WAIMAKARIRI
DISTRICT COUNCIL

Waimakariri Community Development Strategy, 2025–2035

Whakawhānake Hapori o Waimakariri

February 2025

Foreword from the Mayor

The Waimakariri District Council has always been dedicated to making our District a great place to live.

Our vision is simple: We want to work together with the community to create a high-quality physical and social environment, safe communities, and a healthy economy.

With our amazing Community Team at the helm, we're using a community-led development approach to truly bring this vision to life.

We've seen firsthand the incredible value of this approach, as local people, organisations, councillors and council staff have come together, combining their skills, knowledge, connections, and resources to build communities that are safe, caring, inclusive, and empower everyone to thrive.

This strategy is all about aligning our efforts with the priorities identified by the community. By putting this strategy into action, we'll be able to achieve a range of objectives that support the wellbeing of our District, in line with Council's Community Outcomes.

I fully support this important work and can't wait to see the continued positive impact that the Waimakariri Community Development Strategy 2025–2035 will bring.

Dan Gordon
Mayor

Contents

Executive Summary

Ehara taku toa i te toa takitahi, engari kē he toa takitini

My success should not be bestowed onto me alone, it was not individual success but the success of a collective

'Community Development is defined as any process that enhances the wellbeing of individuals, families, communities and their environment.'

New Zealand Government, 2002.

It applies the collective wisdom and opinion of local stakeholders to local decision making. Broadly, this involves people working together, utilising local skills, knowledge and experience to improve quality of life for residents.

True community is not just about being geographically close to someone, or part of the same social network online. There are communities of interest, identity or place (e.g. voluntary organisation, an ethnic group or hapu). Community is about feeling connected and responsible for what happens. Humanity is our ultimate community, and everyone plays a crucial role.

Community development is the backbone of strong communities. Councils with strong community development have the people that they serve at the heart of decision making. The positive impact on the wellbeing of the district cannot be understated.

Nāu te rourou, nāku te rourou, ka ora ai te iwi:

With your food basket and my food basket the people will thrive

Through its community development function, Council has well established relationships with hundreds of stakeholders including community, business, education, government and non-government agencies. Consequently, ours is a District in which like-minded people come together, roll up their sleeves and get things done. For example, a contracting company, a mental health provider and a service club might work together in an unlikely, but successful context. Such collaboration results in an incredible array of community-led initiatives that exemplify the value of collective wisdom, ability and talent.

The Community Development Strategy is a high-level strategic framework for community development in the district over the next ten years. Its aim is to provide clear direction for the role that Waimakariri District Council plays in addressing identified community priorities. This collaborative, community-led approach is evidenced as being highly effective in addressing the determinants of community wellbeing.

This strategy aligns with one of five strategic priorities outlined in the Waimakariri District Council Long Term Plan 2024–2034: *"Enhance community wellbeing, safety, inclusivity and connectedness."* The value of this priority is stated as follows: *"Waimakariri District is a high growth area with an increasingly diverse population. We want to build a wellbeing centred community where all feel safe and welcome; are accepted and connected."*

The objectives of the Community Development Strategy encompass all aspects of the Council's Community Outcomes, with the aim to facilitate activity that ensures that the Waimakariri is a District where people are:

- **Safe and healthy**; and able to access the determinants of good health and wellbeing
- **Welcome and included**, as part of our local communities — geographic and 'of interest'
- **Informed and empowered** to contribute to local decision making and achieve their aspirations
- **Engaged and connected** into the District's activities.

Through the extensive engagement that informed this strategy, the community has identified

a number of priority activities. These include facilitative support for:

- Strong, connected social, health and community sectors that support the safety, health and wellbeing of local residents.
- Support for migrants and new residents, so that they can easily integrate into the community and access its services, supports and opportunities.
- Youth development and opportunity; particularly in relation to education, work-readiness and employment.
- An inclusive, accessible and age-friendly District.

- A strong and connected local arts sector, in line with its role in District attraction and economic development.
- Food security and education, both to ensure a more sustainable local food chain and to address food poverty for vulnerable residents.
- Community resilience to respond adapt and recover from the impact of climate change and Civil Defence emergencies.

Figure 1 below, illustrates how local issues correspond with each of the Social Determinants of Health and Wellbeing—a best practice model described on the following page.

Figure 1: Social Determinants model

Best Practice Models

Safe Community Accreditation

The Waimakariri District has been aligned with the World Health Organisation approved 'International Safe Community' model since 1999, when it was the second community in New Zealand to achieve accreditation. This alignment directly links the Waimakariri District with a nation-wide network of over 20 other communities and ensures that community development aligns with 'best practice', so that it is:

- Evidence based
- Collaboratively delivered to ensure effective and cost-effective use of resources
- Appropriately targeted to meet the needs of the District's most vulnerable residents
- Well evaluated to ensure that it achieves its objectives

Social Determinants of Community Wellbeing

The Council has established and maintains an in-depth working knowledge of the Waimakariri District and the physical, socio-economic and environmental factors that affect the quality of life of our residents — the determinants of health and wellbeing. These include:

- income and social protection
- education
- unemployment and job insecurity
- working life conditions
- food insecurity
- housing, basic amenities and the environment
- early childhood development
- social inclusion and non-discrimination
- structural conflict
- access to affordable health services of decent quality

The diagram in Figure 1 on the previous page, outlines the social determinants of health and the challenges that are currently being faced. Having strong community infrastructure can affect positive social determinants for residents with Community Development a key mechanism to achieve this.

Strategic alignment with Regional and Central Government priorities

The alignment of the Waimakariri response with regional strategies and Central Government priorities ensures that wider research and proven models are applied to planning for local responses.

As illustrated in Figure 2, below, Central Government, regional and local alignment translates into increased reach and return on investment as more stakeholders are brought into community-led, collaborative responses. In a typical community development approach, the number of partner hours generated represent a five-fold return on investment.

Figure 2
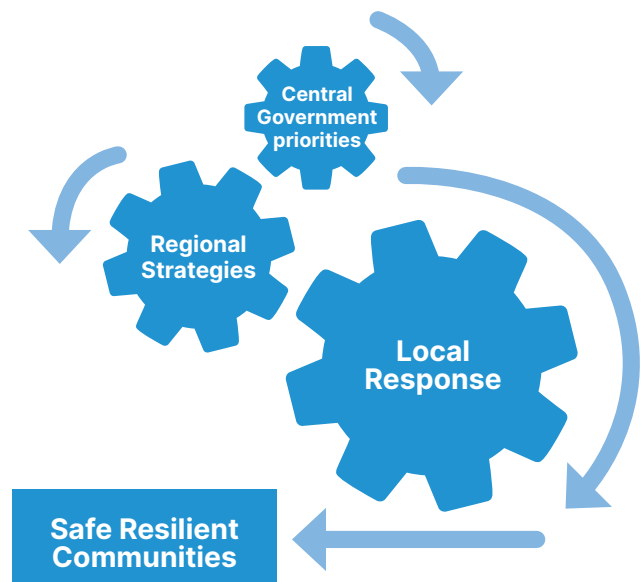
Part 1 – Introduction and Background

1.1: The Waimakariri District - Te Takiwā o Waimakariri

The Waimakariri District lies to the north of Christchurch on the Canterbury Plains, extending from the Waimakariri River to the south, Pegasus Bay in the east and the Puketeraki Range in the west. It is bounded to the north by Hurunui District.

The District sits within the takiwā (territory) of Ngāi Tūāhuriri, which is one of 18 Ngāi Tahu regional papatipu rūnanga, constituted under the Te Rūnanga o Ngāi Tahu Act 1996 to represent mana whenua interests. Descendants of Ngāi Tūāhuriri (along with other Ngāi Tahu whānui) have resided in the area for over 40 generations and, together with others who identify themselves as having NZ Māori ancestry, represent approximately 10% of the District's population.

More than 80% of the population is concentrated in the eastern part of the District in the main urban areas of Rangiora, Kaiapoi, and Woodend/Pegasus/Ravenswood. Oxford is the largest town in the western part of the District. These larger towns are supplemented by smaller rural villages and four beach settlements. The District also has a large number of people living on smaller lots in the rural and rural residential areas, with around 2,400 households living on properties sized between 0.5ha and just under 4ha, and around another 3,300 households living on small holdings sized between 4ha and just under 8ha. Many of these properties have their own sewerage system and some have their own water supply systems.

Most people live within a 30-minute drive from one another and all of these areas are within commuting distance of Christchurch City. Despite rapid population growth, Waimakariri has retained its small town/rural character and the District's close proximity to Christchurch makes it an attractive location for those wanting to live near a city but enjoy the country environment.

1.2: Community Development

'Community Development is defined as any process that enhances the wellbeing of individuals, families, communities and their environment.' New Zealand Government, 2002.

Community Development priorities are population-centred, but with a focus on the people in communities. If people are connected, healthy, resilient and empowered to participate fully in all aspects of community, there is reduced burden on the public purse, through lower levels of:

- Crime
- Unemployment
- Poverty
- Homelessness
- Addiction
- Mental and physical health related issues

Community Development applies the collective wisdom and opinion of local stakeholders to local decision making. Broadly, this involves people working together, utilising local skills, knowledge and experience to improve quality of life for residents.

Whether they be geographic, 'of practice' or 'of interest' communities, community development helps communities to better understand and respond to challenges and opportunities as they happen. It helps stakeholders to define their common needs and aspirations, to undertake planning; and organise themselves to take action to address those needs and achieve their collective goals for their respective communities.

There is significant benefit to this approach, in that:

- It ensures the development of sound and relevant initiatives that empower residents to play a part in creating a safe, healthy, connected and resilient District
- It centres on the creation of communities, where all people can have a sense of belonging and are empowered with skills, opportunities and resources to actively engage in the life of their community.

- Broad sector collaboration results in improved and locally accessible social, health, education and community service provision. It also enhances the likelihood that groups and volunteer-involving organisations are adequately skilled and resourced to serve residents.
- Communities are better able to sustain themselves through natural disasters or crises.

Te Pae Māhutonga Model

Developed by Sir Mason Durie, Te Pae Māhutonga, the Southern Cross model (Figure 3), applies a familiar image to illustrate the elements of strong communities. This model also provides a good illustration of the mechanism and result of successful community development, which centres on:

- **Leadership (Ngā Manukura):** Leadership for the wellbeing of our communities needs to occur at all levels. Communication, collaboration and alliances between all social leaders and groups are important.
- **Autonomy (Te Mana Whakahaere):** Communities should be supported toward increased autonomy and self-determination with respect to their health, safety and wellbeing.
- **Participation in society (Te Oranga):** Community wellbeing is impacted by the extent to which people can participate. This includes equitable access to goods and services, viable income, employment, education, leisure and recreation.
- **Healthy lifestyles (Toiora):** Toiora reflects the impact of personal behaviour and the type of lifestyle we choose to live on our personal wellbeing. Effective community development encourages and enables positive life choices.
- **Environmental protection (Waiora):** Waiora refers to the positive impact of the connection between people and the environment – a foundational aspect of community development.
- **Cultural identity (Mauriora):** Mauriora encompasses people having a secure sense of cultural identity founded in meaningful contact with their language, customs and cultural inheritance, regardless of race.

Figure 3: Source hpfnz.org.nz/maori-health-promotion/maori-health-models/
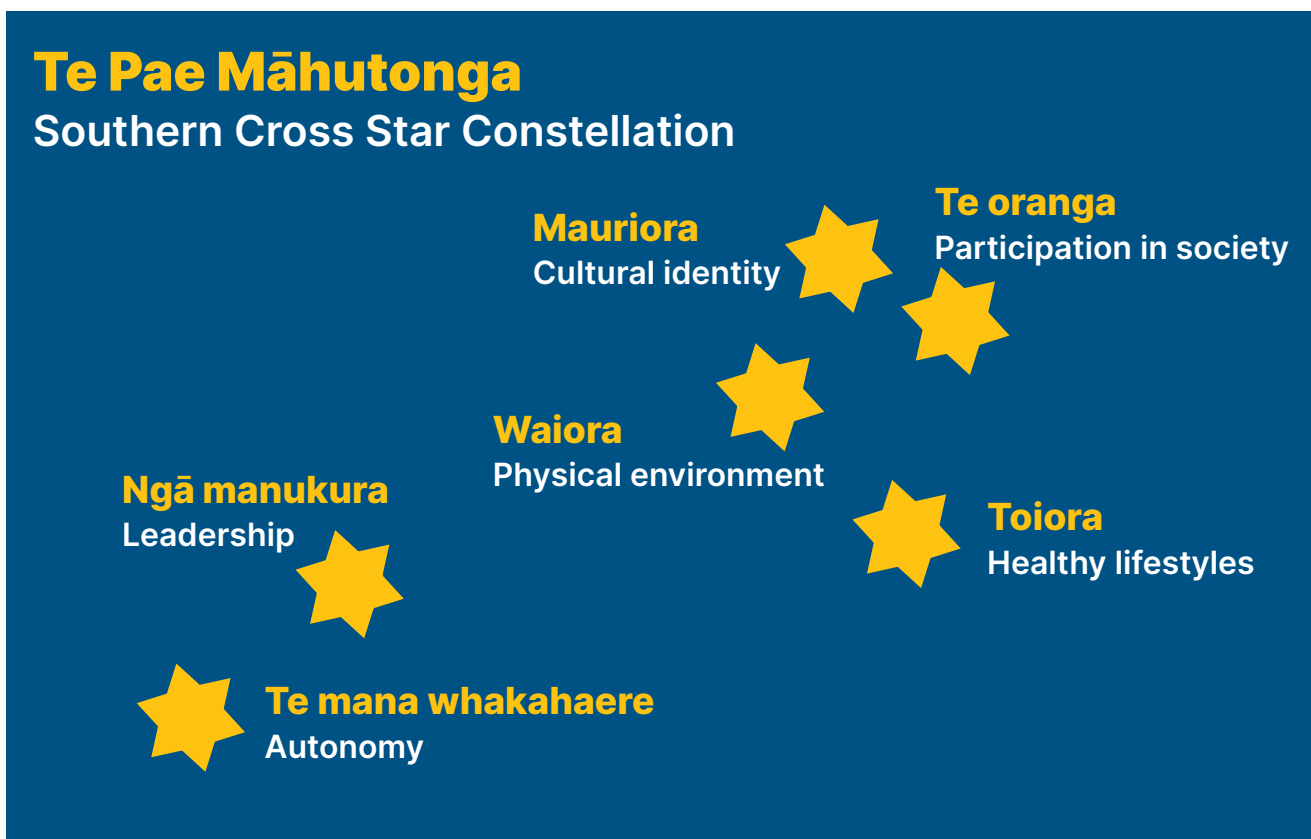
Evolution of a Strategic Approach to Community Development in the Waimakariri District

The Community Development Strategy is a high-level strategic framework for community development activity in the Waimakariri District over the next ten years. Its aim is to provide clear direction for the role that Waimakariri District Council plays in addressing identified community priorities. In line with best practice, it ensures that responses are evidence-based, collaboratively planned, appropriately targeted, sustainably resourced, and well evaluated.

This strategic approach has proven to be successful, since the first Waimakariri Community Development Strategy was developed, some 18 years ago. At the time the district was rapidly expanding, with a population growth of 40% over the preceding 10-year period. This had increased the demand on local services and community infrastructure. It was recognised that collaboration would be key to ensuring that local service provision was adequate, accessible and sustainable to meet the needs of our growing communities.

This resulted in the establishment of four broad networks to support collaboration on community-related issues:

- Waimakariri Health Advisory Group
- Social Services Waimakariri
- North Canterbury Youth Services Network
- Waimakariri Access Group

These, and other networks developed from this strategic approach, provide real-life context on emerging issues, alongside local data, around which appropriate issues-based working groups have been established – some for a time, and some still enduring. By 2014, the aftermath of the Canterbury earthquakes had resulted in a changing social landscape. The district had seen an influx of earthquake 'refugees' from Christchurch and was starting to see an increase in cultural diversity.

Significant upheaval continued for the residents of our eastern communities, many of whom had lost homes and businesses, while the whole district was still suffering the impact of the temporary or permanent loss of the majority of 'main street' businesses and core services like libraries, aquatics centres and even supermarkets across the district.

Community feedback to inform the 2015 strategy identified four key objectives:

- Increase provision of community and/or neighbourhood events to enable people to connect.
- Increase the profile, capacity and capability of community groups to be sustainable.
- Improve the provision of easily accessible community information.
- Enhance and encourage better use of some of our Council spaces and places, until replacement facilities could be built.

Additional resourcing was applied toward supporting community groups and neighbourhoods and two new networks were established to address the needs of our evolving district:

- A Volunteer Coordinators Network was established resulting in:
  - Annual volunteer expos across the District
  - The On Track capability-building workshop series for volunteer and community sector leaders and staff
- A Social Inclusion Initiatives Group (SIIG) was established to affect a strategic approach to better connecting people into the community. This resulted in:
  - Welcome Ambassadors at the evolving Pegasus Town
  - Welcome Bags initiative, which has seen thousands of welcome information packs distributed to new residents. - Hand decorated by locals
  - Neighbourhood and community connection initiatives. E.g. BBQs and coffee groups
- The North Canterbury Youth Futures Steering Group was established to facilitate an intentional and strategic approach to youth education and employment pathways.
- A Migrants and Newcomers Steering Group was established. Its mandate is to engage, connect, inform and empower migrants, through education, events and social connection.
- In 2018, Ministry of Social Development, 'Office for Seniors' funding was acquired for the development of an Age-friendly Plan for the District, adopted by Council in 2019. An Age-friendly Advisory Group was established to drive and oversee its implementation.

By 2019, with the evolving profile of our communities, and the 2015 Strategy's objectives achieved, it was deemed timely to review community priorities and develop an updated strategy that would address these. This was impeded by the Covid pandemic. However, that delay has been important, so that the new strategy reflects the priorities and opportunities that the pandemic and the subsequent economic recession have presented.

Current Context

The Waimakariri District has continued to experience rapid population growth alongside evolving demographic and cultural diversity. Whilst the District has a generally ageing population, flourishing subdivisions and increased recreation and entertainment opportunities have resulted in an influx of younger couples and families looking to settle here.

Growth in the local hospitality, dairying, construction and retirement/aged care sectors has attracted a significant population of locally based workers from a diversity of ethnicities, often bringing family, with barriers that limit their ability to make connections into the community.

The Covid-19 pandemic first reported in New Zealand in February 2020, presented a range of new challenges and associated opportunities for our District. Issues like food poverty, unemployment and mental health, that had previously affected a small sector of our population, impacted a new and much larger cohort of people. Social and community sector engagement to inform Covid recovery planning evidenced a need to prioritise:

- Unemployment and the value of all work
- Access to information about community supports
- Increased prioritisation of mental health and wellbeing
- Community outreach support
- Social and digital isolation

Five unexpected opportunities emerged:

- **Food Security**, including a need for increased collaboration between local foodbanks, support for food rescue and distribution; and increased focus on community gardens and food forests. The aim is to ensure that people are equitably empowered to source and utilise readily available and nutritious food for themselves and their whānau.
- **Arts:** The role that the arts could play in enhancing community wellbeing and in contributing to the recovery and growth of the local economy – particularly with its role in District attraction and where a more strategic approach might make it more likely that local people can make a living from the arts.
- **Community Connection Hub:** Red Zoned land in Kaiapoi would serve as an ideal site for the establishment of a community hub, where local residents could connect over the development of skills that empowered them toward a positive future.
- **Community Outreach:** A mobile community hub vehicle could reach isolated, vulnerable or traumatised groups of people in place with information, engagement and pastoral support
- **Community Information:** A 'Next Steps' Website would serve as a one stop point of information about local supports and services, enabling quick and anonymous access for local service providers, as well as the general public.

The Impact of Climate Change

The impact of climate change on our communities cannot be underestimated; particularly on our young people, who list anxiety over a lack of action around climate change as a key factor in relation to their mental health. A report published in May 2023, 'Climate Anxiety and Young People — Supporting coping and resilience' cites survey findings that, of 10,000 young people across 10 countries:

- 84% are at least moderately worried about climate change
- 45% indicated their feelings about climate change affected their daily life and functioning
- 75% have negative thoughts about the future

growwaitaha.co.nz/media/2242/gw-report-climate-anxiety-final-version.pdf

While this study did not include NZ, it indicates the widespread opinions of young people that 'existing efforts are failing them and contributing to their negative feelings about the future'.

Youth development facilitation offers a mechanism to plan and deliver initiatives that empower young people to have a voice and play an active part in creating a more positive future. Enabling young people to support and engage in local climate solutions that they can relate to, helps reduce anxiety and build confidence while still validating their concerns (Sheldon-Dean, 2022). In a submission to the Council's 2024-34 Long Term Plan the Waimakariri Youth Council wrote 'We know that youth are focused predominantly on the idea of urgent action to curb current climate change'.

A US study (Derr, 2017) identified that resilience in the face of climate change is fostered by access to nature, family and friends, and supportive networks. This means that facilitation of initiatives that generate positive connections and mental and physical wellbeing will be crucial if we are to mitigate the social consequences for our young people.

More generally, effective community development in relation to climate change, centres on engaging and supporting communities, so that people are informed, prepared and empowered to play their part in building better lives together for themselves and the generations to come. The development of community plans that centre on strong sustainable neighbourhoods, community connection, and personal resilience will be an important aspect of this.

Research carried out after the 2023 Auckland Anniversary Weekend Floods identified that climate-related events can bring to the surface a desire to live in more-connected communities where everyone's needs are met. People recognised that some community members were more vulnerable to the impacts of climate change, including the aged, the disabled, and those lacking in financial and community support (The Workshop, 2024). This highlights the importance of the ongoing implementation of community development related strategies and plans such as the Accessibility Action Plan and the Age-friendly Plan as well as the need for an equitable and inclusive community response in dealing with the aftermath of any future climate-related emergency.

Outcomes from a Strategic Approach to Community Development in the Waimak

1 First Strategy

KEY PRIORITIES

- Breakdown silos
- Facilitate collaboration
- Injury/harm prevention
- Access to information

- Access to social and health services
- Safety, wellbeing and resilience
- Youth development
- Earthquake recovery
- Welcoming newcomers

POPULATION DYNAMICS

RAPID GROWTH

EARTHQUAKE REFUGEES

AGEING POPULATION

First Strategy Developed (2007–2017)

Canterbury Earthquakes

Earthquake Recovery Returned to Base

| 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |

ACCESSIBILITY
Access Group established 1999

ACCESSIBILITY
Accessibility Strategy developed

HEALTH
WHAG established 2004

YOUTH
NCYSN established → Strategy developed → Coordinator employed → Youth Council established

SSW established

SOCIAL INCLUSION + CONNECTION
Social Inclusion Initiative Group (SIIG) developed
Welcome ambassadors
Welcome bags
Neighbourhood BBQ series
Digital Inclusion

SAFETY
Injury Prevention Waimakariri established 1996 disestablished 2013

Safer Community Council established 1996 disestablished 2011

NC Family Violence Network established 1990s

SAFETY
Alcohol Action Plan developed
Rural safety

SAFETY
Violence Free North Canterbury renamed from Family Violence Network

2 Second Strategy

- Neighbourhood development
  - Cultural inclusion
    - Personal safety and resilience
    - Youth opportunity
    - Older people
  - Covid Recovery
  - Food security
    - Capability building – voluntary sector
    - Unemployment
      - Homelessness
  - Arts

INCREASED CULTURAL DIVERSITY

MORE YOUNG FAMILIES

Strategy Review Second Strategy Developed (2015 - 2025)

Mosque Shootings

Covid-19 Pandemic

Strategy Review

2016	2017	2018	2019	2020	2021	2022	2023	2024

MIGRANTS
- Role established
- Plan developed
- Steering Group developed
- Global Locals of Waimakariri (GLOW) Group established
- English Language Classes commence

AGE FRIENDLY
- Plan developed
- Steering + Advisory Groups established

HOMELESSNESS
- Housing Response Groups established

STRATEGIC REVIEW 2025

YOUTH
- Strategy review
- Youth Futures NC established
- Mayors Taskforce for Jobs (Youth) contract acquired

ARTS
- Strategy adopted
- Facilitator employed

COVID RECOVERY
- Food Secure North Canterbury established
- On Track Capability Building Series developed
- Kaiapoi Community Hub
- Mobile Community Hub funded
- Next Steps website

SAFETY
- Alcohol + Drug Harm Steering Group established
- Alcohol Action Plan review

SAFETY
- Men's Wellbeing and suicide prevention series

Figure 4: Waimakariri District Council Strategies

Waimakariri Community Outcomes   Council's Strategic Priorities

- Natural Environment
- District Climate Resilience
- Community Development
- District Development
- Community Facilities
- Economic Development
- Integrated Transport
- Infrastructure
- Play, Active Recreation and Sports
- Corporate and Finance

Strategic Context

The Waimakariri Community Development Strategy is one of the Council's key strategies that provide high-level strategic direction to inform the work of the Waimakariri District Council. Its goals and objectives directly align with each of Council's Community Outcomes; that the Waimakariri District is a place:
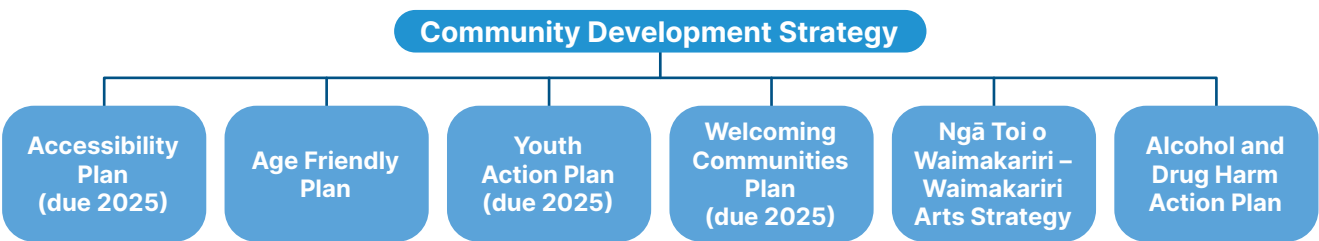
- Where everyone can have a sense of belonging
- Where our people are enabled to thrive and give creative expressions to their identity and heritage
- That values and restores our environment
- That is supported by a resilient and innovative economy.

Whilst there is an alignment between the Community Development Strategy and Council's other strategies, there is a clear distinction between the intent of this strategy and those that it aligns with. What sets it apart is that the scope of the Community Development Strategy centres directly on outcomes affecting people. This strategy applies a people-centred evidence base to ensuring that our places, spaces and services are adequate, accessible and engaging, to serve the needs and aspirations of local residents. While some of the outcomes might be similar, (e.g. vibrant town centres), the focus for the goals and objectives of this strategy is on the wellbeing, resilience, inclusion, connection and empowerment of the people of the Waimakariri District.

This strategy overarches a number of action plans that constitute the work of Council toward achieving the strategic vision, that, "Communities that are safe, caring, inclusive and empower all to thrive," as detailed in Figure 5.

Figure 5: Community Development related plans and strategies

Community Development Strategy

- Accessibility Plan (due 2025)
- Age Friendly Plan
- Youth Action Plan (due 2025)
- Welcoming Communities Plan (due 2025)
- Ngā Toi o Waimakariri – Waimakariri Arts Strategy
- Alcohol and Drug Harm Action Plan

How was the strategy developed?

The development of the Waimakariri Community Development Strategy 2025–2035 has been informed by extensive evidence via a range of data sources and extensive community engagement.

Prior to the strategic review, working with Social Services Waimakariri, the Council's Community Team developed two key pieces of evidence to inform the Covid response - a Social and Community Sector Survey, and a Covid-19 Social Recovery Planning Forum. Both directly informed planning for social recovery in the Waimakariri District, alongside the evidence base that informs the broader work of the Community Team and the networks that it facilitates. Along with a migrant survey undertaken in 2021, the results

of those surveys were considerations in planning for the engagement to inform the development of this Strategy.

In the latter part of 2023, to increase the understanding of the community's priorities and views about issues and opportunities for the District, the Council reached out to key community partners, and specifically engaged with:

- Elected members of Waimakariri District Council
- Kaiapoi–Tuahiwi Community Board
- Rangiora–Ashley Community Board
- Woodend–Sefton Community Board
- Oxford–Ohoka Community Board
- Waimakariri Youth Council
- Age Friendly Advisory Group
- Waimakariri Access Group
- Social Services Waimakariri
- Waimakariri Health Advisory Group
- North Canterbury Youth Services Network
- Waimakariri Migrants Agency Steering Group

A community forum held in November 2023 and two surveys for residents and community organisations in early 2024 provided an understanding of the challenges and opportunities currently facing our District. More information on community feedback is available in Appendix 1.

What matters most

Here is an overview of what you told us matters most for community development over the next five years:

Economic	• Cost of living • Low household income	• Child poverty • Housing affordability
Health	• Access to GP and health services • Mental health needs • Addiction/dependency • Youth-specific health issues	• Older adult-specific health issues • Lack of targeted health services for older adults • Food insecurity
Education	• Literacy	• NEET (not in employment, education or training) 15–24-year-olds
Employment	• Impact of unemployment on wellbeing • Limited opportunities for youth sector	• Employment opportunities do not match the rate of growth in the district
Housing	• Affordability - income after rent/mortgage costs	• Housing less affordable • Lack of social housing
Safety	• Crime • Family violence	• Road safety • Not feeling safe
Natural and Built Environment	• Physical access to places and spaces • Public transport • Accessibility needs • Challenges of climate change	• Increased urban development making it easier to find our spaces and places • Adopt a more global approach • Look after and beautify your own space
Social Capital	• Sense of community • Contact with family and friends • Loneliness and isolation • Anti-social/loss of connection due to technology and social media • Lack of diversity • Discrimination • Pastoral support/show we care • Volunteering • Too busy to get involved	• Community response to events (shocks/stresses) • Establish community gardens and food forests • Access to recreational opportunities • Children connect through sports clubs • Lack of resources for teenagers/young adults • More casual sports/events to reflect changing demographics
Wellbeing	• Access to services and information • Family dynamics	• Stress – life is too busy
Civic Engagement	• People feel they are not heard by Council • Council and community collaboration on projects	• Better engagement between Council and not-for-profit groups • Improved connections between Elected Members and their communities

> We need more men in particular to volunteer to become mentors. Volunteer numbers, in general, are lower than they have been in the past.

> Agencies focusing on a 'rules' based approach rather than a 'needs' based approach.

> Technology and the pandemic have changed the traditional social platform - people don't want to be approached by strangers and they want choices. The community listens to the heartbeat of its members and responds to it with initiatives.

Current Situation

Evidence to support the development of this Strategy has come from a range of sources and is available in Appendix 2. Analysis of available data has identified the following key indicators:

District population – The Waimakariri District population has grown by almost a third in the last decade and on average we continue to get older however, focus should also be given to an increase in the number of young families in the District.

Education and employment –A significant drop in school attendance since Covid-19 from 74% in 2015 to 56.5% in September 2024. Around 10% of 15-24 years old are not in education, employment or training (NEET) despite relatively overall low employment figures.

Crime – despite low statistics for general crime, family violence statistics are disproportionly high across Canterbury, but with a downward trend in recent years emphasising the impact of a focus on prevention.

Housing – A significant increase in the number of housing register applicants in the last ten years and disproportionality low rental affordability compared to Canterbury and New Zealand.

Food security – Stakeholder engagement and data gathered from local food banks shows significantly higher demand over the past five years and a trend towards working families also needing additional food support to make ends meet. Budgeting services report increased demand for financial mentoring and support.

Transport – The Youth Voice Canterbury Takeover Survey highlighted access to transport as one of the top five significant issues for local young people. Mayors Taskforce for Jobs data identifies that lack of transport is the most significant barrier to employment for young people. The issue was also highlighted in the public engagement survey that informed priorities for this strategy.

Inclusion – Loneliness statistics indicate younger age groups both 0 to 24 years and 25 to 34 years are disproportionality affected by loneliness compared to older age groups. Additionally, Māori and other non-European ethnic groups were rated significantly higher in loneliness statistics. Whilst the Canterbury Wellbeing Index 2020 identified 85.4% of participants rating their quality of life as good or extremely good, only 67% of local residents that participated in the Waimakariri District Council Community Survey 2019 said it's easy to get to know people in the district.

Accessibility – The Draft Inclusive Waimakariri Accessibility Plan 2025 highlights that Waimakariri District has a slightly higher proportion impacted by disability than the rest of New Zealand (25% of local population). Approximately 40% of respondents to the 2024 Community Survey did not think there is enough information available about the district.

Safety - Injury-related data points to disproportional high incidents of injury related to rural environments. Over exertion and falls data shows disproportional representation from older adults.

Wellbeing – The Canterbury Wellbeing Index highlights young people (18-24 years) as experiencing disproportionately high levels of stress and lower emotional wellbeing than others. Furthermore, young people are evidenced to the lowest personal resilience scores across the age groups.

Additionally, feedback from services engaged in a formative survey for the strategy reported, financial and emotional pressure on children and parents: E.g. from Big Brothers Big Sisters Mentoring Programme response:

"Children are often presenting with multiple complex needs. It's not just a matter of them not having a father figure or maternal figure, it's that and they have a diagnosis, and the family are struggling financially and things aren't going well at school and the child is struggling socially and doesn't have friends etc."

Access to health services (particularly General Practice) has been a recurring theme in consultations and via our networks.

Recreation – Engagement to inform the Waimakariri Arts Strategy highlighted there was significant local appetite to increase the profile and accessibility of local arts, support increased capability for the local arts sector and ensure that places and spaces for recreation are fit for purpose. The need for increased provision of accessible recreational opportunities for young people has been raised in engagement for Youth Strategy 2018, and while additional provision has been made available, this theme was echoed in community engagement that informed the development of this strategy.

Health, Social and Community Sectors - General themes that came through the formative survey engaging local services highlighted shortages in service capacity, inadequate funding and attracting and retaining volunteers as key issues.

Wider Strategic Context

International and National Policy

Local Government Act 2002

Human Rights Act 1993

Te Tai Waiora: Wellbeing in Aotearoa New Zealand

New Zealand's Child and Youth Wellbeing Strategy

Positive Youth Development Strategy Aotearoa

Te Pae Tawhiti – Our Future

Te Pae Tata – Te Rautaki Māori me te Mahere Mahi

Pacific Prosperity – Our People, Our Solutions, Our Future

Better Later Life Strategy NZ

New Zealand Health Strategy 2023

New Zealand Disability Strategy 2016–2026

Kia Manawanui Aotearoa Mental Health and Wellbeing Strategy

Road to Zero – National Road Safety Strategy 2020–2030

Family Violence Act 2018

National Policy Statement on Urban Development 2020

National Climate Change Risk Assessment 2020

Climate Change National Adaptation Plan 2022

National Disaster Resilience Strategy

National Civil Defence Emergency Management Plan 2015

Significant Council Strategies

District Development Strategy 2018–2048

Economic Development Strategy 2024–2034

Integrated Transport Strategy 2024

Natural Environment Strategy 2024

Community Development Strategy 2024-2034

Regional and Local

Food Secure North Canterbury Strategic Plan

Canterbury Climate Action Plan 2024

Enterprise North Canterbury (ENC) Strategy

Canterbury Mayoral Forum Plan for Canterbury 2023–2025

Greater Christchurch Spatial Plan

Greater Christchurch Joint Housing Action Plan (in development)

Te Waipounamu Health and Wellbeing Plan (in development)

Other Council Strategies/ Plans

Age Friendly Plan 2019

Accessibility Strategy 2017

Arts Strategy 2023–2026

Community Action Plan on Alcohol and Drug Harm

Community Board Plans

Community Facilities Network Plan 2024

Community Safety Plan (in development)

Events and Placemaking Plan (in development)

Food Security Action Plan

Housing Plan (in development)

Intensification Plan (in development)

Placemaking Plan

Play Space Strategy 2017

Residential Red Zone Recovery Plan 2016

Road Safety Action Plan 2022/23

Rural Residential Development Strategy 2019

Sports Facilities Plan 2017–2027

Suicide Prevention Action Plan

Walking and Cycling Network Plan

Welcoming Communities Plan (in development)

Youth Strategy 2018

Part 2 – The Strategy

Vision

Communities that are safe, caring, inclusive and empower all to thrive

Strategic Directions (Goals)

The following four key focus areas have been identified for the strategy. Each relates to aspects of social wellbeing, with the intent that Waimakariri District is a place where people are:

1	Safe and Healthy
2	Welcome and Included
3	Informed and Empowered
4	Engaged and Connected

Each aspect is intertwined. The achievement of the objectives of one, generate increased likelihood of the achievement of the others. For example, safe, healthy people are more open to social inclusion, more likely to receive and be empowered by information and are more likely to be engaged and connected into the life of the District.

Context

Community Development facilitates a well-supported, connected and sustainable social and health sector. This ensures that all local people can access the determinants of health and wellbeing: income, employment, education and housing. These equip people to make lifestyle choices that reduce the risk of their being impacted by physical and mental health issues, addiction, relationship violence, crime and unemployment.

Strategic Actions

1.1 Facilitate collaborative responses to address the determinants of health and wellbeing.

1.2 Facilitate collaboration for a strong local Health and Social Service Sector.

1.3 Facilitate a collaborative response to addressing key issues affecting the personal safety of local residents.

1.4 Facilitate effective welfare responses to local crisis.

Relevant Council Community Outcomes 2024

- Council commits to promoting health and wellbeing and minimising the risk of social harm to its communities.
- Our community has equitable access to the essential infrastructure and services required to support community wellbeing.
- People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.
- The natural and built environment in which people live is clean, healthy and safe.
- There is access to meaningful, rewarding, and safe employment within the district.

Success Measures (benchmarked at 2025)

Table 1: Strategic Direction 1 Success Measures

Measure	Frequency	Source
Food Bank demand statistics		Food Bank providers
Crime against person		New Zealand Police
Alcohol Harm ED admissions		Canterbury Public Health
Injury statistics		Canterbury Public Health
Mental Health statistics	Annually	**TBC**
Not in Education, Employment or Training (NEET)		Infometrics
Rental Affordability		Infometrics
Housing Register Applicants		
Health and social care providers		Social Services Waimakariri

Context

Communities that make everyone feel welcome and included are likely to enjoy increased social cohesion, with better social outcomes and a stronger local economy. In an inclusive environment, everyone can access and participate in the economic, civic, cultural and social life of the community. This creates a District that is vibrant, connected and attractive to visitors and prospective residents and investors.

Strategic Actions

2.1 Facilitate collaboration for a 'Welcoming Community'.

2.2 Facilitate local initiatives that address unconscious bias.

2.3 Facilitate the activities of collaborations that remove barriers to community participation.

Relevant Council Community Outcomes

- Our community has equitable access to the essential infrastructure and services required to support community wellbeing.
- Public spaces express our cultural identities and help to foster an inclusive society.
- Waimakariri's diversity is freely expressed, respected and valued.
- Our communities can access and enjoy natural areas and public spaces.
- People are able to enjoy meaningful relationships with others in their families, whānau, communities, iwi and workplaces.

Success Measures (benchmarked at 2025)

Table 2: Strategic Direction 2 Success Measures

Measure	Frequency	Source
What's great about living in the Waimakariri District?	Every three years	Waimakariri District Council Community Survey
What's not so great?		
Do you feel part of your community?		
How happy are you with your level of involvement in your community?		
Level of happiness - What makes you feel that way?		
What could the community do better or differently to make people feel welcome?		
How well do you know your neighbours?		
What might help people get to know their neighbours?		
What things might limit the ability for people in particular age groups and abilities to enjoy our spaces and places?		
Access to the internet	Every five years	Stats NZ Census
No motor vehicle		

Strategic Direction 3 — Informed and Empowered

Context

Informed and empowered people have increased control over their lives. They have better access to the determinants of health and wellbeing. This makes them more likely to engage in local decision making, contributing to the social, economic, environmental and cultural wellbeing of the whole community. This benefits everyone.

Strategic Actions

3.1 Support community groups and organisations to be well resourced and sustainable.

3.2 Ensure a community voice in local, regional and national decision making.

3.3 Encourage, facilitate and support local skill development and skill sharing initiatives.

3.4 Facilitate the provision of up to date, easily accessible local information.

Relevant Council Community Outcomes

- Our community groups are sustainable and able to get the support they need to succeed.
- Our community has access to the knowledge and skills needed to participate fully in society and to exercise choice about how to live their lives.
- Our district recognises the value of both paid and unpaid work.

Success Measures (benchmarked at 2025)

Table 3: Strategic Direction 3 Success Measures

Measure	Frequency	Source
Community Funding approved (total monetary value and number of initiatives)	Annually	Strategy and Business Unit
Public usage of Council website and interaction with Council social media channels		Communications and Engagement
Number of submissions received and demographics for Council consultations		Communications and Engagement
Number of public deputations at Council meetings		Governance

Context

Socially connected people are happier and healthier. They are more engaged with the needs and aspirations of those around them and better able to find solutions to the problems that they and their community are facing. They are also better equipped to take advantage of emerging opportunities and apply a creative lens to enhancing their physical and social environment. This impacts positively on the local economy, in terms of District attraction, employment and local spending.

Strategic Actions

4.1 Facilitate a strategic approach to local Arts.

4.2 Facilitate the provision of local activities that engage and connect people.

4.3 Facilitate the development of geographic community-based plans

Relevant Council Community Outcomes

- There is an environment that supports creativity and innovation for all.
- All members of our community can engage in arts, culture and heritage events and activities as participants, consumers, creators or providers.
- Local arts, culture and heritage can make a growing contribution to the community and economy.
- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.
- Our communities can access and enjoy natural areas and public spaces.
- People can enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.

Success Measures (benchmarked at 2025)

Table 4: Strategic Direction 4 Success Measures

Measure	Frequency	Source
New question required related to recreation	Every three years	Waimakariri District Council Community Survey
New question required related to volunteering		
District libraries participation levels	Annually	District Libraries
District aquatics participation levels		District Aquatics
Audience numbers/participation levels for arts-centred activities	Every three years	Community Team
Number and membership of creative networks		
Community Plans developed and reviewed in a timely fashion	Annually	Strategy and Business Unit Community Team
Involvement in leisure and recreation activities	Every five years	Stats NZ Census

Part 3 – Implementation

Partnerships and Process

Partnerships

The Council does not do this work alone. Waimakariri District Council maintains an extensive network of relationships, with hundreds of local, regional and national representatives from across the community, NGO and central government sectors, alongside enduring partnerships with local iwi, business and education.

Broad, cross sector collaboration is the standard way of working in the Waimakariri District, which is recognised regionally and even nationally as an exemplar of collaborative action - coining a post-earthquake phrase: "The Waimakariri Way."

Key to this has been the establishment of a range of networks that come together to inform and collaboratively develop priority community development activities.

As detailed in Appendix 1, 12 key networks frame the breadth of local initiatives that are a result of the implementation of the Waimakariri District Community Development Strategy:

- Social Services Waimakariri
- Waimakariri Health Advisory Group
- Waimakariri Access Group
- Youth Futures North Canterbury
- North Canterbury Youth Services Network
- Violence Free North Canterbury
- Wailife Suicide Prevention Steering Group
- Waimakariri Migrant Agency Steering Group
- Waimakariri Alcohol and Drug Harm Steering Group
- Food Secure North Canterbury
- Welcoming Waimakariri
- Waimakariri Age Friendly Advisory Group

These are supported by a range of community-led working groups that centre on specific initiatives developed as part of implementation plan for the strategy.

Process: Implementation Principles

Implementation of the Community Development Strategy is guided by four key principles for 'Best Practice' community development.

1. **A solid base of information:** An evidence-based, community-led approach is applied to the planning and delivery of initiatives that address key priorities for the most affected demographic groups in the Waimakariri District. Priorities are identified by combining local and national data from a range of sources with qualitative evidence from key local and regional stakeholders.

2. **Broad Spectrum:** The socio-ecological model serves as an excellent reference framework to ensure a broad scope is applied to influencing the development of strong, connected, resilient communities.
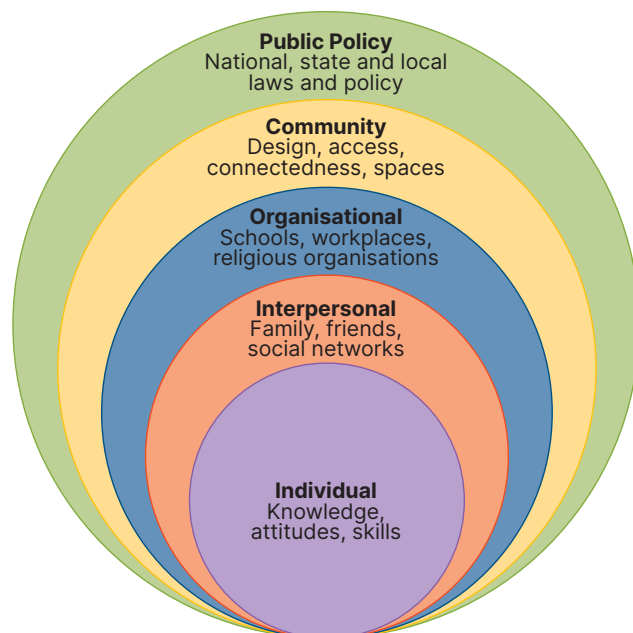
researchgate.net/figure/Socio-ecological-Model-Adapted-from-US-Department-of-Health-and-Human-Services-Office_fig2_363867644

In line with this model, best practice for community development suggests that, in developing projects, programmes,

interventions and other initiatives, practitioners should consider how they can affect impact at each of the various levels of the socio-ecological framework:

- educating the individual, to ensure they are socially supported and connected.
- ensuring that the institutions and organisations in which they operate are effective and sustainable.
- ensuring that the places and spaces in the community in which they live are attractive and accessible.
- ensuring that local policies and legislation encourage and support their safety, wellbeing and resilience.

3. **Collaborative and Community-led:** Broad sector involvement is important to ensure that responses are appropriately targeted, relevant, effective and sustainable. Council's Community Survey will be a crucial element in the assurance that the voice of local residents, groups and organisations is captured and included in implementation planning

4. **Well evaluated:** Evaluation is important. Right through the community development process to measure the quality, immediate impact and longer-term success outcomes related to programmes, interventions and broader scope initiatives.

Strategic Outcomes: Indicators of Success

Longer term outcomes, or success measures from the implementation of the Community Development Strategy will be measured against population-based benchmarks, from the local, regional and national data that has informed the strategy.

These relate to:

- Food Security
- Relationship Violence
- Alcohol Harm
- Housing Security
- Employment
- Loneliness
- Satisfaction with life
- Engagement in volunteering and recreation
- Access to information

It is important to know that, whilst the impact of community development is not the only contributor to results against benchmarks there is considerable evidence of a correlation between, for instance, a period of focus on a particular issue as a community development priority and a reduction in incidence or an increase in reporting directly following the period over which related initiatives were undertaken.

High-level Implementation Plan

Strategic Direction 1: Safe and Healthy			
What will we do?	**What key communities will it impact?**	**What Council Group/ Unit/Team will lead this work?**	**Key stakeholder networks and/or partners**
Action 1.1 Facilitate collaborative responses to address the determinants of health and wellbeing			
1.1.1: Address gaps in local healthy, affordable and fit for purpose housing provision	Older People Youth Homeless	Property Team Community Team Strategy and Business Team	North Canterbury Housing Response Working Group Social Services Waimakariri Council Property Working Group
1.1.2: Facilitate health and wellbeing promotion	All	Community Team District Aquatics District Libraries Greenspace Team	WaiLife Suicide Prevention Steering Group Social Services Waimakariri Waimakariri Health Advisory Group
1.1.3: Facilitate initiatives that remove barriers to education, training and employment.	All	Community Team District Libraries	Mayors Taskforce for Jobs North Canterbury Youth Futures Citizens Advice Bureau Noaia and Comcol
1.1.4: Facilitate increased local transport provision	All residents	Community Team Roading Team Strategy and Business Team District Planning Unit	Social Services Waimakariri Age-friendly Steering Group Waimakariri Access Group Waimakariri Health Advisory Group Environment Canterbury Christchurch City Council
1.1.5: Facilitate local provision of parenting support	Parents of local tamariki and rangatahi	Community Team	Social Services Waimakariri Wellbeing North Canterbury Community Trust North Canterbury Youth Services Network
1.1.6: Encourage and support local food security initiatives	All	Community Team Greenspace Team	Food Secure North Canterbury Steering Group North Canterbury Food and Budgeting Network
Action 1.2: Facilitate collaboration for a strong local Health and Social Service Sector			
1.2.1: Support local health service provision	All	Community Team	Waimakariri Health Advisory Group Elected members Local MP
1.2.2: Support local social service provision	All	Community Team	Social Services Waimakariri Elected members Local MP
Action 1.3: Facilitate a collaborative response to addressing key issues affecting the personal safety of local residents.			
1.3.1: Facilitate collaborative responses to Relationship Violence/Family Harm	All	Community Team	Violence Free North Canterbury

Strategic Direction 1: Safe and Healthy

What will we do?	What key communities will it impact?	What Council Group/ Unit/Team will lead this work?	Key stakeholder networks and/or partners
1.3.2: Facilitate collaborative responses to Alcohol and Drug Harm	All, but predominantly youth and men	Community Team Environmental Services Unit	North Canterbury Alcohol and Drug Harm Steering Group Social Services Waimakariri
1.3.3: Facilitate collaborative responses to suicide prevention and the building of community resilience.	All, but predominantly youth and men	Community Team Health Safety and Wellbeing Team	WaiLife Suicide Prevention Steering Group
1.3.4: Facilitate collaborative responses to addressing injury in rural contexts.	All	Community Team District Aquatics Environmental Services Unit Civil Defence District Libraries	Rural Safety Working Group
Action 1.4: Facilitate effective welfare responses to local crisis.			
1.4.1: Fill the Civil Defence Welfare function.	All		Civil Defence Volunteer Corps Waimakariri Civil Defence Local Welfare Committee
1.4.2: Facilitation of wider welfare response and recovery for Civil Defence Emergency and other local crises.	All	Community Team	Social Services Waimakariri Waimakariri Health Advisory Group Waimakariri Civil Defence Local Welfare Committee

Strategic Direction 2: Welcome and Included

What will we do?	What key communities will it impact?	What Council Group/Unit/Team will lead this work?	Key stakeholder networks and/or partners.
Action 2.1 Facilitate collaboration for a more 'Welcoming Community'			
2.1.1: Develop and facilitate the implementation of a Welcoming Communities Plan	Migrants and Newcomers	Community Team Strategy and Business Team Communications and Engagement Team Greenspace team District Libraries	Waimakariri Welcoming Communities Steering Group
2.1.2: Facilitate increased support and inclusion for local migrant communities	Ethnic Migrants	Community Team District Libraries	Waimakariri Migrants Steering Group Global Locals of Waimakariri (GLOW)
2.1.3: Support the aspirations of local residents groups	Residents	Community Team	Residents Groups North Canterbury Neighbourhood Support Community Boards Developers
2.1.4: Support the facilitation of increased neighbourhood connection	Residents	Community Team Civil Defence	North Canterbury Neighbourhood Support
Action 2.2 Facilitate local initiatives that address unconscious bias and racism			
2.2.1: Tell the Stories of local people, that highlight the diversity and commonality of experience of diverse demographics.	All	Community Team District Libraries Communications and Engagement Team	InCommon Global Locals of Waimakariri (GLOW)
2.2.2: Promote national inclusion-centred campaigns, like Sign Language week, Te Wiki o Māori, Pacific language weeks and other initiatives that celebrate language and culture	Māori Ethnic Migrants People impacted by physical and cognitive impairment	District Libraries Community Team Communications and Engagement Team	Waimakariri Access Group Deaf Aotearoa Māori Language Commission

Strategic Direction 2: Welcome and Included

What will we do?	What key communities will it impact?	What Council Group/ Unit/Team will lead this work?	Key stakeholder networks and/or partners.
Action 2.3 Facilitate the activities of collaborations that remove barriers to community participation			
2.3.1: Waimakariri Access Group	People impacted by physical and cognitive impairment	Community Team	People with disabilities, Ministry for the Disabled, all local agencies, groups and organisations that support those with physical and cognitive impairment.
2.3.2: Age-friendly Advisory Group	Older people	Community Team	All local agencies, groups and organisations that support older people
2.3.3: Migrant Agency Steering Group	Ethnic Migrants	Community Team	All local agencies, groups and organisations that support local migrants
2.3.4: North Canterbury Youth Services Network	Youth	Community Team	All local agencies, groups and organisations that support local youth

Strategic Direction 3: Informed and Empowered

What will we do?	What key communities will it impact?	What Council Group/ Unit/Team will lead this work?	Key stakeholder networks and/or partners.
Action 3.1 Support community groups and organisations to be well resourced and sustainable			
3.1.1: Facilitate local delivery of Capability Building workshops	Local volunteer involving organisations	Community Team	Community Law Chamber of Commerce Enterprise North Canterbury Philanthropic and government funders
3.1.2: Provide direct funding acquisition and governance support, as requested	Local volunteer involving organisations	Community Team	Philanthropic and government funders
3.1.3: Promote and encourage volunteering to increase capacity in the local volunteer involving sector	Local volunteer involving organisations	Community Team Greenspace Team	Volunteer Canterbury Local volunteer involving organisations
Action 3.2 Ensure a community voice in local, regional and national decision making			
3.2.1: Encourage and undertake regular stakeholder engagement in relation to key priorities/trends and emerging issues	All	Community Team Communications and Engagement Team	All
3.2.2: Facilitate Youth Council increasing youth representation in local, regional and national consultations	Youth	Community Team	Waimakariri Youth Council North Canterbury Youth Services Network
3.2.3: Promote and encourage participation in Annual Plan and other Council community consultations	All	Communications and Engagement Team Strategy and Business Team Community Team	All Community Team contacts
3.2.4: Facilitate advocacy at local, regional and central governance level in relation to key issues	All	Community Team Governance	Social Services Waimakariri Waimakariri Health Advisory Group North Canterbury Youth Services Network Waimakariri Access Group
Action 3.3 Encourage, facilitate and support local skill development and skill sharing initiatives			
3.3.1: Support the growth and development of the Kaiapoi Community Hub and its activities	All Kaiapoi and surrounding residents	Community Team	Greenspace Team District Libraries Local education providers Social Services Waimakariri Food Secure North Canterbury
3.3.2: Continue to promote and support the Waimakariri Bike Project	All	Community Team	Bike Project Steering Group North Canterbury Sport and Recreation Trust

Strategic Direction 3: Informed and Empowered			
What will we do?	**What key communities will it impact?**	**What Council Group/Unit/Team will lead this work?**	**Key stakeholder networks and/or partners.**
3.3.3: Continue to promote and support the activities of TimeBank Waimakariri and Food Secure North Canterbury	All	Community Team District Libraries Greenspace Team	Food Secure North Canterbury Waimakariri Timebank Steering Group
3.3.4: Encourage and promote accessible recreation	People impacted by physical and cognitive impairment	Community Team Greenspace Team District Aquatics	Greenspace Team North Canterbury Sport and Recreation Trust Waimakariri Access Group Waimakariri Youth Council
Action 3.4 Facilitate the provision of up to date, easily accessible local information			
3.4.1: Support the promotion, maintenance and sustainability of the Next Steps website.	All residents and community support and service providers	Community Team	Social Services Waimakariri Waimakariri Health Advisory Group North Canterbury Youth Services Network Waimakariri Access Group All Together Hurunui
3.4.2: Ensure adequate and appropriate promotion of community issues, opportunities and activities on Council website pages and social media content	All	Community Team Communications and Engagement Team District Libraries Greenspace Team	Council's Communications Team Social Services Waimakariri All local community and social sector
3.4.3: Facilitate wider mechanisms for people to access Council information.	Ethnic Migrants People with physical and cognitive impairments.	Community Team Communications and Engagement Team District Libraries	Waimakariri Access Group Age-friendly Steering Group Waimakariri Migrants Steering Group Blind Low Vision NZ Deaf Aotearoa Citizens Advice Bureau District libraries Grey Power Ara Hagley Community College ACE programme
3.4.4: Continue to disseminate community information via the preparation of paper-based and online newsletters and resources	All	Community Team Communications and Engagement District Libraries Greenspace Team	All local community and social sector.

Strategic Direction 4: Engaged and Connected

What will we do?	What key communities will it impact?	What Council Group/ Unit/Team will lead this work?	Key stakeholder networks and/or partners.
Action 4.1 Facilitate a strategic approach to local Arts'			
4.1.1: Facilitate the implementation of Ngā Toi o Waimakariri - Arts Strategy Implementation	All	Community Team Greenspace team District Libraries	
Action 4.2 Facilitate the provision of local activities that engage and connect people			
4.2.1: Facilitate the planning and delivery of activities that increase youth participation and connection	Local youth	Community Team District Libraries Greenspace Team District Aquatics	Waimakariri Youth Council WaiYouth North Canterbury Youth Services Network
4.2.2: Continue to encourage and support the planning and delivery of multicultural activities	Migrants and Newcomers	Community Team District Libraries	Global Locals of Waimakariri (GLOW) Te Rūnanga o Ngāi Tūāhuriri Christchurch Multicultural Council
4.2.3: Continue to offer a range of accessible activities via local libraries and aquatics centres.	All	District Libraries District Aquatics	LIANZA Swimming NZ Water Safety NZ
4.2.4: Facilitate activities that engage local people with local places and spaces	All	Greenspace Community Team	TBC
4.2.5: Continue to promote and support community-led events across the district	All	Community Team Communications and Engagement Team District Libraries District Aquatics Greenspace	Visit Waimakariri Rangiora Promotions Kaiapoi Promotions Oxford Promotions Developers North Canterbury Neighbourhood Support
Action 4.3 Facilitate the development of geographic community-based plans			
4.3.1: Develop community plans with geographic communities across the District	All	Strategy and Business Team Community Team Greenspace Communications and Engagement Team	Residents groups Developers Local business Sports and recreation groups

Monitoring and Reporting

Successful implementation of the Community Development Strategy 2025 – 2035 will require a commitment to monitoring and reporting its implementation. This will ensure that the strategy's objectives are met and consistently reviewed to stay aligned with community priorities, three key aspects are essential:

- Planning
- Performance monitoring and review
- Reporting back to the community

1. **Annual Implementation Plan**

   Annual implementation plans will be developed that detail specific actions and associated performance measures.

2. **Performance monitoring and review**

   This will take the form of:

   i. Project Evaluation: A range of evaluation methods will be applied to measuring the success of individual projects, including:
      - Surveys that measure satisfaction, new learnings, behaviour change, and increase in skills and knowledge.
      - Stakeholder data (e.g. on increased membership of an organisation, increased acquisition of funding, increased referrals to a programme, etc)

   ii. Impact evaluation, relating to the immediate impact of a programme of initiative.
      This is aligned with the Results Based Accountability model:
      - What did we do?
      - How well did we do it?
      - Is anyone better off?

   iii. Process evaluation to ensure that programmes are adapted and updated to meet the needs of our growing communities.

   iv. Outcome evaluation on the success measures for each of the four strategic directions.

3. **Reporting**

   This will take the form of a 'Community Development Strategy Year in Review Report' detailing results against the measures for the preceding year's implementation plan and progress against success measures for the four strategic directions.

   Alongside this, regular reports to Council's Community and Recreation Committee will keep local decision makers abreast of progress and any emerging issues and opportunities related to the Strategy objectives.

Appendix 1 – Community Feedback

COMMUNITY DEVELOPMENT STRATEGY

Executive Summary

The Waimakariri District Council's Community Development Strategy 2015–2025 is being refreshed to address current challenges such as social recovery from Covid-19, climate change, inclusive communities, and housing. This report captures the community feedback on current issues and opportunities to help inform the development of the new Strategy.

Community Feedback Sources:

1. **Community Forum (30 November 2023):** Engaged a wide range of stakeholders to identify key issues and opportunities.
2. **Community Survey (Public):** An online survey conducted from 20 December 2023 to 22 March 2024, receiving 52 responses.
3. **Community Organisations Survey:** A targeted online survey with 17 responses from community organisations currently connected with the Council's Community Team.

Key Themes from Feedback:

1. **Positive Aspects:**
   - **Natural Environment:** Appreciation for rivers, beaches, and green spaces.
   - **Community Feel:** Strong sense of community and friendly atmosphere.
   - **Location and Amenities:** Proximity to Christchurch and good local amenities.
   - **Recreational Opportunities:** Access to outdoor activities and facilities.
2. **Areas for Improvement:**
   - **Traffic and Infrastructure:** Concerns about congestion and need for better infrastructure.
   - **Community Facilities:** Need for more facilities, especially in growing areas.
   - **Health and Social Services:** Gaps in services and difficulty accessing them.
   - **Communication and Information:** Desire for better communication about community events and services.
3. **Community Organisation Feedback:**
   - **Strengths:** Strong collaborations, high volunteer commitment.
   - **Challenges:** Funding and financial stability, volunteer recruitment and retention, infrastructure needs.
   - **Key Issues:** Food security, mental health, accessibility and inclusion.
4. **Emerging Issues:**
   - **Food Security and Climate Change:** Impact on food availability.
   - **Aging Population and Health Services:** Strain on medical services and infrastructure.
   - **Youth Engagement and Support:** Need for more activities and support for young families.

Conclusion: The feedback reflects a community that values its natural environment and sense of community but sees room for improvement in infrastructure, services, and engagement. There is a desire for better communication, more community-led initiatives, and improvements in infrastructure and services. The insights gathered will inform the development of the next Community Development Strategy, ensuring it addresses the current and emerging needs of the Waimakariri District.

Introduction

The Waimakariri District Council's Community Development Strategy 2015–2025 was developed in collaboration with various working parties, projects and steering groups to provide a clear

framework for the role that the Council plays in supporting the community to address identified local priorities for community wellbeing, safety, connection, inclusion and resilience.

The Council partners with over 300 community, business, education, government and non-government stakeholders to support a community-led approach for the four goals of the Strategy:

- **Engage:** Engage key stakeholders to enhance community development, youth development and community safety
- **Connect:** Facilitate connection across the community; between residents, groups and organisations
- **Inform:** Cultivate a more informed community
- **Empower:** Empower the community to identify and achieve its aspirations

The Strategy is currently being refreshed with a range of current challenges to consider including social recovery from Covid-19, impact of climate change, inclusive communities and housing, alongside key issues and opportunities that affect the wellbeing of local residents.

The project team looked at different ways to engage with the wider community and gather feedback across a range of topics. This feedback along with extensive research gathered locally and nationally will be used to inform the development of the next Community Development Strategy.

Community Feedback Sources

1. Community Forum event 30 November 2023
2. Community Survey (public)
3. Community Organisations Survey (targeted)

Community Forum event 30 November 2023

The Community Team facilitated an event held at MainPower Stadium on 30 November 2023. Participants were a wide range of community stakeholders across the District including Elected Members (Council and Community Board), local community groups and local businesses.

During the session the participants took part in the following exercises:

1. What great looks like (each table was given two or more demographic groups to consider)
2. Identify key words to help develop the new Strategy's vision statement.
3. Identify key issues/challenges facing the District
4. Identify key opportunities to address these issues

What you told us (issues and opportunities)

- People not sure where to get help/information
- Food Insecurity
- Wrap around Social and Community Services
- Showing people we are/Pastoral Support
- Creating conversations - getting people talking
- Retention of skilled workers
- Public transport does not meet the community needs
- Poverty - housing - cost of living
- Mental health /mental health service
- Antisocial/connection loss -Technology & media influence – social media
- Family Violence
- Addiction/dependency also Vaping
- Loneliness
- Welcoming Communities
- Lack of Medical services GP and Emergency
- Access to Recreational opportunities
- Literacy
- Discrimination - disability demographic
- (Physical) Access to places and spaces
- Discrimination - Gender diverse demographic
- The District is friendly and welcomes people
- Lack of targeted services for the older population
- Lack of funding for clubs
- Lack of activities for the teenage/young adult population
- Lack of diversity
- Challenges of climate change
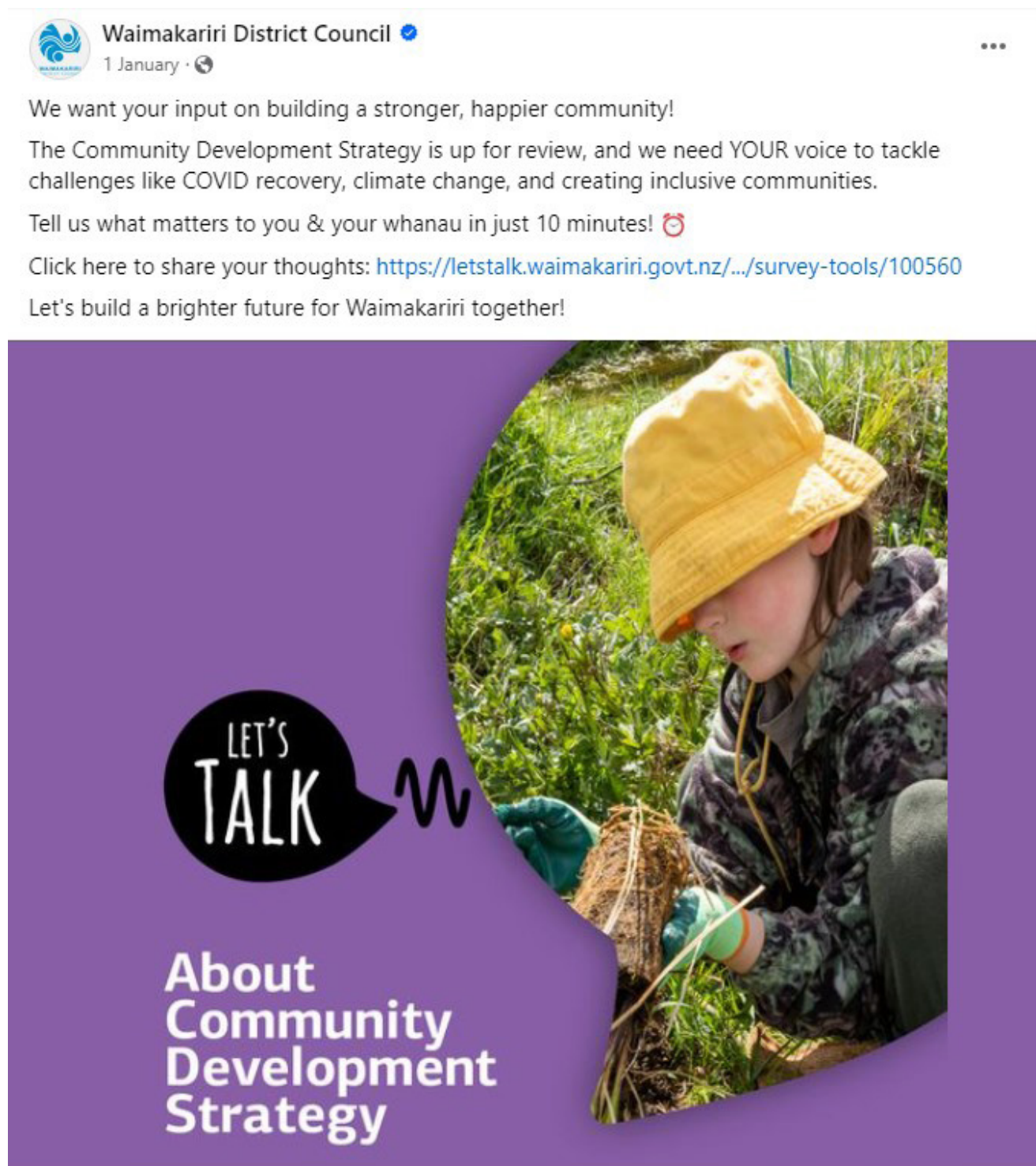- Increased crime/rural crime

Community Survey (public)

Published 20 December 2023 and closed 22 March 2024.

This survey was promoted through the Waimakariri District Council website and the Council social media channels.

52 survey responses were received.

Figure 6: Social media post 1 January 2024

Waimakariri District Council
1 January · 🌐

We want your input on building a stronger, happier community!

The Community Development Strategy is up for review, and we need YOUR voice to tackle challenges like COVID recovery, climate change, and creating inclusive communities.

Tell us what matters to you & your whanau in just 10 minutes! ⏰

Click here to share your thoughts: https://letstalk.waimakariri.govt.nz/.../survey-tools/100560

Let's build a brighter future for Waimakariri together!

LET'S TALK

About Community Development Strategy

Survey questions	
1	What's great about living in the Waimakariri District?
2	What's not so great?
3	Do you feel part of your community?
4	How happy are you with your level of involvement in your community?
5	What makes you feel that way?
6	What could the community do better or differently to make people feel welcome?
7	How well do you know your neighbours?
8	What might help people get to know their neighbours?
9	What things might limit the ability for people in particular age groups and abilities to enjoy our spaces and places?
10	What ideas do you have for getting people involved in enhancing our spaces and places?
11	How easy is it to access Waimakariri health services?
12	How easy is it to access Waimakariri social services?
13	Are there any health or social services gaps?
14	Is there enough information about what's available in the District?
15	How easy is it to find information about the District?
16	What do you thinking is missing or could be done better regarding information about the District?
17	How do you prefer to access or receive community information?

Key themes:

Positive Aspects of Living in the Waimakariri District

A. **Natural Environment:** Many respondents appreciate the natural beauty, including rivers, beaches, and green spaces.

  – "The great outdoors" (Anonymous User:1476522080)

  – "Lovely town centres, good choice of restaurants, cafés and shops, and excellent access to outdoor activities." (Anonymous User:1476617141)

  – "Rivers, green spaces, recreational areas and facilities such as swimming pools. Rural feel and not too crowded but has all you need." (Anonymous User:1477522681)

B. **Community Feel:** There is a strong sense of community, with friendly and welcoming people.

Waimakariri District Council Community Survey 2024

Figure 7: Q3. Do you feel part of your community?

- Very much so
- A little
- Not at all

2.04%
53.06%
44.90%
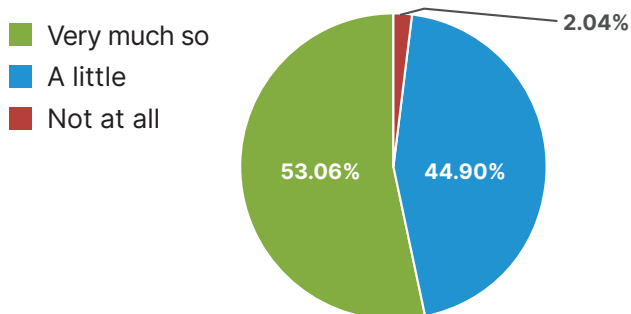
Figure 8: Q4. How happy are you with your level of involvement in your community?

- Unhappy
- Neutral
- Happy
- Very happy

16.70% 16.70%
25.00%
52.10%
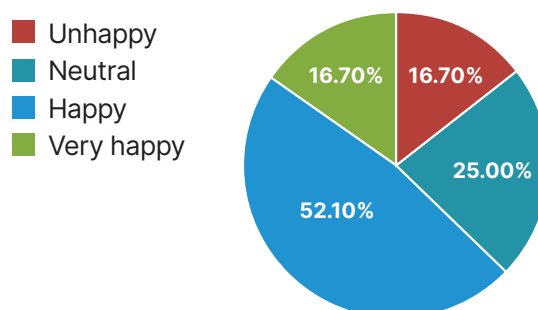
Figure 9: Q7. How well do you know your neighbours?

- As much as I'd like to
- Less than I'd like to
- Other

7.84%
21.57%
70.59%
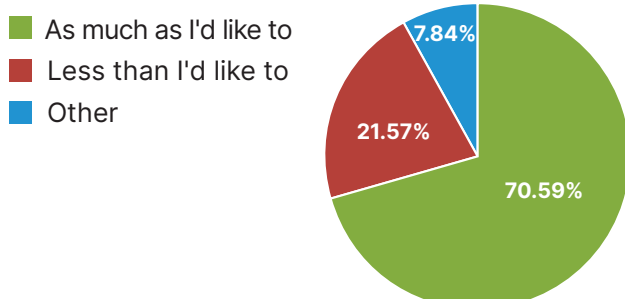
  – "Still a somewhat tight community" (Anonymous User:1491424045)

  – "Friendly and welcoming people, relaxed atmosphere." (Anonymous User:1491443971)

  – "The people, the facilities, great to have a combination of housing and wide-open spaces" (Anonymous User:1499216041)

  – "I volunteer with NCNC and find them an amazing community group. I met lots of parents through Playcentre who provided me with my 'village' of support." (Participant: kiwi72)

  – "I'm very involved and happy to help out when needed. Our community is positive and engaged with each other." (Anonymous User:1499172792)

C. **Location and amenities**: Proximity to Christchurch and good local amenities are valued.

  – "Central to CHCH and being country at the same time" (Anonymous User:1492024945)

  – "Close to Christchurch but not in it, close to the beach and mountains, great shopping and facilities." (Anonymous User:1499207226)

D. **Recreational Opportunities:** Access to outdoor activities and recreational facilities is a highlight.

Areas for Improvement

A. **Traffic and Infrastructure:** Concerns about traffic congestion, particularly around key areas like Woodend and Pegasus, and the need for better infrastructure.

   – "Traffic between Woodend and Pegasus, lack of local taxis because bus service doesn't run at night" (Anonymous User:1491667026)

   – "Traffic congestion" (Anonymous User:1492024945)

   – "The roads are a bit crap and the Waimak bridge is utterly horrid!!!" (Anonymous User:1499299055)

B. **Community Facilities:** A need for more community facilities, especially in growing areas like Woodend-Pegasus, including youth centres and disability-friendly playgrounds.

   – "We need more of a youth focus - a council backed youth centre where youth can have access to activities (e.g. baking, cooking, playing pool, playing an instrument, board games, etc.)." (Anonymous User:1476617141)

   – "Lack of facilities in the Woodend-Pegasus area and general lack of acknowledgement of the size of the population in this area" (Anonymous User:1477522681)

   – "No areas (playgrounds) for children of disabilities" (Anonymous User:1491424045)

C. **Health and Social Services:** Gaps in health and social services, with some respondents finding it difficult to access these services.

Waimakariri District Council Community Survey 2024

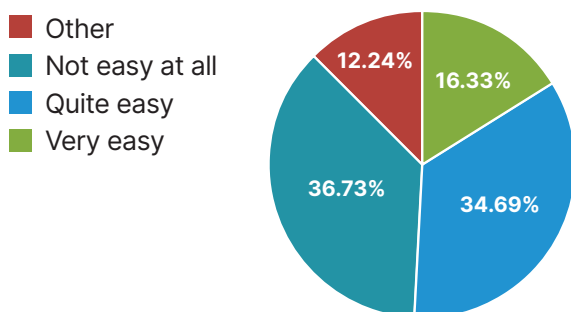**Figure 10: Q11. How easy is it to access Waimakariri health services?**

■ Other	
■ Not easy at all	
■ Quite easy	
■ Very easy	

Figure 11: Q12. How easy is it to access Waimakariri social services?

■ Other	
■ Not easy at all	
■ Quite easy	
■ Very easy	
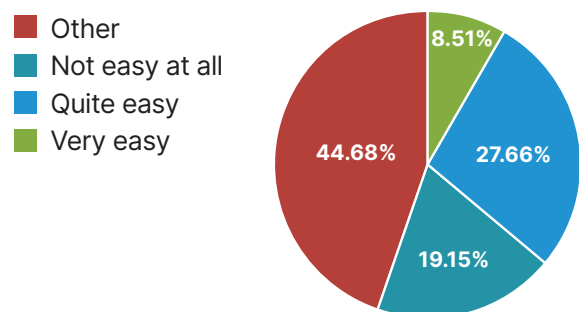
Figure 12: Q13. Are there any health or social service gaps?

■ Other	
■ Not easy at all	
■ Quite easy	
■ Very easy	
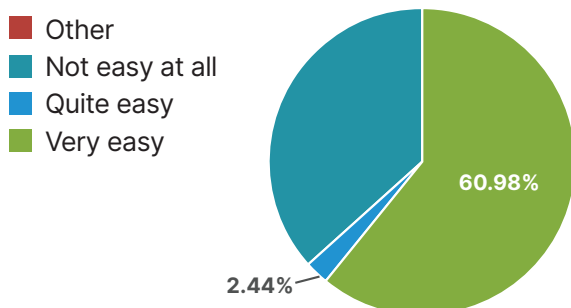
   – "I think we can all agree that the afterhours medical centre is long overdue." (Anonymous User:1476617141)

   – "Long waiting times for doctors and far from emergency medical services" (Anonymous User:1500213948)

D. **Communication and Information:** A desire for better communication about community events and services, with suggestions for more use of apps and less reliance on social media.

Waimakariri District Council Community Survey 2024

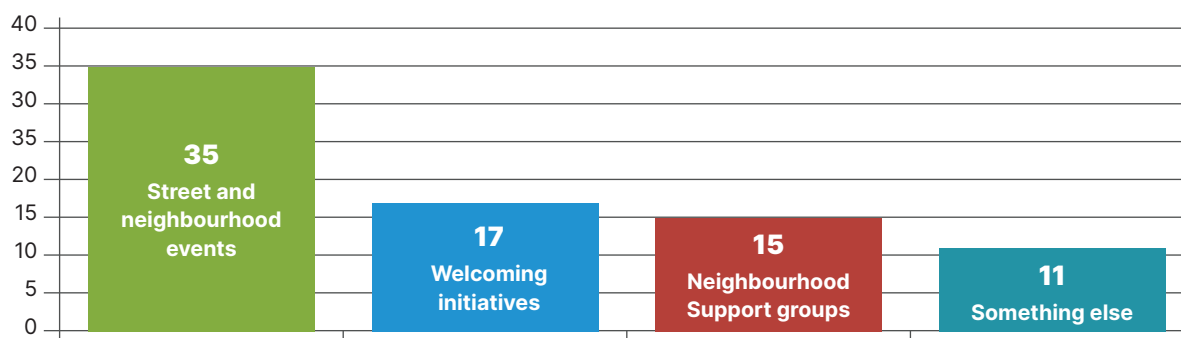**Figure 13: Q8. What might help people get to know their neighbours? (select all that apply)**

35 Street and neighbourhood events	**17** Welcoming initiatives	**15** Neighbourhood Support groups	**11** Something else

Figure 14: Q14. Is there enough information about what's available in the District?

- Enough
- Not enough
- Too much

2.13%
40.43%
57.45%
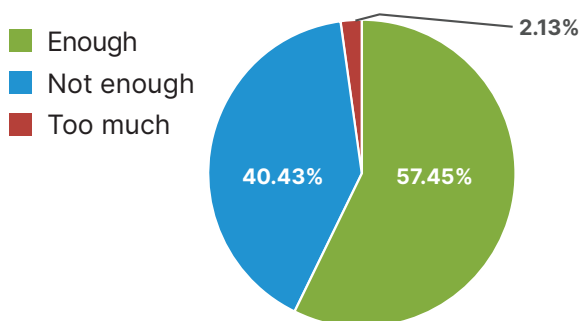
Figure 15: Q15. How easy is it to find information about the District?

- Very easy
- Quite easy
- Not easy at all

14.29%
26.53%
59.18%
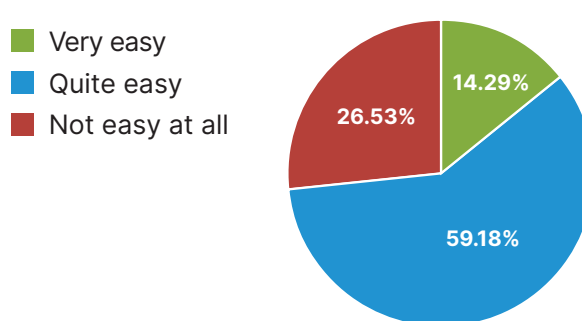
Figure 16: Q17. How do you prefer to access or receive community information? (select all that apply)

Online 39
Facebook 28
Newsletter (e.g. Chatter) 19
Specific website 17
Newspaper 15
Radio 8
Community meeting or forum 7
Instagram 6
Citizens Advice Bureau 3
Other social media 3
Something else 6
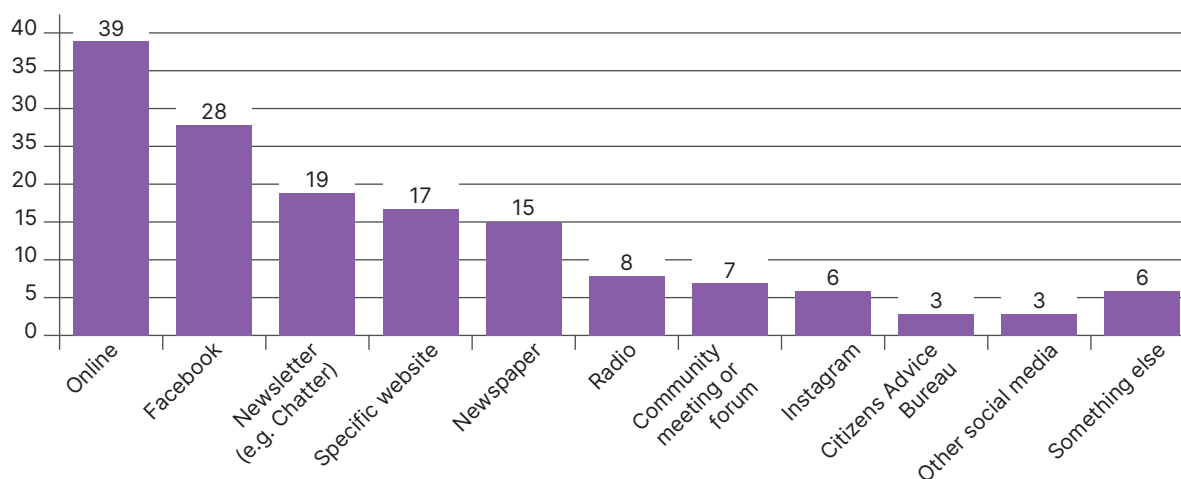
- "The council (not the community) could develop an app for the district that could be used for advertising events, activities, concerts, and general developments within the district." (Anonymous User:1476617141)

- "More signage letting people know what's coming up, I seem to find out about things after they have happened" (Anonymous User:1498462586)

- "Greater transparency about spending, meeting agenda papers should be put out before meetings." (Anonymous User:1499646454)

- "Targeted communication. Mail outs to advise of important info - i.e. rubbish changes. I didn't know anything was changing until after it happened and only because I happened across a national communication." (Anonymous User:1514319051)

Community Involvement and Engagement

A. **Events and Activities:** More community events and activities to help people feel connected and involved.

  – "More community events and activities to help people feel connected and involved." (Anonymous User:1498487408)

  – "Fun days with things to draw people in e.g. music, BBQ, and do some mahi while they are there." (Anonymous User:1499175482)

  – "Let the community be the instigators of events and relax the council's role in being so inhibited with rules and regulations." (Anonymous User:1491557472)

B. **Neighbourhood Connections:** Initiatives to help people get to know their neighbours better, such as street events and welcoming initiatives.

  – "Street parties to actively engage neighbourhood support." (Anonymous User:1499174755)

  – "Welcome packs with information on local activities and services." (Anonymous User:1506875200)

C. **Support for Vulnerable Groups:** Better support for elderly and disabled residents, including improved accessibility and targeted events.

  – "Better support for elderly and disabled residents, including improved accessibility and targeted events." (Anonymous User:1498487408)

  – "Lack of ramps and special toilet facilities (e.g. ceiling mounted hoists) for those in wheelchairs" (Anonymous User:1499207226)

E. **Participation in Council:** provide opportunities to raise and discuss community issues.

  – "The council officials could offer times maybe once a month or something when appointments could be made to discuss ideas or issues without feeling it a nuisance." (Participant: Sharron)

These themes reflect a community that values its natural environment and sense of community but sees room for improvement in infrastructure, services, and engagement. Overall, while there is appreciation for the community engagement and support for local initiatives, there are also concerns about transparency, decision-making, and the impact of regulations. Residents express a desire for better communication, more community-led initiatives, and improvements in infrastructure and services.

Community Organisation Survey

Survey questions

1	What collaborations is your organisation part of?
2	What is going well for your organisation?
3	What are the key issues affecting your organisation and its workers/volunteers?
4	What do you think would help to address these issues?
5	What are the key issues for the people that you are supporting or engaging within your work?
6	What do you see as the most significant contributing factors with respect to each of those issues?
7	What do you think would help?
8	What are some emerging issues you see on the horizon for our communities?

Priorities:

Community organisations prioritised the following needs:

1. Funding and financial stability
2. Volunteer recruitment and retention
3. Food security
4. Mental health and well-being
5. Collaboration and community engagement

Key themes

Positive Aspects and Strengths

1. **Collaboration and Community Engagement:**
   - Many organisations highlighted strong collaborations with local businesses, schools, and other community groups. For example, Satisfy Food Rescue collaborates with 16 supermarkets, local businesses, and schools to rescue food and support those in need.
   - The Salvation Army and other organisations emphasised the importance of community collaboration and the willingness of volunteers to support their initiatives.

2. **Volunteer Commitment:**
   - High volunteer retention rates and the dedication of volunteers were frequently mentioned as strengths. Satisfy Food Rescue, for instance, has 54% of its volunteers with them for 4–5 years or more.
   - Organisations like the Citizens Advice Bureau (CAB) and Riverside Community Church praised their volunteers for their commitment and the positive impact they have on the community.

Challenges and Issues

1. **Funding and Financial Stability:**

   – A common challenge across many organisations is securing sustainable funding. This includes difficulties in obtaining funding for operational costs and wages, as highlighted by Satisfy Food Rescue and the Citizens Advice Bureau.

   – Churches and other community organisations face restrictions in accessing certain funding opportunities, which limits their ability to support community work.

2. **Volunteer Recruitment and Retention:**

   – While volunteer commitment is a strength, recruiting new volunteers remains a challenge for some organisations, such as the North Canterbury Mini Bus Trust and Tri Rugby.

   – Volunteer burnout and the pressure to fundraise were also noted as issues affecting volunteer retention.

3. **Infrastructure and Space:**

   – Several organisations, including Satisfy Food Rescue and North Canterbury Mini Bus Trust, mentioned the need for larger and safer facilities to accommodate their growing operations and ensure health and safety.

Key Issues for the People Supported

1. **Food Security:**

   – The cost-of-living crisis and the increasing demand for food bank services were significant concerns. Organisations like Satisfy Food Rescue and the Salvation Army emphasised the growing need for food security support.

2. **Mental Health and Wellbeing:**

   – Mental health issues, including stress, depression, and social isolation, were frequently mentioned as key issues affecting the community. The P2P Kaiapoi and North Canterbury Futures Group highlighted the importance of addressing mental health across all age groups.

3. **Accessibility and Inclusion:**

   – The need for better support and inclusion for people with disabilities was noted by organisations like the North Canterbury Mini Bus Trust and those involved in wheelchair basketball.

   – The importance of making disability and inclusion a normal part of everyday actions and planning was emphasised.

Suggestions for Improvement

1. **Increased Funding and Support:**
   - Many organisations called for more reliable funding streams to support their operations and expand their services. This includes funding for wages, operational costs, and infrastructure improvements.
   - Specific suggestions included centralising WDC funding application support and providing more opportunities for churches to access funding.

2. **Enhanced Collaboration and Communication:**
   - Organisations suggested more regular planning meetings and better communication with local councils and other stakeholders. For example, Keep Rangiora Beautiful recommended more collaboration with the WDC Greenspace team.
   - The importance of policy-level accountability and strategic planning for issues like FASD (Foetal Alcohol Spectrum Disorder) was highlighted.

3. **Community Education and Awareness:**
   - Increasing community awareness and understanding of issues like FASD and food security was seen as crucial. Providing educational opportunities and presentations to local councils and community groups was suggested.

Emerging Issues

1. **Food Security and Climate Change:**
   - The impact of global warming and changing weather patterns on food security was noted as an emerging issue. Organizations like Satisfy Food Rescue emphasised the need to address these challenges to ensure food availability.

2. **Aging Population and Health Services:**
   - The growing and aging population and the strain on medical services and infrastructure were identified as emerging issues. Organisations called for better support and services for the elderly and those with health concerns.

3. **Youth Engagement and Support:**
   - The need for more youth activities, support for young families, and addressing issues like youth mental health and employment opportunities were highlighted as important areas for future focus.

These themes reflect the strengths, challenges, and areas for improvement identified by community organisations in the Waimakariri District.

Table 5: Analysis of Community Feedback

Theme	Issue/Opportunity	Source	2025 Strategy Goal Alignment
Income	Cost of Living/Income - Individual income - Available household income after housing costs - Low household income - Child poverty	Community Forum Community Survey Community Org Survey	1 Safe and Healthy
Health	Mental health - Youth - Mental health service access	Community Forum Community Survey	
Health	Addiction/dependency - Youth - Smoking and vaping	Community Forum Community Org Survey	
Health	Health issues - health-related issues for older adults e.g. dementia/memory loss - Returning to normal life following a significant health issue (e.g. stroke)	Community Org Survey	
Health	Health provision - lack of medical services for GP and Emergency	Community Forum Community Survey	
Safety	Crime/rural crime - increased crime - thefts/vandalism	Community Survey Community Org Survey	
Safety	Not feeling safe	Community Survey	
Subjective Wellbeing	Stress - life is too busy	Community Org Survey	
Housing	Housing - Housing general - 1 - Lack of social housing 1	Community Org Survey	
Safety	Family Violence	Community Forum	
Safety	Road Safety	Community Survey	
Environment	Challenges of climate change	Community Survey	
Safety	Beaches not patrolled	Community Survey	
Social Capital	Family dynamics	Community Org Survey	
Environment	Increased urban development/housing (both positive and negative)	Community Survey	1 Safe and Healthy 2 Welcome and Included
Health	Food Insecurity - Not enough food for everyone - Not enough food variety (e.g. fresh produce and frozen vegetables)	Community Forum Community Org Survey	1 Safe and Healthy 3 Informed and Empowered

Theme	Issue/Opportunity	Source	2025 Strategy Goal Alignment
Environment	(Physical) Access to places and spaces	Community Forum Community Survey	2 Welcome and Included
Environment	Public transport does not meet the community needs - availability of mobility supports	Community Forum Community Survey Community Org Survey	
Social Capital	Loneliness - isolation - loss of independence	Community Forum Community Survey Community Org Survey	
Social Capital	The District is friendly and welcomes people	Community Survey	
Social Capital	My life is too busy to get involved in the community	Community Survey Community Org Survey	
Social Capital	Lack of diversity	Community Survey	
Social Capital	Discrimination - Be more open	Community Survey	
Social Capital	Showing people we are/Pastoral Support	Community Forum	
Social Capital	Creating conversations - getting people talking	Community Forum	
Social Capital	Welcoming Communities	Community Forum	
Social Capital	Discrimination - disability demographic	Community Forum	
Social Capital	Discrimination - gender diverse demographic	Community Forum	
Social Capital	Great neighbours and a lovely community	Community Survey	
Social Capital	Community support when something happens e.g. Loburn fire	Community Survey	
Social Capital	Community connected through the workplace	Community Survey	
Social Capital	Current community events don't work well with the needs of young families	Community Survey	
Social Capital	Discrimination - digital exclusion - remember not everyone has the internet and smart phones	Community Survey Community Org Survey	2 Welcome and Included 3 Informed and Empowered

Theme	Issue/Opportunity	Source	2025 Strategy Goal Alignment
Social Capital	People not sure where to get help/information	Community Forum Community Survey Community Org Survey	3 Informed and Empowered
	Wrap around Social and Community Services	Community Forum	
Employment	Retention of skilled workers	Community Forum	
Employment	Employment - impact of unemployment - limited employment opportunities for the youth sector	Community Org Survey	
Social Capital	Anti-social/loss of connection due to technology and social media	Community Forum	
Education	Literacy	Community Forum	
Social Capital	Lack of funding for clubs	Community Survey	
Civic Engagement	People feel afraid to ask (Council) to do anything	Community Survey	
Civic Engagement	People feel they are not heard by the Council - nothing happens	Community Survey	
Civic Engagement	Better engagement between council and non-profit groups	Community Survey	
Social Capital	More support for start-up community groups	Community Survey	
Social Capital	Community instigate events and initiatives	Community Survey	
Civic Engagement	Council and community collaboration initiatives/projects	Community Survey	
Civic Engagement	Improved connections between Elected Members and their communities	Community Survey	
Social Capital	Work with iwi to run workshops recognising cultural and ecological significance of the district	Community Survey	
Employment	Employment opportunities in the district does not match the level of development/housing	Community Survey	
Environment	Make it easier for people to find our spaces and places	Community Survey	
Social Capital	Establish community gardens and f ood forests	Community Survey	
Environment	Adapt to a more global approach	Community Survey	
Environment	Look after and beautify your own space	Community Survey	

Theme	Issue/Opportunity	Source	2025 Strategy Goal Alignment
Social Capital	Resources for teenage/young adult population - lack of activities - lack of support networks - disengagement from their communities	Community Survey Community Org Survey	4 Entertained and Inspired
Social Capital	Access to Recreational opportunities	Community Forum	
Health	Lack of targeted services for the older population	Community Survey	
Social Capital	Connection through sports clubs for children	Community Survey	
Social Capital	More casual sports/events to reflect changing demographics	Community Survey	
Social Capital	People want choices	Community Survey	
Social Capital	Encourage connections in town centres/ shops/libraries	Community Survey	
	No change - everything is good	Community Survey	

Appendix 2 – Community Profile

This Community Profile is developed with national, regional and district data on the following themes:

- District population
- Education and employment
- Crime
- Housing
- Food security
- Transport
- Inclusion
- Accessibility
- Safety
- Wellbeing
- Recreation

District population

The Waimakariri population has more than doubled since 1996 and the proportion of older adults (65 years and older) has almost doubled in the same period that can be attributed to the increase in median age.

Table 6: District population (source: Census, Stats NZ)

Waimakariri District	2023	2018	2013	2006	2001	1996
Under 15 years	17.7%	19.2%	20.4%	22.7%	23.6%	22.7%
15–64 years	60.9%	61.9%	62.9%	63.4%	64.2%	65.6%
65 years and older	21.4%	18.9%	16.8%	13.9%	12.2%	11.7%
Total population	66,246	59,502	49,989	42,834	36,900	32,349
Median age	44.7	43.6	42.9	39	37	35

Four Community Boards represent communities across the district with the highest proportion of our population represented by the Rangiora–Ashley Community Board (41%) followed by in the Kaiapoi–Woodend Ward (25%), Oxford–Ohoka (18.6%) and Woodend-Sefton (15.32%).

Table 7: District population by Community Board area (source: Census, StatsNZ)

Community Board	2023 Census Population	Percentage of district population	2023 Census Median Age
Kaiapoi-Tuahiwi	16,353	24.69%	42.0
Oxford-Ohoka	12,324	18.60%	44.8
Rangiora-Ashley	27,417	41.39%	47.0
Woodend-Sefton	10,152	15.32%	37.0
Waimakariri District	66,246	N/A	44.7

Table 8: population comparison with regional and national (source: Census, Stats NZ)

Indicator	Waimakariri District	Canterbury Region	New Zealand
Median age (years)	44.7	39.1	38.1
Aged over 65 years (% of total)	21.4%	17.4%	16.6%
Female gender	50.8%	50.1%	50.3%
Residence elsewhere in NZ five years ago	43.6%	46.7%	45.2%
Born overseas	18.2%	24.7%	28.8%
Māori ethnicity	9.9%	10.6%	17.8%
Speak te reo	1.8%	2.1%	4.3%
No religion	57.9%	55.1%	51.6%
Married	52.0%	45.3%	44.8%
In a partnership	63.1%	56.6%	54.7%
Children (average per female)	1.8%	1.6%	1.6%
Couple with child(ren)	40.0%	40.8%	42.0%

Table 9: Median age (years) for the census usually resident population count (source: Census, Stats NZ)

Territorial authority area	Median age (years) for the census usually resident population count		
	2013	2018	2023
Waimakariri district	42.9	43.6	44.7
Canterbury region	39.9	38.7	39.1
Total New Zealand	38.0	37.4	38.1

Figure 17: Population distribution by 5-year age group in Waimakariri in 2023 (source: Census, Stats NZ)
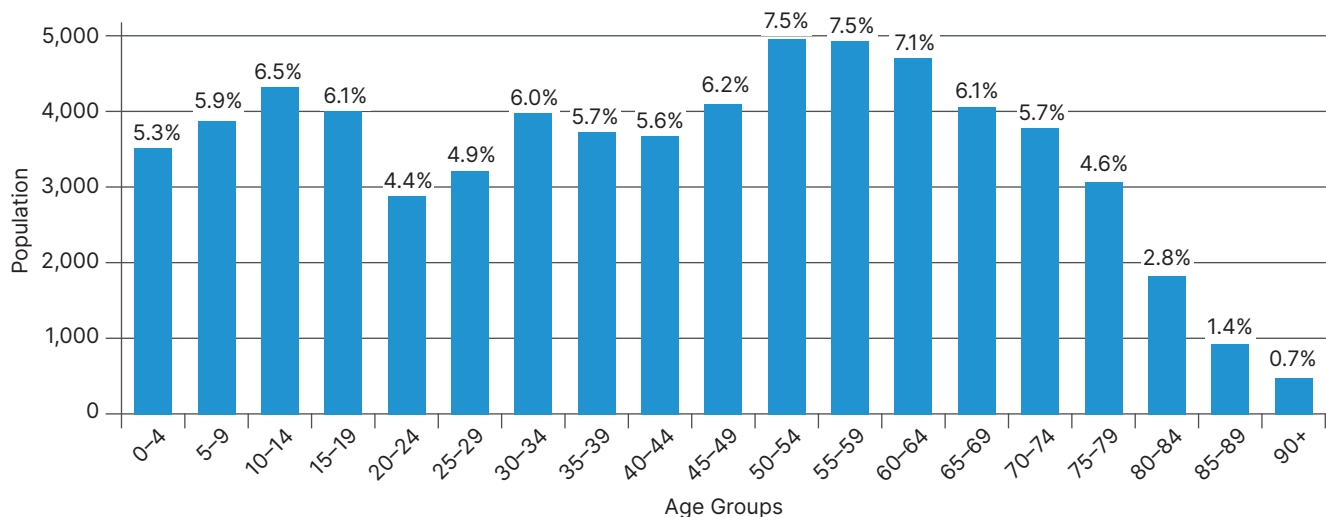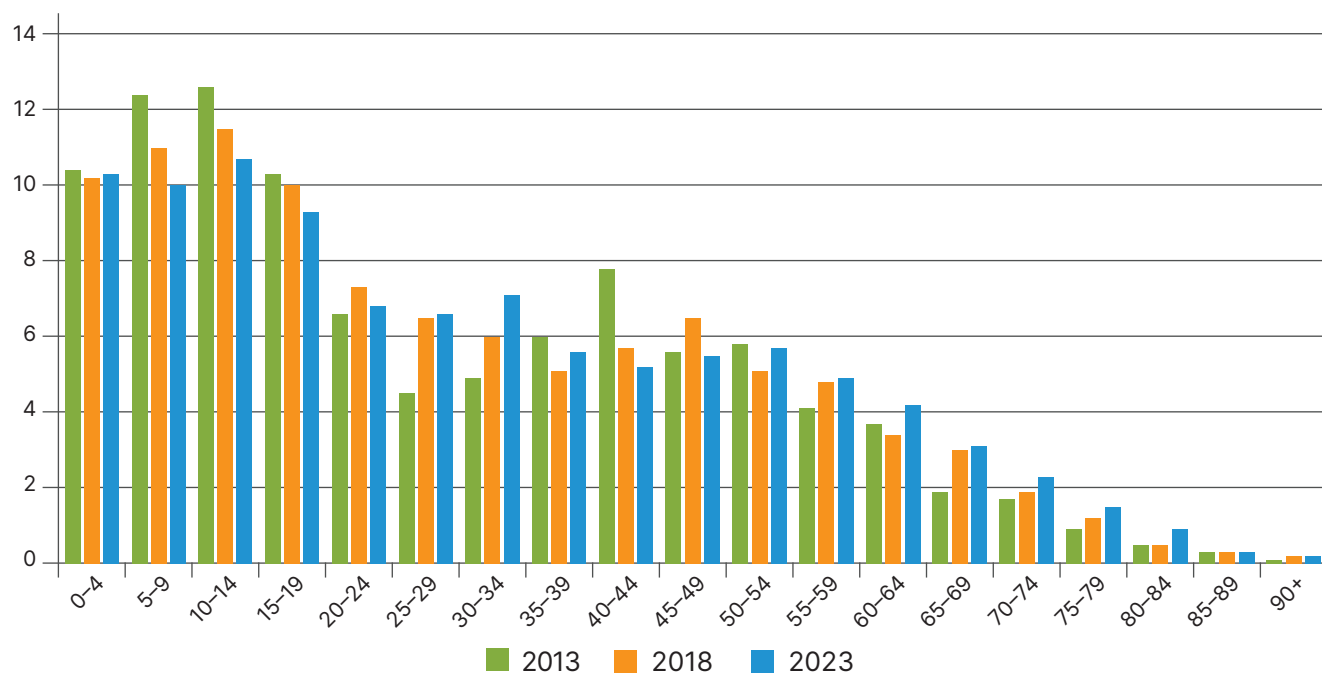
Figure 18: Percentage of population distribution by 5-year age groups in Waimakariri for 2013, 2018 and 2023 (source: Census, StatsNZ)

The Census 2023 identified the highest percentage of the district population consists of Europeans (92.1%), followed by Māori (9.9%), Asian (3.8%), Pacific peoples (1.6%) and Middle Eastern/Latin American /African (0.7%). The diversity of the population in Waimakariri is relatively low compared to national statistics in 2023.

Figure 19: Percentage of population distribution by ethnic group (source: Census, StatsNZ)
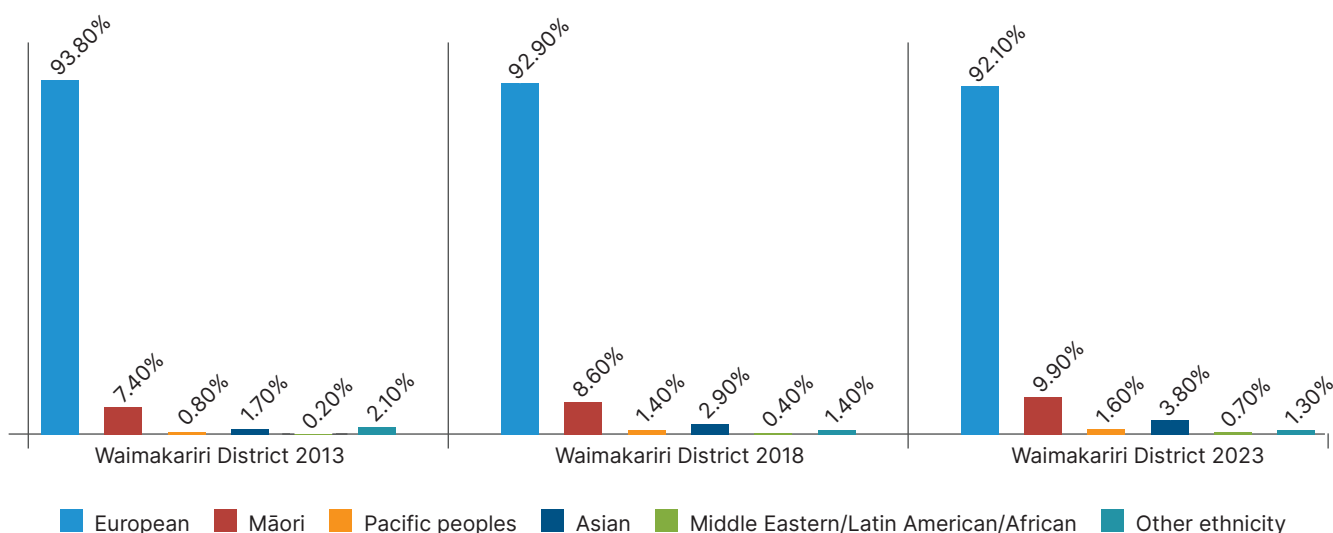
Education and employment

Education - The annual average school attendance rate in Waimakariri District was 56.5% in the year to September 2024, up from 53.4% in the previous 12 months. For the same period this was higher than in New Zealand (55.0%) and was lower than in Canterbury Region (58.5%). Over the last ten years the annual average school attendance rate in Waimakariri District reached a peak of 74.0% in December 2015.

NEET (not in employment, education or training) rate - The annual average NEET rate in Waimakariri District was 9.8% in the year to September 2024, up from 9.2% in the previous 12 months. For the same period this was lower than in Canterbury Region (11.1%) and New Zealand (12.5%). Over the last ten years the annual average NEET rate in Waimakariri District reached a peak of 11.4% in March 2019.

Unemployment - The annual average unemployment rate in Waimakariri District was 3.3% in the year to September 2024, up from 2.6% in the previous 12 months.

For the same period this was lower than in Canterbury Region (4.3%) and New Zealand (4.4%). Over the last ten years the annual average unemployment rate in Waimakariri District reached a peak of 3.3% in September 2024.

Table 10: Key indicators of education and employment

Indicator	Source	Waimakariri District	Canterbury Region	New Zealand
School attendance (annual average to September 2024)	Infometrics Quarterly Economic Monitoring Report	56.5%	58.5%	55%
NEET rate % of people aged 15–24 not in employment, education or training, annual average rate to September 2024		9.8%	11.1%	12.5%
Unemployment (annual average up to September 2024)		3.3%	4.3%	4.4%
No qualification	Stats NZ Census 2023	17.6%	15.9%	15.7%
Highest qualification Level 1–3 cert.		36.6%	33.9%	32.8%
Highest qualification Bachelor degree/level 7		10.8%	14.6%	15.5%
Full-time study		18.3%	20.3%	20.9%
Unemployed		1.8%	2.3%	3.0%
Self-employed		17.9%	15.3%	16.2%
40 hours or more worked per week		61.2%	62.4%	64.4%
Work at home		18.2%	15.6%	17.7%
Unpaid household work		88.6%	86.8%	85.9%

Economic

Table 11: key economic indicators

Indicator	Source	Waimakariri District	Canterbury Region	New Zealand
Median personal income (NZD)	Stats NZ Census 2023	$40,200	$41,400	$41,500
Median family income (NZD)		$106,300	$107,900	$108,600
Median household income (NZD)		$91,200	$91,700	$97,000
Wages major income source		58.1%	62.3%	60.7%

Crime

The crime rate in Waimakariri District was 108 (per 10,000 residents) in the year to September 2024, down from 112 in the previous 12 months. In the same period this was lower than in Canterbury Region (179) and New Zealand (224). Over the last ten years the annual average crime rate in Waimakariri District reached a peak of 217 in June 2015.

Family violence – figure 20 identifies the number of victimisations where the relationship of the offender to the victim is a family member (including ex-partner) for the greater Christchurch area between 2014 and 2022. The number of victimisations has fluctuated and ranged between 27 (April 2022) and 89 (November 2014) per month over the period shown. The figure also shows that the number of victimisations for acts of family violence is somewhat higher during the summer months. This is likely to be related to both social and physical environmental factors (related to temperature and changes to patterns of routine activities). It is worth noting the generally downward trend.

Figure 20. Number of victimisations where the relationship of the offender to the victim is a family member (including ex-partner), monthly, greater Christchurch, 2014-20
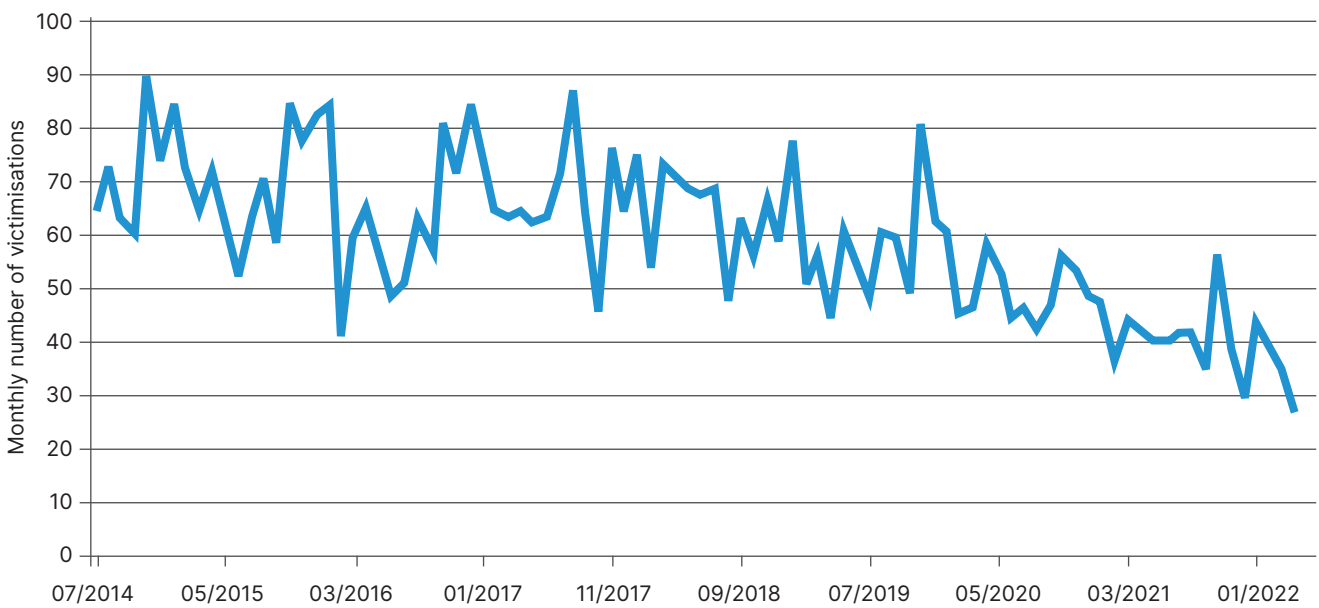

Table 12: Key crime indicator

Indicator	Waimakariri District	Canterbury Region	New Zealand
Crime rate (annual average up to September 2024)	108 per 10,000 residents	179 per 10,000 residents	224 per 10,000 residents

Housing

In the 2023 Census 25,401 households were recorded for Waimakariri District of which 4,074 are renting. Waimakariri District has the highest level of home ownership in New Zealand.

Housing register applicants - The number of applicants on the housing register in Waimakariri District decreased by 4.0% in the year to September 2024, compared to a year earlier. This compares with decreases of 1.5% in New Zealand and 3.0% in Canterbury Region. An average of 97 applicants were on the housing register in Waimakariri District in the 12 months ending September 2024. This compares with the ten-year annual average of 59.

Rental affordability (rents as % of household income) - Renting in Waimakariri District (25.3%) was less affordable than in New Zealand (22.1%) and Canterbury Region (22.5%) in the year to September 2024, based on the ratio of mean rents to mean household incomes. Rental affordability in Waimakariri District deteriorated on average between September 2023 and September 2024. Rental affordability

has deteriorated in Canterbury Region and New Zealand over the same period. During the last ten years, renting in the Waimakariri District was most affordable in September 2018, when the index reached a low of 20.8%.

Residential rents - The average residential rent in Waimakariri District was up 4.4% in the year to September 2024, compared to a year earlier. Growth was lower than in New Zealand (5.7%) and Canterbury Region (7.1%). The average residential rent in Waimakariri District was $548 in the year to September 2024. This compares to $572 in New Zealand and $510 in Canterbury Region. Annual growth of residential rents in Waimakariri District peaked at 11.5% in the year to September 2022.

Table 13: Key housing indicators

Indicator	Source	Waimakariri District	Canterbury Region	New Zealand
Housing register applicants (Annual average % change September 2023 to September 2024)	Infometrics Quarterly Economic Monitoring Report	4% decrease	3% decrease	1.5% decrease
Rental affordability (Rent as % of household income in the year to September 2024)		25.3%	22.1%	22.5%
Average residential rents in September 2024		$548 p/w	$510 p/w	$572 p/w
Own or partly own home	Stats NZ Census 2023	82.2%	69.6%	66.0%
Rent $800pw or over		0.6%	2.1%	6.4%
Crowded households		2.3%	3.8%	6.2%
Family households		75.6%	69.8%	71.6%
One usual resident		21.7%	24.4%	22.7%
Separate house		88.3%	79.9%	78.5%
Average number of bedrooms		3.2	3.1	3.1
Heating by heat pump		77.0%	81.2%	66.8%
Unoccupied private dwellings		5.8%	9.4%	10.9%
No basic amenities		0.2%	0.4%	0.4%
Damp dwellings		10.0%	13.8%	18.1%
Mouldy dwellings		5.6%	8.3%	14.0%

Transport

Table 14: Key transport indicators

Indicator	Source	Waimakariri District	Canterbury Region	New Zealand
No motor vehicle	Stats NZ Census 2023	2.9%	5.5%	6.3%
Public transport to work (workplace)		0.6%	2.8%	5.2%

Inclusion

Loneliness/isolation – figures 21 and 22 are taken from the Canterbury Wellbeing Index from 2017 to 2020. Figure 21 shows a lower proportion of European respondents reported being socially isolated compared with Māori and Pacific/Asian/Indian respondents, however the differences are not statistically significant (except for Māori respondents compared with European respondents, in 2018). Note that these comparisons do not take into account possible confounders such as income or age.

Figure 22 shows a clear pattern of higher levels of social isolation for young people. For respondents in the 18 to 24 years group, in particular, the self-reported level of social isolation has averaged approximately 10 percentage points above the other age groups between 2017 and 2019 (18-24 years 14.9%, compared with approximately 5% for the middle age groups, in 2019). The difference between the 18 to 24 years age group and all other age groups increased further from 2019 to 2022, and the difference is statistically significant at all five time-points. The proportion of respondents reporting feeling lonely or isolated in the 25 to 34 years age group also increased notably between 2019 and 2022.

Figure 21. Proportion of those aged 18 years and over reporting feeling lonely or isolated always, or most of the time, in Greater Christchurch, by ethnicity, 2017 - 2020
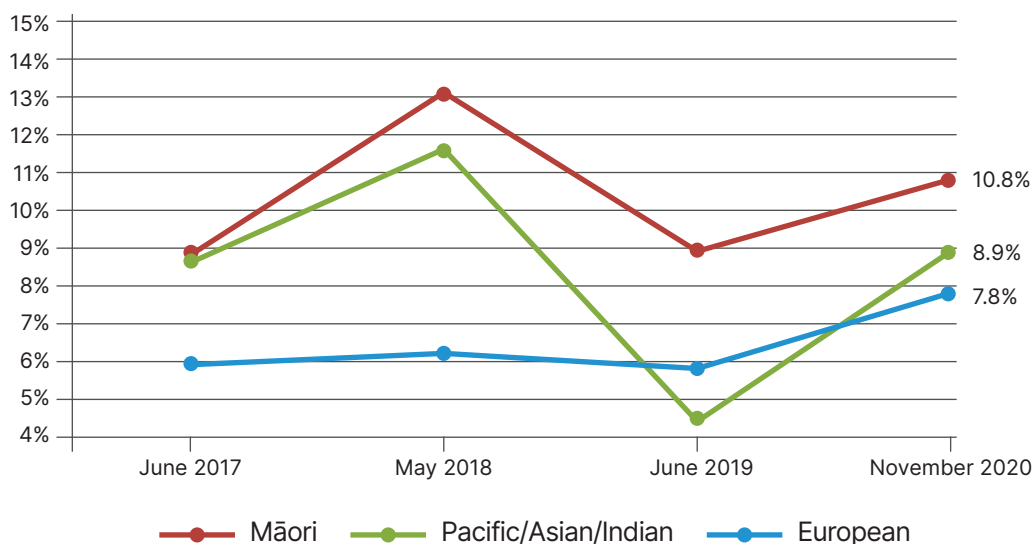

Figure 22. Proportion of those aged 18 years and over reporting feeling lonely and isolated always or most of the time, in Greater Christchurch, by age group, 2017 – 2020
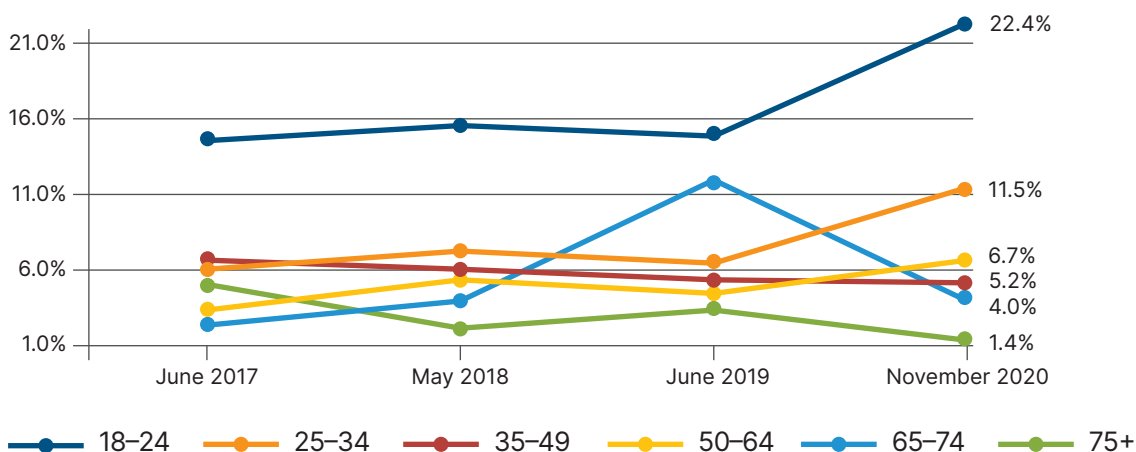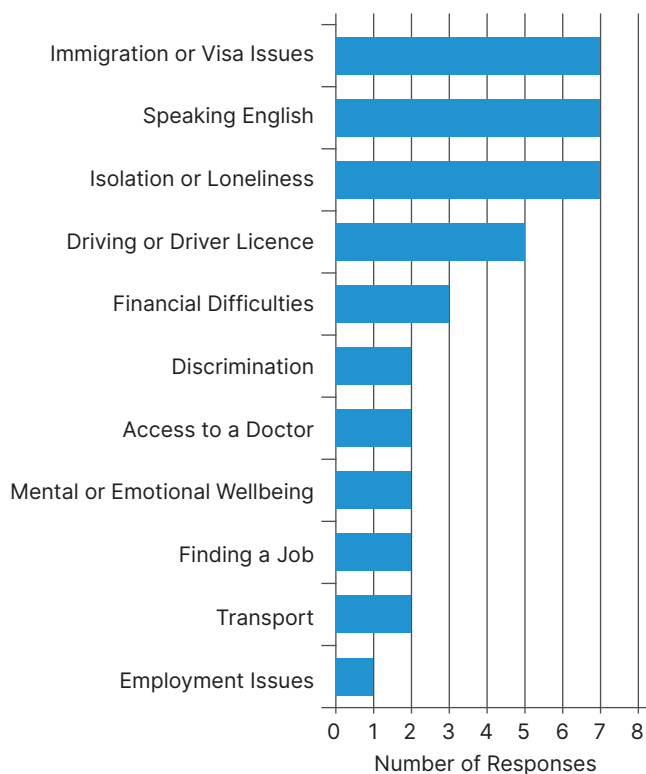
Figure 23: Most common challenges experienced by migrant employees or clients

Accessibility

Table 15: Key indicators of accessibility

Indicator	Source	Waimakariri District	Canterbury Region	New Zealand
Disabled		7.2%	7.2%	7.5%
Difficulty hearing		16.7%	14.4%	14.2%
Difficulty seeing		19.4%	18.7%	19.3%
Difficulty walking	Stats NZ Census 2023	15.3%	13.6%	14.4%
Difficulty communicating		4.9%	5.7%	5.9%
Access to a cell phone / mobile phone		95.8%	94.3%	93.5%
Access to a telephone		36.8%	31.5%	31.0%
Access to the internet		90.9%	90.6%	90.5%

Safety

2014 to 2018 public hospital injury discharges, All injury, all intents, both genders, all age groups, Waimakariri District and New Zealand

Table 16: Key indicators of safety (source: Otago University Injury Prevention Research)

| External Cause	Waimakariri District		New Zealand	
	Number of discharges	Rate/100,000 people	Number of discharges	Rate/100,000 people
Machinery	68	23.6	3,358	14.3
Natural/Environment	134	46.4	7,210	30.7
Occupant in MVTC	195	67.6	13,427	57.2
Motorcyclist in MVTC	68	23.6	4,611	19.6
Other Land Transport	213	73.8	8,418	35.9
Overexertion	221	76.6	12,554	53.5

Table 17: 2014 to 2018 public hospital injury discharges, overexertion, all intents, both genders, all age groups, all New Zealand (source: Otago University Injury Prevention Research)

Age Group	Number of Discharges	Rate/100,000 people
0–4	93	6.1
5–9	150	9.4
10–14	628	42.0
15–19	747	47.3
20–24	863	50.0
25–29	912	54.2
30–34	823	54.6
35–39	797	56.5
40–44	892	59.0
45–49	880	55.3
50–54	896	56.7
55–59	802	54.2
60–64	743	57.6
65–69	709	61.8
70–74	675	77.4
75–79	644	101.4
80–84	595	139.8
85+	705	170.8
Total	**12,554**	**53.5**

Wellbeing

The Canterbury Wellbeing Index identified the proportion of respondents reporting stress sometimes, most of the time, or always, by age group as shown in the figure below. It shows a clear pattern of less frequent self-reported stress for respondents aged 65 to 74 years, and 75 years and over, compared with the younger age groups. For these two age groups, the proportion reporting stress at least sometimes has averaged approximately 10 to 30 percentage points lower than for the younger age groups, for the period from 2013 to 2022. These differences are statistically significant at almost all time-points in the series.
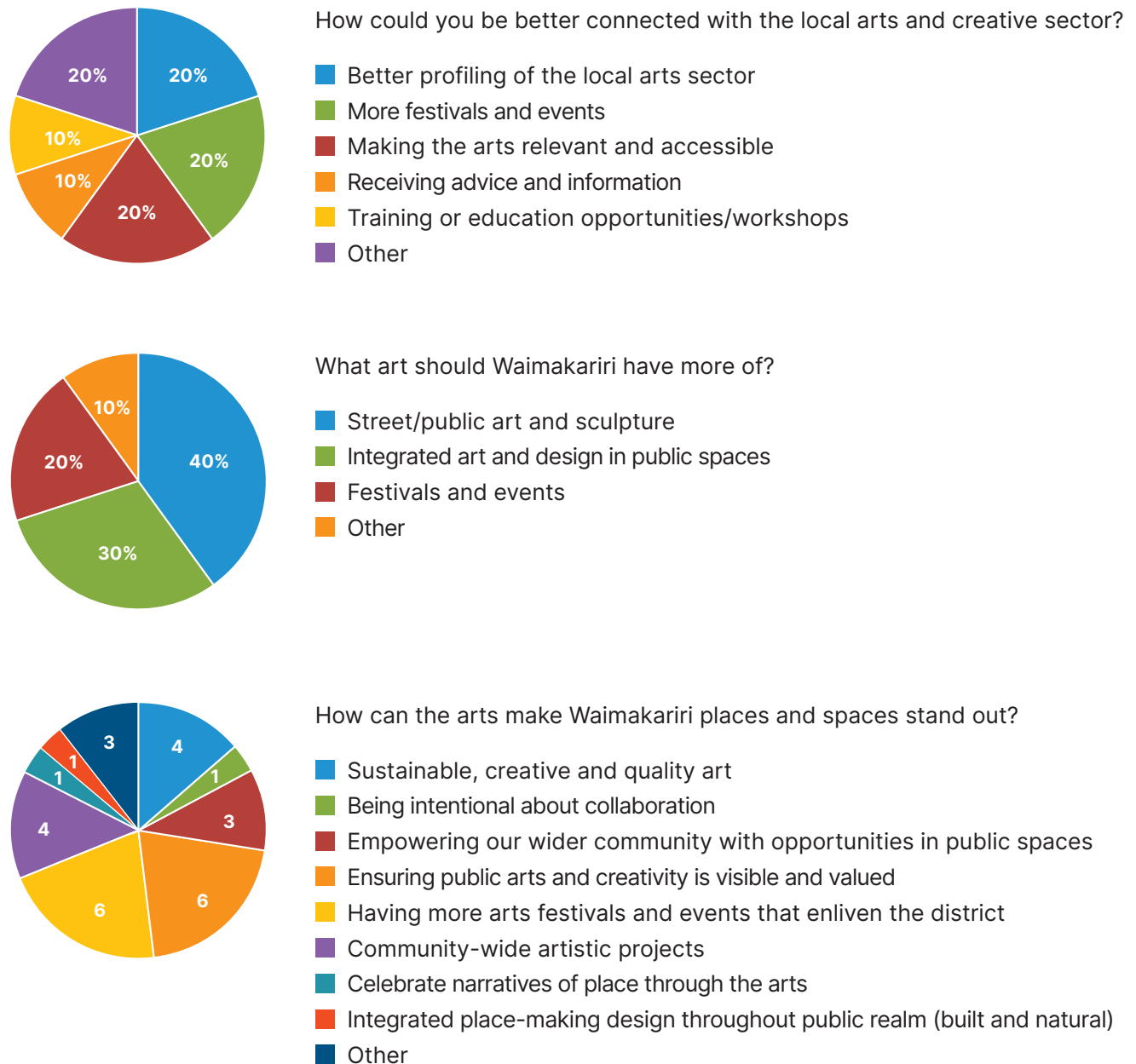
Figure 24: Proportion of those aged 18 years and over reporting stress sometimes, most of the time or always, in greater Christchurch, by age group, 2012 – 2022 (Canterbury Wellbeing Index)
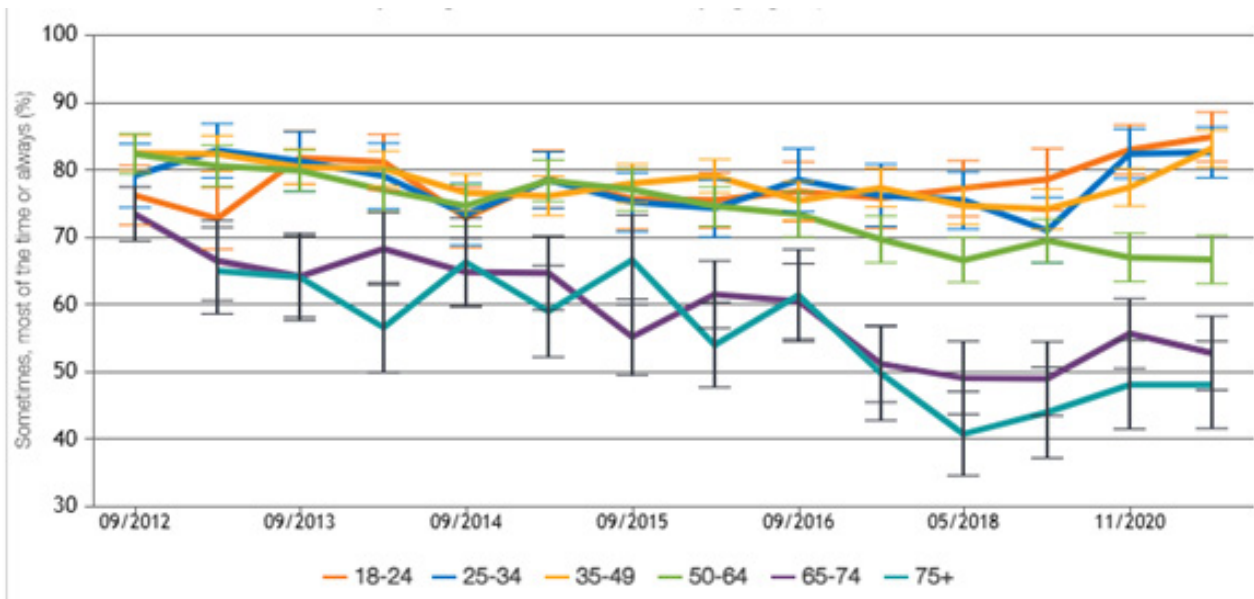
Recreation

Arts - Significant formative evaluation was undertaken in 2022/2023 to inform the need for a strategic approach to supporting and empowering the local arts sector. This resulted in development of Ngā toi o Waimakariri – Waimakariri Arts Strategy.

Figure 25: Survey responses that informed the Ngā toi o Waimakariri – Waimakariri Arts Strategy

How could you be better connected with the local arts and creative sector?

- ■ Better profiling of the local arts sector
- ■ More festivals and events
- ■ Making the arts relevant and accessible
- ■ Receiving advice and information
- ■ Training or education opportunities/workshops
- ■ Other

What art should Waimakariri have more of?

- ■ Street/public art and sculpture
- ■ Integrated art and design in public spaces
- ■ Festivals and events
- ■ Other

How can the arts make Waimakariri places and spaces stand out?

- ■ Sustainable, creative and quality art
- ■ Being intentional about collaboration
- ■ Empowering our wider community with opportunities in public spaces
- ■ Ensuring public arts and creativity is visible and valued
- ■ Having more arts festivals and events that enliven the district
- ■ Community-wide artistic projects
- ■ Celebrate narratives of place through the arts
- ■ Integrated place-making design throughout public realm (built and natural)
- ■ Other

Inclusion

The figure below outlines the WHO-5 Wellbeing Index mean scores for the age groups 18 to 24 years, 25 to 34 years, 35 to 49 years, and 50 to 64 years, over the period 2013 to 2022 for Greater Christchurch. For the 65 to 74 years, and 75 and over age group, a different pattern is seen. Both of these older age groups have had higher mean WHO-5 scores than all other age groups since 2017. For respondents aged 65 to 74 years, the difference in mean WHO-5 scores is statistically significant (compared with the three youngest age groups) for all years since 2017, and for those aged 75+ years, since 2018.

Figure 26: WHO-5 Wellbeing Index mean raw score, in greater Christchurch, by age group, 2013 – 2022 (Canterbury Wellbeing Index)
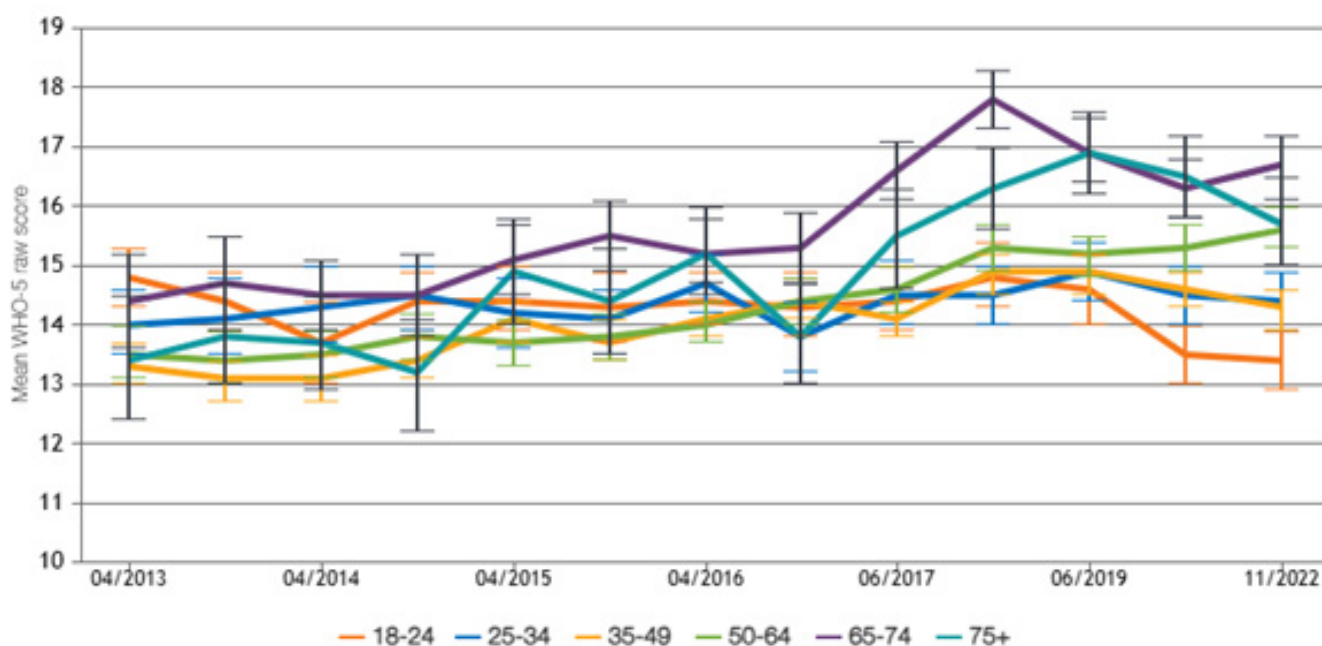
Appendix 3 – Key Waimakariri Community-led Networks

Network	Purpose	Membership/ Representation/Partners	Role and responsibilities
Violence Free North Canterbury	"To work towards eradicating relational violence in the North Canterbury region" "To influence positive social change within the community about family violence issues; and to empower the community to send the message that family violence is unacceptable."	Oranga Tamariki, Police, Work and Income, Community Probation Services, AVIVA, Barnardos, Community Wellbeing North Canterbury Trust, Oxford Community Trust, Presbyterian Support Services, Victim Support, Social Services Waimakariri, SHE (Support Empower Heal), Te Whare Hauora (previously Ōtautahi Women's Refuge), Stopping Violence Services, START Sexual Abuse Services, local lawyers, Waimakariri District Council, Hurunui District Council and ASB Bank	• To provide a forum for those working in family violence and sexual violence related roles to keep each other informed and provide support for each other. • To be a forum for family violence and sexual violence issues to be discussed, with shared solutions and approaches being supported and encouraged • To raise public awareness and understanding of family violence and sexual violence issues, and to seek support within the community. • To foster local professional development opportunities. • To advocate on behalf of the community and agencies on family violence and sexual violence issues
Social Services Waimakariri (SSW)	"To ensure that the social sector is well connected, so that people can access the services they need for their wellbeing."	Representatives from agencies and groups in the local and regional social service sector and associated community groups and organisations, and Waimakariri District Council Community Team	• Maintain the capability of the SSW Advisory Group and Governance Team • Respond to emerging social trends that impact on social outcomes for the community • Enable and strengthen SSW's collaboration with social service groups and networks • Promote and enhance the role of SSW as an entity that facilitates participation, engagement and leadership for our member stakeholders

Network	Purpose	Membership/Representation/Partners	Role and responsibilities
Waimakariri Migrant Agency Steering Group	"All cultures are respected, and everyone has a sense of belonging" "People see themselves reflected and represented in the community and are not invisible."	Citizens Advice Bureau North Canterbury, Salvation Army Driver Programme, Department of Internal Affairs, Ministry of Ethnic Communities, Oxford Community Trust, Ministry of Social Development, Hope Community Trust, Local schools, District Libraries, English Language Tutors, Global Locals of Waimakariri, Bahai Commnity	To ensure that: • Migrants and support agencies are engaged and lead or assist with initiatives • Migrants are empowered to lead and achieve their aspirations • Migrants and Newcomers are connected within their communities • People are informed about issues and opportunities that affect Migrants; and have a better understanding of other cultures
Waimakariri Access Group	".... a voluntary organisation that works collaboratively with the District Council on how to improve access and facilities for all people, including those with impairments, in the community"	Barrier Free NZ, CCS Disability Action, People First, Blind Low Vision NZ, WDC Policy, Roading, Community and Building Unit staff, WDC Elected Members, Disability Advocates	• Identify factors in the social and physical environments in the District which restrict people from carrying out normal activities. • A point of contact for people with concerns about mobility and/or access in public places in the district. • Increase public awareness of the difficulties people with physical disabilities experience in undertaking normal/community activities. • Develop sound and harmonious relationships with community leaders and local government in the District in order to improve the quality of life for all people. • Support and provide training initiatives to increase awareness and knowledge of impairments. • Work towards removing attitudinal barriers in the community • Support the Waimakariri District Council with the implementation of their Disability Strategy

Network	Purpose	Membership/Representation/Partners	Role and responsibilities
Waimakariri Suicide Prevention Steering Group	"To encourage and facilitate community wellbeing and empowerment to reduce the incidence of suicide in the Waimakariri District."	Police, He Waka Tapu, Oxford Community Trust, Community Wellbeing North Canterbury Trust, North Canterbury Sport and Recreation Trust, Barnardos, High School guidance teams, Rangiora Youth Community Trust, Local counsellors, Oxford Football Club, North Canterbury Rural Support Trust, Pegasus Health, Yellow Brick Road, Presbyterian Support, ComCare Trust, Noaia Charitable Trust	A Prevention' approach to addressing suicide, including: General awareness-raising around risk factors and indicators of risk. • Wellbeing education • Community and service provider education seminars (AEIOU, QPR, etc.) • The development of resources offering advice about how to support and get support for at-risk people • Initiatives that reduce the means or prompt intervention. E.g. in relation to firearms and paracetamol accessibility
Youth Futures North Canterbury	To create a sustainable partnership between education providers, employers, local and central government agencies that deliver clear and sustainable pathways from education to employment.	Ministry of Social Development, All local high schools, Enterprise North Canterbury, Ministry of Education, North Canterbury Community College (Comcol) MainPower Trust, Hurunui District Council, Mayors Taskforce for Jobs	• Coordinate the NCYF Career Expo, where young people can get exposed to local career paths and connect with over 60 local employers • Improved connections between education providers, local and central government agencies and industry • Education and business working together to grow the knowledge basis and provide the opportunities to future employment • Improved visibility throughout the community of services being delivered across the education and employment interface • Create pathways for ALL youth into education, training and/or employment – enabling more young people to access relevant models of delivery • Improved careers advice and support with earlier intervention for students to ensure more informed and confident decision making upon transitioning into further tertiary training and/or employment • Youth voice and engagement is sought.

Network	Purpose	Membership/Representation/Partners	Role and responsibilities
Food Secure North Canterbury	A collaborative district-wide project aiming to do just that, by bringing together people, knowledge, and resources, to feed and empower North Canterbury.	Satisfy Food Rescue, Kaiapoi Food Forest, Social Services Waimakariri, Oxford Community Trust, Oxford Lions, Waitaha Primary Health, The Salvation Army, Hope Community Trust, Together Hurunui, Connect Hurunui	• Increase food access • Education and skill sharing • Raise awareness and involve/engage communities • Capacity and capability through collaboration • Policy and planning
North Canterbury Youth Services Network	"... a body of 'like-minded people' committed to working alongside young people to help them develop and reach their full potential."	This group comprises over 150 key stakeholders and service providers for youth, across the region. Key membership includes North Canterbury Community College (Comcol), Community Wellbeing North Canterbury Trust, Oxford Community Trust, Church Youth Leaders, 24/7 Youth Workers, Corrections, Police, Oranga Tamariki, R13 Trust, Community Law, Ministries of Youth and Social Development, Noaia Charitable Trust, ECan, Youth Development Opportunities Trust (YDOT), Youthtown, Hurunui District Council, Homeschool network lead, local high schools, collaborative Trust, Stepping Stones, Motivation NZ and Adventure Trust	• Discussion on issues, outcomes and actions – where to from here? • Training or development opportunities • Meet for Coffee and networking – Round table - opportunity to share work practice, frustrations, and successes. • Sharing issues which are raised within other youth related groups you are engaged with to create a greater picture for our youth in North Canterbury. • Shared Kai and a chance to chat.
Waimakariri Alcohol and Drug Harm Steering Group	Committed to promoting Safe and Responsible use of alcohol in our communities.	Waitaha Primary Health, Community Wellbeing North Canterbury Trust, WDC Environmental Services Unit, Corrections and local High Schools.	The group meet six-monthly to review any relevant information and available data. Should any areas of concern be identified, they would then investigate options for addressing those; including undertaking local projects where appropriate.

Network	Purpose	Membership/Representation/Partners	Role and responsibilities
Waimakariri Health Advisory Group	"Provide advice to the Council on health issues" and "Be a forum for health issues to be discussed, with shared solutions and approaches being supported and encouraged"	CDHB, Waitaha, Pegasus Health, Community Midwifery, Public Health Nurse, Presbyterian Support, local GP, Motus Physiotherapy, accessibility advocate, Supporting Families with Mental Illness Māori Health Service representative.	• Act as an information conduit for emerging health and wellbeing issues • Advocate for health needs in the Waimakariri District • Provide community feedback for consideration in Health Promotion plans
Waimakariri Age Friendly Advisory Group	To be an advocate for Age-friendly services, facilities, activities; and to provide advice to Council on issues affecting local older people	Presbyterian Support, Age Concern, Citizens Advice North Canterbury, Ministry of Social Development, Waimakariri Access Group, University of the Third Age (U3A)	Planning, monitoring, supporting and endorsing advocacy and accountability for the betterment of older persons and the local services that support them
Welcoming Waimakariri	Advisory and implementation of the Waimakariri Welcoming Communities Plan	Under establishment	• Co-design of the Waimakariri Welcoming Plan • Advising Council on issues and opportunities affecting newcomers to the District. • Implementing the Actions in the Plan