

Waimate2gether



Strategic Plan 2023 – 2028

Version 10

“We strive to build and maintain resilience in the Waimate District by ensuring long term sustainability of valued community life through support of the opportunities identified by the community”.

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Introduction

Over the last five years the activities of Pro-Ject Waimate have been limited while most of its committee have been involved with the Department of Internal Affairs Community Led Development Programme (CLDP). This programme uses a community-led approach to support communities and hapū to achieve their goals by working together, building on their strengths, encouraging wide participation, developing local leaders and action plans to measure and celebrate their achievements.

The principles of community-led development include:

- Grow from shared local visions
- Build from strengths
- Work with diverse people and sectors
- Grow collaborative local leadership
- Learn by doing

With the CLD Programme coming to an end in October 2023, the Committees of both Pro-Ject Waimate and the Waimate2gether Leadership Group have come together and decided to amalgamate and re brand as ***Pro-Ject Waimate - Trading As Waimate2gether***.

This opportunity brings together shared areas of interest and builds on the strengths and gains made over the past five years through the CLD Programme. Some of highlights are outlined in the Plan together with video footage that captures the projects managed by Waimate2gether over this time.

Pro-Ject Waimate was incorporated on 21 February 1996 and gained Charitable Trust status in 2008. Initially work centred around the preservation of the main street, following the demolition of a prominent building. Established using “The Mainstreet Concept” was a five point plan with the aim of acting as a catalyst for economic, social, and physical revitalisation.

In partnership with the Department of Internal Affairs, the ***Waimate2gether CLDP*** was formed in October 2018 and following a series of meetings and feedback from the Waimate Community a 5-year Community Plan was developed. A Leadership Group was established with members elected by the community and further supported by Waimate Community Link providing back office support.

This Strategic Plan (2023-2028) provides not only an opportunity to reflect on the gains made by both groups, but to plan for the future. Moving forward there are a number of existing projects that will continue under the rebranded entity including the Cycle/Walk Trail (Stage 1, Waimate to Waihao Forks), the Waimate Winter Festival, Heritage and Art booklets the Waimate App and Good Sorts articles. Results from a planned community survey will help ensure decisions made around new projects are well supported by the community of Waimate.

About Us:

Located in Waimate, South Canterbury, Waimate2gether's community reach encompasses all of the Waimate District.

Situated just 7 kilometres off State Highway 1, Waimate is a picturesque rural township with an urban population of approximately 3600 with the total district being home to approximately 7536 people. Waimate is nestled snugly beneath the Hunter Hills, and is known for its historic buildings, arable and pastoral farming as well as the significant berry fruit industry along with several primary industries. Recent years have seen the replanting of parts of the Hunter Hills with pine forest, which will result in a resurgence of the original timber industry on which Waimate was founded.

Waimate is on the fringe of a popular tourist area on State Highway 82 and accesses the Waitaki hydro lakes and is gateway to the McKenzie Country and Central Otago.

The Waimate District boundaries are the Pareora River to the north, the Waitaki River to the south and the Kirkliston Mountain Range to the west, with the east boundary facing the South Pacific Ocean. Waimate is centrally situated in relation to the main centres of Christchurch and Dunedin. As a place to visit, or a destination, Waimate stands out from the crowd with its many fine parks and gardens and the historic buildings along the main streets. The panoramic view from the monument of the White Horse on Mt John is worth seeing even if you have only an hour to spare in the town. Waimate also has a unique advantage of being home of New Zealand's largest wallabies. This animal is a popular attraction to many visitors.

Aside from its historic significance and attractions, Waimate is an idyllic area for a tranquil lifestyle while still keeping abreast of trends with its many clubs and organisations for sporting minded people, hobbyists and culturally minded.

Waimate caters well for families with one high school and various primary schools around the town and rural area that provide for the district's children. There is an extensive business area with a wide range of businesses that cater for most needs.

The future of Waimate may perhaps lie with the promotion of its heritage, but also with the cultural and social aspects of a rural yet surprisingly urban lifestyle. The local landscape lends itself to the development of walking and cycling tracks.

Our Team

The collective strengths of the Waimate2gether Committee brings' together a wealth of experience and expertise across a number of sectors including business, retail, education, and community. The experience and knowledge gained over the past five years through the Community-Led Development programme will be invaluable as we move onto a new chapter of supporting community-led development initiatives in the Waimate District.

CHAIRMAN: Peter Collins

Peter is the 3rd generation of his family to make Waimate home. Peter is excited to be part of the community's vibe, helping to promote our district's attractions, look for new opportunities and lift wellbeing for all. He brings a wealth of experience with his background in business, local council and membership on a number of community groups.



Upon leaving school, Peter served an apprenticeship as an automotive technician, and at the age of 25 embraced an opportunity to own and operate his own automotive repair shop. For the last 13 years he has also worked in partnership alongside his wife in their Picture Framing business.

Peter makes a strong and committed contribution to the Waimate community and is currently serving his third term as a Waimate District Councilor and is a member of a number of Boards/Committees including Lister Home, the Waimate2gether CLDP Leadership Group, Chairman of Pro-Ject Waimate. He also represents the Waimate District Council on several groups including Waimate Trackways, Centrecare Counselling, Waitaki Lakes Shorelines Authority and the Waimate District Civic Awards Committee.

CO-TREASURER: Rob Smith

Rob has been Chair of the Waimate2gether Leadership Group since its inception and has had numerous governance roles for the last 40 years. These have ranged from sports clubs to Aoraki Polytech with responsibilities mainly for finance in these organisations. Aoraki had an annual budget of some \$25M and over 200 staff.



Rob has also been involved in the not for profit sector with a four year stint as a Trustee of The Community Trust of Mid and South Canterbury and was elected Chair. Highlights in the Waimate2gether role has been the increased confidence in Waimate and the contribution to community well-being that Waimate2gether has been a large part of. This has been achieved with booklets showcasing Waimate history and art, two frisbee golf courses and the Whitehorse development being particular achievements that the committee has managed that we can be proud of.

Rob has been a part of the Waimate community for over 30 years. Rob runs his own financial advising business and is also involved in QEII National Trust as well as serving on Waimate Trackways Committee and also Environment Canterbury's biodiversity threats committee.

CO-TREASURER: Sheryl Frew

Sheryl has a long involvement with Pro-Ject Waimate, working for many years as the Co-ordinator, and more recently on the committee. Sheryl has been involved with many local community groups including the Waimate Regent Theatre, Strawberry Fare, deputy chair of The Community Trust of Mid and South Canterbury, board member of Presbyterian Support South Canterbury. She has also served on the Lottery Canterbury / Kaikoura Community Committee.



Sheryl lives on a farm near Waimate and has worked at HC Partners LP (accountants) for over 20 years.

MEMBER: Clare Saunders-Tack

Clare has a background in public and private sector management and administration. With a formal background in teaching and education, past roles have included developing and implementing disaster management plans and training for Auckland hospitals and the non-clinical management of Starship's paediatric oncology dept.



Clare was also based in Singapore for a number of years where she was employed by the Ministry of Foreign Affairs reporting to the NZ Deputy high commissioner and was responsible for researching and producing briefing papers for NZ government ministers and departments. She was also a member of the team that negotiated the first NZ-Singapore free trade agreement. Whilst based in the Netherlands, Clare worked with the Royal Dutch Shell Group supporting the movement of expatriate staff globally.

Since returning to NZ Clare has established and continues to run a fabric design business and also works for the Electoral Commission managing staff during national elections. She is also employed by the New Zealand Qualifications Authority (NZQA) to manage and oversee school exams. Clare has also been active in the community and has been a long time member of Pro-Ject Waimate. She is the current Treasurer of the Waimate Edwardian group, President of the Waimate Patchwork Group past President of the Waimate Historical Society, the stalls convenor for the Waimate's annual Strawberry Fare and a member of the organising committee for the Oamaru Steampunk festival.

MEMBER: Glenda Begg

Glenda has lived in Waimate for 30 years and has a background in teaching. During this time, she has taught at various local schools and has also been actively involved in many community groups and projects. Her background also includes over 10 years as a keynote speaker at conferences encouraging people to be valuable members of their communities.



For the last eight years Glenda has been the Chairperson of the Waimate Historical Society which employs a staff of three and has a team of about twenty volunteers. A highlight for Glenda has been the development of their long-term Strategic Plan with a focus on protecting, empowering and encouraging the role of volunteers, ensuring the museum and archives are available to our community and handling our collection with professional care and sound practices.

Glenda has been the Chairperson for Waimate Trackways over the past seven years. The group has created and maintained a series of walking and biking trails around the Waimate District and have a Memorandum of Understanding with organisations such as Waimate District Council, Landowners, the Department of Conservation (DOC) and other stakeholders who share land where tracks have

been created. Glenda has been a member of the Waimate2gether CLDP Leadership Group for the past five years and recently completed a six year term on the Aoraki COGS Local Distribution Committee.

MEMBER: Joy McIvor

Joy has an extensive background in Early Childhood Services and Early Intervention Services (Children with Special Needs) with 21 years' experience in this sector. She held positions as a Services Manager, Team Leader, and Early Childhood Teacher.



Over the past 21 years alongside her husband, they have owned and operated Kelceys Bush Farmyard Holiday Park. She held the position of National Secretary for Kiwi Holiday Parks (Marketing Group) for 7 years.

Joy has had a commitment to the Waimate community for most of her adult life and in March 2018 was awarded the Waimate District Civic Award for service to the Community.

Her community experience is extensive. She has been a member of the Waimate2gether Leadership Group CLDP, has held roles as Secretary and Chair for Waimate Strawberry Fare and is currently responsible for Entertainment and Advertising.

Other groups she continues to be involved with include Waimate Community Garden for the past 10 years as Treasurer, Secretary for Pro-Ject Waimate for 9 years, and is a founding member of Bushtown Waimate holding roles as Secretary and Fundraising Manager for the past 20 years

Joy is currently Treasurer for "Friends of Kelceys Bush and has been involved with this group for the past 20 years

MEMBER: Peter Vendetti

Peter has been a resident of Waimate for the past 16 years and is passionate about the well-being of the town and the community. He has extensive experience in business with a background in importing, retail and management.



Peter was contracted as a Project Manager for the Waimate2gether CLDP and has facilitated several projects including, the Waimate Garden competition, the production of two Heritage Building and Street Art of Waimate booklets and more recently the design and construction of the 18 Hole Disc Golf Course located at Knottingley Park. Peter also worked as Duty Supervisor for the Waimate Event Centre, a role which he held for 5 years.

MEMBER: Peter Paterson

Peter is a former Registered Civil Engineer. For most of his career he was involved in the planning, design, and project management of large-scale land development projects in New Zealand and Brunei Darussalam, comprised of Earthworks, Roading, and Three Waters. For the last 15 years he has managed his own company (UDC Internationale' Sdn. Bhd.) in Brunei Darussalam. UDC was a "preferred vendor" of Halliburton in Brunei, largely due to his interpersonal skills and problem-solving ability.



Peter is a member of the Waimate Lions, the Treasurer of the Waimate Theatre Company and the Chairman/ Treasurer of the St Patrick's PTA.

Our Mission Statement

“We strive to build and maintain resilience in the Waimate District by ensuring long term sustainability of valued community life through support of the opportunities identified by the community”.

Our Vision

Organisation

Bringing together diverse groups, local government, and community representatives with the vision of promoting positive change

Culture Conservation

Capitalising on the unique character of our town/community and recognising the importance of culture and heritage

Economic Development

Facilitate networking opportunities for the economic development of our community

Promotion

Working with the community to market the district to locals and visitors



Strategic Goals

Strategic Goal 1: Engagement with the community

Identify key community goals that are aligned to the vision and mission of Waimate2gether

Objectives:

1. Survey Community
2. Develop and strengthen relationships with stakeholders
3. Continue to strengthen relationships and give voice to our hapū
4. Promote and manage the activities utilising its social media platform and website

Strategic Goal 2: Organisation capacity

A well-structured organisation with robust operational systems

Objectives

1. Undertake an annual review to monitor progress toward the achievement of the Strategic and Business Plans.
2. Continue to strengthen and maintain its Quality Management system to ensure it remains relevant and fit for purpose.
3. Continue to build effective and efficient operational and administration systems that enables the organisation to carry out its day-to-day functions.
4. Provide training opportunities for the Management Committee to enable them to carry out their role as an effective committee member.
5. Recruit skilled and experienced people
6. Continue to strengthen its internal financial policies, procedures, and internal systems
7. Increase Membership of organisation

Strategic Goal 3: New and existing projects

Continue projects from the Waimate2gether CLD programme and determine potential projects identified from community feedback.

Existing Projects

1. Construction of Stage 1 Bike and Walking Track, Studholme to Waihao Forks (Feasibility/Design Phase completed)
2. Winter Festival
3. Waimate Heritage and Art App (Complete production of App)
4. Telling our Story – recording the story of Pro-Ject Waimate and Waimte2gether
5. Good Sorts Articles – celebrating/acknowledging individual locals
6. Heritage and Street Art Books

New/Future Projects

BIKE/WALK TRAIL

Stage 2: Gunn's Bush to Kelcey's Bush

Stage 3: Waihao Forks to Gunn's Bush

Project Highlights

Waimate2gether Community Led Development Programme (CLDP) 2018-2023

White Horse Redevelopment

Waimate2gether worked in partnership with the community to redevelop and enhance the area around the White Horse.

The project took 18 months and included construction of viewing platforms, new toilets, a car parking area, landscaping, new signage and information panels. The White Horse itself has also been restored, and given a repaint.

Stage one was completed in April 2022, and the community came together to celebrate the official opening.

Since opening there has been a noticeable increase in people enjoying the area, taking in the incredible views from the new viewing platforms and exercising on the surrounding shared-use tracks. It has become a must-visit destination for both locals and visitors.

<https://www.waimate2gether.co.nz/white-horse>

<https://www.facebook.com/sevensharp/videos/1048096512456572>



Disc Golf



Waimate2gether, in partnership with Waimate District Council, created a new [Disc Golf course](#) at Victoria Park for everyone to enjoy.

This facility appeals to a wide community and introduces residents and visitors to another great sporting activity that can be played by people of all ages and abilities. The course is family-orientated, fun for all ages, set in beautiful grounds, and can be played all year round. Disc golf is a great addition to your health and fitness, and it's social and fun too!

Victoria Park is a central location for the community to get to either by walking or biking. The beautiful grounds and established trees are an ideal setting for this nine-hole short course.

Leading on from the success of this course an 18 basket course has been developed at Knottingley Park. Along with the development of the courses a local Disc Golf Club has been established and recently held its first competition attracting around 80 participants.

Good Sorts Articles

We all know we have lots of people in our community who give their time and energy on a voluntary basis to clubs and organisations in Waimate. Waimate2gether wants to acknowledge these unsung heroes by running a monthly column in our local paper that highlights the work of people and groups who make such an invaluable contribution yet go largely unrecognised.

<https://www.waimate2gether.co.nz/good-sorts-1>

Many of the projects, events, clubs and activities which make Waimate such a great place to live could not happen without the work of our volunteers.

Waimate Winter Festival 2023

In July 2023, the first ever Waimate Winter Festival will be held. This is an initiative with strong community support and is about bringing friends and family together in a fun, safe and interactive environment to celebrate the winter season.

A week-long programme of spectacular lights, night markets, workshops, events, food and family fun are just some of activities organised.

The aim is to have the festival as an annual event on the Waimate calendar. Waimate2gether will continue to work in collaboration with the Waimate Winter Festival committee (recently established) to support long term planning and ongoing improvements to the festival.

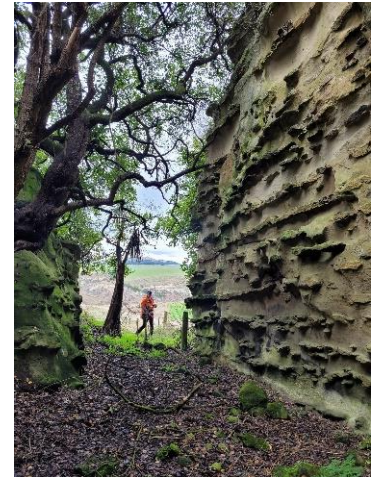
<https://www.waimate2gether.co.nz/winter-festival>

Stage 1 – Waimate Bike and Walking Track – Studholme to Waihao Forks

Waimate2gether is continuing the journey of developing a three-day walk/two day cycle trail in the Waimate District of South Canterbury. In 2021, after an application to the Department of Internal Affairs (DIA), a feasibility study was completed that outlined the different trail options around the Waimate District. From the study, a walk/cycle trail through the Hunter Hills was identified and seen as a viable and popular option.

DIA further supported the Design phase and following completion of this stage, the trail will be ready for the construction phase. A focus on fundraising for construction costs is a key priority.

Over the next three to five years, Waimate2gether are aiming to manage and construct a 62km educational walking/bike trail with hut options for all the family to enjoy. It is proposed to be constructed in three stages.



- Stage 1: Studholme to Waihao Forks
- Stage 2: Gunn’s Bush to Kelcey’s Bush
- Stage 3: Waihao Forks to Gunn’s Bush

Hamish Seaton from Active Systems Ltd has been contracted as the Project Manager to oversee the trail. He is a professional engineer and master track builder who has been involved with the design, construction, quality control and safety audits of similar trails such as the Alps2Ocean, Paparoa Track, Old Ghost Road and Kawatiri Coastal Trail.

The 7km section from Studholme Bush to Waihao Forks (Stage 1) will be a world-class stand-alone trail that will eventually be part of the two/three day loop trail. It goes through spectacular cultural, historical, and natural scenery. The trail starts on the Old Waimate Branch Railway and meanders its way through the gorge and alongside Studholme Bush Scenic Reserve. The trail then passes by Kapua swamp – home to the largest finding of moa bones in Aotearoa New Zealand.

There is also opportunity for the Trail to be developed as a dual loop track that links existing track networks between Studholme, Kelcey’s and Gunn’s Bush (existing DOC reserves) via Mt Studholme at the top of the Hunter Hills in the Te Tāpuae o Urihia conservation area and via the old Waimate branch railway.

Linking Studholme, Kelcey’s and Gunn’s Bush with Tāpuae a Urihia conservation area provides for an exciting and adventurous opportunity for public recreational users to take in some of the most stunning readily accessible vista’s in South Canterbury.



A “Footsteps of our Ancestors” sculpture trail will bring a mystical educational journey that will allow old and young to interact with nature and learn about our cultural history of the district in a fun and enjoyable way is opportunity for a potential project Our aim is to provide a world-class visitor experience that reflects the significant cultural and heritage values of the area and inspires people to explore the outdoors

As the CLDP partnership with DIA ends in October 2023, it was agreed that Waimate2gether would amalgamate with Pro-Ject Waimate to drive this vision forward.

Social and Economic Benefits

A key feature of the trail is that each section can be walked/cycled individually but together creates a sizeable trail.

The benefits to our community in creating the Waimate trail are numerous and include:

- ✓ Direct economic contribution through increased visitor numbers
- ✓ Local employment
- ✓ Option to link with the Alps2Ocean and others trails in Canterbury and Otago
- ✓ Building the East Coast's reputation as a cycle trail network
- ✓ A spectacular walk and cycle trail for all ages and abilities
- ✓ A place for family, friends, and groups to go on adventures and explore the outdoors
- ✓ A fun way to improve health and wellbeing
- ✓ A space that connects to our local Māori and European heritage

Visit our Facebook page for further examples of the work undertaken by Waimate2gether

<https://www.facebook.com/waimate2gether/>

Pro-Ject Waimate

Bushman Sculpture

Pro-Ject Waimate fundraised \$30,000 to pay for the development and contracted Christchurch sculptor Donald Paterson to develop the sculpture, which he worked on for nearly 12 months.

The area where it was placed underwent extensive landscaping and earthmoving during the redevelopment and an information board on the site was constructed to tell the story of Waimate's bush heritage.



Kapua Moa Site

Pro-Ject Waimate celebrates a number of historic sites in the district, such as the moa site at Kapua. The information board shares information on the finding of the site and subsequently selling the excavation rights to Canterbury Museum for £20. During the excavations at least seven railway wagons of bones were taken away.



Murals

A number of large murals have been painted on building walls – each celebrates the heritage of the district



Waimate2gether Business Plan 2023-2025

The two year Business Plan outlines a programme of work the Committee has planned for over the next 12 months to 2 years. It will be regularly updated to reflect progress made, work completed including any changes or amendments to ensure it remains “relevant” and “fit for purpose”.

With the amalgamation of the Waimate2gether brand into Pro-Ject Waimate Inc, the next twelve months will see the strengthening of our operational systems and processes as a key focus. The appointment of an Administrator to support the day to day operations project support and development activities (Governance – policies/processes) will be invaluable in the short to medium term. We will continue to utilise the expertise of Contractors for CLD projects that are being continued under the rebranded entity as well as potential/new projects.

Existing projects from the CLD programme continued under Pro-Ject Waimate Inc T/A Waimate2gether.

New and existing Projects - *Continue projects already started through Waimate2gether and Pro-Ject Waimate Inc and start new projects as identified through public consultation and survey.*

Existing Projects

- ✓ Construction of Stage 1 Bike and Walking Track, Studholme to Waihao Forks (Feasibility/Design Phase completed)
- ✓ Winter Festival - Year 2,
- ✓ Waimate Heritage and Art App (Complete production of App)
- ✓ Telling our Story – Waimate CLDP and Pro-Ject Waimate
- ✓ Good Sorts Articles – celebrating/acknowledging individual locals
- ✓ Heritage and Street Art Books

New/Future Projects

Stage 2: Gunn’s Bush to Kelcey’s Bush Walk/Bike Trail

Stage 3: Waihao Forks to Gunn’s Bush Walk Bike Trail

A planned community survey will be undertaken following on from the survey conducted in 2018 through the CLDP programme. The results of this survey will help determine the current wishes and aspirations of the Waimate Community, and help the Committee establish potential new projects.

Strategic Goal 1: Engagement with the Community	Identify key community goals that are aligned to the vision and mission of Waimate2gether			
Strategic Objectives				
Objective 1:	Survey Community			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Re-survey Community – build on previous results	<ul style="list-style-type: none"> Survey completed and priorities identified 	2023	Committee/Project manager	To be started
On going community consultation, attend markets, forums and meet with community groups	<ul style="list-style-type: none"> Meet with a wide range of people Markets, forums, community groups 	2023-2028	Committee/Project manager	Ongoing
Information events	<ul style="list-style-type: none"> Arrange meetings throughout the district 	2023-2028	Committee/Project manager	Ongoing
Objective 2	Develop and Strengthen relationships with stakeholders			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Enhance our existing relationships with local and regional organisations, councils, iwi, funders and other stakeholders	<ul style="list-style-type: none"> Record interactions and feedback with stakeholders Develop relationship with funders 	2023-2028	Committee/Project manager	Ongoing
Continue to raise profile of group and activities	<ul style="list-style-type: none"> Regular promotion via printed and social media 	2023	Project manager	Ongoing
Continue to strengthen relationships and give voice to our hapū	<ul style="list-style-type: none"> Strong relationships Scope potential partnership project “Footsteps of our Ancestors” sculpture, education journey – Te Runanga o Waihao 	2023	Committee/Project manager	Ongoing

Objective 3 Promote and manage the activities utilising its social media platform and website				
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Utilise social media as a platform for communicating with members and community	<ul style="list-style-type: none"> members and community are well informed 	Ongoing	Committee/Project manager	Ongoing

Strategic Goal 2: Organisational Capacity	A well-structured organisation with robust operational systems			
Strategic Objectives				
Objective 1:	Undertake an annual review to monitor progress toward the achievement of the Strategic and Business Plans.			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Review the Strategic and Business Plan to monitor and track progress. Make amendments as necessary.	<ul style="list-style-type: none"> Annual Review 	Annual	Committee	Ongoing
Objective 2:	Continue to strengthen and maintain its Quality Management system to ensure it remains relevant and fit for purpose.			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Provide training for the Management Committee on Quality Management Systems	<ul style="list-style-type: none"> Training provided on Quality Management for Committee Training provided for all new members 	2023-2024	Committee	Ongoing
Continue to review policies, procedures and internal processes to ensure they remain “fit for purpose”	<ul style="list-style-type: none"> Ongoing improvements helps to strengthen the organisation’s capacity 	2023-2024	Committee	Ongoing
Objective 3	Continue to build effective and efficient operational and administration systems that enables the organisation to carry out its day-to-day functions.			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Determine and purchase resources and equipment required to carry out its day to day operations and activities	<ul style="list-style-type: none"> Resources and equipment purchased meet the operational requirements for the organisation 	Ongoing	Committee	Ongoing
Office Established	<ul style="list-style-type: none"> Investigate a standalone office 	2024	Committee	Not started
Objective 4:	Provide training opportunities for the Management Committee to enable them to carry out their role as an effective committee member.			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Continue to grow the membership and provide training opportunities for new and existing Management Committee members	<ul style="list-style-type: none"> Strategic and Business Plan Training provided Inductions completed for new Committee members 	Ongoing	Committee	Ongoing

Objective 5: Recruit skilled and experienced people				
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Strengthen HR processes and ensure compliance with relevant legislation including but not limited to Employment Law, the Health and Safety at Work Act, Privacy Act	<ul style="list-style-type: none"> • Policies in place 	2023-2024	Committee	Ongoing
Recruit skilled people for the delivery of projects and day to day operations	<ul style="list-style-type: none"> • Robust recruitment processes • Job Descriptions – Coordinator (Day to Day Ops), Project Manager (Projects) • Onboarding and induction of staff 	2023-2024	Committee	Not started
Provide opportunities for professional development of staff and contractors	<ul style="list-style-type: none"> • Training opportunities provided 	2023-2024	Committee	Ongoing
Objective 6 Continue to strengthen its internal financial policies, procedures and internal systems				
An annual budget is prepared for each financial year	<ul style="list-style-type: none"> • Waimate2gether generates sufficient income to cover its annual operational costs 	Annual	Committee	Ongoing
Annual Financial Statements are prepared	<ul style="list-style-type: none"> • Financial Statements are prepared in accordance with standard financial practices 	Annual	Accountant	Ongoing
Ensure all financial documentation is available to our accountant to allow them to provide effective book-keeping services	<ul style="list-style-type: none"> • Financial reports are received that provides detailed information on how the organisation is tracking. 	Annual	Committee	Ongoing
Develop and maintain Financial Management policies, procedures and internal processes to ensure they are “fit for purpose”	<ul style="list-style-type: none"> • Robust financial management systems 	Annual	Committee	Ongoing

Objective 7: Increase Membership of organisation				
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Encourage involvement from local Iwi and other diverse community groups	<ul style="list-style-type: none"> • Membership increases 	Ongoing	Committee	Ongoing
Develop marketing collateral that promotes what we do	<ul style="list-style-type: none"> • Our Mission and Vision • Induction packs – Strategic and Business Plan • Overview of current projects • Website and social media platforms 	2023/24	Committee	Ongoing

Strategic Goal 3: New and Existing Projects	Continue projects from the Waimate2gether CLD programme and determine potential projects identified from community feedback.			
Strategic Objectives				
Objective 1:	Bike and Walking Tracks			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Complete construction of section 1 from Waimate to the Waihao Forks	<ul style="list-style-type: none"> Funding Secured Track completed 	2024	Committee/Project manager External Stakeholders	Ongoing
Complete design phase for full track	<ul style="list-style-type: none"> Design for complete track is completed Business cases completed 	2023	Committee/Project manager External Stakeholders	Ongoing
Complete heritage and art trail	<ul style="list-style-type: none"> Interpretation and art installed 	2024	Committee/Project manager External Stakeholders	Ongoing
Sustainable funding for future is secured	<ul style="list-style-type: none"> Hut is built Concessions for walking/biking trips Separate legal entity formed 	2023-2028	Committee/Project manager External Stakeholders	Ongoing
Complete construction of section 2 Waimate to Gunns Bush	<ul style="list-style-type: none"> Funding Secured Track Completed 	2026	Committee/Project manager External Stakeholders	Not started
Complete construction of section 3 Waihao Forks to Gunns Bush	<ul style="list-style-type: none"> Funding Secured Track Completed 	2028	Committee/Project manager External Stakeholders	Not started
Objective 2	Waimate Winter Festival			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status
Winter festival annual event	<ul style="list-style-type: none"> Funding secured Wide range of community groups and individuals take part in the event Evaluate feedback from community 	2023	Committee/Project manager	Ongoing
An organising committee for the Waimate Winter Festival is established	<ul style="list-style-type: none"> Long term - Event forms its own organising committee/joins with other event organising groups 	2024	Waimate Winter Festival Organising Committee	Ongoing

Objective 3		Waimate App			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status	
App is completed and regular updates continue	<ul style="list-style-type: none"> App is completed and used by the community App is regularly updated Receive and evaluate community feedback on the usefulness of the App 	Ongoing	Committee	Ongoing	
Objective 4		Telling our Story			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status	
History of Waimate2gether is recorded	<ul style="list-style-type: none"> Visual and written record of Waimate2gether is completed 	2024	Committee	Ongoing	
History of Pro-Ject Waimate is recorded	<ul style="list-style-type: none"> Written record of Pro-Ject Waimate is completed 	2024	Committee	Not started	
Heritage boards	<ul style="list-style-type: none"> Four heritage boards completed 	2023-2024	Committee	Ongoing	
Objective 5		Good Sorts Articles			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status	
Continue to produce regular articles to celebrate our volunteers	<ul style="list-style-type: none"> Monthly articles written and published 	Ongoing	Project Manager	Ongoing	
Objective 4		Waimate Art and Heritage Booklets			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status	
Books continue to be updated and published	<ul style="list-style-type: none"> Books are updated and printed as required 	2024	Committee	Ongoing	
Objective 5		New Projects			
Strategy	Key Performance Indicators	Timeline	Responsibility	Status	
Potential new projects identified from the results of the Community Survey	<ul style="list-style-type: none"> Ensure alignment to the mission and vision and wide community support Consider risk and opportunity 	Ongoing	Committee	Ongoing	