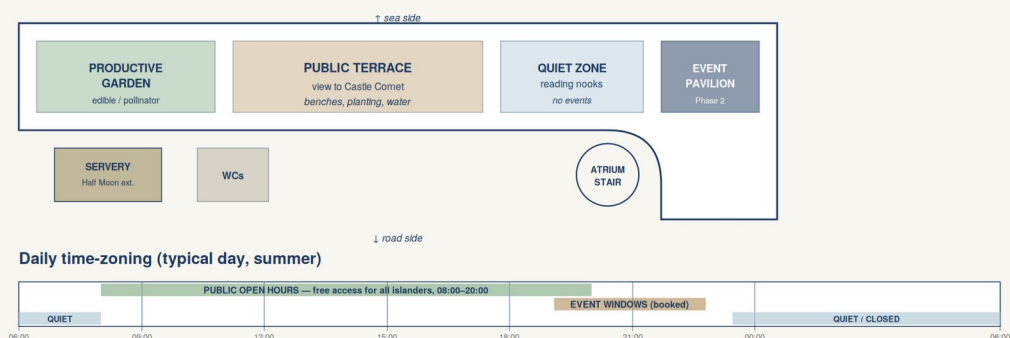
Tier 1 — Must exist (Phase 1)

- The Half Moon — public café (the soul of the Half Moon brought back) with the Tide Table at its heart; affordable everyday menu through the day, evening dining offer for civic gatherings

- Civic room (auditorium, talks, screenings, hire)
- Therapy and Recovery Rooms (physiotherapy, sports massage, treatment — complementary to the Pools' Hot Haus sauna)
- Reading room
- Meeting rooms (commercial / charity / community tier rates)
- Ten guest rooms — 4 signature sea-view + 4 compact premium + 2 civic residency
- Circular atrium with Public Benefit Meter
- Inhabited sea wall (Stage 1 reversible)
- Public roof terrace, time-zoned
- Storm Room
- The Dock — secure cycle and motorcycle parking, quick-rinse, lockers, charging, riders' changing space, rotating wall display of Guernsey machines
- Youth-protected hours and youth keyholder programme — every weekday afternoon and Saturday morning, with a youth advisory seat on the operating board (responding directly to community feedback signal 3, see Section 1a)
- Family-friendly daytime register at The Half Moon — sandy children, wet weather, no velvet rope
- Compact service spine — laundry, housekeeping, deliveries, waste, plant
- Governance covenant and constitutional clauses (Appendix D)

The roof — time-zoned for public, civic and quiet use

The roof is the civic gift. It belongs visibly to the island. Three modes through the day, published openly, audited annually.



Hard public-access commitments (Clause 1, Appendix D)

Minimum 280 hours per four-week period of free public access to the roof
 Daily public hours published on the building website, on the Public Benefit Meter, and at the entrance
 Closure for events restricted to a published maximum of 12 hours per week, with 7-day public notice
 Quiet hours preserved on the eastern edge during all times (no events, no music, no commerce)
 Annual audit of actual public hours delivered against committed minimum, published in the Annual Public Report
These commitments are enforceable through the asset lock and the Critical Friends Panel — not goodwill

Roof time-zoning — the civic gift. Daily public hours, event windows, quiet zones. Hard public-access commitments codified in Clause 1 of the constitutional clauses.

Tier 2 — Should exist if space allows

- Maker and repair studio (hosts the weekly Repair Bell)
- Wall archive of shipbuilding fragments and oral history
- Trustee-in-residence programme suite
- Coastal resilience interpretation (the Blue Room)

Tier 3 — Only if partnered or phased

- Full fab lab (only with university or industry partner)
- Major events venue beyond the civic room (only with operator partner)
- Heritage tunnel experience (only with heritage funding partner)
- Childcare (pilot scale only, not Phase 1 core)

Operations and servicing

Servicing destroys more good buildings than any architectural decision. On a 696m² site with ten suites, the back-of-house has to be drawn before any pretty image is made.

- A road-side service spine running vertically, separated from the public-facing decks
- One controlled delivery point, scheduled outside peak public hours
- Hidden waste store, separated from the café
- Housekeeping cupboard on each guest level — no service trolleys crossing public spaces
- Stacked back-of-house: laundry, linen storage, plant
- Independent fire escape from each guest level
- Step-free access throughout via the atrium and the continuous internal ramp

The architectural test

Would a local person walking past in wet clothes, cycling kit, workwear or with a child feel allowed to walk in?

If not, the scheme has failed — regardless of how good the rendering is.

The operator structure

This is not one business. It is at least five distinct activities — premium guest accommodation, civic programming and events, the Half Moon café, wellbeing and recovery services, and accelerator

activity. They require different skill sets and cannot be held together by a single hotel-trained manager or a single community-centre coordinator.

- A Civic Host Operator runs the building day-to-day: rooms, bookings, café quality, events, guest journey, local partnerships, community access, annual impact reporting
- A separate Community Programme Lead, funded from operating surplus and grants, holds the public-mission programme: youth hours, wellbeing access, partnerships with island charities, the Innovation Fund interface
- Volunteers can enrich the building. They cannot hold the business model together
- The host table is a counter, not a reception desk. The building has hosts, not receptionists

7. Interiors and atmosphere

Architecture sets the structure of the building. Atmosphere decides whether anyone wants to stay.

This section sets out the organising principle for the interiors — the textures, light, materials and small moments that, more than any plan or section, will determine whether the building feels generous or institutional, rooted or generic. Interior atmosphere is treated as a primary design discipline from the start, not a finishing exercise.

The organising principle

The building must feel generous before it explains itself.

Most community and civic buildings fail not at the level of plan or programme, but at the level of smell, sound, light and material. They look correct but feel wrong. The Island Exchange is specified differently from the start.

Five sensory commitments

- Smell — coffee, bread, timber, sea air; never cleaning chemicals or stale carpet
- Sound — lively café acoustics that do not cross into noise; deep quiet in the reading room, Storm Room and therapy spaces; the atrium tuned as a soft echo of the sea outside
- Light — daylight pulled deep through the atrium; circadian artificial light that warms through the day; low, layered evening light
- Touch — brass, timber, lime plaster, stone, ceramic, canvas, rope, planting; surfaces that age well in salt air and improve with use
- Pace — moments of compression and release, of gathering and retreat, written into the plan so the building feels different in different parts at different times of day

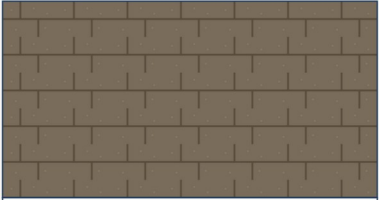




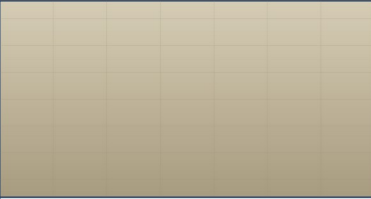
Material palette

Two registers in parallel — robust public-facing surfaces on the lower decks (stone floors, lime-washed walls, oiled hardwood, brass ironmongery, leather handrails) and lighter, calmer surfaces on the upper decks (raw plaster, washed linen, pale timber, patinated metal). The atrium is the hinge between the two.

Nothing institutional. No plastic. No vinyl. No suspended-grid ceilings. No corporate carpet tiles. Coastal exposure is met with materials specified to age into the building rather than to be replaced every decade.

Material palette — earned, weathered, local

Six materials. Each chosen because it earns its place — coastal-durable, locally rooted, and capable of weathering well over a 60-year design life.

		
Granite Cobo or Mont Cuet local where possible sea wall · ground-floor plinth · external edges	Oiled hardwood FSC oak or sweet chestnut · sustainable, repairable Tide Table · suite floors · joinery · stair treads	Brass Solid brass · marine-grade · weathered to a green-gold handrails · interpretation rails · door hardware · lantern
		
Weathered bronze Naturally patinating · maritime appropriate	Lime render Breathable · vapour-permeable · low embodied carbon	Sail canvas / heavy linen Robust · washable · repairable · maritime
<p>The discipline: Six materials, all chosen because they earn their place. Every material in the building must do at least three things: be coastal-durable, weather well over time, and be repairable rather than replaceable. No materials chosen for fashion. No finishes that look new for two years and tired for fifty. No glass-curtain-wall vocabulary, no chrome, no corporate-international. <i>The reference point is a working harbour building — granite, oak, brass, bronze, lime, canvas — that gets better the longer it is used.</i> <i>Material samples to be physically agreed on a sample wall in Phase 1. The brief commits to local sourcing where viable; final specification by the appointed architect.</i></p>		

Material palette — granite, oiled hardwood, brass, weathered bronze, lime render, sail canvas. Each material chosen because it earns its place: coastal-durable, repairable, weathering well over a 60-year design life.

Modular guest pods, not shipping containers

The guest rooms are constructed as prefabricated modular pods, manufactured off-site for quality, acoustic and thermal performance, and assembled on-site to reduce build time. This is the efficiency of cabin-style construction without the limitations of literal shipping containers — proper room widths, full acoustic separation, deep insulation, premium finishes and full hospitality services. The metaphor is a ship cabin, not a steel box.

How this is delivered

Interior design is led by Sonia Mills as co-author of the project. A full mood, material and atmosphere book — sketches, references, samples and detail studies — accompanies the design development phase and is presented separately to the design team, the operator and the funders. That document is the working tool; this section is the public statement of intent.

The atmospheric promise

The Island Exchange should feel inevitable from the moment a visitor walks in: warm, sensory,

rooted in Guernsey, and quietly distinctive.

It should not require explanation. It should require only attention.

8. Why this matters for Guernsey

Il vient une heure où protester ne suffit plus : après la philosophie, il faut l'action.

There comes a time when protesting is no longer enough; after the philosophising must come action.

— Victor Hugo, *Les Travaillleurs de la Mer* (written in Guernsey, 1866)

This section sets out why the project is worth the ambition: the cultural, civic, economic and reputational return on a piece of architecture that is genuinely good rather than merely competent.

The unfamiliar-at-first pattern

Most genuinely good civic buildings begin life as the unfamiliar idea everyone disagrees about. Architects resign mid-build. Budgets blow up. Critics call them follies. And then — sometimes — the building outlasts the controversy and becomes the thing the place cannot be imagined without. The pattern repeats often enough that it is worth naming, but not often enough to plan around. The discipline is not to invoke the famous examples; it is to stay rigorous about the architecture, the programme and the operations, and to let a small, dense, well-made civic building become what it becomes.

Guernsey does not need a Sydney Opera House or a Guggenheim Bilbao. The ambition for the Island Exchange is more disciplined — a tightly programmed civic building of approximately 2,650 m² that punches above its weight on a single coastal site, and that demonstrates what can be done when architecture, governance and public-benefit instruments are designed as one.

Nine specific gifts to Guernsey

1. A landmark identity for Havelet Bay

The site is one of the most prominent on the seafront. It currently has no identity. The Island Exchange — with its inhabited sea wall, corner atrium, Storm Room and public roof — could become a recognisable silhouette that islanders and visitors alike use to orient themselves.

2. A daily place that islanders actually use

Most landmark buildings are visited rarely. This one is built to be used every day — coffee in the morning, work in the middle, a treatment after a long ride or a sea swim, a therapy session, a film in the evening, a quiet hour in the reading room, a Saturday repair café. The architectural ambition serves an everyday civic life.

3. A new economic engine

Construction alone will spend approximately £14 million locally over a 24-month build, supporting trades and professionals across the island. When operating, the building employs 18–22 full-time equivalent staff, partners with local restaurants for dining and delivery, and generates an estimated £350–550 thousand of related spending in St Peter Port businesses each year.

4. A new front door for high-value visitors

There is currently nowhere on Guernsey for a visiting trustee, philanthropist, professional or decision-maker to stay that feels distinctive and contemporary. OGH is the island's traditional luxury — beautiful for what it is, but not the same offer. The Island Exchange's premium short-stay rooms fill a category that does not yet exist on the island, and the trustee-in-residence programme turns those visits into mentoring, public talks, advisory work and donations.

5. A wellbeing infrastructure on the seafront

Therapy and Recovery Rooms with subsidised slots, MAP Health for holistic assessment, the Storm Room for grief, recovery and quiet, hours dedicated to young people and older people, the public roof terrace as the destination at the top of the journey. Together with the Bathing Pools' Hot Haus sauna 200 metres along the coast, the seafront becomes a properly resourced wellbeing cluster — practical responses to the loneliness, isolation and mental health pressure that affects island life as much as anywhere else.

6. A heritage gain rather than a heritage loss

The Victorian sea wall has been quietly eroding in significance for decades. This project gives the wall a public future rather than a forgotten past — inhabited, interpreted, archived in fragments along its length, treated as the spine of a working civic building.

7. Multigenerational civic infrastructure

A genuinely public building, designed and programmed for the full island lifespan: family-friendly storytime on Saturday mornings; a youth zone with WiFi and a music practice room run by a Youth Council with real budget; a Tuesday coffee group and Friday film club for older adults; a monthly memory café for people living with dementia; a repair café where teenagers learn to fix things from older adults who know how. The constitutional clauses (Appendix D) hard-code the youth programme into the surplus waterfall — it is preserved before any non-essential capital expenditure. Section 13a sets out the full multigenerational programme.

8. Reputational soft power

A genuinely good civic building on Havelet Bay would be a tangible symbol of Guernsey's ability to deliver high-quality public-benefit infrastructure through private and philanthropic means. It would draw funders, decision-makers, journalists and policy thinkers — people who often arrive with capital, networks and ideas.

9. Something to be proud of

The hardest gift to put on a balance sheet, and possibly the most important. A genuinely good building changes how the people who live near it think about where they live.

The honest counter-argument

It is worth being clear-eyed about the risks before they are raised by others.


- Some islanders will reasonably worry that an architectural statement on a public-facing coastal site is the wrong priority. The answer is the cross-subsidy model and the constitutional locks — this building does not take public money, and the public benefit is hard-coded in law
- Civic-architecture investments have often been over-sold elsewhere, with promises of transformation that depended on the building doing all the work. Most have under-delivered because they treated architecture as a marketing strategy rather than as part of a wider civic plan. The Island Exchange treats the building as part of an ecosystem — funding, governance, programming, community access — not as a stand-alone object. Architecture is necessary; alone, it is never sufficient
- Iconic architecture sometimes ages badly, becomes expensive to maintain, or fails to deliver its operational promise. Mitigation: design for daily use first, specify materials that age well in coastal exposure, hold the maintenance reserve at 1.5% of replacement cost per annum
- Operational complexity is real. Several distinct activities under one roof — premium accommodation, civic programming, community café, wellbeing services, accelerator activity. The Civic Host Operator and Community Programme Lead structure (Section 6) is designed to hold this; it is not optional

The case in one paragraph

Guernsey already has beauty. It has history. It has Castle Cornet on its skyline.

What it does not yet have is a small, contemporary civic building on the seafront that islanders use every day, that visitors notice, and that quietly raises the bar for what public-facing development on the island can be.

The Island Exchange is the chance to make that building, on one of the most prominent civic sites on the island, without asking the public purse for a penny.



The aim is not to make Guernsey famous. The aim is to make a building Guernsey is glad to have — one that earns its place by being useful every day.

9. The ecosystem

The building is the physical hub. Around it sits a deliberately interconnected ecosystem that gives the project commercial resilience, intellectual purpose and a wider footprint across the island. Five parts. Each is designed to work on its own. Together they form a single coherent operation.

The five parts

Part	What it is	Where
Good Vibrations	A 12-week B2B fintech accelerator	Hub — Level 3
The Hive	Digital platform connecting members, practitioners and the public	Digital + hub interface
La Cache House	Countryside retreat centre	St Pierre du Bois
MAP Health	AI-assisted holistic health assessment	Hub — Level 3.5
Community Innovation Fund	Grants for local people solving local problems	Hub-based + island-wide

Good Vibrations — the accelerator

A 12-week product-market-fit programme for B2B companies productising Guernsey's regulated-finance strengths into exportable software and infrastructure. Funds operations, fiduciary, captives, regtech. The unfair advantage is that a yes from a Guernsey compliance officer is a green light for almost any jurisdiction in the world. The model is proven at scale: Ignite ran 20+ cohorts and 200+ companies; Entrepreneur First ran 8 cohorts and 80 companies. The playbook is known.

On financial outcomes from those programmes, our position is honest about what is publicly knowable. Both Ignite and Entrepreneur First are private operators that have not published audited cohort-level returns. The publicly verifiable picture is that both have continued to operate and raise successive funds across a decade-plus, that they have placed companies into named follow-on investors at series A and beyond, and that several portfolio companies have reached unicorn or significant exit status. Beyond that, specific cohort returns and operator profitability are not in the public domain. Doug Scott's involvement gives the project direct access to that detail through Phase 0 due diligence; until that detail is reviewed under appropriate confidentiality, the projected Good Vibrations programme economics in this document should be read as concept-stage estimates anchored on a credible operator template, not as verified outcomes.

- Pre-cohort: founders matched with Guernsey Venture Clients, with a pre-approved Data Transfer Agreement bypassing months of legal delay

- Weeks 1–8: founder sits inside the Venture Client's operations, observing real workflows and building a clean automated version. One signed pilot per company minimum
- Weeks 9–11: investor pack standardised. UK investors subscribe via SEIS-compliant structure
- Week 12: Venture Client signs an LOI or commercial contract. Tier-1 Guernsey firm endorsement becomes the calling card for the next raise in London
- Capital: ~£1m initial raise from HNW investors (SEIS-eligible). Cohort fees ~£500k. 3–5 staff. Returns: tax floor; 10–30x ceiling over a 10-year horizon

The Hive — digital platform

The digital heartbeat of the project — simultaneously a community network, a wellbeing marketplace, a giving platform, and the digital front door to everything the building does.

- Connects members: discovery, messaging, collaboration, referrals
- Marketplace: practitioners list services, the public books and pays. Platform commission 10–15%
- Space booking: rooms, pods, therapy spaces, event spaces all bookable online
- Community Fund interface: donate, track impact, apply for innovation grants
- Good Vibrations tools: cohort management, pilot tracking, investor updates
- Impact dashboard: live data on community outcomes, wellbeing sessions delivered, innovations funded — feeds the Public Benefit Meter in the atrium

La Cache House — the retreat centre

A stunning private retreat in the countryside of St Pierre du Bois, set in mature gardens. The quiet, restorative counterpart to the dynamic coastal hub. Where the hub faces outward to the sea, La Cache House turns inward to the land. Run by Avia Willment.

- Corporate retreat days and bespoke team wellbeing programmes
- Immersive healing weekends: breathwork, gong journeys, somatic retreats
- Tai chi, movement and embodiment workshops in the grounds
- Practitioner training and CPD for the Creative Health Network
- Private one-to-one and small group therapeutic work
- Seasonal ceremonial gatherings — solstice, equinox, community celebrations

MAP Health — holistic health

Partnership with MAP Health to bring AI-assisted holistic health assessment into the building's Level 3.5 wellbeing floor. Not a GP surgery. Not a gym health screen. A complete picture of who you are biologically, translated into a personalised action plan.

- Biomarkers — full blood panel for inflammation, hormones, nutrient status, metabolic markers
- Genetics — analysis of 100+ traits related to ageing, metabolism, collagen, pigmentation
- Glucose monitoring — continuous monitor tracking food, stress and sleep response in real time
- Goal — the destination: energy, sleep, mental clarity, weight management, long-term optimisation
- Delivered through the building's wellbeing rooms, supported by The Hive's practitioner network, deepened at La Cache House retreats

Community Innovation Fund

Seeds and supports local people solving real Guernsey problems. Not a charity box. A proper fund that backs islanders with ideas — around loneliness, youth, environment, health, housing, connection and belonging — and gives them the tools, space and money to make them real.

- Funded by surplus from building revenues, a percentage of accelerator returns as they mature, philanthropic donations through The Hive, corporate philanthropy from Venture Clients, public donations, and States community grant streams
- Open application process — any Guernsey resident can apply
- Community panel decides — a representative group of islanders, not a top-down committee
- Small grants £500–£5,000 for early-stage ideas; larger grants £5,000–£25,000 for proven projects ready to scale
- Recipients get access to The Hive, the building's spaces, and the wider network
- Impact tracked and published — donors and the public see exactly what their money does

The Island Problem Lab

The mechanism that turns the suites into something more than premium accommodation. Each quarter, the building hosts one theme — loneliness, youth opportunity, coastal resilience, housing pressure, ageing well, marine ecology, food systems, mental health, intergenerational skills, island transport, culture and identity. Visiting trustees, funders, experts, residents and young people gather around the theme. Outputs: public talks, working dinners, a small report, pilot projects, funding pledges, mentorship circles, exhibitions, youth challenges.

The building does not just host visitors. It converts visitors into civic contributors.

The Corporate Community Retainer

The single most powerful revenue strand connecting the hub, La Cache House and The Hive. Guernsey financial services firms — fund administrators, fiduciaries, law firms, family offices — pay an annual retainer giving their teams full access to the ecosystem.

Tier	Annual fee	What it includes
Small firm (up to 10 staff)	£5,000–£8,000	Hub access, 4 retreat days, Hive membership
Mid-size firm (10–50 staff)	£12,000–£20,000	Full hub, 8 retreat days, practitioner sessions
Anchor corporate (50+)	£25,000–£50,000	Full ecosystem, naming rights, bespoke programme

Why this matters financially

Ten anchor corporate retainers at £25,000 each generates £250,000 per year — before a single room is booked, a single coffee is sold, or a single suite is occupied.

The corporate retainer model converts the suite-night business from a hospitality bet into a commercial subscription with stable, predictable cash flow.

Evidence of market demand

The corporate retainer assumption is not speculative. The Guernsey financial services sector is under measurable pressure on three issues that this offer addresses directly:

- Talent retention — the cost of replacing a senior trust officer or fund administrator runs to six figures. Wellbeing and retreat infrastructure as a retention tool has measurable ROI
- ESG and employee wellbeing reporting — increasingly required by client-side mandates, particularly from London and Luxembourg counterparties
- Hosting visiting clients and counterparties — currently dispersed across OGH, Bella Luce and serviced apartments; no single contemporary destination exists

Pre-launch market validation — three categories of prospect are being identified for Phase 0 conversations:

- Tier-1 fund administrators (4 named candidates, all 50+ staff, all anchor-corporate-retainer prospects)
- Mid-size law and fiduciary firms (6 named candidates, all 10–50 staff, mid-tier retainer prospects)
- Family offices and HNW vehicles (3 named candidates, smaller-tier retainer prospects but high-value secondary value through patient-capital and trustee-in-residence relationships)

As a Phase 0 deliverable, three anchor corporate commitments are required as a precondition for Phase 1 capital release. Until those commitments are in writing, the £250k retainer line in the model is a target, not an assumption.

The Civic Room-Night Bank

A pre-sold annual room-night programme for local trust companies, banks, law firms, insurers and family offices. Ten organisations buy 20 nights each. 200 room nights pre-sold. Includes meeting-room credits and named support for community access. Unused nights roll into visiting-speaker and trustee-in-residence stays.

- Provides early revenue confidence before the building opens
- Turns local institutions into stakeholders, not customers
- Reduces Year-1 occupancy risk to a manageable level
- Sits inside the funding stack as ~5% of total project cost (~£900k advance)

10. Four concepts that would work

The site can support a range of viable schemes. The right answer depends on appetite for capital, ambition for civic outcomes, and the funding stack the project can assemble. The four concepts below are all genuinely buildable. They are not just smaller and bigger versions of the same scheme — each represents a different idea about what the site is for.

All four assume the £2 million site purchase price, the freehold tenure, the 696 m² site footprint, the curved sea wall as inhabited spine, the corner atrium as identity move, and the principle that visitor value funds public benefit.

Concept comparison at a glance

	Concept A	Concept B	Concept C	Concept D
Working name	The Promenade	The Exchange	The Vessel	The Crown
Storeys	2–2.5	3–3.5	4–4.5	4.5
GIA approx.	1,100 m ²	1,800 m ²	2,650 m ²	2,900 m ²
Suites	0	5	10	12 + 2 long-stay
Public spaces	Café, civic room, niches	+ therapy, co-working, reading	+ auditorium, maker, youth	+ residency studio
Total cost	£8.8 m	£13.2 m	£18.0 m	£19.4 m
Year 3 revenue	£0.85 m	£1.55 m	£2.26 m	£2.55 m
Year 3 op surplus	(modest)	£260 k	£670 k	£810 k
Build time	12–15 mo	18–24 mo	24–30 mo	30–36 mo
Risk profile	Low	Low–medium	Medium	Medium–high
Civic ambition	Modest	Strong	High	Highest

Concept A — The Promenade

A modest, beautifully made public building. No accommodation. The full mission delivered through café, civic room, therapy and Recovery Rooms, the inhabited sea wall and The Dock. Two-and-a-half storeys, kept low against the wall and the wooded cliff behind. Complementary to the Bathing Pools next door. A complete scheme in itself.

- Total project: £8.8 m (£2.0 m site + £6.8 m delivered)

- Year 3 revenue: £0.85 m. Year 3 operating surplus: modest
- Funding mix: heavy reliance on grants and patient capital; minimal commercial debt
- Risk profile: low. Faster planning route. Lower long-term commercial upside

Concept B — The Exchange

Three-and-a-half storeys with five guest rooms (2 signature sea-view + 2 compact premium + 1 civic residency). Café, civic room, therapy rooms, co-working, reading room, public roof. The smallest viable scheme that proves the cross-subsidy model and integrates the wider ecosystem. Politically defensible. Faster to deliver than C. The credible Phase 1 if blended funding proves harder than expected.

- Total project: £13.2 m (£2.0 m site + £11.2 m delivered)
- Year 3 revenue: £1.55 m. Year 3 operating surplus: ~£260 k
- Funding mix: 40% senior debt, 25% patient capital, 15% grants, 7% community shares, 5% Civic Room-Night Bank, 8% founder equity
- Risk profile: low-medium

Concept C — The Vessel (recommended)

Four-and-a-half storeys at the maximum height the planners have indicated, with ten guest rooms (4 signature sea-view + 4 compact premium + 2 civic residency). Full programme: The Half Moon café and the Tide Table, civic room, auditorium, therapy and Recovery Rooms, maker studio, youth-protected hours, Storm Room, The Dock, public roof. The full architectural and civic ambition, and the scale at which the corporate retainer + accelerator + civic ecosystem operates as one integrated machine.

- Total project: £18.0 m (£2.0 m site + £16.0 m delivered)
- Year 3 revenue: £2.26 m. Year 3 operating surplus: ~£670 k
- Funding mix: full blended stack at ~4.5–5% blended cost of capital
- Risk profile: medium

Concept D — The Crown

Four-and-a-half storeys, every metre worked hard. Twelve premium guest suites plus two long-stay residency apartments for visiting trustees, artists or scholars staying weeks rather than nights. Full Concept C programme plus a residency studio on the roof level. The upside scenario, contingent on a major philanthropic anchor.

- Total project: £19.4 m (£2.0 m site + £17.4 m delivered)
- Year 3 revenue: £2.55 m. Year 3 operating surplus: ~£810 k
- Funding mix: requires a £3–5 m anchor philanthropic gift to be viable

- Risk profile: medium-high. Largest upside, highest political visibility

Recommendation

Concept C — The Vessel — is the recommended scheme. Ten suites are required for the corporate retainer + accelerator + civic ecosystem to function as a single connected machine. Five suites (Concept B) keeps the worst point of the unit-economics curve — full concierge, full housekeeping, full marketing overhead against half the inventory. Twelve suites (Concept D) adds capacity faster than the demand curve supports.

Concept B is the credible Phase 1 fallback if the funding stack proves harder than expected. Concept D is the upside scenario contingent on a philanthropic anchor. Concept A is the lightest-touch fallback if appetite for the full mixed-use scheme proves limited.

How the four concepts relate

Concept A is not a failed Concept C — it is a complete project at modest scale.

Concept B proves the cross-subsidy idea with the smallest viable hospitality unit.

Concept C is the full architectural and civic ambition — and the scale at which the ecosystem works as one machine.

Concept D adds a residency layer on top of Concept C.

All four are valid answers. The decision is about ambition and risk appetite, not about which is the 'real' design.

11. How it works financially

This section sets out the financial logic of the recommended Concept C. It separates the three numbers that matter — gross income, operating surplus, free cash after debt — because conflating them is one of the most common ways civic projects of this kind go wrong.

The financial discipline

We are not testing whether the building can generate turnover.

We are testing whether it can generate reliable operating surplus while protecting public benefit, and whether that surplus is enough to service debt, fund maintenance, and reinvest in the public mission.

Turnover is not what pays the bank. Operating surplus is.

The three numbers

Number	What it means	Year 3 (Concept C)
Gross income	All money coming in across all revenue streams	£2.26 m
Operating surplus	Income minus staff, cleaning, utilities, maintenance, marketing, consumables, management	£1.32 m
Free cash after debt	Operating surplus minus interest, principal repayment, maintenance reserve	~£430 k

Revenue model — Year 3 mature, Concept C central case

Ten interlocking revenue streams. Each is a real business. Each is sized conservatively against verified Channel Islands market comparables.

Revenue stream	Year 3 (£)	Notes
Premium guest suites	1,008,000	10 suites × £425 ADR × 65% occupancy. ADR central case.
The Half Moon café (100 covers)	280,000	Affordable day menu + evening Tide Table dining; F&B, events, private hire.

Revenue stream	Year 3 (£)	Notes
Corporate Community Retainers	250,000	10 anchor firms × £25k. Recurring subscription.
Good Vibrations programme fees	200,000	Cohort companies pay programme fee.
Meeting and event hire	140,000	Three-tier: commercial, charity, community.
Therapy and wellbeing rooms	110,000	Practitioner room hire, MAP Health partnership share.
MAP Health partnership	100,000	Assessments and follow-up consultations.
La Cache House retreats	75,000	Corporate and public retreat days.
Co-working memberships	55,000	Individual and team desks, hot desks.
The Hive platform commission	40,000	Practitioner bookings, public services.
TOTAL gross income Year 3	2,258,000	

On the room rate

£425 average daily rate is benchmarked across two evidence sets — UK premium coastal comparables, and Guernsey-specific premium accommodation.

UK premium coastal comparables

- Lympstone Manor (Devon, contemporary architecture, Michael Caines): £350–£500 standard, £600 top suite
- Burgh Island (Devon, Art Deco landmark): £436–£482 currently quoted
- Idle Rocks (St Mawes, Cornwall, contemporary refurbishment): £263–£400
- The Scarlet (Mawgan Porth, Cornwall, eco-luxury): £280–£420
- The Pollurian (Mullion Cove, Cornwall, country house coastal): £230–£350

Guernsey-specific premium accommodation

- The Old Government House Hotel (OGH) — Guernsey's only 5-star, traditional luxury, harbour-facing: £210–£410 standard, £550+ Royal Suite. Different category from this project (heritage, not contemporary architecture)
- Bella Luce Hotel (St Martin, traditional manor-house hotel, Michelin-recommended dining): £180–£320 standard rooms, £400+ premium. Different category
- La Fregate (St Peter Port, contemporary harbour-view boutique): £180–£350 standard, £400+ suite. The closest current Guernsey comparable in terms of contemporary positioning, though smaller-scale and without civic dimension
- Cobo Bay Hotel and other coastal boutiques: £150–£250 standard. Lower category

- Visiting trustee / family office accommodation pattern — current practice is a mix of OGH suites (~£300–£400/night), serviced apartments (Old Government House Apartments, ~£250–£350/night) and harbour boutiques. Pricing is fragmented and the visiting-trustee category is currently underserved

The positioning

The Island Exchange suites are positioned at the top of the contemporary-architectural-luxury band, materially above current Guernsey contemporary boutique rates and at parity with the upper Lymptone Manor and Burgh Island band. The premium reflects three distinct value drivers: contemporary architectural quality of the kind not currently available on the island; the civic-residency proposition (the trustee-in-residence programme, the Island Problem Lab access, the named civic contribution); and the suite mix at scarcity (only 10 suites in total, of which 4 are sea-view signature).

The £425 central rate is a bet on the building being delivered to genuinely excellent architectural standard. If the appointed architect's response is competent rather than excellent, the rate compresses to the £350–£380 band and the model adjusts to the conservative case (still operating-surplus-positive, see Section 11). The room rate is therefore a building-quality contingent number, not a market assumption.

£425 is the central planning figure. £350 conservative. £495 upside (mature operations, Year 5+, with Mr & Mrs Smith and Tablet placement).

Operating costs — Year 3 mature

Cost head	Year 3 (£)	Notes
Building staff (12 FTE: concierge, café, ops)	380,000	Civic Host Operator + team.
Good Vibrations programme staff (3 FTE)	140,000	Programme director + 2.
Wellbeing/therapy room staff	95,000	Programme support, not practitioners themselves.
Utilities, maintenance, insurance	120,000	Channel Islands benchmarks.
Food/beverage cost of sales	85,000	Café and event consumables.
Marketing, comms, Hive platform hosting	75,000	Digital infrastructure, brand, events.
Reserve / contingency	50,000	Operating contingency.

Cost head	Year 3 (£)	Notes
TOTAL operating costs Year 3	945,000	

Year 3 P&L — Concept C central case

Line	£
Gross income	2,258,000
Less: operating costs	(945,000)
Operating surplus	1,313,000
Operating margin	58%
Less: interest (senior debt + patient capital)	(645,000)
Less: maintenance reserve (1.5% of replacement)	(240,000)
Free cash before principal repayment	428,000
Less: principal repayment year 3	(180,000)
Free cash for reinvestment / Innovation Fund	248,000

Funding stack — Concept C, £18 m total

Layer	Amount	Cost / terms	Source
Senior debt	£7.2 m (40%)	6.0–7.0%	Channel Islands bank, secured on commercial element
Patient capital	£4.5 m (25%)	3.0–4.0% + naming rights	Local HNW, family offices
Foundation grants	£2.7 m (15%)	Non-dilutive	AHF, Guernsey Community Foundation, wellbeing trusts
Founder equity	£1.44 m (8%)	Deferred	Equity stake in trading sub
Community shares	£1.26 m (7%)	Modest dividend, capped	Guernsey residents and diaspora
Civic Room-Night Bank (advance)	£0.9 m (5%)	Discount on future nights	10 anchor firms × 20 nights pre-paid
TOTAL	£18.0 m	Blended ~3.6%	

The blended cost of capital across the whole stack is approximately 3.6% — below the 5% headline because grants and pre-sold packages carry no interest cost. Effective interest paid in Year 3 is ~£645k against debt and patient capital of £11.7m.

5-year revenue build

Year	Stage	Revenue (£m)	Notes
1	Construction + soft launch	0.45	La Cache + corporate retainers + GV cohort 1
2	Building opens, suites at 50%	1.55	Suites at half occupancy, café ramping
3	Full operations, suites at 65%	2.26	Mature year 1, all streams contributing
4	Mature, suites at 70%, GV cohort 4	2.70	Brand established, repeat business
5	Self-sustaining, suites at 75%	3.05	Innovation Fund fully funded from surplus

Corporate retainer take-up curve

The Year-3 retainer revenue (£250k) assumes 10 firms × £25k average. The build-up to that figure is set out below. The Phase 1 funding precondition (Section 11a, Scenario 2) requires 3 anchor commitments to be signed before construction commits, which establishes the Year 1 baseline and validates the model before capital is at risk.

Year	Anchor (£25k)	Mid-size (£15k)	Small (£6k)	Total firms	Revenue
1 (precondition)	3	0	0	3	£75k
2 (open + first full year)	5	3	2	10	£182k
3 (mature)	7	5	5	17	£280k
4-5 (steady state)	8	6	8	22	£338k

The Year-3 model uses £250k as the central planning figure (deliberately conservative against the £280k tabular calculation). The model works at the more conservative number, with upside if the firm count or pricing reaches the indicated levels.

Stress tests — Year 3

Scenario	Suite revenue	Total revenue	Result
Central case (£425, 65%)	£1,008 k	£2,258 k	Operating surplus £1.31 m
Conservative (£350, 60%)	£767 k	£2,016 k	Operating surplus £1.07 m
Stress (£290, 50%)	£529 k	£1,779 k	Operating surplus £834 k — still covers debt
Upside Year 5 (£495, 70%)	£1,265 k	£3,045 k	Operating surplus £2.02 m

What the stress tests show

The project survives the worst credible scenario — £290 ADR at 50% occupancy — and still covers debt service.

Below that level, the project is not commercially viable, and the team would not pretend otherwise.

The corporate retainer revenue (Section 9) is the key resilience layer. Without it, the project's risk profile rises sharply.

11a. Stress tests and contingency scenarios

The headline stress tests in Section 11 assess room rate and occupancy. This section addresses the other ways the project could come under pressure, and what the response would be in each case. A funder reading the model will already be running these scenarios in their head; better to set out the answers honestly.

Scenario 1 — Good Vibrations underperforms

Programme fees of £200k in Year 3 assume a successful Cohort 3 of 8–10 companies. If the accelerator runs at half-cohort or fails to attract Venture Clients, programme fees drop to £80–100k, while staff costs (£140k) remain. Net hit: ~£100–120k against operating surplus.

- Mitigation: programme staff are partly variable — two of three are cohort-dependent. Underperformance triggers a 6-month review at end of Year 2 with the option to pause or restructure
- Knock-on: Year 3 operating surplus drops from £1.31m to ~£1.20m — still comfortably covers debt
- Existential test: failure of Good Vibrations does not break the project. The accelerator is a contributing revenue stream, not the central one

Scenario 2 — Corporate retainer take-up below target

The model assumes 10 anchor firms × £25k = £250k by Year 3. If only 5 firms commit at £25k average, retainer revenue drops to £125k. Net hit: £125k against operating surplus.

- Mitigation: tier flexibility (small, mid-size, anchor) means even a 5-firm result can be padded with 3–4 mid-size firms at £15k average
- Pre-launch validation: at least 3 anchor commitments will be required as a precondition for Phase 1 capital release. This converts the assumption into a verified baseline before construction starts
- Existential test: at zero retainer revenue (£250k loss), Year 3 operating surplus drops to £1.06m — still covers debt £645k. The project is wounded but not broken

Scenario 3 — Build cost overrun

£18m total project cost is concept-stage with a ±15% error band. A 15% overrun = £2.7m. The 12.5% contingency (£1.64m) absorbs the first 60% of any overrun; the remainder (£1.06m at the worst case) requires either additional patient capital or a Phase 2 deferral.

- Mitigation 1: QS pre-tender estimate at the end of Phase 0 validates the £4,000/m² rate. If the validated number is materially higher, the project does not proceed without revised funding
- Mitigation 2: Phasing flexibility. The full Concept C build can be delivered as Phase 1 core (suites + café + civic room + atrium + Recovery Rooms) with the maker studio, civic auditorium fit-out and roof event pavilion completed as Phase 2 once trading is established. This shifts ~£1.5m to a later capital cycle
- Mitigation 3: Two-stage tendering with a 6-month gap between structural and fit-out tenders to manage market volatility
- Existential test: a 30% overrun (~£5.4m) would require a fundamental restructure or step-down to Concept B. This is the project's hard failure mode

Scenario 4 — Construction delay

A 24-month build extending to 30+ months adds finance costs (~£40k/month) and delays revenue (~£190k/month from Year 2 onwards). A 6-month delay is a £1.4m hit before any operational consequences.

- Mitigation 1: La Cache House and Good Vibrations Cohort 1 generate revenue from Year 1 regardless of building completion — partial offset
- Mitigation 2: Pre-opening marketing and bookings can be moved to a soft-launch trade phase if practical completion is staged
- Mitigation 3: Liquidated damages in the building contract (typically £5–10k/week) recover a portion of finance costs
- Existential test: a 12-month delay with no offsetting revenue would consume the working capital reserve and force a top-up raise. This is recoverable but expensive

Scenario 5 — A founder steps back

The project is currently held together by a small team. If Sonia or Marc steps back during Phase 0–1, what happens?

- Sonia: the therapeutic and atmospheric framework is documented and published; Jeff Faris and the wider Creative Health Network can carry the clinical credibility; an interior designer with sympathy to the framework can carry the design lead. Continuity is maintainable, though a clinical-credibility gap would need to be filled
- Marc: the ecosystem and accelerator narrative depends on his network; loss of Marc during Phase 0 would slow or break the corporate-retainer momentum and the Good Vibrations recruitment. Doug Scott provides accelerator continuity but not local network depth. Mitigation: a co-MD or chair appointment in Phase 0 to pre-distribute the ecosystem relationships
- Beyond Phase 1: the constitutional clauses (Appendix D) outlast the founders. The Critical Friends Panel and the asset lock mean the project's mission cannot be quietly redirected

even after both founders step back. Founder dependency is a Phase 0–1 risk, not a permanent one

Scenario 6 — Macroeconomic stress

Higher interest rates, recession, or a regional financial-services downturn would hit corporate retainers, accelerator demand, and high-end visitor occupancy simultaneously. This is the correlated-failure scenario.

- Mitigation 1: long-dated debt at fixed or capped-floating rates locks in finance costs against rate shocks
- Mitigation 2: the islander off-season rate (Section 14) and the Recovery Rooms' two-tier pricing keep some revenue floor in a downturn — local demand for wellbeing typically rises, not falls, in difficult times
- Mitigation 3: the maintenance reserve (1.5% of replacement cost) and a separate operational contingency (10% of OpEx) provide ~£280k of buffer before the project breaches debt covenants
- Existential test: a sustained 30% revenue decline against forecast across 18 months would force a covenant renegotiation with the senior lender. This is a known recovery path, but unpleasant

The contingency principle

No single scenario above breaks the project on its own.

Two simultaneous adverse scenarios — for example, a 15% build overrun combined with corporate-retainer underperformance — would force a difficult conversation with funders, but the project would survive.

Three simultaneous adverse scenarios is the failure mode. At that point the assumptions behind the original funding stack would have been wrong, and the project would either restructure to Concept B scale or wind down through the asset-lock provisions to a successor body. In the worst case, the freehold remains; the building remains; the public-benefit objects survive.

12. Full project cost plan — summary

This section summarises the total project cost for the recommended Concept C. A detailed cost plan with line items, square-metre rates, professional fees, finance costs and contingencies is included in Appendix C, with parallel figures for all four concepts.

All figures are in pounds sterling at 2026 prices. Construction is modelled at £4,000/m² central — a Channel Islands coastal benchmark for high-quality contemporary mixed-use building, with allowance for sea-air durability, constrained-site logistics, and the 15–20% Channel Islands premium over UK mainland rates. The figures should be validated by a Guernsey QS at pre-application stage.

How the £4,000/m² rate is benchmarked

This rate is the single largest cost line in the project (£10.6m of an £18m budget) and carries the entire viability case. The reasoning behind it is set out below so it can be challenged rather than assumed.

- Guernsey 2022 baseline — the Guernsey Press cost reference for a "basic conventional" residential build was approximately £3,200/m² (October 2022)
- Construction inflation 2022–2026 — the construction sector has seen roughly 12–15% cumulative cost inflation over this period, taking the equivalent baseline to ~£3,600–£3,700/m² in 2026 terms
- Premium specification uplift — the Island Exchange specification (sea-source heat pumps, fabric-first envelope, high-quality joinery, modular guest pods, atrium, sea wall heritage interventions) carries a 10–15% uplift over basic conventional, taking the rate to ~£3,950–£4,250/m²
- Coastal site complexity — the constrained, exposed coastal site, with the Victorian sea wall, bathing-water-quality construction protections (Section 15a), and limited delivery access, adds a further single-digit percentage uplift; partly offset by slab re-use which reduces substructure cost
- Resulting central rate — £4,000/m² is at the lower end of the credible range. £4,200/m² would be a defensible upper estimate; £3,800/m² would require value-engineering decisions to be made; below that we would treat the project as commercially unviable at this concept

Phase 0 deliverable: QS pre-tender estimate validating this rate against three named comparable Channel Islands projects of similar scale and specification. Until that validation is in writing, the £4,000/m² rate is a defensible concept-stage estimate, not a verified number.

Headline summary — Concept C (recommended)

Cost head	£	% of total
Site purchase (freehold)	£2,000,000	11.1%
Acquisition costs (legal, due diligence, document duty)	£246,000	1.4%
Surveys, planning fees, statutory consents	£156,000	0.9%
Construction (2,650 m ² × £4,000/m ²)	£10,600,000	58.9%
FF&E and fit-out (10 suites, café, public spaces)	£700,000	3.9%
Specialist works (atrium, sea wall Stage 1, art)	£418,000	2.3%
Professional fees (architect, engineers, PM, QS — 12%)	£1,406,000	7.8%
Finance costs during construction (24 mo)	£450,000	2.5%
Pre-opening costs (marketing, training, soft launch)	£180,000	1.0%
Working capital reserve (6 months OpEx)	£360,000	2.0%
Contingency (12.5%)	£1,640,000	9.1%
TOTAL PROJECT COST	£18,156,000	100%
Rounded headline	£18,000,000	

Cost per concept — comparison

Cost head	Concept A	Concept B	Concept C	Concept D
Site + acquisition	£2.20 m	£2.23 m	£2.25 m	£2.26 m
Surveys, planning	£0.12 m	£0.14 m	£0.16 m	£0.16 m
Construction	£4.40 m	£7.20 m	£10.60 m	£11.60 m
FF&E / fit-out	£0.22 m	£0.54 m	£0.70 m	£0.76 m
Specialist / atrium / wall	£0.27 m	£0.40 m	£0.42 m	£0.42 m
Professional fees (12%)	£0.59 m	£0.98 m	£1.41 m	£1.53 m
Finance during build	£0.14 m	£0.33 m	£0.45 m	£0.48 m
Pre-opening	£0.08 m	£0.14 m	£0.18 m	£0.20 m

Cost head	Concept A	Concept B	Concept C	Concept D
Working capital	£0.19 m	£0.27 m	£0.36 m	£0.39 m
Contingency (12.5%)	£0.68 m	£1.14 m	£1.64 m	£1.79 m
TOTAL	£8.78 m	£13.23 m	£18.16 m	£19.44 m

Cost discipline principles

Site cost is fixed at £2 million across all four concepts.

Construction is modelled at £4,000/m² — a defensible Channel Islands rate, materially higher than the £2,500/m² figure used in earlier project drafts. The figures should be validated by a Guernsey QS at pre-application stage.

Contingency is held at 12.5% rather than the more typical 10% to reflect the coastal site, the heritage wall, and the mixed-use complexity.

Finance costs are calculated on a 24-month build at a blended 5% drawdown profile.

Tax treatment: Guernsey does not currently levy a GST. Document duty applies on property purchase and import duty on materials; both are included in the figures above.

Full line-item detail is in Appendix C.

13. How it works socially

The financial model exists to fund a social model. This section sets out what that social model actually is — concretely, with named programmes, hours, prices, and who answers the questions when they come.

The eight killer questions

These are the questions a sceptical islander, planner or politician will ask. Vague answers fail. Specific answers don't.

1. What parts of the building remain public even if the suites are fully booked by wealthy visitors?

The Half Moon café and the Tide Table, the civic room, the reading room, the therapy and Recovery Rooms, the meeting rooms (at three-tier rates), the maker studio, The Dock, the Storm Room during designated free hours, and the public roof terrace during designated public hours. None of these are gated by suite occupancy. The constitutional clauses in Appendix D make this enforceable.

2. What happens here in January and February?

The Storm Room, the Recovery Rooms, the civic room programme, the indoor café, MAP Health assessments, La Cache House retreat days, Good Vibrations cohort weeks, the maker studio. The Dock continues to serve cyclists and motorcyclists year-round; the Bathing Pools' Hot Haus sauna is 200 metres away for sea-swimmers. The year-round programme is designed before the summer programme. Off-season islander rates on selected suites give locals access during quiet months — carers' respite, anniversaries, writing nights, winter storm-watching stays.

3. Who is the operator?

A Civic Host Operator — a hybrid hospitality and civic-programme role — runs the building day-to-day. A separate Community Programme Lead, funded from operating surplus and grants, holds the public-mission programme. Both are full-time, paid roles. Volunteers enrich the building; they do not hold the operation together. Final operator selection happens at funded-feasibility stage; we are not relying on volunteer effort.

4. Where do laundry, waste, deliveries and housekeeping go?

A road-side service spine, separated vertically from the public-facing decks. One controlled delivery point, scheduled outside peak public hours. Waste store hidden, separated from the café.

Housekeeping cupboard on each guest level — no service trolleys crossing public spaces. The architectural brief is set out in Section 6.

5. What does a local teenager do here on a wet Tuesday at 5pm?

This is now a Tier 1 question for the building, not a Tier 2 one. The community feedback (Section 1a) was unambiguous: Guernsey needs places for young people, especially teenagers and families who are not sporty, especially in winter. The project responds explicitly:

- Youth-protected hours every weekday afternoon (4–6pm and 7–9pm) and Saturday morning, in a properly equipped space — not a corner that is empty when adults aren't using it
- Youth keyholder programme: a small group of teenagers given genuine governance over how the youth hours are run, with budgeted spend on equipment, music, media, food, mentoring, repair workshops and event nights
- A youth advisory seat on the operating board, written into the constitutional clauses (Appendix D)
- Youth co-design of the Tier 1 youth space, run as a structured Phase 0 process with named partner organisations
- Family-friendly daytime register at The Half Moon — sandy children, parents with strollers, wet weather, all welcome
- Youth ownership is temporal as well as spatial — protected rights to a good room rather than a permanently empty one — but the room is a real one, not an afterthought

6. What does a non-guest feel allowed to do here without spending much money?

Sit in the reading room. Use the public roof during public hours. Read at the Tide Table inside The Half Moon. Attend a free civic-room hour (minimum 16 hours per four-week period, set out in Clause 1 of the constitutional clauses). Watch a winter storm in the Storm Room during designated free hours. Pay Half Moon café prices benchmarked to a basket of comparable St Peter Port operators — the affordable everyday register is the headline, not a footnote. Use The Dock — secure parking, quick-rinse, workbench, charging — without paying anything. Walk on through to the Bathing Pools next door. None of this requires payment beyond a coffee.

7. What is the one room people will talk about?

The Storm Room. Sea-facing, robust, calm, timber-lined, deep-window-seated. It is the room that makes the building specific to this coast and answers the question of what this place is in February. It is also the room most likely to appear in any travel coverage.

8. What is the one thing this project does that no hotel, café, community centre or co-working space currently does?

It turns high-value visitors into civic contributors while giving islanders a beautiful everyday public place. The Island Problem Lab and the trustee-in-residence programme are the mechanisms; the Tide Table and the Storm Room are the rooms; the constitutional clauses are the protection. No other building on the island does all of this together.

The trustee-in-residence programme

This is the move that protects the premium suites politically and gives them civic meaning. Each booking is offered at one of two rates: the standard rate (no contribution expected), or the trustee-in-residence rate (10–15% discount, contribution committed in writing). Most premium guests are expected to choose the residency rate. Contributions are scheduled into the diary and reported in the annual public report.

Sample contributions

- A 30-minute public talk in the civic room
- A mentoring session with two or three local entrepreneurs, students or charity leaders
- A board advisory clinic for a Guernsey charity or community group
- A youth workshop on a topic in the visitor's professional field
- A pro bono technical or legal clinic
- A short written island insight note for publication
- A donation of a defined size to a named programme
- Participation in the quarterly Island Problem Lab

Sample residency week

A visiting fund manager arrives Sunday evening, takes a quiet dinner in the suite, sleeps. Monday morning: meets the project's youth co-ordinator over coffee at the Tide Table inside The Half Moon. Tuesday: 30-minute civic-room talk on lessons from the recent banking sector for islanders considering finance careers. Wednesday: pro bono one-hour clinic with the building's resident maker on costing and pricing. Thursday and Friday: own meetings on the island. Departure Saturday morning. Public report entry: "public talk attended by 42; clinic with one resident."

Each premium stay should create value for the island beyond the room rate.

Other named programmes

The civic breakfast

Monthly breakfast where one visiting guest, one local young person, one older resident, one practitioner and one business leader discuss a real island issue. Small, warm, practical. No conference energy. The signature social ritual of the building.

The repair bell

Weekly ritualised repair café — a visible bell rings to start the session. Mend clothes. Repair bikes. Fix small electronics. Sharpen tools. Teach skills. Intergenerational exchange. Reconnects the site to making, and brings in people who would never attend a formal wellbeing session.

The boardroom for good

Commercial boardroom bookings include an automatic community contribution. For every paid boardroom day, the building funds a free evening use for a local group, or a youth workshop, or a therapy subsidy, or a public lecture. Business use visibly supports civic life.

The community dividend per room night

Every room night automatically funds a visible public benefit — one subsidised therapy hour, or one youth session place, or one free civic-room hour, or one local artist workshop contribution. The exact unit is set after operational modelling, but the principle is hard-coded. Guests see, on departure, exactly what their stay funded. Premium pricing becomes morally legible.

The residency shelf

Every visiting resident leaves something behind in the reading room — a book, a drawing, a note, a tool, a recipe, a short essay, a question, a recorded talk. Over time, the building becomes a record of exchange.

13a. Multigenerational by design

A civic building that serves only the working-age middle class in practice — even if it claims to welcome everyone — has failed at its civic mission. The Island Exchange is built, programmed, priced and governed to be genuinely useful across the full island lifespan: from a child of three coming for storytime, to a teenager hanging out after school, to a parent finding ten minutes of peace, to a 75-year-old joining the Friday morning film club, to a frail 90-year-old visiting from a care home. Each generation has different needs. Tokenism is meeting none of them. This section sets out how we meet them all.

Why this matters here

Three honest reasons this gets a section of its own.

- Guernsey is ageing. The 2024 demographic projections show the over-65 population rising sharply over the next decade. A civic building designed only for working-age adults misses one of the largest and most underserved populations on the island
- Loneliness is the most-cited social issue on the island for both older adults and teenagers. The same architectural and programmatic decisions can address both — but only if both are designed for from the start
- The community feedback during early consultation explicitly named "something for young people" as one of the five strongest signals (Section 1a, Signal 3). Older respondents said this too. The community wants this building to be for the next generation as much as for them

Five generational groups, designed for separately

Lumping under-12s, teenagers, parents, retirees and the frail elderly into one "all ages welcome" category is the failure mode. Each group has genuinely different needs. We design for them separately and let the mixing happen on top.

Children under 12 (with adults)

Architectural commitments:

- A dedicated nook in The Half Moon café with a low-walled buggy-park, child-height bench seating, and a window with full sea view (children watch the sea as much as adults — they should not be parked in the back corner facing the wall)
- Family-friendly toilet on the ground floor with full changing facilities, accessible without going through any "private guest" zone

- A set of robust, repairable, low-tech play objects available on request — a wooden puzzle, drawing supplies, picture books in English and Guernésiais, board games for the table — kept behind the Tide Table counter, not in a sectioned-off children's corner

Programme commitments:

- Free weekly Saturday-morning storytime in the reading room — public, drop-in, run with the Guille-Allès Library and (where possible) Guernésiais speakers
- School-holiday programme: at least one day per week of structured drop-in activities (drawing the harbour, reading the tide, building model boats, learning to use simple tools at the repair café)
- Family-rate Half Moon menu: at least three nutritious meals at children's prices, available all day, no cover charge for children
- Wet-weather welcome: families can come in, sit, read, draw, warm up, without buying anything. Staff are trained explicitly that this is encouraged, not tolerated

Teenagers (13–17)

This is the hardest demographic to serve well. Most "youth spaces" fail because they are designed by adults for teenagers without involving teenagers. Our commitment is structural, not decorative.

Architectural commitments:

- The youth-keyholder zone — a defined area on Level 1 with its own entrance code, available to teenagers during specified hours (Section 6, Move 5), where they are not under direct adult supervision and can hang out, study, charge devices, use WiFi, eat food they brought from home
- Free WiFi, USB-C charging at every seat in the café and the youth zone, and a printer with paid printing at cost (no markup)
- A small acoustic-isolated practice room (a converted Recovery Room outside its therapy hours) where teens can play music — bookable in 90-minute slots

Programme commitments:

- Youth Council with real budget: a panel of 6–8 teenagers, recruited via the secondary schools, with £5,000 per year of programming budget that they decide how to spend. They have a permanent advisory seat at the Critical Friends Panel
- Music-friendly evenings: every fortnight, the civic room hosts an event programmed by the Youth Council — open mic, gig night, film screening, debate, video-game tournament. Adults are welcome but the programme is theirs
- Mentoring runs both ways: visiting trustees in the residency programme are required to spend at least two hours with the Youth Council during their stay (career conversations, project critique, simple presence). The Youth Council in return delivers digital-skills sessions to older adults — tech-help drop-in for phones, tablets, banking apps

- Bursaried roles: paid Saturday-morning roles in the café (table-clearing, prep) reserved for teenagers from low-income households, paid at adult rate, treated as a real first job not work-experience

Cost commitment: the youth programme is funded through the operating surplus and is not contingent on suite-room performance. If the project's commercial side struggles, the youth programme is preserved before café upgrades, before guest-suite refurbishment, before any non-essential capital expenditure. This is hard-coded into Clause 4 (the "Surplus Waterfall") of the constitutional clauses (Appendix D).

Working-age adults and young families (25–55)

Already partly served by the existing programme — the café, the workspace, the wellbeing rooms. The specific multigenerational additions:

- Childcare-friendly meeting rooms: at least one of the bookable meeting rooms has a small adjacent area where a child can sit quietly with a book or drawing while a parent meets — the room sees the child but the child does not interrupt the meeting
- Breastfeeding-comfortable spaces: at least three discreet, comfortable seating areas (one in the café, one in the reading room, one in the corner atrium) explicitly signalled as breastfeeding-welcome. No one ever has to ask permission
- Family-rate civic room hire: the civic room is available for family events (christenings, birthdays, wakes, graduations) at a reduced rate for island residents — booked through the operator with no "event coordinator" markup
- Professional working day: dedicated quiet-work hours (10:00–14:00 weekdays) in the reading room, no laptops at the café tables during peak family-friendly hours

Older adults (65–80) — the active retired

This group is one of the most reliable, repeat-visit users of any well-designed civic building. They are also the group most affected by social isolation. The programme is designed around their genuine needs, not around what people in their 30s think people in their 70s want.

Programme commitments:

- Friday morning film club: every Friday, 10:30 AM, a screening in the civic room (1950s–1990s classics in winter; documentaries in summer). Coffee and pastry included in the £4 ticket. Free for residents on means-tested support
- Tuesday morning coffee group: a structured drop-in social hour (10:00–11:30) hosted by the operator, specifically designed for older adults who would otherwise spend the morning alone. No agenda, just coffee, conversation and a topic-of-the-week (gardening, history, current affairs, music)

- Repair café: monthly Saturday morning event — bring something broken (a lamp, a kettle, a cardigan, a piece of furniture), older adults with the relevant skills sit with younger adults and teach them how to fix it. Tools provided. Coffee included. Repairs free
- The walking-and-talking group: weekly guided walk along the seafront from the Island Exchange to the Bathing Pools and back (200m each way), at gentle pace, with seating points pre-identified. Particularly valuable for those recovering from illness or surgery
- Talks programme: monthly talks in the reading room — visiting trustees, local historians, scientists, artists. Free for over-65s on the island

Pricing commitments:

- Islander off-season rate: residents over 65 get 20% off all paid programming October to March (Clause 2 of constitutional clauses)
- "Pay it forward" coffee: a perpetual fund, contributed to by anyone, that pays for coffees for older residents on tight budgets — no questions asked at the till, no one ever has to identify themselves as needing the support

Frail elderly (80+) and people living with dementia

The forgotten constituency in most civic projects, because they often cannot visit independently. The Island Exchange explicitly designs for them.

Architectural commitments:

- Full step-free access from street to roof terrace — a building lift sized for a wheelchair plus carer (1.4m × 2.0m minimum)
- Seating every 8 metres along any route through the building — including the corridor to the toilets and the path to the roof. Wayfinding designed for cognitive accessibility (high contrast signage, clear consistent vocabulary, no decorative ambiguity)
- A quiet, low-stimulation room available on demand for visitors who become overwhelmed — the Storm Room serves this function during open hours when not booked for therapy
- Dementia-friendly auditing of the building's interior atmosphere is committed to in Phase 1, working with the Alzheimer's Society Channel Islands

Programme commitments:

- Care-home outings programme: partnerships with three Guernsey care homes (to be named in Phase 0) for monthly group visits. The civic room can be hired free for these visits. Tea, music and biscuits provided at no charge
- Memory café: monthly Wednesday afternoon session for people living with dementia and their carers. Trained volunteer hosts (training delivered by the Alzheimer's Society Channel Islands). Music from the dementia-music repertoire (1940s–1970s). Free

- Intergenerational music: termly visits from the local primary school choirs to perform for visitors from the care homes. Reciprocal visits where care-home residents share stories and songs from their own youth with the children
- Dignity-first toilets: at least two accessible toilets with assistance handles, full changing facilities for adults (not just babies), and adequate space for a carer

Intergenerational mixing — the architectural principle

Designing-for-each-group separately is necessary but not sufficient. The whole point of a multigenerational civic building is that the generations actually meet and learn from each other. This is mostly a programme question, but it has architectural consequences.

- The Tide Table at the heart of The Half Moon café is the architectural commitment. It is sized for groups of 12, with a long bench. People sit beside strangers at busy times. A child colouring next to a 75-year-old reading the paper next to a young couple sharing breakfast next to a teenager doing homework. The mixing is ambient, not forced
- The reading room is shared across generations by hour: children's storytime Saturday morning, working-age quiet hours weekday late-morning, older adults' coffee group Tuesday morning, teen study area Tuesday-Thursday after school. Each group claims the same room at different times; the room itself is designed to suit all of them
- The repair café is the strongest mixing event — older adults with skills, teenagers and young adults with broken objects, the mutual practical exchange that has nothing to do with charity and everything to do with usefulness
- The mentoring exchange between visiting trustees and the Youth Council, and between the Youth Council and older adults, is the most ambitious intergenerational claim and will require careful design and oversight in Phase 0-1

Governance — who keeps this honest

Without enforcement, all of the above is good intention. The Critical Friends Panel (Section 14) includes:

- A standing youth representative (rotating annually from the Youth Council)
- A standing representative for older island residents — proposed in Phase 0 to be drawn from the Channel Islands Co-operative Society's older members' panel or similar
- An accessibility/dementia-friendly auditor — a paid annual review by an external specialist, public report

Annual Public Report Clause 4 (Appendix D) requires reporting on multigenerational outcomes specifically:

- Number of children's sessions hosted, attendance figures, and feedback

- Youth Council activity: spend, programme, attendance, qualitative feedback from members
- Older adult programme attendance, including specifically the Tuesday coffee group, Friday film club, repair café
- Memory café and care-home outings: number of sessions, number of carers and people living with dementia served
- Demographic distribution of building users — sampled annually through anonymous user counts and surveys, published in the report

Phase 0 commitments

This section is the team's current best thinking. It must be tested and refined through real engagement with the people it claims to serve. Phase 0 will deliver:

- Youth co-design workshops with at least 30 teenagers from across the island's secondary schools, run with paid facilitator support, before the architectural brief is finalised
- Older-adult engagement sessions with Age Concern Guernsey, the Hospice, and at least three Guernsey care homes, on programme design and accessibility
- Dementia-friendly design review by the Alzheimer's Society Channel Islands, applied to the architectural concept before planning submission
- Children's voice: a structured engagement with the local primary schools on what they would want from a building like this — children are usually consulted last and least, and that needs to flip

The test for this section

A 7-year-old asks her parent if they can go to the Half Moon on Saturday for storytime. She gets it.

A 16-year-old has nowhere else to be on a wet Tuesday in February. He has the youth zone.

A 75-year-old who has just lost his wife is shown to the Friday film club by a neighbour. He is welcomed by name on his second visit, and asked about his week on his third.

A 90-year-old with dementia visits with her care home group, hears the song her father used to sing, and her daughter sees her smile for the first time in months.

If all four of those things happen, the building has done what it is for. If they don't, nothing else in this document matters.

14. Governance and political protection

The civic mission is enforceable, not aspirational. Six constitutional locks are hard-coded into the legal structure of the asset-owning body. They are designed to make it harder for any future board to drift the building towards the suites and away from the public mission, even under revenue pressure.

Full draft constitutional clauses are set out in Appendix D. The summary below captures their effect.

The six civic locks

Lock 1 — Community Access Guarantee

Minimum free or below-market hours per four-week period for civic room, meeting room, therapy rooms, reading room, Storm Room and roof terrace. Floors, not targets. Failure to meet them in any quarter is reported in the annual public report and triggers a formal review by the Critical Friends Panel.

Lock 2 — Pricing Charter

Café prices benchmarked against a defined basket of comparable St Peter Port operators, capped at the median plus 10%. Three-tier meeting room rates (commercial, charity, community). Means-tested subsidy for therapy rooms with a defined minimum proportion of subsidised sessions. Premium suite rates published with full transparency on the trustee-in-residence discount.

Lock 3 — Surplus Waterfall

Operating surplus is applied in fixed order: operating costs → debt service → maintenance reserve → community access guarantee → community programming → reinvestment → modest capped dividend. No discretionary payment until lines 1–6 are satisfied. Dividend on community shares and patient capital capped at the lesser of 4% of paid-in capital or 25% of remaining surplus.

Lock 4 — Annual Public Report

Within four months of year-end: income by stream, expenditure by category, suite occupancy and ADR, total community access hours delivered against the Lock 1 minimums, subsidised therapy sessions delivered, trustee-in-residence contributions delivered, local supplier spend, surplus allocation, any variance from the pricing charter. For the first three years, hand-delivered to every household within 1 km of the site.

Lock 5 — Critical Friends Panel

Three to five Guernsey residents with quarterly access to the chief executive of the trading subsidiary, annual access to the full board, the right to request any document the board has access to (subject to confidentiality and data protection), and the right to publish their own annual report independently. Three-year terms, renewable once. Appointments via open process; at least one member nominated by an organisation representing young people, one by an organisation representing older residents, and one by an organisation representing the local business or hospitality community.

Lock 6 — Asset Lock

The building, freehold and reserves cannot be sold, transferred, demerged, mortgaged outside the original financing structure, or applied to any non-public-benefit purpose without: a two-thirds board majority including at least one trustee from each constituency; a unanimous Critical Friends Panel resolution; and a 90-day public consultation. In the event of wind-up, the asset transfers to a successor not-for-profit Guernsey body with materially equivalent objects, identified at incorporation.

The Public Benefit Meter

The atrium houses a live display showing the building's social outputs in real time. Room nights sold. Community hours funded. Therapy sessions subsidised. Youth sessions hosted. Local supplier spend. Talks delivered. Visiting residents hosted. Innovation Fund grants made. The meter is the moral dashboard of the building, fed directly from the operator's booking and accounting systems. It is not a marketing graphic — it is the live output that funders, the Critical Friends Panel and the public can audit at any moment.

Why these locks matter

Civic locks are only as strong as the legal language that holds them.

Together with the Public Benefit Meter, the Annual Public Report and the Critical Friends Panel, they make public benefit transparent, enforceable and externally accountable.

Public benefit should not depend on goodwill. It is built into the ownership and operating structure.

14a. Planning policy compliance

This section sets out the planning policy framework the project sits within, and demonstrates point-by-point compliance. It is included up front because every other section of this document is predicated on the project being deliverable under existing Guernsey planning policy. If the policy fit is not solid, nothing else in this document matters.

The framework

Four statutory or quasi-statutory documents govern this site:

- The Land Planning and Development (Guernsey) Law, 2005 — the primary legislation
- The Strategic Land Use Plan (SLUP) 2011 — strategic direction, States-approved
- The Island Development Plan (IDP) 2016 — statutory, adopted by the States on 2 November 2016, valid until at least 2026
- The St Peter Port and St Sampson Harbour Action Areas Local Planning Brief — statutory, adopted by the States in April 2025 as a formal amendment to the IDP. This document is now the primary site-specific policy framework for the project

Two further non-statutory documents are also relevant and adopted as Supplementary Planning Guidance:

- Community Plans SPG (2016) — the procedural standard for community engagement
- Strategy for Nature Framework (2020) — biodiversity considerations under IDP policies GP2 and GP3

The Harbour Action Areas LPB — the most important document

The HAA LPB is the policy document our application will be measured against most closely. It was prepared by Tibbalds Planning & Urban Design after a two-stage public consultation and a Planning Inquiry held in December 2024. It establishes five development objectives that all development within the Harbour Action Areas must respond to.

LPB development objective	How this project complies
1. Infrastructure protecting the coast and harbours from current and future environmental threats	The Victorian sea wall is treated as inhabited civic infrastructure with a 60-year coastal-resilience design life. Sea-source heat pumps reduce harbour-water thermal load. The two-stage sea wall strategy (Section 6) preserves heritage fabric while permitting controlled improvement.
2. Transport infrastructure improving connectivity and choice	The Dock provides secure cycle and motorcycle parking that does not currently exist on this stretch of coast. The project

LPB development objective	How this project complies
between centres	does not increase private car infrastructure. Step-free internal circulation and a continuous ramped promenade improve seafront accessibility for all users.
3. Modern resilient infrastructure providing improved social, economic and environmental opportunities	This is the core of the project. The five-part ecosystem (hub, accelerator, retreat, platform, fund) delivers explicit social, economic and environmental opportunity at a single coastal site.
4. Infrastructure supporting Guernsey's housing requirements	The project does not deliver dwellings (it does not claim to). It does deliver visitor accommodation that supports the visitor economy. Visitor accommodation is consistent with HAA strategic objectives even where it does not contribute to the housing land supply.
5. Infrastructure supporting business activity and creating new economic opportunities	Good Vibrations as a 12-week B2B fintech accelerator, the Civic Room-Night Bank as recurring corporate revenue, the corporate retainer ecosystem, and ~18–22 FTE on-site employment all directly support this objective.

IDP (2016) policy compliance

The site sits within the Main Centre Inner Boundary, the Conservation Area, and the Harbour Action Area. The relevant IDP policies are:

Policy	Effect on this site	Compliance position
GP1, GP2, GP3 (general principles)	Sustainable development, biodiversity, climate adaptation	Compliant — sea-source heat pumps, fabric-first design, slab re-use, biodiversity gains on roof and inhabited wall
Main Centre policies	Mixed-use development encouraged within the Inner Boundary	Compliant — café, civic, commercial, accommodation mix is exactly what these policies envisage
Conservation Area policies	High-quality design respecting heritage character	Compliant — sea wall preserved Stage 1 reversible; corner atrium and overall massing rooted in the local typology; full Heritage Officer engagement at pre-application
Harbour Action Area	Policy to encourage civic and economic regeneration of harbour-fringe sites	Compliant — this is the model project for the policy intent

Policy	Effect on this site	Compliance position
Strategy for Nature (SPG 2020)	Biodiversity gain requirements	Compliant — productive roof garden, biodiversity-supporting planting, no loss of existing habitat

Voluntary adoption of Community Plans SPG (2016) standards

This project is not a Community Plan and is not seeking approval as one. A Community Plan is a community-led document covering a wider area, while this is a site-specific development project. However, the Community Plans SPG sets a procedural standard for community engagement that the Development & Planning Authority will recognise. We adopt it voluntarily.

Specifically, the project commits to demonstrating, in the planning application supporting documents, all four pieces of evidence the SPG requires of a Community Plan:

- Who was consulted — published list of organisations, residents within 200m, neighbouring businesses, parish authorities, civil society groups, sector-specific stakeholders
- How people engaged — published methodology including public meetings, workshops, exhibitions, questionnaire, dedicated consultation website, and direct meetings with named stakeholders
- The feedback received — published consolidated record of comments, organised by theme, with no editorial filtering of objections
- How comments were incorporated — published change-log showing where each substantive piece of feedback influenced the design, programme, governance or operating model — and where it did not, with the reasons given

The four engagement principles from the SPG

- Front loading — community engagement begins in Phase 0, before the planning application is submitted, not after
- Avoid tokenism — the project explicitly commits to publishing where engagement has changed the proposal. Engagement that does not change anything is marketing, not engagement
- Be creative — public meetings supplemented by a model and walkthrough at a town-centre venue, school workshops, drop-in evening sessions, and a structured online feedback channel
- Manage expectations — every consultation event opens with a clear statement of what is open to consultation and what is constrained by site conditions, planning policy, or financial viability. The role of consultation is to shape the project within the legitimate scope, not to give an impression that any change is possible

Material considerations under the planning legislation

Beyond the policy framework, the planning legislation requires the Authority to consider 'material considerations' on each application. We anticipate the principal material considerations on this site to be:

- Coastal exposure and flood risk — addressed in Section 15a
- Heritage of the Victorian sea wall — addressed in Section 6 (two-stage strategy) and Section 15a
- Construction impact — addressed in Section 16a
- Traffic, parking, servicing — addressed in Section 6 (servicing diagram) and Section 16a
- Neighbouring amenity — addressed in Section 17d
- Public benefit — addressed throughout, with hard locks in Section 14 and Appendix D
- Coastal water quality during construction — addressed in Section 15a
- Environmental Impact Assessment screening — see below

Environmental Impact Assessment

The Land Planning and Development (Environmental Impact Assessment) Ordinance 2007 requires EIA to be undertaken for development falling within Schedule 1, and where Schedule 2 development is screened-in, or where the development is on or affecting a Site of Special Significance.

- This site is not currently designated as a Site of Special Significance
- The development does not fall within Schedule 1 (which covers large-scale infrastructure)
- The development falls within Schedule 2 categories that are subject to screening (urban development projects)
- A formal EIA Screening Request will be submitted as part of the pre-application process. We anticipate the screening opinion may require an EIA given the sensitive coastal location, even though the site footprint is small
- Phase 0 budget includes provision for a full EIA if screened-in

The compliance position in one paragraph

The project sits squarely within the Main Centre Inner Boundary, the Conservation Area, and the St Peter Port Harbour Action Area. It is fully aligned with the five development objectives of the April 2025 HAA Local Planning Brief. It is consistent with the IDP (2016) Main Centre, Conservation Area and Strategy for Nature provisions. It voluntarily adopts the Community Plans SPG community-engagement standards. There is no element of the proposed scheme that requires a departure from any current statutory or quasi-statutory plan.

This does not pre-determine planning permission — the Authority retains full discretion on each application. It does mean that the proposal is being brought forward inside the existing policy

framework, not against it.

15. Sustainability and carbon

Coastal exposure, salt air, and a 60-plus year design life all demand serious environmental thinking — not as a marketing layer added at the end, but as a primary design discipline from the start. The brief to the design team includes a clear environmental ambition: the building should aim to be operationally carbon-positive over a 30-year window, and its embodied carbon should be minimised through fabric-first design and re-use of the existing slab.

Operational carbon — heat, power, water

- Sea-source heat pumps using the cold water of Havelet Bay as a reliable thermal source
- Photovoltaic panels integrated into the roof structure, sized for daytime base-load
- Battery storage to time-shift solar generation into evening occupancy peaks
- High-performance fabric: deep insulation, triple-glazed where appropriate, airtight construction
- Mechanical ventilation with heat recovery on the suites and treatment rooms
- Rainwater harvesting for irrigation and toilet flushing on the productive roof
- Smart metering and a public dashboard in the café showing live energy and water performance

Embodied carbon — materials and structure

- Re-use of the existing slab where structurally appropriate
- Hybrid steel-and-concrete frame chosen on a low-carbon-mix specification
- Cross-laminated timber for upper-deck floors and roof structure
- Lime plasters and lime mortars rather than cement renders
- Local Guernsey granite re-used where the existing wall yields offcuts
- Recycled steel for non-structural elements
- Avoidance of high-embodied-carbon finishes — no virgin aluminium, no PVC

Climate resilience — the coastal site

The building is designed with explicit allowance for sea-level rise and storm surge over a 60-year design life. Lower decks are detailed for occasional inundation. Critical electrical and mechanical plant is positioned above the projected highest-tide-plus-surge level. Glazing and external fixings are specified to coastal exposure ratings appropriate to the site. The Storm Room is designed not just symbolically but technically for seasonal extreme weather.

Why this matters for funding

Several of the foundation grants modelled in the funding stack — particularly the wellbeing-and-environment streams — favour or require a serious carbon and sustainability position. A credible carbon-positive design is not a marketing claim in this project; it is part of the funding architecture.

The sustainability promise

The building must not just sit beside the sea; it must be designed to survive the sea.

Operationally carbon-positive over 30 years. Embodied carbon minimised through fabric-first design and slab re-use. Climate resilient to a 60-year horizon.

Performance reported publicly through a live dashboard in the café, not buried in a sustainability report nobody reads.

15a. Coastal resilience, flood risk, water quality and ecology

Section 15 addresses sustainability and carbon. This section addresses the coastal-specific environmental issues that are likely to be material considerations for the planning application: flood risk, sea-level rise, surface water and bathing water quality during construction and operation, and marine and terrestrial ecology. Each of these is a routine ground for objection on a coastal site if not handled in detail.

Flood risk and sea-level rise

La Valette has one of the largest tidal ranges in the British Isles. The Bathing Pools next door have railings that are submerged at tides above approximately 6m for the Ladies' and Gents' pools and 7m for the Children's. Storm surge events on top of high spring tides are a known risk. The site sits on a slightly elevated platform behind the sea wall, but credible 60-year sea-level rise projections must be designed in from concept stage.

- A formal Flood Risk Assessment will be commissioned in Phase 0, drawing on the Flood Risk Evidence Base (Appendices 4.2 of the HAA Local Planning Brief) and updated with site-specific tide and surge modelling
- Critical electrical and mechanical plant is positioned above the projected highest-tide-plus-surge level allowing for 60-year sea-level rise (UKCP18 RCP 8.5 high-end scenario)
- Lower-deck flood resilience: the café and ground-floor public spaces are detailed for occasional inundation — solid floors, removable panelling, no embedded electrical equipment below high-water-plus-surge level
- Flood doors and removable barriers at all openings below the design flood level
- Building Insurance terms validated against the Flood Risk Assessment before financial close

The sea wall — heritage, structure, coastal defence

The Victorian granite sea wall is part of the island's coastal defence infrastructure. Treating it as the architectural starting point of this project is not just a creative decision — it is a structural and heritage one with serious consequences if mishandled.

- Coastal engineering assessment in Phase 0: a specialist coastal engineer will report on the wall's structural condition, current performance against design tide-and-surge, and tolerance for the proposed Stage 1 reversible interventions
- Stage 1 interventions are reversible: timber benches, brass rails, display cases, planting pockets, lighting, removable interpretation panels. None compromise the wall's structural performance

- Stage 2 carving (the chapel-like quiet room) only proceeds if and only if the structural assessment confirms it is safe and reversible, and the Heritage Officer endorses the proposal. If the assessment is negative, Stage 2 does not happen
- Coordination with the States of Guernsey as wall owner from Phase 0. Any modification to the wall requires States consent, which is separate from planning permission
- No reduction in the wall's coastal-defence performance under any scenario

Bathing water quality during construction

The La Valette Bathing Pools 200 metres along the coast are designated bathing waters. Construction activity on a coastal site has the potential to affect bathing water quality through silt runoff, contaminated drainage, dust, accidental spills and changes to drainage patterns. This is a high-sensitivity issue.

- Silt traps and settlement tanks on all surface drainage during the construction period
- Wheel-wash on the construction site exit to control mud transfer to the public road
- Materials storage planning to keep cement, paint, fuel and chemical storage away from the coastal edge and behind secondary containment
- Active monitoring of the Bathing Pools' water quality during construction, in coordination with the States of Guernsey and Vive La Vallette, with a published threshold for triggering remedial action
- A construction-phase environmental management plan submitted as part of the planning application, not after
- No piling or demolition activity that could affect bathing water during the peak swimming season (May–September)

Operational drainage and water management

Once operational, the building's drainage strategy must integrate with the existing seafront infrastructure and not increase runoff load on the harbour or the bathing pools.

- Surface water management: rainwater harvesting from the productive roof, infiltration where ground conditions allow, attenuation tanks for excess flow
- Greywater recycling for toilet flushing and roof irrigation (subject to feasibility study)
- Foul drainage connection to the existing main sewer with adequate capacity validated by Guernsey Water
- No direct discharge to the sea under any operational scenario
- Storm overflow protocol agreed with Guernsey Water and the States of Guernsey before opening

Marine ecology

La Valette's intertidal zone supports marine flora and fauna typical of a Channel Islands coastal harbour-fringe location. The site is not a designated Site of Special Significance for marine ecology, but operational and construction impacts must be addressed.

- Marine ecology baseline survey in Phase 0, with seasonal coverage where required
- Construction methodology designed to avoid impact on adjacent intertidal zones
- Operational lighting designed with marine biodiversity in mind — no spillover lighting onto intertidal areas, low-impact luminaire selection
- Drainage discharge points designed to prevent localised water-quality degradation

Terrestrial ecology and biodiversity gain

The site is currently a cleared concrete slab. Operationally, the project should deliver measurable biodiversity gain, in line with the IDP General Policies and the Strategy for Nature Framework (SPG 2020).

- Productive roof garden with edible planting and biodiversity-supporting species
- Pollinator-supporting planting in the inhabited sea wall pockets
- Bat-roosting and bird-nesting opportunities integrated into the building envelope where appropriate
- No use of single-use synthetic insulation, treated timber, or finishes incompatible with insect biodiversity
- Net biodiversity gain target: positive against the cleared-concrete baseline, validated in the Annual Public Report

The environmental position

Coastal resilience, flood risk, bathing water quality, marine ecology, drainage and biodiversity are addressed as primary design disciplines from concept stage, not as compliance afterthoughts.

A formal Flood Risk Assessment, coastal engineering assessment, construction environmental management plan, and EIA screening are all in the Phase 0 work programme.

No element of the project depends on cutting corners on environmental performance. The opposite — the funding stack, the architectural ambition, and the political defensibility of the project all depend on getting this right.

16. Phasing

The project should not arrive fully formed. A phased strategy makes it more believable, less risky, and lets the model prove itself before each subsequent commitment is made.

Phase 0 — Concept to funded feasibility (months 0–9)

- Site purchase due diligence and option agreement
- Pre-application planning engagement and Heritage Officer meetings
- Lead architect appointed; massing and servicing studies
- Quantity surveyor pre-tender estimate validates the £4,000/m² rate
- Blended-funding term sheets with senior debt and patient capital
- Civic Room-Night Bank: 8–10 anchor firm conversations
- Governance and legal structuring; constitutional clauses drafted
- Community consultation events; Critical Friends Panel established
- Founded feasibility report ready for lead funders

Phase 1 — Build and soft launch (months 9–33)

- Planning permission secured
- Phase 1 capital raise closed (~£14m for Concept C, ~£10m for Concept B)
- Construction begins (24-month build for Concept C)
- La Cache House operational — generating early retreat and corporate retainer income
- Good Vibrations Cohort 1 recruited and run from temporary space
- The Hive MVP launched
- Pop-up café and community programme on or near the site as a meanwhile activation
- Building opens with civic launch event

Phase 2 — Mature operations (months 33–60)

- Building at full operations, suites at 65%+ occupancy by Year 3
- Good Vibrations Cohorts 3–5 running
- MAP Health partnership at scale
- Community Innovation Fund deploying first surplus-funded grants
- First Critical Friends Panel report published
- Annual public report hand-delivered to households within 1km

Phase 3 — Optional extensions (months 60+)

- Sea wall Stage 2 carving — the chapel-like quiet room — only if Stage 1 has demonstrated structural and heritage feasibility
- Concept D residency studio — only if a major philanthropic anchor emerges
- Cable car from Val de Terres — only with separate infrastructure funding or concession partner; entirely optional and does not gate Phase 1 or Phase 2
- Replication of the model elsewhere — see Section 16b. The Island Exchange is the prototype for a Civic Investment Vehicle structure that can travel to other coastal and harbour-fringe places with the right preconditions

Phasing principles

Phase 1 is a complete project — it does not depend on any later phase to be viable.

Each phase has a decision gate. If the next phase doesn't make sense at the time, the project stops at the previous phase without failure.

The cable car is dramatic and exciting, but it is Phase 3, not Phase 1. The project is viable without it.

16a. Construction logistics and site management

A 24-month build on a constrained coastal site, opposite residential properties, on one of the most heavily walked stretches of seafront on the island, with the Bathing Pools 200 metres away and the harbour at the bottom of the road. Construction-phase impact is one of the most predictable grounds of objection on a site like this. The plan below is preliminary; the formal Construction Management Plan will be submitted with the planning application.

The site logistics challenge

- La Valette is a narrow seafront road with limited working width
- Residential properties uphill of the site
- The Bathing Pools and their café 200m away (high pedestrian footfall year-round)
- The harbour and harbour activity at the bottom of the road
- Cycle and pedestrian traffic on the seafront promenade is heavy in summer and steady year-round
- Sea-spray, salt corrosion, and coastal weather affect site-management materials as well as the building

Construction phase principles

1. Off-site fabrication wherever possible

The modular guest pods are manufactured off-site (Section 7). Atrium structural elements, sea-wall display niches, joinery for The Half Moon café and the Tide Table, and substantial portions of the MEP systems are pre-assembled off-site and craned in. This reduces on-site time, on-site noise, and on-site material storage requirements.

2. Compact site footprint

Welfare cabins, materials store, plant compound, and contractor parking are arranged on a footprint sized strictly to the project's needs. Where space is insufficient on-site, an off-site logistics yard is used (typical Channel Islands practice for tight harbour sites), with just-in-time delivery to the working site.

3. Scheduled deliveries

All material deliveries to the site are scheduled and routed to avoid peak pedestrian, cycling, and Bathing Pools-user traffic. Specifically: no heavy deliveries between 07:30–09:30 (commuters), 11:30–13:30 (lunchtime walkers), and weekend mornings (sea-swimmers and family Bathing Pools users). A Construction Logistics Plan will publish the delivery schedule weekly.

4. Working hours

Working hours strictly within the standard Guernsey construction-noise envelope: 08:00–18:00 Monday–Friday, 08:00–13:00 Saturday, no work on Sundays or public holidays. Noisy operations (piling, demolition, percussive work) restricted to a tighter window — proposed 09:00–17:00 weekdays only — and notified in advance to neighbours and the Bathing Pools.

5. Dust, noise and vibration management

- Hoarding around the full perimeter, with dust suppression and visual screening
- Wheel-wash on the site exit
- Vibration monitoring on the heritage sea wall during all groundworks
- Acoustic monitoring at the nearest residential property and at the Bathing Pools
- All operations within the noise levels published in the planning application

6. Bathing water protection

As set out in Section 15a, silt traps, settlement tanks, and active monitoring of bathing water quality during construction. No piling or demolition activity that could affect bathing water during the peak swimming season (May–September).

7. Pedestrian and seafront access

- Continuous safe pedestrian route along La Valette throughout the construction period — no full closures of the seafront promenade
- Cyclist route maintained, with detour signage where temporarily restricted
- Access to the Bathing Pools maintained at all times
- Construction traffic routed to minimise interaction with seafront pedestrian flow

8. Neighbour engagement during construction

- Named contractor liaison person for residential neighbours and Vive La Vallette
- Monthly neighbour update meeting throughout the build
- 48-hour advance notice of any noise-intensive activity

- Complaints procedure with published response-time commitment
- Considerate Constructors Scheme registration or equivalent

Pre-opening community access

The end of the construction period is also the start of the operating period. The transition matters.

- Months 18–24 of the build: pop-up café and community programme on or near the site as a meanwhile activation, run by the eventual operating team. This builds local familiarity with the project before it opens
- Months 21–24: phased pre-opening of the café and ground-floor public spaces, with bookings for civic-room events from month 23, before the suites open
- Month 24: civic launch event, hand-delivered to all households within 1km, ahead of the first paid suite booking

The construction promise

Construction is unavoidably disruptive. The only honest answer is to manage that disruption transparently, predictably and with the immediate neighbours and the Bathing Pools community as informed parties from the start.

Every construction-phase commitment in this section will be reflected in the Construction Management Plan submitted with the planning application, which becomes a binding condition of consent.

16b. The Civic Investment Vehicle — a Guernsey blueprint

À ce point d'achèvement et si près de la fin, la hâte est prudence.

At this point of completion and so near the end, haste is prudence.

— Victor Hugo, Les Travailleurs de la Mer (written in Guernsey, 1866)

This section sets out the most strategically valuable claim in this document — and the one most likely to be inflated if not handled carefully. The claim is this: the Island Exchange is the prototype for a new model of civic-commercial investment that, if it works in Guernsey, can travel.

The model is not the building. The model is the legal-financial architecture that holds the building, the funding stack and the public-benefit mission together as one coherent thing. We call it the Civic Investment Vehicle. Guernsey is the right place to prove it. The world is the next place to take it.

Guernsey has form for inventing things that travel

This is not a casual claim. Guernsey has a constitutional history of inventing structures that other jurisdictions later adopt as standard.

- The 1483 Papal Bull granted Guernsey neutrality status "as far as the eye can see" — one of the earliest formal neutrality charters in European history, lasting two hundred years
- Guernsey trust law and fiduciary practice became reference points for the modern global trust industry; the island's regulatory architecture is studied and copied
- Marc Winn's Ikigai Venn Diagram, written in 45 minutes in 2014, has been widely shared internationally and is now used as a teaching tool in workplaces, classrooms and books on purpose and meaning. It came from Guernsey
- La Société Guernesiaise's preservation of Guernésiais and the island's archaeological record set models for small-jurisdiction cultural protection

The pattern is consistent: small, tightly governed, sceptical jurisdiction; structure proven end-to-end at full scale; structure exported to larger places that did not have the discipline to invent it themselves. The Civic Investment Vehicle fits this pattern.

What is genuinely new — the Civic Investment Vehicle structure

To be clear about what would replicate, it is necessary to be clear about what is new. Most of the elements of this project exist separately elsewhere. What is new is the combination, calibrated against a single mature operating model, with the public-benefit objects hard-coded into the legal architecture of the asset-owning body.

The five components of the Civic Investment Vehicle

Component	What it is	Why it is new
1. Cross-subsidy at architectural scale	Premium short-stay accommodation above, public deck below, in one building, on one balance sheet	Done elsewhere as separate buildings; never as a single integrated structure with the cross-subsidy hard-coded into the surplus waterfall
2. The blended six-layer funding stack	Senior debt + patient capital + foundation grants + community shares + pre-sold corporate room-night packages + founder equity	Each layer is conventional. The combination, calibrated against Year-3 mature P&L, has not been deployed at this scale in the Channel Islands or comparable jurisdictions
3. The six constitutional locks	Community access guarantee, pricing charter, surplus waterfall, annual public report, Critical Friends Panel, asset lock	Charity asset locks exist; this combination, with public access enforceable through commercial debt covenants, is not standard
4. The Civic Room-Night Bank	Pre-selling premium accommodation to local institutions in exchange for civic contributions, treated as a defined balance-sheet instrument	Genuine commercial-civic financial engineering. No close equivalent in current civic-development practice
5. The trustee-in-residence programme	Premium guests offered a dual-rate structure: full rate, or a discounted residency rate in exchange for committed civic contributions	Converts hospitality revenue into civic content. Comparable to artist-residency programmes but with corporate and philanthropic guests at scale

What replicates and what doesn't

Replication claims are where pitches most often inflate. The honest distinction is between the structural innovation that travels, and the local context that has to be reinvented in each instance.

Portable — the structural innovation

- The asset-owning body / trading subsidiary architecture
- The six constitutional locks as a template for hard-coded public benefit
- The blended six-layer funding stack as a method, with local instruments substituted for the Civic Room-Night Bank where local conditions allow
- The trustee-in-residence programme as a way of converting visitor value into local civic contribution

- The cross-subsidy logic and surplus waterfall
- The three-identities discipline (civic guesthouse, public social deck, place-based landmark)
- The operator structure (Civic Host Operator + Community Programme Lead)
- The annual public report and Critical Friends Panel as accountability instruments

Not portable — must be reinvented locally

- The architectural response to a specific coastline, climate and heritage
- The local "unfair advantage" that drives the accelerator (Guernsey's regulated finance has no equivalent in Belfast, Cork, or Newcastle)
- The community of cyclists, swimmers, walkers and makers who are the existing constituency of that place
- The specific ecosystem partners (the local equivalents of Vive La Vallette, La Cache House, MAP Health)
- The local political and regulatory architecture for community shares, charity registration, and planning consent
- The team configuration — therapeutic, entrepreneurial, accelerator, clinical, governance — has to converge separately in each instance

The five preconditions for replication

A useful test for whether a candidate location can support a Civic Investment Vehicle. All five preconditions must be present; absent any one, the model breaks down.

#	Precondition	What it requires
1	A constrained coastal or harbour-fringe site with civic potential and heritage interest	Site of approx. 500–1,500 m ² , freehold or long leasehold, with public-realm interface and architectural distinction available
2	A small enough place that corporate retainer demand is reachable	Population approx. 30,000–500,000; concentration of professional services, family offices or research-led businesses
3	A local "unfair advantage" the accelerator can monetise	Regulated finance, university research, a specific industry cluster, a specific cultural sector — something the place is genuinely good at that the rest of the world is not
4	A receptive policy framework	Civic regeneration policy, mixed-use tolerance, heritage flexibility, willingness of planning authority to engage at concept stage
5	A community of patient capital	HNW individuals, family offices, foundations or institutional investors who would back civic

#	Precondition	What it requires
		infrastructure on commercial-with-mission terms

Honest test — candidate locations

The following locations are sometimes mentioned in conversations about replication. Tested against the five preconditions, the picture is more nuanced than a simple "this could work in Belfast and Cork" line.

Location	Fit against preconditions	Honest assessment
Belfast (small infill within Titanic Quarter or similar)	Site: difficult — Titanic Quarter is 185 acres, £850m+ invested, scale problem. Population: yes (~340k). Unfair advantage: yes — green tech, screen industries, Catalyst tech cluster. Policy: yes — Belfast Region City Deal, Hub-In project. Patient capital: limited locally; reachable through London	Possible but not at Titanic Quarter scale. A Belfast Civic Investment Vehicle would need to find a smaller harbour-fringe site, perhaps in the Maritime Mile area, and would have to compete with the larger Titanic Quarter regeneration for attention. Plausible.
Cork (Custom House Quay or Marina Quarter)	Site: yes — multiple suitable harbour-fringe sites. Population: yes (~210k metro). Unfair advantage: yes — pharma, fintech, food and drink innovation, university research. Policy: yes — Cork City Development Plan; live regeneration interest. Patient capital: present, both local and Dublin-reachable	Strong fit. Cork has the size, the harbour, the unfair advantages and the policy interest. The Irish charity and community-shares regulatory environment is favourable. Cork would be the closest natural second instance.
Newcastle / North Shields / Tynemouth coast	Site: yes — multiple suitable sites along the Tyne and along the coast. Population: yes (~810k metro). Unfair advantage: partial — three world-class universities, life sciences, tech. Policy: yes. Patient capital: limited locally, reachable through London	Possible. Sub-coastal sites along the Tyne or the North Tyneside coast could host an instance. The unfair advantage would draw on the universities rather than financial services.
Galway (Long Walk, Claddagh)	Site: yes. Population: yes (~80k). Unfair advantage: yes — medtech, software, marine science, cultural tourism. Policy: yes — Galway 2020 European Capital of Culture legacy. Patient capital: limited locally, Dublin-reachable	Plausible. Galway's marine science and medtech clusters, plus its cultural-tourism profile, would support a tightly defined Civic Investment Vehicle.
Penzance / Falmouth / coastal Cornwall	Site: yes. Population: small (Penzance ~21k; Falmouth ~22k). Unfair advantage:	Plausible at smaller scale. Falmouth is the most likely

Location	Fit against preconditions	Honest assessment
	marine science (Falmouth University), space (Goonhilly), creative. Policy: yes. Patient capital: limited locally, requires London or Bristol reach	Cornish candidate given the university and the marine-science cluster. Penzance would require a different unfair-advantage anchor.
Dunedin (NZ) / Hobart (Tasmania) / Halifax (Nova Scotia)	Each has suitable sites, sub-200k populations, distinct unfair advantages, and patient-capital communities at varying levels of reachability	Beyond the immediate horizon, but credible international candidates if the Guernsey model proves itself. Each is a small, well-governed maritime jurisdiction with a constitutional sense of itself.

How replication would work — the licensing and exchange model

The Civic Investment Vehicle would not be franchised. Each instance would be locally founded, locally owned, and locally operated. What replicates is the structure and the discipline.

- A non-profit Guernsey Foundation — likely seeded by the Island Exchange's own asset-owning body once it is mature — would publish the Civic Investment Vehicle template: the legal structure, the funding-stack methodology, the constitutional locks template, the operator-and-programme-lead model, the annual public report standard, the Critical Friends Panel template
- Local founding teams in candidate locations would license the template at a modest fee, with mentoring and structuring support from the Guernsey Foundation
- Each local instance would be wholly locally owned and operated. There is no chain, no group ownership, no centralised operator
- An annual gathering — the Civic Investment Vehicle Convention — would bring together founder teams, operators and Critical Friends Panels from instances around the world to exchange operational data, share what works, and refine the template
- The Guernsey Foundation would publish an annual State of the Civic Investment Vehicle report aggregating data across all instances — community hours funded, public benefit delivered, operational sustainability, replication progress

Why this matters for Guernsey

Three reasons this strategic framing matters specifically for the islanders, States members and funders considering the Phase 1 project.

1. It changes the funding conversation

If the Island Exchange is pitched as "a building in Guernsey," it competes for capital with every other building in Guernsey. If it is pitched as the prototype for a replicable Civic Investment Vehicle, it competes for capital with social-finance innovations globally — and that pool is larger, more receptive, and more interested in blueprint-creating capital than in single-asset projects.

2. It is consistent with what Guernsey has always done

Guernsey's constitutional, financial, philosophical and cultural exports have a thousand years of history. The 1483 neutrality charter, the trust industry, the Ikigai Venn Diagram. The Civic Investment Vehicle would be the latest in this lineage, not a departure from it. The right framing is not "Guernsey is innovating" but "Guernsey is doing what Guernsey has always done."

3. It puts the island in a position to lead a global conversation it should already be leading

Civic regeneration through commercial means, with hard public-benefit locks, is one of the most actively contested questions in urbanism, social finance and architecture today. Guernsey is well placed to be a leader in that conversation, not a follower. The Island Exchange would be the demonstration project that earns Guernsey the right to lead it.

The replication position

The Island Exchange is not a building. It is the prototype for a Civic Investment Vehicle that, if it works in Guernsey, can be licensed to founders in other small coastal and harbour-fringe places worldwide.

The model has five components: cross-subsidy at architectural scale, blended six-layer funding, six constitutional locks, the Civic Room-Night Bank, and the trustee-in-residence programme.

What replicates is the structure. What stays local is the architecture, the unfair advantage, the community and the team.

Guernsey has a thousand-year track record of inventing structures that travel. The Civic Investment Vehicle would be the latest, not the first.

17. Audience-specific sections

The same project speaks to different audiences in different ways. The three sections below are written for the Planning Service, the States of Guernsey and the community respectively. Each is short, specific, and addresses what that audience most needs to hear.

AUDIENCE-SPECIFIC SECTION

17a. For the Planning Service

The site sits within the Main Centre Inner Boundary, the Conservation Area, and the Harbour Action Area. The brief is unusually open: residential, hospitality, leisure, community, or a mixture, all permitted. Planners have indicated up to 4–4.5 storeys subject to high design quality. This proposal is squarely within those parameters.

How the scheme addresses planning policy

- The recommended scheme stays within the 4.5-storey height advice given by Planners
- Building footprint sits within the 696m² site; the existing slab is reused
- The corner atrium is the architectural identity move at the most prominent point
- The inhabited sea wall protects and enhances the heritage asset rather than replacing it
- The roof is treated as a public civic terrace, not as private guest space
- Servicing is solved through a road-side spine with one controlled delivery point
- Step-free access throughout via the atrium and continuous internal ramp

What we are asking the Planning Service for

Confirmation that a mixed-use civic-and-hospitality scheme at up to 4.5 storeys, with the inhabited sea wall and rooftop public realm at its core, is the kind of development the Service would actively support.

Facilitation of a structured pre-application route, with a coordinated set of meetings with the Heritage Officer and a Design Review-style scrutiny session.

17b. For the States of Guernsey

This project asks for no public capital, no public revenue subsidy, and no public land transfer. What it asks for is something different — political support, introductions, and the small early-stage budget needed to take the project from concept to funded feasibility.

What the States gain

Issue	What this project contributes
Need for genuine economic inward investment in St Peter Port	£14 m of construction spend; ongoing employment; high-value visitor economy
Pressure on mental health and wellbeing services	Subsidised therapy and Recovery Rooms; MAP Health partnership; Storm Room; complementary to Bathing Pools sauna
Concern about youth opportunity and engagement	Youth-protected hours; keyholder model; advisory board seat
Demand for a new front door for high-value visitors	Premium suites in a category Guernsey does not currently offer
Heritage of the Victorian sea wall	Treated as inhabited civic infrastructure rather than forgotten edge
Reputational ambition for the island	A genuinely good civic building visible from the harbour
Self-financing public benefit	Cross-subsidy model; constitutional locks; no public subsidy

What we are asking the States for

In-principle support for the development direction.

Introductions to four to six local patient-capital prospects whose values align with civic infrastructure on the island.

Advice on the Guernsey community shares regulatory route.

Letters of in-principle support for named grant applications.

17c. For the community

Most of this document is written for funders, planners and politicians. This part is written for the people who will actually use the building.

What this means for someone walking past on a Tuesday morning

Coffee and a bacon roll in The Half Moon — the café you remember, brought back; affordable everyday food, no service charge, no velvet rope, family welcome with sandy children, wet weather or none. A reading room you can sit in for an hour without buying anything. The Dock — secure cycle and motorcycle parking, quick-rinse, workbench, riders' changing — free to use. A meeting room you can book for a charity at a fraction of the commercial rate. Therapy and recovery treatments at a means-tested price. A roof terrace with a view across to Castle Cornet, open during published public hours. A quiet room for a teenager who needs it. Hours protected for young people every weekday afternoon. A repair café on Saturday morning, with a bell.

What this means across the lifespan

This building is not just "for the community" in the abstract. It is for specific people, at specific ages, with specific needs (Section 13a covers this in full):

- Children: Saturday-morning storytime, school-holiday activities, family-rate menu, wet-weather welcome at no charge
- Teenagers: a youth zone with WiFi, charging and a music practice room, run by a Youth Council with real budget and a permanent advisory seat
- Parents: childcare-friendly meeting rooms, breastfeeding-comfortable seating, family-rate civic room hire
- Older adults: Tuesday coffee group, Friday film club, monthly repair café, walking-and-talking group along the seafront, talks programme — 20% off paid programming for residents over 65
- Frail elderly and people living with dementia: full step-free access, dementia-friendly auditing, monthly memory café, care-home outings programme with free use of the civic room
- Everyone: the Tide Table at the heart of The Half Moon — sized for groups of 12, where a child colouring sits next to a 75-year-old reading the paper sits next to a teenager doing homework. The mixing is ambient, not forced

The visitors who use the upstairs rooms pay around £425 a night

That income is what keeps the lower decks public, the therapy rooms subsidised, the café affordable, the youth hours protected, the older-adult programmes free or low-cost, and the

dementia-friendly programme delivered. Visitors are encouraged — through the trustee-in-residence programme and the Island Problem Lab — to give time, mentoring, advice or money to the island, not just nights to the building.

How to get involved before the building opens

- Become a member when the building opens (about £20 a month, with priority and discount benefits)
- Buy community shares when issued — equity, capped dividend, voice in the governance
- Apply to the Community Innovation Fund with a project of your own
- Sign up to The Hive when it launches
- Tell us what you think — community consultation events run through Phase 0

The community promise

The best rooms in the building are not permanently out of reach of islanders.

The lower decks belong to the island.

The roof is the civic gift.

The youth programme is hard-coded into the surplus waterfall — protected before any non-essential capital expenditure.

The building is for the whole island lifespan: from a 3-year-old at storytime to a 90-year-old at the memory café.

Public benefit is in the legal structure, not in the marketing.

17d. For neighbouring stakeholders

This section is for the people, organisations and authorities directly adjacent to or operationally connected with the site. Each of them is a stakeholder whose views the planning process will weigh, and each has different concerns. Vague reassurance does not work; specific commitments do.

Residential neighbours uphill of the site

The properties immediately uphill of the site will be affected by the build, the views, the sound and light from the operating building, and the pattern of guest and visitor movement. The commitments to those neighbours are:

- Direct consultation in Phase 0, before any planning application is submitted, with named consultation contact
- Building height capped at 4.5 storeys per the Planners' indication; no element of the design exceeds the height of buildings already established in the immediate area
- Servicing routed away from residential frontages; deliveries scheduled outside peak residential hours; waste storage hidden and managed from the road-side service spine
- External lighting designed to coastal-residential standards — no spillover, full-cutoff luminaires, dimming overnight
- Construction phase commitments per Section 16a — direct liaison contact, monthly updates, 48-hour notice of noise-intensive activity
- Annual Public Report hand-delivered to every household within 1km for the first three years (Lock 4 of the constitutional clauses)

Vive La Vallette and the Bathing Pools community

Already addressed in Section 4 (the seafront cluster). The commitments are:

- First Phase 0 conversation is with Vive La Vallette, before any other formal stakeholder engagement
- Written memorandum of mutual non-competition and mutual benefit before planning application
- Café positioned as proper food and evening dining, not competing with the Bathing Pools café
- Recovery Rooms positioned as treatment infrastructure, not a competing destination sauna
- Coordinated programming for seafront events
- Active monitoring of bathing water quality during construction (Section 15a)
- Reciprocal member access arrangements explored where appropriate to both parties

The harbour authority and Guernsey Ports

The site sits within the Harbour Action Area; harbour operations and visitor activity at the bottom of La Valette are directly relevant.

- Phase 0 consultation with Guernsey Ports / the Harbour Master, including coordination with the HAA Local Planning Brief implementation programme
- No interference with harbour operations during construction or operation
- Shared interest in coastal water quality, seafront accessibility, and the visitor experience between the harbour and the cliff paths

The Town Constables and parish authorities

Parish-level engagement matters in Guernsey, both procedurally and politically. The Town Constables represent St Peter Port residents on parish-level matters.

- Phase 0 meeting with the Town Constables to brief on the project and invite parish input
- Standing invitation to the Constables to attend the Critical Friends Panel meetings as observers
- Annual Public Report copies provided to the parish authority

Existing seafront and harbour businesses

Cafés, restaurants, retailers and operators along the seafront and around the harbour are not competitors but collaborators in the wider seafront economy.

- Phase 0 consultation event specifically for seafront and harbour businesses, hosted in town
- Shared promotional channels and visitor information for the entire seafront
- Local supplier preference written into the operator's procurement policy and reported in the Annual Public Report
- Participation in any seafront business association on equal terms

The cycling, motorbiking and sea-swimming communities

Already partly addressed (Section 6 The Dock; Section 4 the seafront cluster). The point is that these communities are stakeholders in their own right, not just beneficiaries.

- Cycling: consultation with Guernsey Bicycle Group and local clubs in Phase 0; Dock specification informed by their actual needs
- Motorbiking: consultation with the Guernsey Motorcycling community and TT/classic rally networks
- Sea-swimming: consultation with regular pools users, the Cold Water Swimmers community, and Vive La Vallette as the pools' operating trust
- Walking: consultation with the National Trust of Guernsey and seafront walking groups

Civil society — youth, older people, wellbeing, heritage

The project's public mission has direct interfaces with several civil-society constituencies.

- Youth: consultation with Action for Children Guernsey, Youth Commission for Guernsey & Bailiwick, and youth services within Education
- Older people: consultation with Age Concern Guernsey and Guernsey Cheshire Home
- Wellbeing and mental health: consultation with Mind Guernsey, Bright Tights, and the relevant States Committees
- Heritage: consultation with the National Trust of Guernsey, La Société Guernesiaise, Guernsey Museums, and the States Heritage Officer

The stakeholder commitment

Every named group above will be consulted in Phase 0, before the planning application is submitted, in line with the Community Plans SPG standards adopted in Section 14a.

Where their feedback changes the project, the change is published. Where their feedback does not change the project, the reason is published.

This is the test of whether engagement is real or tokenistic — and we have committed in writing, in this document, to passing that test.

18. What we are asking for

This document is a starting point for a serious conversation, not a finished proposal. The asks below are deliberately specific so the people in the room can say yes or no to each one in turn rather than offering general encouragement.

1. In-principle support for the development direction

Confirmation that a mixed-use civic-and-hospitality scheme at up to four-and-a-half storeys, on this site, with the inhabited sea wall and rooftop public realm at its core, is the kind of development the room would actively support — subject to detailed design and the proper consenting process.

2. Facilitation of a structured pre-application route with Planning

A coordinated set of pre-application meetings with the Development and Planning Authority, the Heritage Officer, and ideally a Design Review Panel-style scrutiny session. We are asking for help getting the right specialists in the room early, not for any compromise of due process.

3. Introductions to four to six local patient-capital prospects

Warm introductions to local high-net-worth individuals, family offices, or trust-company principals whose values align with civic-and-philanthropic infrastructure on the island. We are asking for an introduction and a credible third-party endorsement, not for a commitment from those individuals.

4. Advice on the community shares regulatory path on Guernsey

A short, specific conversation about how a community-shares-style instrument could be issued under Guernsey law, who the regulator is, what disclosure is required, and what platform or structure could host it. This is the layer of the funding stack that is most likely to fail without local navigation.

5. Letters of comfort or in-principle support for named grant applications

Letters or expressions of in-principle support that we can attach to grant applications to the Guernsey Community Foundation, the Guernsey Social Investment Fund, the Architectural Heritage Fund, and one or two UK foundations active in wellbeing and youth provision. These applications will not succeed without local political weight behind them.

6. A small budget to take the project from concept to funded feasibility

£75,000 to £125,000 to cover: site-purchase due diligence; pre-application planning engagement and consultant fees; blended-funding term sheets; governance and legal structuring; community consultation events; QS pre-tender cost validation; and a fully costed feasibility report ready for the lead funders. This is the work that has to happen before any commitment to purchase the site or to commission detailed design.

What we are not asking for

We are not asking for public capital.

We are not asking for a public revenue subsidy.

We are not asking for any transfer of public land.

We are not asking for planning permission to be pre-determined.

Three lines for the room

The wall is not the boundary. The wall is the project.

The roof is the civic gift.

The building converts visitor value into island benefit.

19. Appendix A — site facts

Verified site facts from the Watts Property marketing brochure (2025/2026 cycle), planning policy documents, and direct enquiry.

Item	Detail
Site name	Former Octopus Restaurant Site
Location	La Valette, St Peter Port, Guernsey, GY1 1AX
Site area	Approximately 696 m ²
Tenure	Freehold
Indicative purchase price	£2,000,000 (subject to negotiation)
Site condition	Cleared, services capped off, slab in place
Existing structures	Curved Victorian granite sea wall along seaward boundary
Frontage	South-east, looking across Havelet Bay to Castle Cornet
Planning designation 1	Within Main Centre Inner Boundary
Planning designation 2	Within Conservation Area
Planning designation 3	Within Harbour Action Area
Indicative height (Planners)	Up to 4 to 4.5 storeys, subject to high-quality design
Permitted uses	Residential, hospitality, leisure, community, or mixture
Sole agent	Watts Property

20. Appendix B — full room schedule

Indicative room schedule for the recommended Concept C — The Vessel. Approximately 2,650 m² internal NIA plus approximately 200 m² external terraces. Compact, efficient, layered. Designed to maximise the 696 m² footprint within the 4.5-storey envelope. The Phase column indicates whether each room is Tier 1 (must exist Phase 1), Tier 2 (should exist if space and budget allow), or Tier 3 (only with partner or future phase).

Level 0 — Service spine (basement)

Space	NIA m ²	Public access	Phase
Plant, MEP, water tanks	60	No	Tier 1
Laundry and linen storage	40	No	Tier 1
Housekeeping store	20	No	Tier 1
Waste store	15	No	Tier 1
Loading and delivery bay	30	No	Tier 1
Staff facilities	35	Staff only	Tier 1

Level 1 — Public ground deck

Space	NIA m ²	Public access	Phase
The Half Moon café and Tide Table (100 covers)	180	Open public access	Tier 1
Café kitchen and back-of-house	55	Staff only	Tier 1
Host counter and concierge	20	Open public access	Tier 1
Atrium ground level	45	Open public access	Tier 1
The Dock — secure parking + quick-rinse + lockers + workbench + riders' changing	70	Open public access	Tier 1
Public WC	25	Open public access	Tier 1
Wall niches and seating	30	Open public access	Tier 1

Space	NIA m ²	Public access	Phase
Outdoor terrace (sea-side)	60 ext.	Open public access	Tier 1

Level 2 — Civic and wellbeing deck

Space	NIA m ²	Public access	Phase
Civic room / auditorium (100 cap)	120	Public hours + bookable	Tier 1
Reading room	55	Open public access	Tier 1
Storm Room (sea-facing)	45	Public hours + bookable	Tier 1
Therapy room A	25	Bookable, subsidised hours	Tier 1
Therapy room B	25	Bookable, subsidised hours	Tier 1
Therapy room C	20	Bookable, subsidised hours	Tier 1
Recovery Rooms (physio, sports massage, treatment)	60	Bookable, two-tier rates	Tier 1
Atrium level 2	35	Open public access	Tier 1
Maker / repair studio	60	Public hours + bookable	Tier 2

Level 3 — Work deck

Space	NIA m ²	Public access	Phase
Co-working / Good Vibrations open area	120	Members + cohort	Tier 1
Meeting room (large)	40	Bookable three-tier	Tier 1
Meeting room (medium)	25	Bookable three-tier	Tier 1
Meeting pods (×4)	32	Bookable	Tier 1

Space	NIA m ²	Public access	Phase
Phone booths (×3)	9	Members	Tier 1
MAP Health consultation rooms (×2)	40	Bookable, clinical	Tier 1
Atrium level 3	30	Open public access	Tier 1

Level 4 — Suite deck (10 suites)

Space	NIA m ²	Public access	Phase
Signature sea-view suites (×4)	180	Private guests	Tier 1
Compact premium rooms (×4)	140	Private guests	Tier 1
Civic residency rooms (×2)	55	Trustee / artist programme	Tier 1
Suite corridor and circulation	65	Guests	Tier 1
Housekeeping cupboard	12	Staff	Tier 1
Atrium level 4	30	Public hours / guest access	Tier 1

Level 4.5 — Roof terrace

Space	NIA m ²	Public access	Phase
Public roof terrace (time-zoned)	140 ext.	Public + guest + bookable	Tier 1
Productive roof garden	40 ext.	Members and programme	Tier 1
Contemplative garden corner	30 ext.	Open public access	Tier 1
Event pavilion (small)	35	Bookable	Tier 1
Roof service point (drinks for events)	12	Staff	Tier 1

Schedule notes

Approximately 2,650 m² internal NIA plus approximately 270 m² external terraces.

All Tier 1 spaces are committed in the recommended Phase 1 scheme.

Tier 2 and Tier 3 spaces are kept in the brief but not financed in Phase 1.

Final allocations subject to detailed design. Servicing diagram is the architectural priority.

21. Appendix C — detailed cost plan

Detailed line-item cost plan for the recommended Concept C. All figures in pounds sterling at 2026 prices. Construction modelled at £4,000/m² central, applied to GIA of approximately 2,650 m². Figures should be validated by a Guernsey QS at pre-application stage; current estimates carry an error band of approximately ±15% at concept stage.

1. Site purchase and acquisition

Item	£
Freehold purchase price (indicative)	2,000,000
Document duty (Guernsey, on £2 m commercial)	55,000
Legal fees (acquisition)	25,000
Due diligence and structural survey	15,000
Acquisition agent fees	70,000
Title insurance	12,000
Subtotal — site purchase and acquisition	2,177,000

2. Surveys, planning, consents

Item	£
Topographic survey	8,000
Heritage assessment (sea wall)	18,000
Coastal engineering and structural assessment	30,000
Environmental and ecological survey	12,000
Pre-application consultancy	20,000
Planning application fees	12,000
Statutory consents and approvals	8,000
Public consultation (Phase 0–1)	25,000
QS pre-tender estimate (validation)	15,000

Item	£
Other surveys (acoustic, geotechnical, drainage)	8,000
Subtotal — surveys, planning, consents	156,000

3. Construction

Item	£
Substructure and groundworks (slab reuse)	650,000
Superstructure (frame, floors, roof)	2,800,000
External envelope (cladding, glazing, insulation)	2,100,000
Internal partitions and core walls	920,000
MEP services (heating, cooling, electrical, plumbing)	2,150,000
Finishes (floors, walls, ceilings, joinery)	1,420,000
External works (terraces, hard landscaping)	350,000
Demolition and site preparation	210,000
Subtotal — construction (2,650 m ² × ~£4,000/m ²)	10,600,000

4. FF&E and fit-out

Item	£
Suite fit-out — 10 suites at £32k each	320,000
Café fit-out (The Half Moon, Tide Table, kitchen, host counter)	175,000
Civic room fit-out (auditorium fixed seating, AV)	95,000
Therapy and wellbeing room fit-out	65,000
Public spaces (reading room, meeting rooms, foyer)	45,000
Subtotal — FF&E and fit-out	700,000

5. Specialist works and art

Item	£
Atrium specialist works (stair, lantern, glazing)	220,000
Sea wall Stage 1 — reversible occupation, niches	145,000
Integrated art commissions (0.5% of construction)	53,000
Subtotal — specialist works and art	418,000

6. Professional fees

Professional fees are calculated at approximately 12% of construction-related costs (construction + FF&E + specialist works).

Item	£
Architect (lead)	560,000
Structural engineer	180,000
MEP engineer	180,000
Quantity surveyor	150,000
Project manager	180,000
Heritage consultant	45,000
Coastal engineer	55,000
Sustainability and energy consultant	55,000
Subtotal — professional fees (~12%)	1,405,000

7. Finance during build

Item	£
Interest during build (24-month drawdown, blended 5%)	385,000
Arrangement and structuring fees	65,000
Subtotal — finance during build	450,000

8. Pre-opening

Item	£
Marketing and brand launch	65,000
Operator recruitment and training	55,000
Pre-opening operational costs (3 months)	60,000

9. Working capital reserve

Item	£
6 months operating expenses (post-launch buffer)	360,000

10. Contingency

Contingency is held at 12.5% of construction, FF&E, specialist and professional fees combined. Higher than the typical 10% to reflect coastal exposure, the heritage wall interface, and the mixed-use complexity.

Item	£
12.5% on £13.12m of construction-related costs	1,640,000

Total — Concept C

Element	£	%
1. Site purchase and acquisition	2,246,000	12.4%
2. Surveys, planning, consents	156,000	0.9%
3. Construction	10,600,000	58.4%
4. FF&E and fit-out	700,000	3.9%
5. Specialist works and art	418,000	2.3%
6. Professional fees	1,406,000	7.7%
7. Finance during build	450,000	2.5%
8. Pre-opening	180,000	1.0%
9. Working capital reserve	360,000	2.0%

Element	£	%
10. Contingency	1,640,000	9.0%
TOTAL	18,156,000	100%
Rounded headline	£18,000,000	

22. Appendix D — draft constitutional clauses

These are draft clauses for the operating constitution of the asset-owning body. They are written to be hard-coded into the legal structure of the project, so that public benefit cannot be quietly eroded by future boards or operators if revenue pressure mounts. They are presented here in plain English as drafting starting points; final wording will require Guernsey legal advice.

Clause 1 — Community Access Guarantee

The asset-owning body shall ensure that the following spaces are made available, at no cost or at materially below-market rates, for community use for not less than the hours specified below in any rolling four-week period:

- The civic room (auditorium) — minimum 16 hours per four-week period at zero cost to registered island community groups, schools or charities
- The flexible meeting / event room — minimum 24 hours per four-week period at a rate not exceeding 30 per cent of the published commercial rate, for the same registered groups
- Two therapy / treatment rooms — a minimum of 12 sessions per four-week period offered at a rate not exceeding 50 per cent of the prevailing private practice rate, with priority for islanders on lower incomes (means-tested at the discretion of the operator)
- The reading room — fully open to the public during published opening hours, no membership or charge
- The Storm Room — minimum 8 hours per four-week period at zero cost during designated public hours
- The roof terrace — accessible to the public during published opening hours, no charge except where a private booking has been notified at least seven days in advance
- Multigenerational programme commitments: minimum one weekly children's storytime session, minimum one weekly older-adults coffee group, minimum one monthly memory café session for people living with dementia and their carers, minimum one monthly repair café event, minimum one monthly care-home outing programme. Youth-protected hours every weekday afternoon and Saturday morning, including the youth keyholder zone with a dedicated music practice space

These minimums are floors, not targets. The operator is encouraged to exceed them. Failure to meet them in any quarter is reported in the annual public report and triggers a formal review by the Critical Friends Panel.

Clause 2 — Pricing Charter

The asset-owning body shall publish, and review annually, a pricing charter that commits to the following:

- Café food and drink prices benchmarked against a defined basket of comparable St Peter Port and parish café operators, and not exceeding the median of that basket by more than 10 per cent
- Meeting room hire offered at three rates: full commercial, charity (50% of full), and community (30% of full), with eligibility published
- Therapy and wellbeing rooms offered at two rates: full private rate, and subsidised rate (50% or less) for means-tested clients, with the subsidised rate available to a defined minimum proportion of all sessions
- Premium guest suite rates published with full transparency on the trustee-in-residence discount and the contributions expected in exchange
- Islander off-season rates available on selected suites during defined low-season months

The pricing charter shall be published on the building's website, on a notice in the entrance, and in the annual public report. Material changes require thirty days' published notice.

Clause 3 — Surplus Waterfall

Any operating surplus generated by the trading subsidiary in any financial year shall be applied in the following order, with each preceding line satisfied in full before the next is funded:

1. Operating costs of the building and trading entity
2. Debt service on senior debt and patient capital
3. Maintenance and lifecycle reserve (target: 1.5% of replacement cost per annum)
4. Funding of the community access guarantee in Clause 1
5. Funding of the multigenerational programme: minimum £25,000 per annum for the youth programme (Youth Council budget, music practice room costs, bursaried teen roles), minimum £15,000 per annum for older-adult programming (film club, coffee group, repair café, walking group), minimum £8,000 per annum for the dementia-friendly programme (memory café, care-home outings, accessibility audit)
6. Funding of other community programming — heritage, wellbeing, climate, women's health
7. Reinvestment in the building (improvements, equipment, staff training)
8. Modest dividend on community shares and patient capital, capped at the lesser of 4% of paid-in capital or 25% of any remaining surplus

No dividend, distribution, bonus or discretionary payment to any party may be made until lines 1 to 7 have been satisfied. This waterfall is published in the annual report. The minimum multigenerational programme funding levels in line 5 may only be reduced by a unanimous decision of the Critical Friends Panel and a public consultation period of not less than 90 days.

Clause 4 — Annual Public Report

Within four months of each financial year-end, the asset-owning body shall publish a public report covering:

- Income by stream and expenditure by category
- Suite occupancy and average daily rate
- Total community access hours delivered, against the Clause 1 minimums
- Number of subsidised therapy sessions delivered and demographic profile (anonymised)
- Number of trustee-in-residence contributions delivered, with public outputs
- Local supplier spend and approximate proportion of total spend retained on island
- Grants received and projects supported
- Operating surplus and how it has been allocated under the surplus waterfall in Clause 3
- Any material variance from the pricing charter, and the reasons for it

For the first three years after opening, the report shall be hand-delivered to every household within one kilometre of the site, in addition to publication online and in the building.

Clause 5 — Critical Friends Panel

The asset-owning body shall constitute a Critical Friends Panel of between three and five Guernsey residents with the following standing rights:

- Quarterly access to the chief executive of the trading subsidiary, with the right to ask any question relating to the operation of the building, the delivery of the community access guarantee, the pricing charter, and the surplus waterfall
- Annual access to the full board of the asset-owning body, with the right to present a written report
- The right to request, and receive within 30 days, any document the board would itself have access to, subject to commercial confidentiality and personal data protections
- The right to publish their annual report independently of the building

Members are appointed for fixed three-year terms, renewable once. Appointments are made by an open process, with at least one member nominated by an organisation representing young people, one by an organisation representing older residents, and one by an organisation representing the local hospitality or business community.

Clause 6 — Asset Lock

The building, the freehold of the site, and any cash or investment reserves of the asset-owning body shall not be sold, transferred, demerged, mortgaged outside the original financing structure, or applied to any purpose inconsistent with the public-benefit objects of the asset-owning body, without:

- A two-thirds majority of the full board, including at least one trustee from each of the community, wellbeing and commercial constituencies
- A unanimous resolution of the Critical Friends Panel
- A public consultation period of not less than 90 days

In the event that the trading subsidiary fails or the asset-owning body is wound up, the asset transfers to a successor not-for-profit Guernsey body with materially equivalent objects, identified at the time of incorporation.

Why these clauses matter

Civic locks are only as strong as the legal language that holds them.

These six clauses are designed to make it harder for any future board to drift the building toward the suites and away from the public mission, even under revenue pressure.

They will require Guernsey legal advice to finalise — but the principles above are non-negotiable from this side of the project.

23. Appendix E — contacts

Site agent and primary contacts as listed in the Watts Property marketing brochure.

Role	Detail
Sole agent	Watts Property
Managing Director	Joanna Watts MRICS
Office	+44 (0)1481 740 071
Mobile	+44 (0)7781 130 686
Email	jo.watts@watts.property
Director	Wing Lai MRICS
Office	+44 (0)1481 740 071
Mobile	+44 (0)7781 412 578
Email	wing.lai@watts.property

Project team contacts to be added

Project sponsor and lead contact (Sonia Mills / Marc Winn)

Lead local architect and community planner (Oliver Brock)

Co-author and accelerator lead (Doug Scott, Red Brain)

Co-author, programme and community design (Cheryl Meerveld)

Architect of record (to be confirmed in Phase 0)

Quantity surveyor

Legal counsel (Guernsey)

Operating company / governance lead

La Cache House retreat partner (Avia Willment)

24. Appendix F — risk register

Comprehensive risk position for the project. Each risk is rated for likelihood and impact, with the planned mitigation. The list is ordered roughly by severity. This is a working document; the full project risk register will be maintained by the project board and reviewed monthly through Phases 0 and 1.

Top risks

#	Risk	Likelihood	Impact	Primary mitigation
1	Build cost overrun above contingency	Medium	High	QS pre-tender estimate at end of Phase 0; phased fit-out flexibility (~£1.5m deferrable to Phase 2); 12.5% contingency above industry-standard 10%
2	Failure to assemble blended funding stack	Medium	High	Phase 0 deliverable is fully termed-out funding stack with named lead funders before site purchase committed
3	Planning permission delayed or refused	Low-medium	High	Pre-application engagement; HAA LPB compliance demonstrated up front (Section 14a); design review-style scrutiny invited at concept stage
4	Suite occupancy below 50% Year 3	Low	High	Civic Room-Night Bank pre-sells 200 nights; corporate retainers underpin off-season demand; islander rates fill quiet weeks
5	Founder dependency during Phases 0-1	Medium	High	Co-MD or chair appointed in Phase 0; Doug Scott provides accelerator continuity; constitutional clauses outlast founders
6	Construction delay above 6 months	Low-medium	Medium	Modular guest pods reduce site time; off-site logistics yard; liquidated damages in

#	Risk	Likelihood	Impact	Primary mitigation
				build contract
7	Sea wall heritage / structural assessment forces redesign	Medium	Medium	Stage 1 reversible interventions are not contingent on Stage 2; Stage 2 only proceeds if assessment is positive
8	Bathing water quality affected during construction	Medium	High (political)	Construction Environmental Management Plan with active monitoring; no peak-season piling; coordination with Vive La Vallette
9	Vive La Vallette objects or competes	Low	High (political)	First Phase 0 conversation; written memorandum of mutual non-competition; deliberate complementarity in offer (Recovery Rooms not sauna; evening dining not day café)
10	Corporate retainer take-up below target	Medium	Medium	3 anchor commitments required as Phase 1 funding precondition; tier flexibility absorbs shortfall
11	Good Vibrations cohort recruitment fails	Medium	Low-medium	6-month review at end of Year 2; 2 of 3 programme staff cohort-dependent; project survives accelerator failure
12	Macroeconomic downturn (rate shock, recession)	Medium	Medium	Long-dated debt at fixed/capped rates; islander off-season demand floor; maintenance reserve and operational contingency
13	EIA screened-in, formal EIA required	Medium	Low-medium	Phase 0 budget includes provision for full EIA; environmental position already designed for EIA-grade scrutiny (Section 15a)
14	Operator selection takes longer than expected	Medium	Low	Operator search begins in Phase 0; multiple credible candidates; pop-up operations in Months 18–24 of build trains the team

#	Risk	Likelihood	Impact	Primary mitigation
15	Construction-phase complaints from residential neighbours	High	Low (manageable)	Section 16a commitments; named liaison; monthly meetings; complaints procedure with response time
16	Insurance cost or availability issues (coastal flood, clinical, youth)	Medium	Low-medium	Insurance market sounded out in Phase 0; building design flood-resilient; clinical activity through licensed practitioners with own cover; safeguarding policy in place from opening
17	Corporate retainer signing firm withdraws	Low-medium	Low	Diversified across 10+ firms means single withdrawal is a 10% revenue hit, recoverable through other tier upgrades
18	Town Constables or parish authority opposes	Low	Medium (political)	Phase 0 meeting; standing observer invitation to Critical Friends Panel; transparent reporting
19	Negative media coverage of premium suites on public seafront	Medium	Medium	Lead with use case not price (Section 11); Public Benefit Meter; trustee-in-residence contributions made visible; constitutional locks make the story defensible
20	Regulatory change (planning, tax, GST introduction)	Low-medium	Variable	Project does not depend on tax position; Guernsey GST is at proposal stage only (earliest 2028); no regulatory dependency on currently uncoded instruments

Risks the project does not face

It is also worth being explicit about the risks that other coastal-civic projects have faced and that this one specifically does not:

- No public capital exposure — the project does not rely on States of Guernsey capital contribution
- No public revenue subsidy dependency — operating model is self-sustaining at central case

- No land transfer or compulsory purchase requirement — site is freehold, available for purchase
- No regulatory pre-condition outside the existing planning framework — no special legislation required
- No dependency on the Phase 3 cable car — included as an option only, never as a requirement for viability
- No dependency on a single anchor philanthropist (Concept C) — diversified funding stack across six layers

The risk position

No project of this scale on this site is risk-free. The list above is honest about what could go wrong, what would mitigate it, and where the project's hard failure modes are.

The team's view: the project is robust enough that 80% of risks above are manageable through Phase 0–1 work; 15% require active monitoring through operations; and 5% (top-of-list build cost and funding-stack risks) are existential and depend on Phase 0 deliverables to be retired before commitment.

25. Appendix G — legal structure and ownership

This appendix sets out the proposed legal architecture of the project. The structure is designed to make the public-benefit objects enforceable while permitting commercial activity to be carried out efficiently. Final structuring will require Guernsey legal advice in Phase 0; the framework below sets out the principles and the indicative shape.

Two-entity structure

	Asset-owning body	Trading subsidiary
Indicative form	Guernsey company limited by guarantee, with charity-equivalent registration	Guernsey limited company, wholly owned by the asset-owning body
What it owns	Freehold of the site, the building, intellectual property, brand, reserves, governance instruments	Operating contracts, employment, day-to-day cash and inventory
Members / shareholders	Guarantor members (founders, community-share holders, foundation grant donors); no transferable shares; one member, one vote	Single shareholder: the asset-owning body
Objects	Public benefit objects: civic, wellbeing, education, community, economic regeneration, heritage, culture	Operate the building and ecosystem in accordance with the asset-owning body's directions
Distributions	None — surplus locked under Clause 3 of constitutional clauses (Appendix D)	Annual licence fee to asset-owning body; capped dividend on community share class only
Asset lock	Yes — Clause 6 of Appendix D	N/A (passes through to parent)
Critical Friends Panel	Reports to asset-owning body board	Audit access to trading subsidiary records

Capital instruments

1. Senior debt

Provided to the trading subsidiary, secured on the freehold (mortgage held by asset-owning body, sub-mortgaged to senior lender with consent). Channel Islands bank lender. Long-dated, target 25-

year amortisation, fixed or capped-floating rate. Standard banking covenants on Loan-to-Value, Debt Service Coverage Ratio, and net worth.

2. Patient capital

Provided as preference shares or as long-dated subordinated debt to the asset-owning body. Held by Guernsey HNW individuals and family offices. Modest fixed return (3.0–4.0%). Subordinated to senior debt. Capped redemption rights. No control rights. Optional naming rights on internal spaces (e.g. "the [Donor] Reading Room") subject to board approval and a non-commercial naming policy.

3. Foundation grants

Provided to the asset-owning body as restricted grants. Received from the Architectural Heritage Fund, the Guernsey Community Foundation, the Guernsey Social Investment Fund, and identified UK foundations active in wellbeing, youth provision and contemporary architecture. Non-dilutive. Subject to grant terms and reporting requirements.

4. Community shares

Issued by the asset-owning body to Guernsey residents and diaspora. Indicative minimum subscription £100, indicative maximum subscription £20,000 per holder. One member, one vote — share class does not produce control concentrations. Modest dividend, capped at the lower of 4% of paid-in capital or 25% of remaining surplus after the surplus waterfall (Clause 3 of Appendix D). Issued under Guernsey law on a basis to be confirmed in Phase 0 (specific advice required on the regulatory regime).

5. Civic Room-Night Bank advances

Pre-purchase of room nights by anchor corporate firms. Treated as deferred revenue on the trading subsidiary's balance sheet. 10–15% discount to standard rates in exchange for advance payment. Unused nights roll forward to support trustee-in-residence and visiting-speaker stays. Not equity, not debt — commercial pre-payment with civic commitment.

6. Founder equity

Sonia and Marc hold equity in the trading subsidiary in exchange for sweat equity through Phase 0–1, deferred against trading surplus from Year 3 onwards. Capped at a defined percentage of the trading subsidiary's value at year-5 valuation. No equity in the asset-owning body.

Governance and board structure

- Asset-owning body board: 7 trustees, three-year staggered terms, drawn from a defined constituency mix — finance, wellbeing, community, heritage, accelerator, youth, and an independent chair
- Trading subsidiary board: 5 directors, including the CEO, CFO, the Civic Host Operator, the Community Programme Lead, and the chair of the asset-owning body as link director
- Critical Friends Panel: 3–5 Guernsey residents with the rights set out in Clause 5 of Appendix D
- Founders: Sonia as a trustee of the asset-owning body and a non-executive director of the trading subsidiary; Marc as Managing Director of the trading subsidiary, with a separate non-executive seat reserved for him on the asset-owning body board if desired
- Term limits and succession planning: no individual trustee may serve more than two consecutive three-year terms without a one-term gap

Tax position

- Guernsey does not currently levy corporation tax on most companies (0% rate); the trading subsidiary is liable for income tax only to the extent that it is treated as a Guernsey-resident utility or financial institution, neither of which applies here
- Guernsey does not currently levy a Goods and Services Tax (GST). A 5% GST is at proposal stage only, with the earliest possible implementation in Q1 2028. The model includes optional sensitivity to GST introduction
- Document duty applies on property purchase (~£55k on a £2m purchase) and is included in the cost plan
- Import duty applies on materials brought to Guernsey for the build and is included in the construction cost rate
- UK SEIS/EIS reliefs are available on Good Vibrations investments through the UK TopCo (separate company structure for the accelerator); not relevant to the asset-owning body
- Charitable / public-benefit registration in Guernsey: subject to specific Guernsey legal advice, the asset-owning body would be eligible for charity-equivalent status given its public-benefit objects; this affects Document Duty relief on the freehold transfer and treatment of grant income

The legal structure principle

Two entities, one freehold, one mission.

The asset-owning body holds the building and the public-benefit objects forever. The trading subsidiary operates the building commercially under the asset-owning body's direction and pays surplus up the structure under a fixed waterfall.

Founder equity is in the operating company, not in the asset. Patient capital and community

shares carry capped returns. Foundation grants and the Civic Room-Night Bank are non-dilutive. The whole structure is designed to be public-benefit-protective on day one and to remain so when the founders are no longer involved.

Final legal structuring requires Guernsey advice in Phase 0; the framework above sets out the principles, not the final form.

— *END* —