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Waimakariri Residential Red Zone Recovery Plan

He Mahere Whakarauora i te Whenua Rāhui o Waimakariri

Participation Strategy



Introduction

The approval of the Waimakariri Residential Red Zone Recovery Plan (Recovery Plan) in December 2016 is an important step in the regeneration of Kaiapoi, The Pines Beach and Kairaki. It provides certainty about the future use of the regeneration areas and creates exciting opportunities for the local community and the district. It is a key step towards enabling the Council to complete repairs to damaged infrastructure (roads and services).

The Recovery Plan no longer talks of 'red zones'. The areas in Kaiapoi, The Pines Beach and Kairaki, which were zoned red after the Canterbury earthquakes are now called regeneration areas. There are five regeneration areas: Kaiapoi West, Kaiapoi East, Kaiapoi South, The Pines Beach, and Kairaki.

The next step involves the implementation of the Recovery Plan in the regeneration areas. This means putting in place the new land uses and activities (such as the new road links, walking and cycling paths, green spaces, business and rural activities).

Council will lead the implementation, working with its key partners; the Crown, Te Rūnanga o Ngāi Tahu, Te Ngāi Tūāhuriri Rūnanga, Te Kōhaka o Tūhaitara Trust, Environment Canterbury, and the Kaiapoi-Tuahiwi Community Board, resident and community groups and the community.

While the Recovery Plan identifies broad land uses and activities, more design and planning work is needed on the detail to make these things happen. The community will need to be involved in the design and planning of the regeneration areas, particularly the proposed new green spaces, and there will also be opportunities for the community to work with Council on some projects.

Purpose

The purpose of this strategy is to set out the framework or plan for community participation for the implementation of the Recovery Plan. The Strategy also identifies opportunities for community participation during implementation.

This strategy includes:

- A summary of previous community engagement
- The decision making structure for implementation of the Recovery Plan
- The principles of participation
- The participation framework; and
- Participation tools and techniques.

Where does this strategy fit?



The participation strategy forms part of the Implementation Plan. The strategy will be implemented through project specific communication and engagement plans.

Definitions

Consultation	One level of community participation. Focuses on seeking feedback.
Engagement	The practice of bringing community voices into decision making.
Participation	A spectrum (range) of activities from communication and community engagement through to partnership.
Participation Strategy	The document that sets out the framework for community participation.
Recovery Plan	Waimakariri Residential Red Zone Recovery Plan (Approved December 2016).
Stakeholder	An organisation, group or individual affected by or interested in a Recovery Plan project or action.



Background

On 3 September 2015 the Minister for Canterbury Earthquake Recovery directed Waimakariri District Council to prepare a Draft Recovery Plan for the Residential Red Zone. This Direction was made after extensive consultation and input from the Council, Te Rununga o Ngai Tahu and Environment Canterbury.

The preparation of the Draft Waimakariri Residential Red Zone Recovery Plan (the Draft Recovery Plan) occurred between September 2015 and August 2016, when the Draft Recovery Plan was submitted to the Minister supporting Greater Christchurch Regeneration.

Before, and during the preparation of the Recovery Plan, there were four community engagement exercises seeking comment on the future of the regeneration areas. These were Canvas, Let's Discuss, Let's Plan and the Draft Recovery Plan.

Canvas

Canvas was a CERA led exercise between July and September 2014. The purpose of the exercise was to seek feedback on possible uses of the regeneration areas. Canvas engaged with the community through a dedicated website (www.canvasredzone.org.nz), community workshops, a visionarium, and idea cards. Over 300 people contributed their ideas with the key topics being:

- Recreation – dog-park, playground, barbeque areas, cycle ways, BMX track, sports fields, and informal recreation spaces.
- Business and commercial – mini golf, maze, theme parks, motor home parks, campsites, markets, café, primary industry.
- Environment – natural areas, nature walks, wetlands, native flora and fauna.
- Infrastructure and public facilities – car park, boat ramps, park and ride, seats, tables, toilets, a new fire station.

- Art, culture, education and heritage – amphitheatre, information boards, meaningful names, memorials, plaques, gardens, sculpture garden, community events.
- Community and people – spaces for recreation, equipment and facilities for all ages and abilities.

This feedback fed into the development of the Preliminary Draft and Draft Recovery Plan.

Let's discuss

Following on from Canvas, Let's Discuss was a Council led exercise undertaken in October 2015. Let's Discuss used a dedicated website, a consultation booklet, social media, and letters to residents.

The purpose of Let's Discuss was to:

- Refresh community participation and involvement in planning the future of the red zone areas
- To inform the community of
 - The feedback from the Canvas exercise
 - The preliminary technical, logistical, cultural, environmental, hazard considerations that could affect the planning for the future of the red zone areas
 - To help the community understand the process and time frames surrounding the Preliminary Draft Recovery Plan.

Twenty five submissions were received to Let's Discuss. These mainly focussed on specific recreation and community opportunities (e.g. food forests, sensory playgrounds, movie theatre, working farm, new marina etc.). The submissions, in combination with the preliminary technical/logistical data informed the development of the Preliminary Draft and Draft Recovery Plans.

Let's plan

Let's Plan was a Council exercise (January – March 2016) that focussed on the Preliminary Draft Residential Red Zone Recovery Plan. Community engagement included the delivery of a summary document to all Waimakariri households, letters to residents, website and social media information, project video, posters and billboards, radio and print advertising, drop in sessions and presentations.

A key aspect of the Let's Plan engagement was the use of a 3D display model. This model was toured around local schools and used for community drop in sessions. The model was visited over 1,700 people and generated more than 3,000 comments.

The purpose of 'Let's Plan' was:

- To inform the community about the proposals and options for potential future use of the red zone areas
- To encourage feedback on the proposals and options for potential future use of the red zone areas
- To help the community understand the process and time frames surrounding the implementation of proposals and land use options for the red zone areas

One hundred and thirty six formal comments on the Preliminary Draft Recovery Plan were received, some in support of the proposals and some in opposition. Comments concerned recreation, business, ecology, tourism and residential housing.

The comments on the Preliminary Draft Recovery Plan were considered at a public hearing, held in April 2016. The Hearing Panel made a number of recommendations to Council on the Preliminary Draft Recovery Plan and these were adopted by Council and became part of the Draft Recovery Plan

Draft recovery plan

The Draft Recovery Plan was submitted to the Minister supporting Greater Christchurch Regeneration on the 1 August 2016. The Minister then publicly notified the Draft Recovery Plan for feedback (between 3 August and 1 September).

Sixty written comments were received. Overall, there was broad support for the land use proposals in the Draft Recovery Plan. The most commonly raised themes supported green space land uses, while a smaller number expressed support for commercial and residential development, and rural land uses.

The comments were considered by the Minister as part of the approval of the Recovery Plan.

Let's do

The Recovery Plan was approved by the Minister for Greater Christchurch Regeneration on the 13 December 2016. Let's Do is the next step, and involves the implementation of the Recovery Plan. This will involve a large number of individual projects spread throughout the Regeneration Areas. Many of these projects will need community participation.



Participation principles

Council's vision

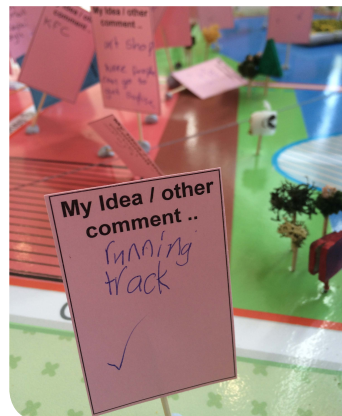
Council's vision for the Regeneration Areas is:

Creatively and cost-effectively returning regeneration areas to active use, towards ensuring that Kaiapoi, Kairaki, The Pines Beach and the wider district are economically and socially vibrant, resilient, rewarding and exciting places for residents and visitors, while celebrating the significant cultural values of iwi and the wider community.

Benefits of community participation

The benefits of community participation include:

- Better outcomes for the community and the Council
- Openness (transparency) in decision making
- The opportunity to understand and consider community wants, needs and concerns
- The opportunity to grow the relationship between Council and the community
- The opportunity for the community to influence their local environment.
- The opportunity to strengthen communities
- An informed, engaged & supportive community



Participation principles

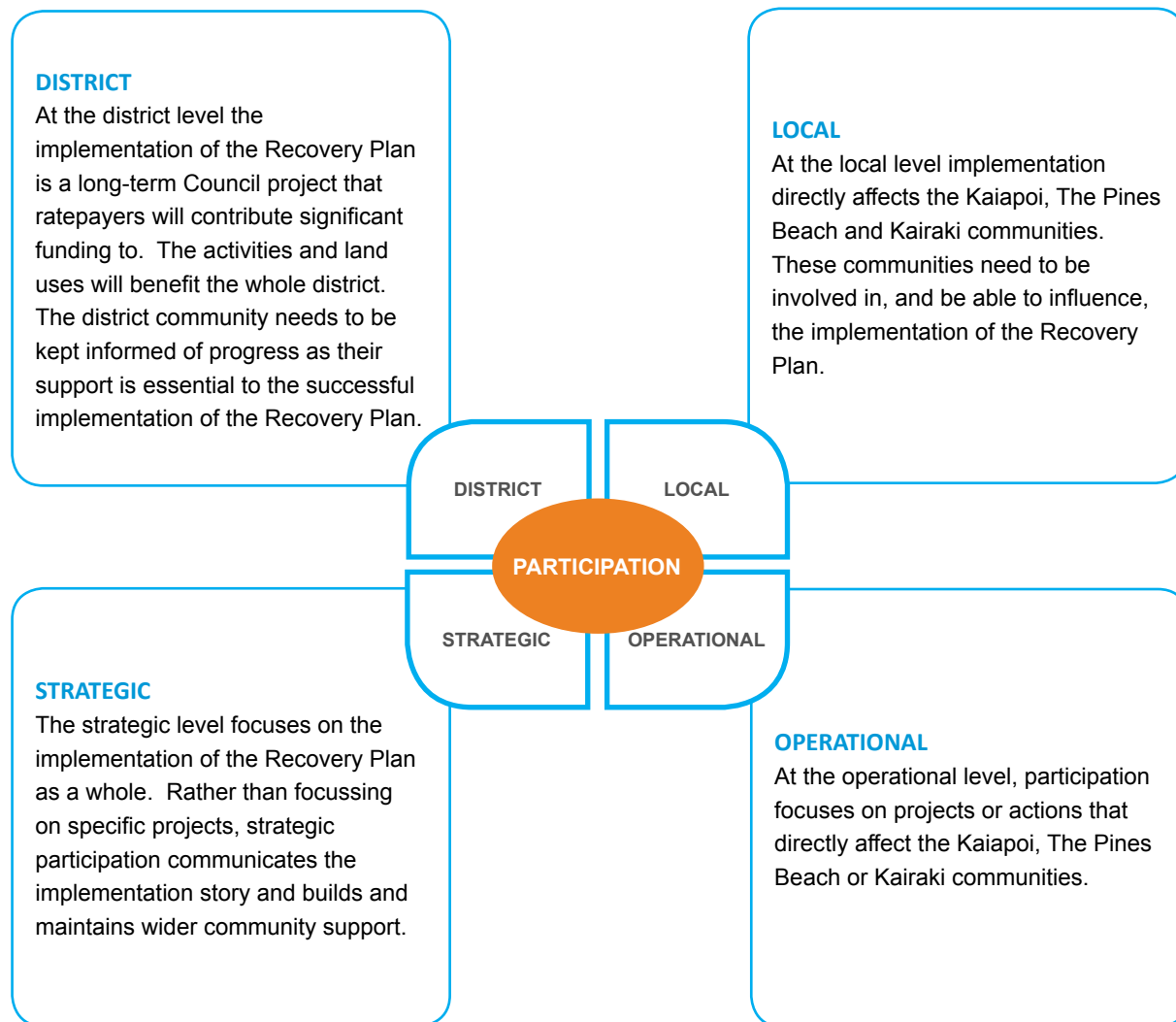
The Kaiapoi, The Pines Beach and Kairaki communities will need to, participate in, and influence, the implementation of the Recovery Plan. The success of the Recovery Plan is dependent on Council and the community working together. To help achieve this the following participation principles will be applied.

Value	<ul style="list-style-type: none"> • Participation that makes a difference
Openness	<ul style="list-style-type: none"> • Show how participation has influenced the outcome • Be clear about what the community can influence
Flexibility	<ul style="list-style-type: none"> • Participation that fits the situation/project • Participation that responds to changing needs
Inclusive	<ul style="list-style-type: none"> • Everybody is given the opportunity to participate • Make it easy to participate • Provide information that is easy to understand and user-friendly
Honesty	<ul style="list-style-type: none"> • Council is committed to participation • Participation is a two-way process • Participation that is respectful of the needs, wants and opinions of all within the community
Timeliness	<ul style="list-style-type: none"> • Participation with clear and suitable time lines
Co-ordination	<ul style="list-style-type: none"> • One Council - co-ordinated participation across teams and projects
Improvement	<ul style="list-style-type: none"> • Learn and share lessons to improve • Be innovative in the use of tools and techniques
Resources	<ul style="list-style-type: none"> • Have the right resources and support for participation to be effective
Support	<ul style="list-style-type: none"> • Encourage the community to work together • Create a safe environment to explore new ideas

Levels of participation

Participation in Recovery Plan implementation occurs at a number of levels. The framework, tools and techniques selected will need to consider these levels.

Figure 1 - Community participation levels



District/Strategic

District/strategic participation focuses on connecting with both district-wide and local audiences. The purpose of this participation is to:

- Keep wider district informed, including visitors
- Build and maintain support for regeneration
- To share and celebrate milestones

The tools and techniques that may be used for district and strategic participation include:

- Council website
- Social and traditional media
- Open days and events
- Milestone celebrations

Local/Operational

Local/operational participation focuses on specific projects that affect local communities. The purpose will vary with the project and could include:

- Keep the local community informed about a project
- To seek feedback on projects and proposals
- To advise when works are to start and any construction effects

The tools and techniques that may be used include:

- Council website
- Social and print media
- Newsletters, flyers, feedback forms
- Signage and posters
- Meetings and design workshops
- Open days and events
- Milestone celebrations

Participation framework

The framework for community participation during the implementation of the Recovery Plan has four approaches.

Figure 2 - Community participation framework



Inform and consult approaches can accommodate many stakeholders with a generally lower level of input and engagement from council and the community. Involve and partner approaches require more effort on the part of both council and the community and therefore generally reach fewer stakeholders.

It is likely that each implementation project will employ a mix of participation approaches. The approach may vary in response to stakeholder interest, and at different stages of the project. The participation approach will be considered during detailed project planning and outlined in the Communication and Engagement Plan prepared for each Recovery Plan project.

Opportunities for participation

It is important to be open about what level of participation people can have in the decision making process.

There has been significant community engagement and consultation leading up to the Recovery Plan. This next phase (Let's Do), focuses on putting the land uses into place. This involves looking at the proposals in more detail; planning and thinking about possible activities, and what the areas might look like; and how they might be managed.

Looking at the land use proposals in more detail provides further opportunities for community participation. Generally the following activities will require community participation:

- The naming of the new parks and reserves
- Any District Plan changes
- The preparation of reserve management plans
- The preparation of master plans and concept plans for the new parks

For some implementation actions we may keep the community informed. This could include:

- The repair of existing roads and infrastructure
- The decommissioning of redundant services

For some projects the participation framework may change as the project progresses. For example during the design phase there may be opportunities for community involvement and consultation. Once final plans are approved for construction the community may be kept informed about what is happening.

Appendix 1 includes a participation matrix which provides an outline of the opportunities for participation. The matrix identifies general Recovery Plan projects and the suggested level of community participation.

Requirement to consult

Some implementation processes may have a statutory requirement to consult. These could include:

- The preparation of reserve management plans (under the Reserves Act 1977)
- Declaring land as reserve (under the Reserves Act 1977)
- District Plan Changes and resource consent applications (under the Resource Management Act 1991)

Some processes may require consultation in accordance with Council policies, plans or strategies. For example, leases on a sport and recreation reserve, where a new building is proposed, may require public notification in accordance with the Sport and Recreation Reserves Management Plan.

The implementation of the Recovery Plan will be undertaken in accordance with the relevant statutory and Council requirements to consult. These requirements will form part of project specific communication and engagement plans.

One Council

There will be multiple Council projects in the regeneration areas (e.g roading projects, other infrastructure projects (e.g pump stations), green space projects, and town centre projects etc). The community should only see or experience 'One Council'. This includes consistent branding and communication/consultation materials (as tailored to the specific context), and a single contact point for feedback and queries.

Manawhenua

One of Council's goals for the Recovery Plan is to recognise and enhance Ngāi Tūāhuriri and Ngāi Tahu values, aspirations and the important cultural history of the area.

In developing the Recovery Plan, the Council acknowledged the values of mana whenua, Te Ngāi Tūāhuriri Rūnanga and Ngāi Tahu, and their perspectives on the use of the regeneration areas. Te Rūnanga o Ngāi Tahu is both a Treaty partner with the Crown and a strategic partner with the Crown, Environment Canterbury and the Council .

Te Ngāi Tūāhuriri Rūnanga are the mandated representatives of the mana whenua of this takiwā, Ngāi Tūāhuriri. Ngāi Tūāhuriri is one of the primary hapū of Ngāi Tahu. Tuahiwi is the home of Ngāi Tūāhuriri and has played a vital role in Ngāi Tahu history.

The Council worked in partnership with Ngāi Tūāhuriri and Te Rūnanga o Ngāi Tahu in developing the Recovery Plan, including ensuring that:

- Decision-making reflects the aspirations of Ngāi Tūāhuriri and Ngāi Tahu
- The cultural presence of Ngāi Tūāhuriri and Ngāi Tahu is visible and enhanced
- Shared cultural and natural heritage is respected

This partnership will continue through the implementation of the Recovery Plan.

Memorandum of Understanding

Te Ngāi Tūāhuriri Rūnanga and the Council are party to Memorandum of Understanding, the purpose of which is to develop a relationship of mutual benefit and establish an ongoing partnership relationship. The goal of the Memorandum is to *“provide formal understanding and operational implementation of the sustainable management of resources for the benefit and environmental, social, cultural and economic well-being of the community, both now and in the future”*.

The implementation of the Recovery Plan seeks to honour this memorandum.

Partnership

In honouring the Memorandum of Understanding, and the goals for the Recovery Plan, Ngāi Tūāhuriri are acknowledged as a strategic partner for implementation of the Recovery Plan.

In addition to this strategic partnership, the Council will work in partnership with Ngāi Tūāhuriri on the planning, development, and management of the Heritage and Mahinga Kai Area in Kaiapoi South.

The Heritage and Mahinga Kai Area has been identified as having significant cultural values by Te Ngāi Tūāhuriri Rūnanga and Te Rūnanga o Ngāi Tahu, particularly in relation to historical use for mahinga kai purposes. This area will provide space for cultural and social activities for the community. It will provide a unique recreation experience for the community, with activities including walking and cycling tracks and heritage trails.

A formal partnership arrangement will be established between Ngāi Tūāhuriri and the Council for the Heritage and Mahinga Kai Area.

Strategic partners

There are a number of strategic partners who will be involved in all aspects of the Recovery Plan implementation.

Kaiapoi-Tuahiwi Community Board

The Kaiapoi-Tuahiwi Community Board covers the Kaiapoi township and the surrounding areas of Kaiapoi, Tuahiwi, Clarkville, The Pines Beach and Kairaki. The Board works collectively with the Council to achieve community goals. The Board (previously the Kaiapoi Community Board) played a key role in the development of the Recovery Plan and are now a strategic partner in its implementation.

Existing delegations

The Waimakariri District Council has delegated a number of functions to the Kaiapoi-Tuahiwi Community Board. In relation to the Recovery Plan, the Community Board holds delegated authority to approve the following (in summary):

- New leases or licences on Council reserves
- Developments or activities on parks, reserves and waterways (within existing budgets)
- Consultation plans for new developments or activities on parks, reserves and waterways
- Approving traffic control and constraint measures on streets
- Design and location of neighbourhood improvements
- Naming of roads, streets and parks
- The removal of street and reserve trees (unless deemed an urgent Health and Safety matter).

The Community Board also holds a delegation relating to the Waimakariri Harbour as follows:

1. *Responsibility for all residual matters relating to the Waimakariri Harbour within the authority of the Waimakariri Harbour Act 1946 and in consultation with Environment Canterbury as the Regional Authority and Harbourmaster.*

Partner

Strategic partners are involved in all aspects of the project

To gain approval under any delegated function (for example approving a new reserve name) a report will need to be submitted for consideration at the monthly Community Board meeting (held on the third Monday of each month).

Council portfolio holder

The Council Portfolio Holder for Kaiapoi Regeneration is Councillor Al Blackie. Councillor Blackie will meet with Council staff monthly, and be part of the Regeneration Steering Group.

Regeneration Steering Group

The Regeneration Steering Group includes elected representatives (the Mayor, Councillors, and Community Board members); representatives from strategic partners, Te Ngāi Tūāhuriri Rūnanga, Te Kohaka o Tūhaitara Trust and Environment Canterbury; the Council CE and council staff.

The purpose of the Steering Group is to govern and guide the District Regeneration programme. The Steering Group will make recommendations to the Kaiapoi-Tuahiwi Community Board and the Council. The Group meets every four weeks on the first Monday of the month (at the Ruataniwha Kaiapoi Civic Centre). The meetings are public and an agenda and minutes will be available.

Te Kōhaka o Tūhaitara Trust

Te Kōhaka o Tūhaitara Trust is a registered charity responsible for the Tūhaitara Coastal Park. The Park was established as an outcome of the settlement between Te Rūnanga o Ngāi Tahu and the Crown with the lands being gifted to the people of New Zealand. The Trust is run by six trustees, three appointed by Te Rūnanga o Ngāi Tahu and three by Waimakariri District Council.

Through the Recovery Plan land at The Pines Beach and Kairaki will be vested to the Trust for inclusion in the Tūhaitara Coastal Park.

Involve

Where there is a community (or group) with a significant interest in a project an 'involve' context may be used. This means working directly with the community to understand and consider their wants and needs, and reflecting these in the alternatives developed and any decisions made.

What does an involve approach mean?

An involve approach means that the community can influence, shape and guide the project. The goals of an involve approach are:

- To work directly with the community and value their input throughout the decision-making process
- That the public will have access to the decision making process and decision makers and will be provided the opportunity to give input throughout the process and receive direct feedback on how their input helped to influence the decision
- To use tools and techniques that best fit the situation, project, stakeholders and decisions being made.

Council will work with the community to identify and understand their issues, wants and needs and reflect these in any options developed and decisions made. An involve approach requires a high level of participation from Council and the community. It requires Council to seek involvement at the early stages of a project and the community to communicate their issues, wants and needs.

Tools and techniques that may be used in an involve approach include:

- Design workshops
- Project briefings
- Working parties

Involve

The community can influence, shape and guide the project

Working with Council

During the implementation of the Recovery Plan there may be other community groups and organisations that wish to work with Council (and other groups) for specific projects or actions. There will be opportunities for this type of community involvement in the implementation of the Recovery Plan. Requests to be involved with Council in projects will be considered by the Regeneration Steering Group.



Consult

Where there is a community that is interested in a project or action a 'consult' approach may be used. This involves seeking feedback and comment on proposals, options, alternatives, solutions and decisions; and showing how this feedback has informed these. Consultation will be genuine and meaningful. This means that the Council will keep an open mind on impending decisions until the community views from consultation have been considered.

Consult

The community will be asked for their feedback on the project

What does a consult approach mean?

A consult approach means that the community will be able to provide feedback and comment on a project. The goals of an consult approach are:

- To actively seek comments and feedback.
- To meet (and exceed where appropriate) any statutory and policy requirements to consult.
- To actively listen to, and consider feedback, with an open mind.
- Acknowledge all input and show how it has influenced the project.
- To use consultation tools and techniques that best fit the situation, project, stakeholders and decisions being made.
- Make it as easy as possible for the community to participate in the consultation process.

Council will keep the community informed and actively seek feedback on proposals and draft options for projects. Council will listen to community aspirations and concerns before a decision is made. Any feedback will be considered and used to assist decision making. Council will make clear how the feedback was considered and its influence on any decision.

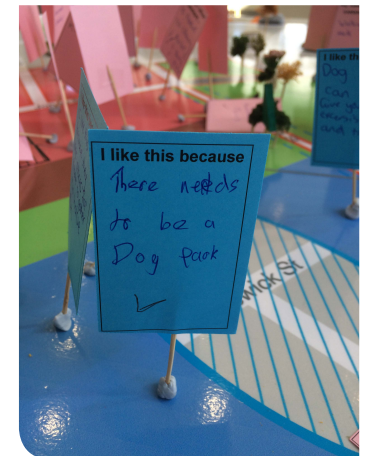
It must be noted that consultation (and the feedback resulting from a consultation process) is not regarded as a poll (i.e it is not a simple 'numbers game'). The results of a consultation process, while highlighting community views, may not be fully representative of the views of all the potentially affected or interested community. The results of any consultation process provide insight into the range and intensity of community views and inform decision making rather than being a number of views for and against a project or action

Tools and techniques that may be used in a consult approach include:

- Feedback forms (hard copy and digital)
- Meetings and open days
- Site signage
- Social media
- Project email and contact number

Anonymous feedback

In making decisions it is useful to understand the views provided by individuals and organisations within the community. Anonymous feedback does not give the decision maker the ability to do this. Where appropriate Council will include anonymous feedback, however reserves the right not to consider it.



Petitions

In consultation processes petitions are sometimes used to indicate the weight or depth of feeling on a project or action. In a consultation process a submission will be considered as one piece of feedback, supported by a defined number of people (the signatories), for example "10 submissions supported the garden, including one submission with 15 signatures".

Inform

Where there is a general interest in a project an inform approach may be used. This involves providing sufficient and appropriate information to keep the community informed of proposals, options, solutions and decisions.

What does an inform approach mean?

An inform approach means that the community will be kept up to date on what is happening in the regeneration areas. The goals of an inform approach are:

- To inform about projects or activities that could temporarily affect use of roads, services or public space (e.g construction effects).
- To provide information that is easy to understand, correct, and accessible.
- To provide the right information at the right time.
- To provide information in a variety of ways, including using innovative ways to get the messages across.
- To keep the wider District informed and supportive of the progress in the regeneration areas.

Tools and techniques that may be used in a inform approach include:

- Website information
- E-Newsletter
- Meetings and open days
- Site signage and posters
- Information desk
- Project email and contact number
- Media releases
- Social media
- Print media

Inform

The community will be kept informed about the project



Tools and techniques

There are many tools and techniques that can be used in participation activities. Choosing the most appropriate tools & techniques for a participation activity involves thinking about:

- The purpose of participation
- The target community or group
- The participation approach
- Any statutory requirements
- Resources and time

The key tools that Council will use to communicate and engage during the implementation of the Recovery Plan are shown below. The Council website will be the key source of information and will support all the other tools such as face-to-face interactions (e.g open days, design workshops, meetings etc), feedback, a project email, print and social media (e.g media releases, video messages and facebook), and written materials (e.g. newsletters, posters etc).

Figure 3 - Key communication and engagement tools



Communication and engagement plans

The Participation Strategy sets out the framework for community participation for the implementation of the Recovery Plan. The specific actions, techniques and tools will be set out in more detailed, project specific communication and engagement plans.

The communication and engagement plan will identify:

- Why community participation is sought (the purpose and objectives of participation)
- Who the parties involved will be (who is the target audience);
- The participation framework (involve, consult, inform)
- How the parties may be involved; and
- What tools, and techniques will be used

Figure 4 - Structure of communication and engagement plans



Website

The Council website will be the centre of information on regeneration and the implementation of the Recovery Plan, it will be the key reference point for the community. All communication and engagement tools and activities will link back to the website. Use of the Council website will include the following:

- A link to the Recovery Plan and regeneration will be displayed prominently to make navigation to information as easy as possible.
- The website will be updated regularly to ensure the information is current and useful.
- All communication and consultation materials (e.g. newsletters, flyers, feedback forms, posters etc) will be made available on the website.
- All material released via social or print media will be made available on the website.
- Any current consultation activities will also be included on Council's Let's Talk page.
- The website will reflect the history of the Recovery Plan by including background and previous information.

While the website will be the central communication and engagement tool, it is acknowledged that for some in the community the online access of information is a challenge.

To enable all parts of the community to participate in the implementation of the Recovery Plan, where appropriate, online materials will be made available in hardcopy. This could include placing hard copies of consultation flyers locally, using print or radio media, or on site signage or posters. Council staff will also be available to help the community access and understand any material.



Social media

Social media is online technologies, sites and practices which are used to share opinions, experiences and perspectives. Social media can be used to create a conversation between Council and the community. Council currently uses Facebook, YouTube, Twitter and Flickr.

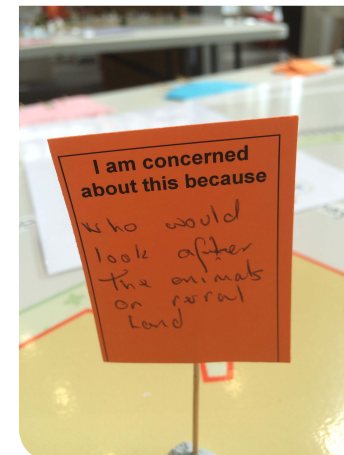
The benefits of using social media include:

- It can enable an interactive relationship
- It has the ability to get out to a wider group of people
- It enables a timely flow of information.
- It can meet public expectations of a modern organisation

The risks of using social media include:

- Inaccurate or inappropriate content being posted
- Lack of control over information, can be open to manipulation
- Issues can become inflamed and spread widely
- Not all members of the community use social media
- May not meet the statutory requirements of consultation
- Must be constantly monitored and updated to be effective
- Privacy and confidentiality issues

Social media will be used to share information, seek feedback and respond to issues raised by the community during the implementation of the Recovery Plan. Social media posts will be considered as feedback in any consultation process.



Print media

Traditional print media generally focuses on newspapers. Use of print media could include public notices (generally small, formal notices usually near the end of the paper), display advertisements (larger information notices located in the main body of the paper), or media releases (information put out by Council to the media). It could also include advertising on the radio or in local magazines or newsletters.

Where print media is required for community participation activities (e.g. public notices or display advertisements) the following publications will be used as required:

- Kaiapoi Advocate – publishes every second Friday (delivered to homes in the Kaiapoi area)
- The Northern Outlook – publishes every Wednesday and Saturday (delivered to homes in the Waimakiriri and Hurunui Districts)
- The News – publishes every Thursday (delivered to homes from the Waimakiriri River north to Kekerengu north of Kaikoura, from the coast to the Alps)

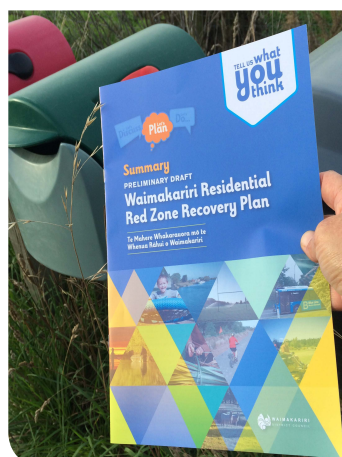
All items that appear through print media will also be available on Council's website and communicated via social media.

Written material

Written material could include:

- Newsletters
- Consultation flyers and feedback form
- Communication flyers
- Posters or information signage

All written material will be made available on the Council website and, where appropriate hard copies will be placed in the Kaiapoi Ruataniwha Civic Centre.



Face to face

Face-to-face communication and engagement means meeting and talking with the community, listening to their ideas, feedback and concerns, and answering questions and providing information. The benefits of this are:

- It is interactive
- It builds relationships between Council and the community
- It shows that there are real people working to implement the Recovery Plan
- It allows people to talk through their ideas, feedback and concerns
- Different opinions can be shared and understood

Face-to-face communication and engagement could include:

- Community open days
- Drop in sessions
- Design workshops or project briefings
- Working parties
- Meetings with groups, organisations or residents
- Site tours



Participation matrix

This participation matrix is an outline of the opportunities for participation in the implementation of the Recovery Plan. The matrix identifies general Recovery Plan projects and the suggested level of community participation. The specific actions, techniques and tools to be used will be set out in more detailed, project specific communication and engagement plans.

	Involve The community can influence, shape and guide the project.	Consult The community will be asked for their feedback on the project.	Inform The community will be kept informed about the project.
Implementation framework			●
Land divestment			●
Implementation Plan			●
Participation Strategy			●
Decommissioning redundant services			●
Road stopping			●
Roading and utility works		●	●
Stormwater and drainage works		●	●
District plan changes		●	●
Kaiapoi Town Centre Plan refresh	●	●	●
Mixed-use business strategy	●	●	●
Leasing for reserves		●	●
Leasing for other areas (not reserves)		●	●
Reserve naming	●	●	●
Reserve management plans	●	●	●
Reserve master and concept plans (the design of the green spaces)	●	●	●
Design guides or strategies	●	●	●
Interim uses		●	●