

# Draft Community Plan

## 1 Preamble

This Community Action Plan draws upon many conversations with, and ideas of, Edgecumbe residents and stakeholders by members of the Recovery Team since the flood, as well a set of structured workshops and focus groups.

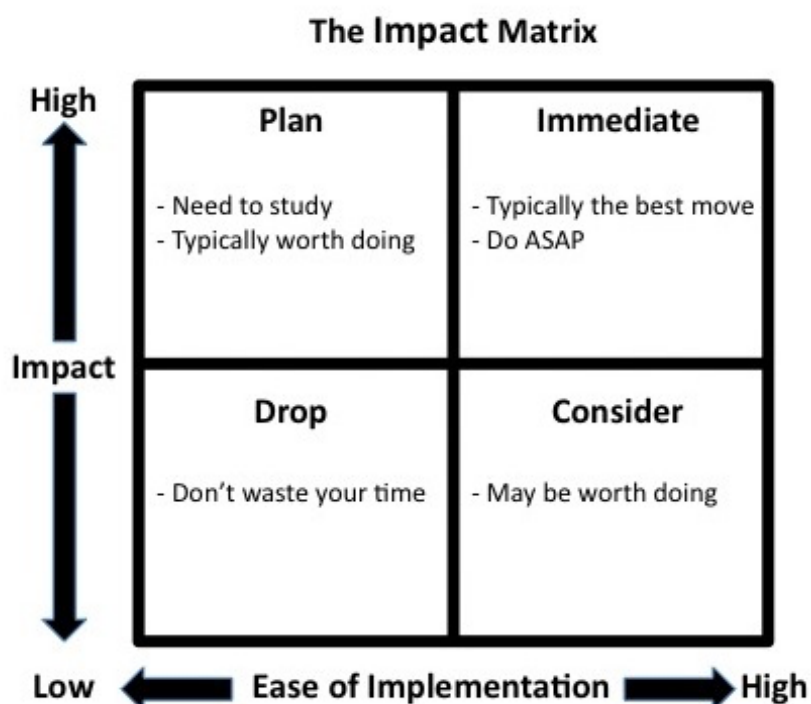
This includes a major Community Workshop on Saturday 2 September 2017, and the extensive consultation work in Edgecumbe undertaken as part of the Whakatāne District Community Vision Project- Whakatāne Ki Mua.

The Community Action Plan seeks to articulate a vision and provide direction for action in Edgecumbe and the surrounding rural hinterland that restores community confidence, connections, pride, infrastructure and economic vitality.

It seeks to provide a future roadmap that responds to the following four questions; namely-

- Where are we now?
- What do we want?
- What could we do?
- What will we do?

The good news is that there is no shortage of community ideas and potential resources. The bad news is that they will need to be prioritised and coordinated, and that is a function of the Community Action Plan. It utilises 'Ease Vs Impact' assessment tool/matrix summarised below-



## 2 Situation Analysis

This is the 'where are we now?' and 'what do we want' questions are answered. The following summary of community assets, 'lovable', challenges and opportunities provides insights to those questions.

### 2.1 Community Assets

Edgecumbe is truly an asset rich community, and those assets, resources and capacities that have been nominated by the community include the following (no priority listing)-

- National 'disaster' profile, focus and sympathy
- Community passion and strong volunteerism spirit and record
- Community pride, spirit and honesty- 'pull together' community attitude
- Town and hinterland heritage – stories and buildings
- Geographical location- accessibility to other communities
- Current community leadership- Community Board, EDIT, Rugby & Sport Club, Lions, Edgecumbe Blue Light ....
- Educational facilities, programmes, staff and promised upgrade
- War Memorial Hall – great venue space
- 'Heart of the Plains' reputation and image
- Play Centre
- Established town trees
- Community Hub/Library facility, services and staffing
- Dynamic local young people wanting to contribute and the community passion for youth
- Sporting fields, facilities, clubs, green spaces.
- Strong Rugby & Sport Club club
- Climate
- Talented local people
- Potential significant green field site in town (red sticker area)
- Skate park and its inspirational origins
- Strong rural farming hinterland
- Current Navigator and business support programmes
- Town wide WIFI
- Diverse business base
- Presence of significant industries
- Supportive District Council
- Shopping Mall, including its social space possibilities
- Old railway line
- River and its possible creative uses
- Current and potential financial and technical assistance
- National and regional goodwill
- Home insulation initiative
- Riverbank walk
- Green spaces and parks
- Riverslea area
- Increasing highway traffic
- Three person police station

## 2.2 Community 'Lovables'

The following are a set of behaviours, attitudes, programmes, services and physical attributes that the community has expressed strong appreciation for, and certainly want to see retained within the community. It is what community members simply love about Edgumbe; namely-

- Community and neighbour social connections – *'it is home'* and great neighbours
- Friendliness, generosity and loving atmosphere
- Sense of equality
- Community pride
- Village – small town feel *'where everyone knows each other'*
- Community volunteers
- Sense of independence
- Affordable housing prices
- *'Freedom and spaces that created memories as a kid'*
- *'Always something happening'* feeling
- Mana - Tangata, Whenua, Whānau, Hapori
- Shopping Mall and key local businesses- supermarket, doctor, pharmacy, curtain shop
- Educational and child facilities
- Local employment
- Key community groups- EDIT, Rugby and Sport Club, Bowling Club, Lions, Edgumbe Blue Light, Volunteer Fire Service...
- Community Hub/library
- Sports grounds and facilities
- Multiculturalism
- Community safety, respect and honesty
- Focus on young people
- Community gym
- Relationship with the farming community
- Green spaces
- Skate Park
- Op Shop
- Youth valued businesses- Bakehouse, fish and chip shop
- Riverbank walk

## 2.3 Community Challenges

Certainly the Edgcumbe community is aware of a range of challenges that they face at present, and realities and circumstances they would like to change, modify or remove; namely-

- Poor town/town entrance appearances- *'First impressions'*
- Rebuild/re-establishment delays
- Insurance negotiation process- *'why has it been so hard?'*
- Future uncertainty
- Loss of population
- Limited local employment opportunities
- Number of empty shops
- Lack of local business networking group
- Deteriorating state of some community facilities
- Limited opportunities that keep young people local and utilise their gifts
- Lack of affordable accommodation
- Affordability and family financial challenges
- Poor stormwater and drainage
- Lack of visitor accommodation
- Poor community coordination
- Lack of coordination regarding outside support
- Perceived crime levels
- Lack of adequate signage to and within Edgcumbe
- Lack of youth services
- Loss of community gym
- Poor inter-community communication
- Loss of businesses
- Town negativity and cynicism
- Facebook negativity and *'Facebook warriors'*
- Mall owner/tenant issues
- Community conflict and resentment over entitlements
- Time poor nature of community- personal survival does not leave time for community engagement
- Poor state of footpaths
- Awareness about what is happening at the Dam
- Confidence in the stop-bank
- Traffic speed
- Safe pedestrian access from south of town
- Communication issues with Councils
- Building consent processes
- Wild dogs

## 2.4 Community Opportunities/Possibilities

Edgcumbe community members are both resilient and creative. The disastrous flood event has not only unleashed the need for massive family and community coping behaviours, but also a unique opportunity to reflect on the creation of new personal and community futures. Re the community, a large number of possible actions have been shared and advocated. 15 key strategic project areas gained strongest community endorsement, and highest voting priority at community meetings; namely-

- Town entrance appearance improvement
- Town theme/identity
- New Zealand's '*Best Playground*'; iconic, age-friendly playground, potentially in conjunction with fitness stations
- '*Red Sticker*' green space project
- Mall refresh- social and business development
- Creation of a '*Mail Box Trail*'
- Creation of a *Youth strategy*/Youth Council
- Construction of an iconic public toilet
- Stormwater and drainage improvements
- Business retention and expansion initiatives
- CBD security improvements
- Signage upgrade
- More social/community connection activities
- Improved community governance and coordination
- Improved local community communications

In addition, the following projects and actions have been suggested and need assessment through application of the above '*ease vs impact*' matrix; namely-

- Repainting of the bridge
- Willow Tree Project
- Regular community newsletter
- Positive Facebook site
- Fulltime youth coordinator
- Redevelopment of Riverslea Park
- Development of Kaumatua flats
- Multicultural whare
- Mural initiative
- Alternative tourist route
- Creative use of the river- jetty, swimming hole etc. – user friendly river.
- Heritage buildings and assets recognition and improvements
- Night Market
- '*Disaster*' theme park
- Resident *Welcome Pack* and welcome event
- Water Park
- '*Tin Cow*' theme town
- Collector's museums – tractors and trucks
- Big Cows throughout *town*
- *Eastpack* tours
- Dairy/cheese factory tours
- Industrial units/park
- Train track conversion to walking/cycling trail
- Community bank
- Greater support on developing education excellence
- Footpath upgrade
- Adult education programmes
- Greater community use of Community College facilities
- Community arts workshop and programmes
- Safe pedestrian access from south side of town

- Truck stop cafe
- Milk cookie bar
- Fresh water lake- river diversion
- Walkway extensions
- Housing subdivision
- Greater maintenance of parks and green spaces
- Healing centre
- Traffic calming measures
- Campervan friendly area
- Fishing/whitebait friendly spots
- Flying fox/family friendly picnic areas
- BMX track
- Town monument
- Skate park expansion- small kid's confidence area, twilight events etc.
- Rebuild of Sport's Club area and facilities
- Dog friendly town
- Community garden and fruit tree orchards
- Development of vibrant local music scene

The following have also been recommended by the community as those '*immediate*' action and '*quick wins*'- those simple initiatives over the coming two months that could be actioned to take forward to the immediate future to start to bring the wider community along; namely-

- Finalisation of *Action Plan*
- Circulation of all the community's ideas and priorities
- Formation of community *Action Teams*
- Organisation of a *Street Party Programme* to welcome back residents
- Instigation of more visual clean up progress for residents in '*Red Sticker*' area – organisation of *karakia/ blessing*
- Formation of a committee for youth club and activities
- Identification of a new home for community gym
- Organisation of a school holiday program
- Organisation of letterbox challenge and workshop
- Instigation of the *Community Preparedness (civil defence) Plan* update
- Planning for the community Christmas celebrations
- Instigation of a regular *Community Newsletter*
- Coordination of a program of regular community meals
- Collection of mowers and weed eaters and operation of a repair workshop
- Organisation of an *Asset/Gift Audit* of community members
- Instigation of a set of positive upbeat town messages/banners
- Encouragement of 'neighbourness' eg. talk and get to know one new neighbour
- Installation of CTV cameras
- Upgrade of civil defence siren, so whole community can hear

# 3 Community Plan Framework

## 3.1 Strategic Vision Statement

This Plan has adopted the EDIT simple and powerful vision as the Plan's *Strategic Vision Statement* to summarise intent; namely –

*'To see Edgecumbe reinstated to its former glory, a vibrant and prosperous town'.*

## 3.2 Guiding Principles

*Guiding principles* are the fundamental, moral and ethical beliefs that underpin any Plan or methodology. As core values, they help define the boundaries of action, act as driving forces for the Plan's desired outcomes and recommended actions and help foster trust and collaboration amongst residents and stakeholders. *Guiding Principles* also contribute to the creation of a framework for decision making about priorities and stakeholder support and funding. In synopsis, any action needs to be measured against these *Guiding Principles*.

Six *Guiding Principles* have been identified for this Action Plan, inspired by Mana - Tangata, Whenua, Whānau, Hapori; namely:

- **Respect** – valuing all community residents for their wisdom, ideas and ongoing contributions and participation.
- **Inclusion and Participation** – creating community options that foster strong neighbour and community connections, pride, positivity and active participation.
- **Community Leadership** – encouraging community ownership of a positive future and active participation by Edgecumbe residents to provide the leadership and necessary community building.
- **Collaboration and Coordination** – fostering stronger partnerships, collaborative approaches, networking, and integrated programme delivery; aiming for the smarter use of resources and reduced fragmentation, duplication and overlap of efforts and services.
- **Asset and Opportunity Focus** – building upon local assets, creativity and existing resourcefulness, and especially facilitating opportunities that enable young people to contribute their passions, ideas, skills and opportunities.
- **Integrity and Transparency** – ensuring the highest ethical and professional behaviours in all activities and processes; building a strong sense of trust, openness, respect and reliability.

## 3.3 Strategic Goals

*Strategic Goals* are broad statements of intent that direct strategies and actions towards accomplishing the *Strategic Vision Statement* in line with the defined *Guiding Principles*. This Community Action Plan has four key *Strategic Goals*; namely –

- To articulate a shared community vision, priorities, strategies and actions for the reinvention of Edgecumbe.
- To support and empower Edgecumbe residents, organisations, stakeholders and development partners to take action to achieve positive community building and change.

- To enhance relationships and the impact of collaborative action between Edgumbe residents, organisations, stakeholders and development partners so they achieve better things together.
- To ensure that the investment and goodwill resulting from the flood disaster is aligned with community vision, priorities, needs and opportunities.

### 3.4 *Desired Future Outcomes*

Based on the expressed feedback from Edgumbe residents and stakeholders and the above stated strategic vision statement and guiding principles, the following set of five *Desired Future Outcomes*, have been selected; namely –

**Desired Future Outcome 1:** *A rebuilt township and district that enables residents and businesses to return a safe and fully functioning community.*

**Desired Future Outcome 2:** *An attractive and inviting township that attracts a growing resident population and becomes a significant tourist destination.*

**Desired Future Outcome 3:** *A place where residents experience social and neighbourhood connection and support, access to a wide range of local events, opportunities and facilities and feel a sense of community pride and security.*

**Desired Future Outcome 4:** *A vibrant and growing business community that offers both a diverse range of services and products and local employment opportunities.*

**Desired Future Outcome 5:** *A community that enables its young people to experience community connection, protection, respect and engagement in a wide range of educational, recreational and employment opportunities.*

## 4 Recommended Strategies

Recommended Strategies respond to the question – ‘What will we do?’ As indicated in the above Section, this Community Action Plan has identified five *Desired Future Outcomes*. The set of 19 recommended *Strategies* with identification of Key Actions Lead Group, Partners, and Timeline emanates from this framework.

**Desired Future Outcome 1:** *A rebuilt township and district that enables residents and businesses to return a safe and fully functioning community.*

#### **Why is this outcome so important?**

Edgumbe is a community experiencing considerable pain and frustration with over 40% of the population still not residing in their pre-flood property. Frustration with time delays, insurance assessment processes and a range of personal and community uncertainties weighs heavy on family



and business decision making. A range of current and new strategies and actions are important to this *Community Action Plan*.

### ***Recommended Strategy 1-***

The continuance of current levels of personal and family financial and emotional support, counselling and ‘*wrap around*’ support until need is no longer there. In particular, the *Navigator Project* is essential for at least a 12-month period.

#### **Key Actions-**

1. Continuation of the *Navigator Programme*.
2. Continuation of government agency, NGO and service club supports continue.
3. Interventions with insurance companies occur at all political levels, especially in regard to speeding up process.
4. Organisation of regular community forums, briefings and conversations that shed light and information on developments affecting residents.
5. Continuation of a Community Newsletter and internet services.

#### **Possible Partners-**

Relevant Government agencies and NGOS, Lions, Hub Centre, residents.

#### **Time line-**

Continuous

### ***Recommended Strategy 2-***

Redevelopment of the ‘*Red Sticker*’ section as a memorial site and open recreation space in a caring and sensitive manner.

#### **Key Actions-**

1. Convening of a resident liaison committee to input into design, naming and redevelopment process, and into the design of the stock-bank.
2. Organisation of community and individual property *karakia*/'*blessing*’ at an appropriate time and before any major works.
3. Removal of stock-bank ruins as soon as possible.
4. Organisation of a tree/plant audit and community conversation to ascertain which should remain.
5. Organisation of a heritage advisor/family historian to assist with recording and identification of what family stories could be incorporated into memorial.
6. Sensitive clearing of the site.
7. Return of the Lions bench and new seating along College Rd.
8. Development of memorial and public open space site incorporating the expressed views of affected residents.
9. Staging of a public celebration.

### **Possible Partners-**

Affected resident committee, relevant funders, EDIT, BOPRC

### **Time line-**

Short term

### ***Recommended Strategy 3-***

**The** introduction of CTV cameras in the CBD area.

### **Key Actions-**

1. Final agreements approved.
2. Installation of cameras.

### **Possible Partners-**

Neighbour watch orientated residents, business community, police, Community Board

### **Time line-**

Immediate

### ***Recommended Strategy 4-***

Improvements to stormwater and drainage.

### **Key Actions-**

1. Audit of current need and required budget.
2. Development of long term plan.
3. Funding identification.
4. Communication of plan and timeline to the community.
5. Implementation.

### **Possible Partners-**

WDC, Community Board, BOPRC, appropriate government agencies

### **Timeline-**

Long term

**Desired Future Outcome 2:** *An attractive and inviting township that attracts a growing resident population and becomes a significant tourist destination.*

### **Why is this outcome so important?**

There is universal acknowledgement that the entrances and overall impressions of Edgumbe are very unflattering. Consistently, all community forums have identified this as a high priority for response. Communities simply *'do not get a second chance at first impressions'*. Edgumbe needs a strategy to evolve into a place that people will want to live, visit or stop. Regarding tourism appeal, it needs a *'point of difference.'* There is no shortage of community interest or ideas for some innovation in this regard.

### ***Recommended Strategy 1-***

The development of town theme and identity.

**Key Actions-**

1. Formation of a Task Team of interested residents and stakeholders to oversee development.
2. Use of media (print and social), competitions, exhibitions and community conversations to evolve possibilities.
3. Selection of popular choice(s).
4. Development of a campaign to introduce and fund.
5. Examination of the creation of a possible iconic toilet that reflects the theme.

**Possible Partners-**

Community Board, WDC, BOPRC, EDIT, Lions Club,

**Time line-**

Short term

***Recommended Strategy 2-***

The enhancement of the town entrances and CBD areas.

**Key Actions-**

1. Formation of Task Team of community residents and stakeholders.
2. Development of plan.
3. Painting of the Bridge.
4. Identification of funding.
5. Implementation.

**Possible Partners-**

EDIT, NZTA, Community Board, BOPRC, local businesses and industries

**Time line-**

Medium to long term

***Recommended Strategy 3-***

The construction of 'New Zealand's Best Playground' in the Riverslea Park.

**Key Actions-**

1. Formation of Task Team of community residents, organisations and stakeholders.
2. Review of similar initiatives within New Zealand and overseas.
3. Development of plan.
4. Identification of funding.
5. Construction

**Possible Partners-**

WDC, Lions, EDIT, BOPRC, local businesses and industries, educational institutions

**Time line-**

Medium to long term

## *Recommended Strategy 4-*

The development of the 'Edgecumbe Mail Box Trail'

### **Key Actions-**

1. Formation of Task Team of community residents, organisations and stakeholders.
2. Review of similar initiatives within New Zealand and overseas.
3. Development of plan.
4. Organisation of a Challenge/competition.
5. Organisation of community workshops.
6. Construction throughout the town.
7. Identification of funding for promotion.
8. Promotion.

### **Possible Partners-**

EDIT, WDC, local craftspeople, educational institutions

### **Time line-**

Short term

**Desired Future Outcome 3:** *A place where residents experience social and neighbourhood connection and support, access to a wide range of local events, opportunities and facilities and feel a sense of community pride and security.*

### **Why is this outcome so important?**

The biggest theme in the Whakatāne Ki Mua community conversation process in Edgecumbe in March 2017 was about social connectedness within the community. In fact, 38% of the ideas expressed related to this theme. The flood disaster, and the subsequent population upheaval has added further emphasis with the return of families and arrival of new residents. Recent community conversations identified a range of creative ideas to further evolve relationship building in the community.

## *Recommended Strategy 1-*

The organisation of a range of community initiatives that socially connect neighbours and the community - e.g. welcome home street parties, monthly community pot luck dinners, community celebrations (e.g. Community Christmas Party), Mall Thursday evening events, pop up stalls, Truck Food events etc.

### **Key Actions-**

1. Review of community building and connecting events organised in other New Zealand and Australian communities following a local disaster.
2. Organisation of a calendar of special community events.
3. Design, introduction and promotion of a Street Party initiative.

### **Possible Partners-**

Lions, EDIT, Rugby and Sport Club, educational Institutions, Mall management

### **Time line-**

Immediate

## *Recommended Strategy 2-*

The compilation of a Community Asset/Gifts Register.

### **Key Actions-**

1. Review of similar initiatives in other communities.
2. Design of mapping tools.
3. Implementation.
4. Linking of identified assets to community initiatives.

### **Possible Partners-**

EDIT, Lions, educational institutions

### **Time line-**

Immediate

## *Recommended Strategy 3-*

The organisation of a community garden and community fruit orchards.

### **Key Actions-**

1. Formation of Task Team.
2. Identification of possible sites, including the 'Red Sticker' section.
3. Identification of funding and resources.
4. Promotion and member recruitment.
5. Implementation.

### **Possible Partners-**

Community gardeners, educational institutions, WDC, Community Board

### **Time line-**

Immediate

**Desired Future Outcome 4:** *A vibrant and growing business community that offers both a diverse range of services and products and local employment opportunities.*

### **Why is this outcome so important?**

Prior to the flood, approximately 45 businesses operated in Edgecumbe. The flood directly caused the close (temporary or permanent) or the relocation of many businesses elsewhere. It is vital that there is a plan to retain and grow the business base.

## *Recommended Strategy 1-*

The organisation of a Business Expansion and Retention (BEAR) Visitation Programme.

### **Key Actions-**

1. Review of the Programme and its utilisation in other communities.
2. Formation of Community Task Team.
3. Development of community tools.

4. Recruitment of community Volunteers.
5. Instigation of a systematic visitation programme to all Edgumbe businesses.
6. Development of 'Red flag' responses and a *Edgumbe Business Action Plan*.
7. Implementation of *Plan*.

**Possible Partners-**

Chamber of Commerce, Business community

**Time line-**

Immediate

***Recommended Strategy 2-***

**The** enhancement of the Mall as both a business and social development site.

**Key Actions-**

1. Conversation engagement with Mall owner and current tenants.
2. Development of a Plan
3. Implementation.

**Possible Partners-**

Mall Management and tenants, community organisations, Chamber of Commerce

**Time line-**

Immediate

***Recommended Strategy 3-***

The formation of an Edgumbe Business Network.

**Key Actions-**

1. Include conversations of possibility within to The BEAR Visitation Program.
2. Convene meetings of interested businesses.
3. Form Network group.
4. Instigate events.
5. Connect business group to key agencies impacting on business life.

**Possible Partners-**

Chamber of Commerce, Business community

**Time line-**

Immediate

**Desired Future Outcome 5:** *A community that enables its young people to experience community connection, protection, respect and engagement in a wide range of educational, recreational and employment opportunities.*

**Why is this outcome so important?**

The Edgumbe community genuinely views its young people as a critical asset for the long term viability of the community, and are strongly committed to initiatives that enhance their engagement and opportunities.

### *Recommended Strategy 1-*

The development of an *Edgumbe Youth Action Plan* incorporating priority initiatives from the host of youth development ideas being discussed in the Edgumbe community.

#### **Key Actions-**

1. Form a Youth Development Task Team.
2. Review the host of youth development ideas.
3. Engage young people in further conversations about their ideas and insights.
4. Select appropriate ideas.
5. Implement.

#### **Possible Partners-**

Local youth, WDC, EDIT, Community Board, Edgumbe Blue Light, educational institutions, Rugby and Sport Club

#### **Time line-**

Immediate

### *Recommended Strategy 2-*

The creation of a Youth Coordinator position in Edgumbe.

#### **Key Actions-**

1. Form Youth Development Task Team.
2. Review experiences from elsewhere.
3. Develop job description.
4. Identify funding.
5. Advertise, interview and appoint.

#### **Possible Partners-**

Local youth, WDC, Edgumbe Blue Light, educational institutions, EDIT, Rugby and Sport Club

#### **Time line-**

Immediate

### *Recommended Strategy 3-*

The formation of a Edgumbe Youth Council as a way of giving young people a vehicle to express and exercise their views and contributions.

#### **Key Actions-**

1. Review successful models from elsewhere.
2. Engage young people in conversations about the idea.
3. Develop appropriate local model with young people.
4. Implement.

#### **Possible Partners-**

Local youth, WDC, Community Board, Edgumbe Blue Light, educational institutions, Rugby and Sport Club, EDIT

**Time line-**

Immediate

## 5 Implementation

It is important this *Plan* is promoted and discussed through a variety of forums and media (traditional and social media) with all stakeholders and Edgumbe residents. The process of community conversations must continue. Two recommended key strategies are vital in the implementation phase; namely-

### *Recommended Strategy 1-*

The formation of a community governance structure to improve coordination of actions in Edgumbe, and ensure the funding flowing into community is targeted appropriately to community identified priorities.

**Key Actions-**

1. Formation of group from relevant organisations
2. Review of current initiatives and funding.
3. Identification of community priorities.
4. Convening of meetings with funding bodies.
5. Review of progress.

**Possible Partners-**

Community Board, WDC, BOPRC, key community organisations

**Time line-**

Immediate

### *Recommended Strategy 2-*

The recruitment of a Community Projects Coordinator to provide the *'arms and legs'* to maximise community engagement and success.

**Key Actions-**

1. Development of job description.
2. Identification of funding.
3. Advertising and recruitment.
4. Implementation.
5. Review of progress.

**Possible Partners-**

Community Board, WDC, BOPRC, key community organisations

**Time line-**

Immediate



