

## 2020 FIVE-YEAR STRATEGIC PLAN

### Introduction

Avon-Ōtākaro Network (AvON) was founded shortly after the first residential red zone decisions in June 2011 by diverse community and environmental interests with a shared vision for the Ōtākaro Avon River Corridor (ŌARC). An eighteen-and-a-half-thousand-signature petition to parliament in early 2012 established a clear mandate for that vision and the Network.

Since then we have continued to advocate tirelessly for the vision, we have held numerous forums, surveys and engagements and undertaken many successful projects in partnership with many organisations including iwi, central, regional and local government, CRIs, universities, schools, NGOs and communities: projects such as natural restoration exemplars, Te Ara Ōtākaro (Avon River Trail), memorial assets, research and study ventures, child-led initiatives and major festivals and events.

The role of AvON is now evolving into a brokering and kaitiaki role as a result of the adoption of the ŌARC Regeneration Plan with its vision and objectives closely aligned to AvON's, the Global Settlement, the emergence of other organisations with specialist expertise in various realms of activity in the ŌARC and the focus on the implementation of the Plan. This Strategic Plan reflects this change in focus.

### Our 2020 Strategic Objectives

1. Future governance of the Ōtākaro Avon River Corridor (OARC) that supports the Vision.
2. People, both locally and beyond, are connected with the ŌARC as a whole.
3. Organisational sustainability.

***“Toitū te marae a Tāne, toitū te marae a Tangaroa, toitū te iwi.”***

When the land and water are sustained, the people will prosper.

## **Our Vision**

A MULTIPURPOSE CITY-TO-SEA RIVER PARK THAT MEETS DIVERSE COMMUNITY NEEDS *WITH* THE MAXIMUM POSSIBLE RESTORATION OF INDIGENOUS ECOSYSTEMS

## **Mission**

To create a focal place of hope, identity and inspiration for the people of Ōtautahi-Christchurch and visitors, by restoring health, vitality and meaning to our river and its lands.

## **Values**

1. Acknowledging the profound connections Mana Whenua and Tangata Whenua have with the ŌARC, their traditional knowledge and aspirations for its future.
2. Ensuring diverse community voices, interests and expertise contribute to and benefit from the implementation of the ŌARC Regeneration Plan.
3. Facilitating a healthy balance between people and nature that connects local communities and iwi to their thriving, rich and bountiful indigenous ecosystems.
4. Taking the time to understand what the river and the lands are telling us: its cultural, social and ecological narratives.
5. Retaining the overarching perspective of the karoro - making sure all the pieces are in place and the big picture makes sense.

## AT A GLANCE SUMMARY

Objectives		Outcomes
<b>Future governance of the Ōtākaro Avon River Corridor (OARC) that supports the Vision</b>	Interim governance that holds to the integrity of the ŌARC Regeneration Plan whilst building momentum and accelerating activation of the ŌARC.	Effective funded activation and transformative land use in the ŌARC in the interim with increasing momentum which connects communities and iwi with each other and the corridor and integrates well with infrastructure and restoration work under direct control of CCC.
	A long-term governance model that embodies kaitiakitanga of the vision, values and objectives of the ŌARC Regeneration Plan, and that protects the integrity of the ŌARC in perpetuity.	Establishment of a long-term governance model for the ŌARC that has the consensus of iwi and the community and meets all of AVON's key principles.  All land in the ŌARC is retained in public ownership in perpetuity and any parcels of land identified for independent use are leased rather than purchased.
<b>Connecting people, both locally and beyond, with the Avon Ōtākaro river corridor as a whole</b>	Communities, agencies, proponents and other key players in the ŌARC work together to implement the ŌARC Regeneration Plan in an integrated way to ensure both nature and people have a place to thrive and connect with the land and river, and the integrity of the ŌARC is maintained.	Iwi and communities (both local and wider) are strongly connected to the Ōtākaro Avon River Corridor and each other, and work effectively in partnership with regeneration agencies and nature to deliver tangible implementation that realises the full potential and rich diversity of the vision and objectives of the ŌARC Regeneration Plan.
	The culture, heritage, values and aspirations of diverse communities of place, identity and interest are acknowledged and have genuine input into the implementation of the ŌARC Regeneration Plan	Contributions by and for children and young people feature significantly in the regeneration of the ŌARC.
<b>Organisational sustainability</b>	Communities are connected with our work and the implementation of the Regeneration Plan.	Our supporters and followers feel informed and updated with respect to opportunities, concerns and progress in the governance and implementation of the ŌARC Regeneration Plan as evident by survey feedback.
	Our Organisation is fit for purpose	Key stakeholders recognise, respect and readily engage with members of the organisation, have a clear understanding of our purpose and strategic goals and value strong strategic relationships with us.
	Funded sustainably while maintaining our independence	AvON is seen as a critical partner to key stakeholders and for whom resources are prioritised and considered for multi-year terms

## 1. Future governance of the Ōtākaro Avon River Corridor (OARC) that supports the Vision

Objectives What we want to achieve	Strategies How we do this	Activities What we do	Outcomes What success will look like
<p>Interim governance that holds to the integrity of the ŌARC Regeneration Plan whilst building momentum and accelerating activation of the ŌARC.</p>	<p>Supporting ongoing effective community representation on the Red Zone Transformative Use Consultative Group – including young people and iwi.</p> <p>Advocating for input from this Group into infrastructure and restoration work that remains under direct control of Council.</p> <p>Advocating for regular review of the interim governance model to ensure that it progresses towards a model of long-term governance that exclusively focuses on the ŌARC.</p>	<p>Regular reviews of the interim governance model are completed and indicate a progression toward long term governance that exclusively focuses on the ŌARC.</p>	<p>Funded and effective activation and transformative land use in the ŌARC in the interim with increasing momentum which connects communities and iwi with each other and the corridor and integrates well with infrastructure and restoration work under direct control of Council.</p>
<p>A long-term governance model that embodies kaitiakitanga of the vision, values and objectives of the ŌARC Regeneration Plan, and that protects the integrity of the OARC in perpetuity.</p>	<p>Encouraging wide public debate and understanding of good governance models for the ŌARC</p> <p>Developing AvON's key principles of appropriate governance for this unique context that continue to live in</p>	<p>Debate a long-term governance structure that reflects the need for quadruple bottom-line based principles and two layers of governance – overarching kaitiaki co-governance performing a strategic oversight role with iwi, and a separate implementation agency with its</p>	<p>Establishment of a long-term governance model for the ŌARC that has the consensus of iwi and the community and meets all of AvON's key principles.</p>

	<p>day-to-day governance practice through time.</p> <p>Advocating that all land is retained in public ownership across the ŌARC and advocate for leasehold agreements only, with no sale of any parcels of land within the ŌARC</p>	<p>own board of directors.</p>	<p>All land in the ŌARC is retained in public ownership in perpetuity and any parcels of land identified for independent use are leased rather than purchased.</p>
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## 2.Connecting people, both locally and beyond, with the Avon Ōtākaro river corridor as a whole

Objectives What we want to achieve	Strategies How we do this	Activities What we do	Outcomes What success will look like
<p>Communities, agencies, proponents and other key players in the ŌARC work together to implement the ŌARC Regen Plan in an integrated way to ensure both nature and people have a place to thrive and connect with the land and river and the integrity of the OARC is maintained.</p>	<p>Continue to ‘join the dots’ and facilitate strong partnerships addressing any conflicts as they arise.</p> <p>Retain an overarching perspective making sure all the pieces are in place and the big picture makes sense.</p>	<p>Broker connections between communities, agencies, proponents.</p> <p>Maintain:</p> <ul style="list-style-type: none"> <li>• networks of communities neighbouring the ŌARC,</li> <li>• networks of proponents and community facilitators,</li> <li>• good relationships with key people in agencies involved</li> </ul> <p>Review diversity of projects, land use and activation throughout the ŌARC and adjacent land:</p> <ul style="list-style-type: none"> <li>• identify any gaps in potential provision,</li> <li>• identify other organisations that could lead the addressing of these gaps in their project work,</li> <li>• and where no other group exists consider undertaking</li> </ul>	<p>Iwi and communities (both local and wider) are strongly connected to the Ōtākaro Avon River Corridor and each other, and work effectively in partnership with regeneration agencies and nature to deliver tangible implementation that realises the full potential and rich diversity of the vision and objectives of the ŌARC Regeneration Plan.</p>

	<p>Ensure that the momentum of activation and transformation is accelerated.</p>	<p>the project ourselves, as an exemplar strategic intervention until another organisation can take over.</p> <p>Sharing the big picture with others through social media, meetings, website.</p> <p>Continually review implementation of the ŌARC Regen Plan to ensure both nature and people have a place to thrive and reconnect with the land and river and where necessary, mediate reconciliation of conflict in this area by remaining focused on the overarching goals - drawing on our ready access to ecological advice.</p> <p>Work with funding providers so that all the projects are funded efficiently and effectively and in an integrated way.</p> <p>Advocate for and support major activation events that connect people to the ŌARC and support</p>	
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	<p>Strengthen capacity and capability within organisations where needed.</p>	<p>good evaluation processes so that sound feedback is harvested to support future events.</p> <p>Facilitate expertise in funding applications and event management and evaluation.</p> <p>Connecting groups with opportunities throughout the corridor, across realms of activity and with relevant expertise.</p>	
<p>2.1 The culture, heritage, values and aspirations of diverse communities of place, identity and interest are acknowledged and have genuine input into the implementation of the ŌARC Regen Plan.</p>	<p>Continue to advocate with regeneration agencies and project proponents and facilitators for genuine, meaningful and diverse iwi and community participation in the implementation of the Regen</p> <p><b>Mana Whenua and Tangata Whenua and their profound connections to the river and lands</b></p> <p>Ensure Mana Whenua and Tangata Whenua heritage, values and aspirations are</p>	<p>Continue to work with regeneration agencies and proponents including CCC, LINZ, Ōtākaro Regeneration Company, Eden NZ, Waitākiri Ecosanctuary, etc.</p> <p>Maintaining and developing relationships at as many levels as possible with Mana Whenua and Tangata Whenua and advocating for ready access to cultural support and advice which is appropriately</p>	

	<p>integral to the implementation of the ŌARC Plan</p> <p><b>Children and young people as the inheritors of the corridor</b> Ensure children and young people have genuine input into all phases and components of the implementation</p> <p><b>Less engaged communities</b> feel at home and welcomed within the ŌARC</p> <p>Establish clear <b>evidence</b> that the communities of Ōtautahi are engaging with the ŌARC in increasing numbers and frequency.</p>	<p>resourced where necessary.</p> <p>Building the capacity and capability of children and young people, empowering them to have a strong and influential voice and the skills, confidence and support to lead and develop their own projects.</p> <p>Review levels of participation by various communities of place, interest and identity and advocate and devise strategies for inclusion where this is not taking place and help to build capacity and capability within these communities to contribute in ways that are meaningful to them.</p> <p>Develop a robust evidential base to demonstrate that engagement is taking place.</p> <p>Monitor and measure levels of diverse community connection with the ŌARC.</p>	<p>Contributions by and for children and young people feature significantly in the regeneration of the ŌARC.</p>
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		<p>Undertake annual or biennial surveys of community engagement in the ŌARC eg by another Red Zone Census.</p> <p>Advocate for and facilitate the development of on-line feedback platforms that can measure engagement in the ŌARC.</p>	
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### 3.Organisational sustainability

Objectives What we want to achieve	Strategies How we do this	Activities What we do	Outcomes What success will look like
Communities are connected with our work and the implementation of the Regen Plan.	Our support base, followers and general public are kept up to date with opportunities, concerns and progress.	<p>Continue to maintain and update our website.</p> <p>Provide regular updates on social media.</p> <p>Issue an  newsletter at least 3 times per year.</p> <p>Issue media releases and submit opinion pieces where and when needed.</p> <p>Respond to media requests for comment when necessary using our vision and values to inform responses.</p> <p>Survey support base and followers to seek feedback on effectiveness of communications.</p>	Our supporters and followers feel informed and updated with respect to opportunities, concerns and progress in the governance and implementation of the ŌARC Regen Plan as evident by survey feedback.
Our Organisation is fit for purpose	Clarity of purpose	The entire organisation is well aligned/versed in our strategic	Key stakeholders recognise, respect and readily engage with

	<p>Efficient and effective organisational structure that enables the delivery of the strategic plan and succession within roles</p>	<p>plan which is readily available to all and published widely. We understand when our strategic objectives have been met</p> <p>Annual reviews of our Strategic Plan and priorities are undertaken.</p> <p>Recruit a diverse range of people and expertise onto the Executive Committee who are also able to undertake specific tasks where appropriate.</p> <p>New contractors are recruited with appropriate qualifications for roles which are clearly articulated and reference our strategic objectives.</p> <p>Strategic relationships are the responsibility of both the executive team and contractors such that more than one person is across strategic relationships as well as projects and communications, and tasks and roles are spread across entire</p>	<p>members of the organisation, have a clear understanding of our purpose and strategic goals and value strong strategic relationships with us.</p>
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	Simplify meeting processes and structure	<p>organisation.</p> <p>The Executive Committee meet monthly to receive reports from contractors and conduct general business with meetings open to all. These meetings are then followed by Strategic Steering Group meetings that focus on strategic discussions with an appropriate allocation of time.</p>	
Funded sustainably while maintaining our independence.	Transition from a project-oriented, grant existence to being an integral contractor to key stakeholders.	Contracting expertise and knowledge to key stakeholders	AvON is seen as a critical partner to key stakeholders and for whom resources are prioritised and considered for multi-year terms