

# draft Recovery Strategy for greater Christchurch a summary document



Earthquake  
Recovery Minister  
Gerry Brownlee  
encourages  
comment on the  
Recovery Strategy

The recovery of the greater Christchurch area after the devastating earthquakes of 2010 and 2011 is the biggest challenge faced by New Zealand in living memory. The loss of lives, the destruction of buildings, and the ongoing aftershocks have taken a terrible toll on the greater Christchurch community and the nation. Recovering from natural disasters on this scale has never been tackled before and is uncharted territory for the affected communities, the councils, business and government.

The government recognised the enormity of the task and passed legislation to establish the Canterbury Earthquake Recovery Authority (CERA) to lead and coordinate the recovery efforts. CERA is working with Te Rūnanga o Ngāi Tahu, Environment Canterbury, Christchurch City Council, Selwyn and Waimakariri District Councils, central government agencies, local businesses and organisations, community groups and local people to identify priorities, prepare plans and set directions for recovery activities.

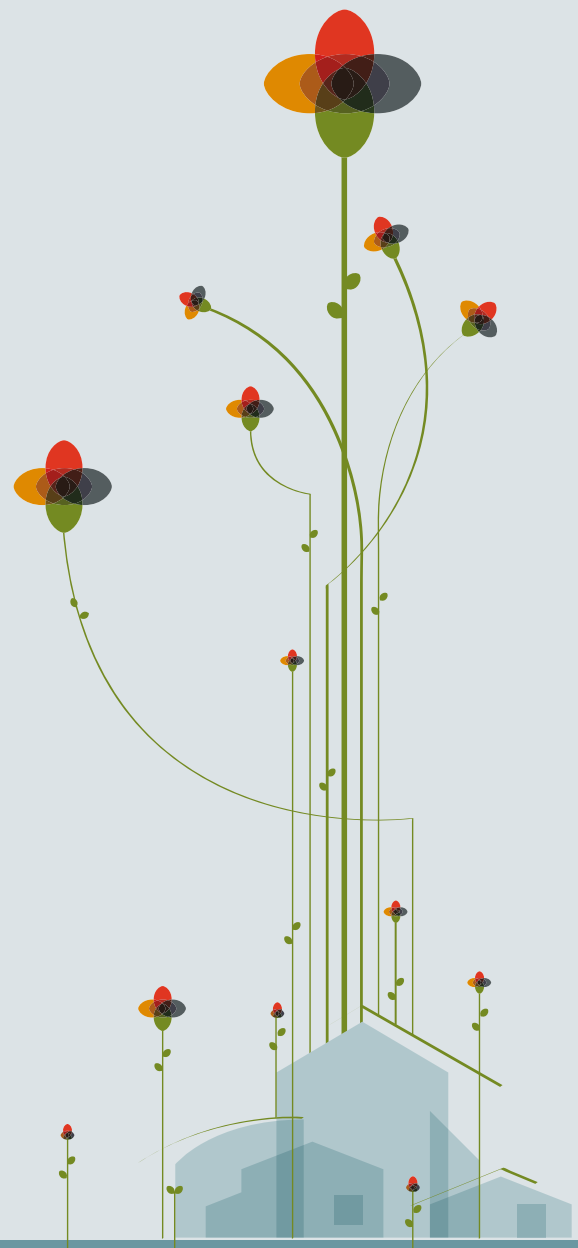
Underlying all the recovery efforts is the government's absolute commitment to greater Christchurch and its people. The recovery of greater Christchurch is important not just for local residents and visitors but for the nation. As well as being home to more than 400,000 people the area contributes significantly to New Zealand's economic activity and export sector. Business success is therefore critical for a sustained recovery, which includes the private sector re-investing in the region to ensure established businesses regain lost capacity and new businesses are able to emerge and flourish in the recovery environment.

Recovery is already underway. Since the first earthquake in September, government, local councils, business and community organisations, developers and house owners have been making decisions about recovery. Ensuring recovery is sustained and successful requires leadership and coordination – and that's what government is delivering with the Recovery Strategy.

This is a summary of the draft Recovery Strategy that sets a proposed direction for a coordinated, collaborative and sustained recovery. Community input has already enabled the crafting of a vision and goals that give us all something to work towards, to create a more resilient, attractive and vibrant future for ourselves and our families. I encourage everyone to have their say and influence the final strategy for recovery.

Greater Christchurch has always been a fantastic place to call home. Together we will rebuild a stronger, better, more vibrant city and region.

Hon Gerry Brownlee  
Minister for Canterbury Earthquake Recovery



# What is the Recovery Strategy?

A long-term strategy for recovery from a series of natural disasters has not been necessary before in New Zealand. CERA is required to produce a Recovery Strategy (section 11 of the Canterbury Earthquake Recovery Act) in consultation with Te Rūnanga o Ngāi Tahu (Ngāi Tahu), Environment Canterbury (ECan), the Christchurch City Council (CCC), Selwyn District Council (SDC) and Waimakariri District Council (WDC), and in discussion with other stakeholders (including local communities).

In June and July 2011, consultation and discussions took place with organisations, business and community groups, and the wider community to get ideas and input for the Strategy. Information was also drawn from CCC's Share an Idea consultation, existing strategies, plans and recovery activities already underway.

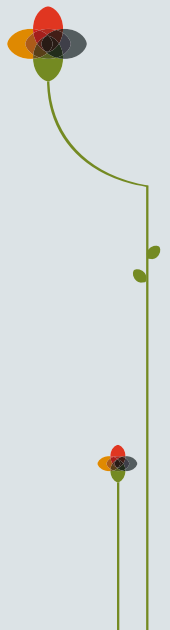
The early rounds of consultation were based around five discussion streams and these have been carried through into the draft Recovery Strategy. They have been colour coded for easy reference and are: Leadership and Integration (**blue**), Social (**orange**), Built (**grey**), Economic (**yellow**), and Natural (**green**).

This strategy provides a strong foundation to build upon recovery efforts and actions already underway. The strategy aims to:

1. provide overall direction and clarity to public and private agencies that have a role in recovery activities;
2. instill confidence in the community that recovery is well planned and progress is being made; and
3. maximise opportunities for the restoration, renewal, revitalisation and enhancement of greater Christchurch.

This strategy provides a vision, goals and the broad framework for recovery through:

- setting expectations for making recovery decisions including principles for collaboration and community engagement;
- establishing processes identifying priorities for the repair, rebuild and development of greater Christchurch;
- establishing the phasing and pace for recovery to maintain community well-being and support economic growth including identifying and facilitating 'early win' opportunities;
- providing a foundation for growth through certainty in the long-term function and urban form of greater Christchurch;
- setting funding expectations; and
- ensuring tracking and reporting on progress.



## The lessons learnt and challenges ahead

We've learnt many lessons as we've started recovering from the earthquakes. Key lessons learnt and challenges faced in recovery, including working around the continuing aftershocks, are grouped under the five environments, with leadership and integration applying to all the other environments.

Activity area	Challenge
Leadership and Integration	Creating and maintaining confidence and seizing opportunities, including collaborative partnerships, for the future of greater Christchurch.
	Achieving timely recovery, balanced with the need for good decision-making that endures beyond the recovery.
Economic	Promoting regional economic prosperity by sustaining a robust job market and continuity of income for residents.
	Removing obstacles to economic recovery, such as insurance claims payment delays, availability of insurance for new and repaired properties, and clarity on land issues.
	Retaining and attracting new capital to rebuild the city and the region's economy, to provide confidence and lower risk for investors creating jobs and further supporting economic growth.
	Central and local government working collaboratively with private interests to ensure the recovery is business friendly.
	Ensuring labour market resources are available to get momentum in the rebuild and the recovery.
Social (sports, recreation, arts, culture and heritage)	Restoring and enhancing community health and wellbeing, including repair, renewal and supply of housing.
	Ensuring public and private sectors, community organisations, individuals and families, central and local government all work in a more innovative, collaborative and coordinated way.
	Ensuring greater Christchurch is a vibrant and attractive place for residents, businesses and visitors, with a range of social, cultural, recreation and sporting activities.
Built	Facilitating the rebuild and repair of damaged infrastructure, housing, strategic and community buildings through the provision of sufficient machinery, materials and skills in the labour market.
	Understanding and responding to land damage sustained across greater Christchurch (including rock fall hazards) by providing certainty in a timely manner about where and when the rebuild will occur.
Natural	Restoring healthy and functioning ecosystems to support biodiversity and economic growth, and enabling safe opportunities for outdoor recreation, social and cultural activities.

(See question 1 in the comment form to make comments on the lessons learnt.)

# The strategy for recovery

Recovery is an expensive and complex undertaking. Coordination and collaboration are essential to ensure the recovery is affordable, efficient, effective and creates a better greater Christchurch than before the earthquakes began. These outcomes are only achievable with leadership.

The Recovery Strategy provides the necessary leadership by setting a vision, providing direction and listing priorities for the reconstruction, rebuilding, and long-term recovery, to ensure all the organisations engaged in recovery work towards the same agreed purpose and outcomes. Coordinating financial, physical and human resources is critical for maximising the gains of public sector expenditure and restoring confidence in the private sector to actively participate in the recovery.

The strategy identifies the necessary Recovery Plans, such as the Central City Recovery Plan developed by CCC, that contain the detailed actions and methods essential to implement recovery. These Plans outline how the recovery of individual houses, streets, neighbourhoods, communities, businesses, education, the arts, sports and recreation, heritage buildings, the natural environment and other aspects of life in greater Christchurch will be achieved.

Implementing the Recovery Plans, programmes and initiatives will be largely the responsibility of the private sector. That includes banks, insurers, institutional investors, commercial building owners and developers but also every homeowner in the greater Christchurch area. Local authorities will play their part repairing and restoring the essential infrastructure, but everyone has a role to play in making the recovery real by re-investing in their futures in the region.

That's why it's so important that everyone has their say on what's being proposed in the draft Recovery Strategy.

## We need to agree on the priorities

Stakeholder and community consultation has led to some priorities being set. We need to know if these are the right priorities for deciding which work gets done first and where funding is spent.

### **The Recovery Strategy is to:**

#### **Prioritise the safety and wellbeing of people by:**

- enabling people particularly the most vulnerable to access support;
- addressing the risk to life posed by unsafe buildings and from natural hazards;
- providing options for repairing housing, seeking temporary or replacement housing; and
- repairing and maintaining essential and interim services to all homes and businesses until major infrastructure is completed and/or land-use decisions are finalised and implemented.

**Re-establish the conditions for investment in the rebuild and development of the area, so that reinstated, growing and new business activities ensure economic prosperity.**

**Prioritise the permanent repair and rebuilding of infrastructure to areas deemed appropriate for redevelopment and development in the short to medium term; including lifeline utilities, major transport routes, public transport services, and strategic facilities such as the Port.**

**Accelerate the land-use planning and consenting provision of infrastructure to ensure adequate and timely provision by developers of new housing, including a mix of quality housing options, and new business development.**

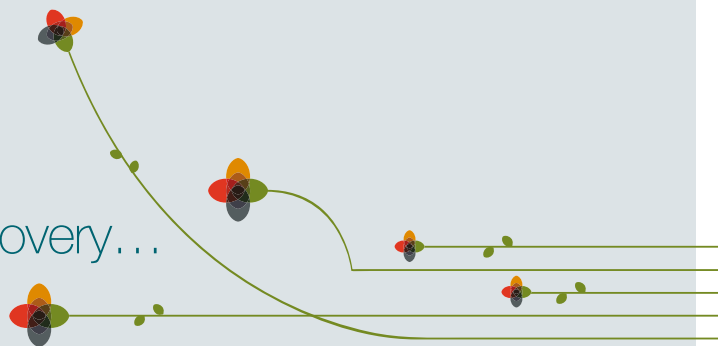
**Re-establish a functioning Central Business District and support suburban areas so they continue to provide opportunities for the local economy to relocate, maintain reliance and grow.**

**Identify and facilitate 'early wins' projects to promote** the social, economic and environmental wellbeing of greater Christchurch, and create the impetus and conditions that encourage additional services and businesses to establish. Examples could include:

- integrated family health service;
- 'high priority/high-use/multi-purpose community services and facilities;
- innovation precinct bringing together education, research and business;
- multipurpose sports facilities;
- multipurpose performing arts venue; and
- walkways, parks and monuments.

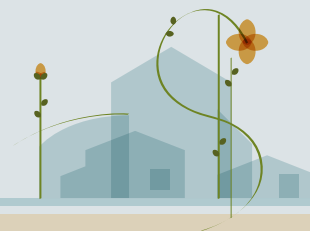
*(See question 3 in the comment form to make comments on the priorities.)*

Now open up this document and see the vision, goals and plans for recovery...



# draft Recovery Strategy

## Economic goals and plan



Revitalise greater Christchurch as the heart of a prosperous region for work and education, and increased investment in new activities, with a functioning Christchurch city, thriving suburban centres, flourishing rural towns, and a productive rural sector, by:

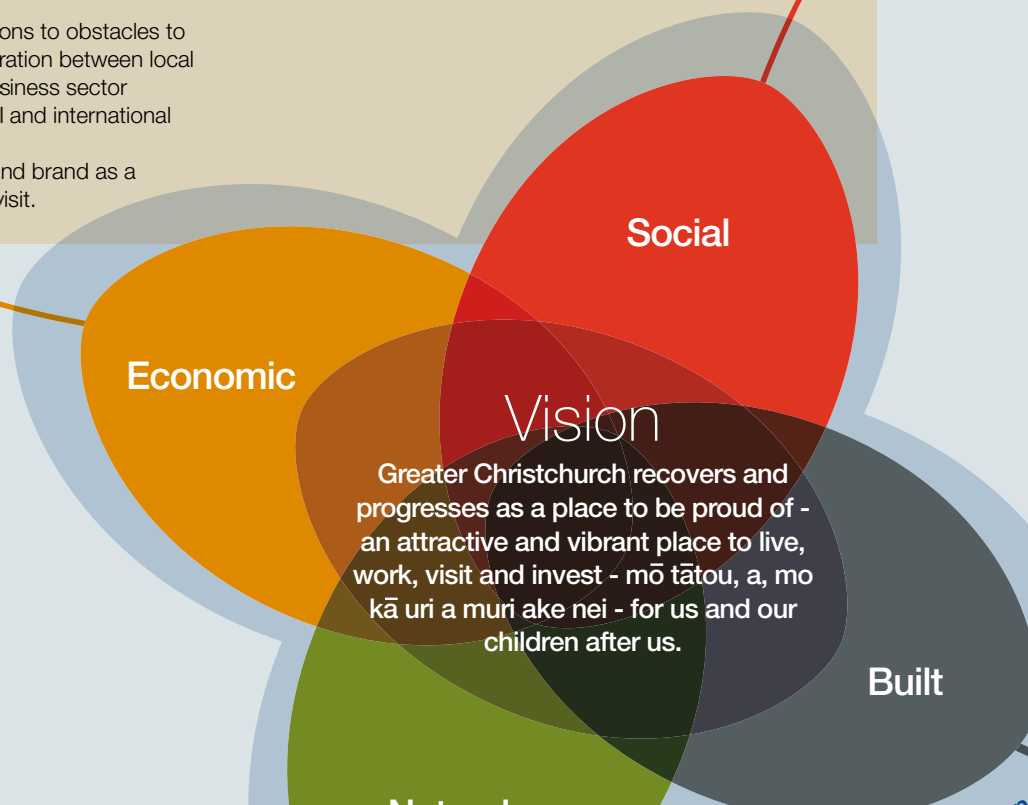
- recognising that one of the strongest determinants of the recovery of greater Christchurch will be the availability of job opportunities for existing residents and people moving into the area
- private interests and local, regional and central government working in partnership for economic recovery and growth
- retaining and increasing capital investment to ensure business recovery and growth
- retaining and increasing the number of skilled workers by providing a variety of world-class employment options that attract high-calibre employees and entrepreneurs
- ensuring there is an appropriate mix and supply of skills and expertise in the workforce
- attracting students to study and learn in the greater Christchurch area
- identifying opportunities for private sector investment
- businesses being well supported and networked
- instilling confidence in the business sector and insurance markets to enable businesses to realise opportunities in greater Christchurch and provide jobs
- supporting tertiary education, research and development, local government and commercial sectors working in partnerships
- developing and implementing solutions to obstacles to economic recovery through collaboration between local and central government and the business sector
- attracting early and substantial local and international investment
- re-creating the region's reputation and brand as a desirable destination to invest and visit.

## Economic Recovery Plan

**What?** To recover greater Christchurch needs to retain and develop business, attract investment, generate wealth, and increase exports to provide a superior quality of life for all its citizens. This Plan addresses investment attraction and retention, business support, sector capability, and labour market supply. The Plan links to existing regional and local plans; is the foundation of an ongoing development and economic growth strategy; and may include targeted programmes for specific sectors such as tourism and construction.

**Who?** CERA works with CCC, CDC, Selwyn District Council (SDC), WDC, Enterprise North Canterbury (ENC), Ngāi Tahu, business organisations, and other key stakeholders including business support agencies and ECan.

**When?** Draft Plan to be finalised by December 2011.



# for greater Christchurch

## Social goals, programmes and plans



### Strengthen community resilience, renew greater Christchurch's unique sense of identity, and enhance quality of life for residents and visitors by:

- promoting quality of life and economic prosperity for residents by ensuring ongoing and robust job opportunities
- ensuring people and communities feel safe, be they in Christchurch, Waimakariri or Selwyn
- enabling and empowering local communities to shape and lead recovery
- growing capacity, knowledge and skills within the community to build resilience
- delivering community, health, education and social services that are collaborative, accessible, innovative and flexible
- supporting people, in particular those facing hardship and uncertainty, through provision of quality housing, education and health services
- acknowledging and celebrating the rich and diverse Ngāi Tahu, colonial and other heritages and connections to the area
- resuming treasured cultural, community and sports events; restoring and developing attractions; and supporting entertainment, culture, recreation, and sporting activities that positively contribute to the vibrancy of the city and region for residents and visitors
- acknowledging losses and creating spaces to remember, while embracing changes to the city's character and urban form
- restoring and improving participation levels in a range of sport, recreational and cultural activities.

### Worst Affected Suburbs Programme

**What?** The programme provides certainty for insured residential red zone property owners, by outlining processes for purchasing land and property, claims from insurers and the Earthquake Commission (EQC), communication and engagement, and the provision of appropriate support services, including safety and security, as people relocate.

**Who?** CERA.

**When?** Purchases settled by April 2013.

### Building Community Resilience Programme

**What?** This programme builds community resilience and increases community preparedness for future civil emergencies. The training includes hands-on disaster skills that help individuals to act as members of a neighbourhood response team.

**Who?** Led by Police/Fire Service/Ministry of Civil Defence & Emergency Management/CCC, St John Ambulance, CDHB Community Public Health, Orion and Neighbourhood Watch.

**When?** Pilot programme in Summer and assessment of viability of more programmes by September 2011.

**Who?** Te Rūnanga o Ngāi Tahu works collaboratively with Nga Papatipu Rūnanga, Mahaanui Kura Taiao, Te Puni Kōkiri and Te Rūnanga o Nga Mata Waka.

**When?** Scope and detailed milestones of Iwi Māori Recovery Programme to be developed and confirmed by November 2011.

### Local neighbourhood plans and initiatives

**What?** Community or council-initiated plans identify important work to help a local community recover.

**Who?** CCC, SDC, WDC, supported by CERA, Ngāi Tahu and ECan, working with community organisations.

**When?** As required.

### Sports and Recreation and Arts and Culture programmes

**What?** Sports, recreation, arts and culture contribute to health, employment and quality of life for residents in greater Christchurch. These programmes will ensure: facilities are repaired and rebuilt; participation and employment returns to at least pre-earthquake levels; existing and new sustainable major sport and cultural events attract residents and visitors; and the sectors contribute to community wellbeing, economic recovery and growth.

**Who?** Ministry for Culture and Heritage (MCH), Sport and Recreation New Zealand (SPARC), Department of Internal Affairs (DIA), CCC, WDC, SDC, ECan, Ngāi Tahu, Sport Canterbury, Creative NZ, Te Papa, in consultation with local museums, interest groups and local communities.

**When?** Draft programme finalised by December 2012 and 'early wins' projects identified by March 2012.

### Education Renewal Recovery Plan

**What?** Over 10,000 staff and 150,000 students, including international fee-paying students, make education a big regional business. The Plan develops a future learning network of innovative and cost-effective education, from early learning to tertiary, to give Canterbury a distinctive advantage; socially, culturally and economically.

**Who?** The Ministry of Education and the Tertiary Education Commission lead engagement with the education sector, communities and business leaders.

**When?** To Minister for Canterbury Earthquake Recovery for approval by December 2011.

### Built Heritage Recovery Plan

**What?** Heritage buildings are an important part of greater Christchurch's identity and attraction for locals and tourists. The Plan enables innovative and sympathetic restoration and rebuilding contributing to a quality urban environment.

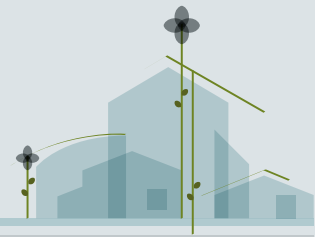
## Iwi Māori Recovery Programme

**What?** The recovery acknowledges and celebrates the rich, diverse and unique Māori cultural heritage, identity and connections. The programme covers issues such as housing and re-development on Māori land and reserves, cultural services and facilities (such as sports and arts venues) and the recovery of the rivers and significant natural features in the greater Christchurch area.

**Who?** MCH leads planning with CCC, New Zealand Historic Places Trust (NZHPT), in consultation with key stakeholders including other local authorities, funders, local heritage organisations and building owner representatives.

**When?** Scope of plan to Minister for Canterbury Earthquake Recovery for approval by October 2011.

## Built goals, plans and programmes



### Develop resilient, sustainable and integrated strategic and community assets, housing, infrastructure and transport networks, by:

- using 'green' and ecologically sustainable urban design, technology and infrastructure to redefine greater Christchurch as a place built for the future
- rebuilding more resilient, affordable and energy efficient infrastructure (water, sewerage, electricity, roads, power, communications) and buildings
- identifying opportunities to leverage the significant investment in new and upgraded infrastructure
- increasing investment in resilient strategic infrastructure (such as the port, airport and rail)
- developing an environmentally sustainable, integrated transport system providing accessible, affordable, and safe travel choices for people and businesses, and supporting economic development
- ensuring new housing areas are well planned, serviced, and well informed by environmental constraints (including natural hazards) and affordability
- rebuilding well designed multifunctional community facilities used by local residents and meeting future needs
- restoring and strengthening where feasible the remaining and most important heritage buildings
- supporting the development of venues and quality accommodation options to meet visitors' needs.

### Christchurch Demolition Programme

**What?** Completing the demolition of dangerous Christchurch buildings enables the rebuild of the city. The plan sets out priorities and timelines, including buildings inside the central city cordon, suburban commercial buildings, and removal of demolition debris.

**Who?** CERA.

**When?** Demolitions completed and cordon removed by April 2012.

### Seismic and Geotechnical research and investigation

**What?** An ongoing programme of research to understand the geotechnical issues and seismic conditions is underway to inform decisions on where, when and how rebuilding occurs throughout greater Christchurch, including rock-fall areas.

**Who?** The work is a collaboration between GNS, ECan, CCC, SDC, WDC, and CERA.

**When?** Ongoing.

### Green Zone Land Remediation and House Repair/Rebuild Programme

**What?** Area-based and co-ordinated programme for land remediation, house repair and rebuilding.

**Who?** Led by CERA supported by Department of Building and Housing (DBH), CCC, WDC, SDC, EQC, and insurance companies.

**When?** Timeframes to be confirmed.

### Land, Building and Infrastructure Recovery Plan

**What?** This plan identifies where, when and how rebuilding can occur; timeframes for making decisions about whether land can be remediated, and a process and timeframe for land remediation; a methodology for reviewing existing national, regional and local strategies and plans; programmes and sequencing of areas for rebuilding and development; a spatial plan for housing and strategic infrastructure and community facilities to maintain the short-term wellbeing of communities, long-term recovery and growth aspirations; a framework for identifying investment priorities and opportunities for horizontal, strategic and community infrastructure; and identification and prioritisation of 'early-win' projects.

**Who?** CERA leads, supported by ECan, CCC, WDC, SDC, Ngāi Tahu, NZTA, Infrastructure Alliance, Earthquake Commission (EQC), DBH, and agencies responsible for developing sector specific reconstruction and reinvestment plans.

**When?** Existing plans and strategies reviewed and spatial plan prepared by December 2011; draft Recovery Plan prepared by April 2012.

### Central City Plan (CBD Recovery Plan)

**What?** The plan provides the framework to rebuild and redevelop the central city of Christchurch (as defined by the four avenues) as a thriving cosmopolitan community; vibrant and prosperous area for residents and visitors; and with a distinct modern urban identity that will champion business and investment and cherish the past.

**Who?** CCC supported by CERA, Ngāi Tahu, and ECan.

**When?** To Minister for Canterbury Earthquake Recovery for approval by January 2012.

## Natural goals and programmes

Restore the natural environment to support biodiversity, economic prosperity and reconnect people to the rivers, wetlands and Port Hills, by:

- valuing, protecting and sustainably managing the sources of our water
- ensuring healthy and functioning ecosystems to support economic needs and aspirations
- improving the quality and function of waterways and wetlands to support the unique endemic Te Waipounamu bio diversity
- restoring the hills, plains, coastline, waterways and wetlands to provide safe public access and opportunities for outdoor recreation and cultural, social and economic activities
- enhancing air quality by providing alternative energy efficient and clean air approved heating and means of transport and travel.

Regional and local authority, and Ngāi Tahu natural environment programmes

**What?** Implement programmes to restore, protect and enhance biodiversity, water, land and air quality.

**Who?** ECan, CCC, SDC, WDC and Ngāi Tahu.

**When?** Ongoing.

## Leadership and integration plan and programme

### Finance and Funding Recovery Plan

**What?** Rebuilding greater Christchurch is a costly undertaking. Public sector investment must be spent effectively and efficiently and demonstrate value for money to provide confidence for the private sector to invest in the recovery and growth. This Plan: aims to co-ordinate central and local government recovery expenditure; creates a system for linking economic, horizontal and community infrastructure priorities and opportunities with funding options; establishes a framework and guidance for maximising the potential of earthquake related funds; establishes an external finance advisory group; and provides a methodology to develop the investment prospectus to give confidence to, and support, the private sector financing the recovery and growth of greater Christchurch.

**Who?** CERA leads, supported by CCC, WDC, SDC, ECan, Ngāi Tahu, New Zealand Transport Agency (NZTA), Canterbury Development Corporation and organisations representing the private sector.

**When?** Draft plan prepared by April 2012.

### Effective Central Government Services Programme

**What?** Central government is a large employer, land and building owner, tenant, service provider and purchaser. Joint decision making and prioritising will have a positive impact on the recovery. Government service delivery will be redesigned to be innovative and maximise recovery activities through better public sector coordination and collaboration.

**Who?** Ministry of Social Development (MSD) leads the programme, with support from the Canterbury Central Government Leaders Group.

**When?** Programme prepared by June 2012.

## Providing a foundation for growth and enhancement to people's quality of life

Where existing plans are taking us in the right direction, the Recovery Strategy and underlying Recovery Plans will use the ideas, policies, plans and initiatives our community has already agreed to, and ensure all strategies and plans already underway support recovery.

### The Strategy is to:

- use the objectives and goals of existing strategies, policies and plans for greater Christchurch as the foundation for growth and enhancement to people's quality of life;
- review existing documents to ensure their validity in post-earthquake greater Christchurch with priority given to the review of the Greater Christchurch Urban Development Strategy and Christchurch Economic Development Strategy, and their subsequent implementation; and
- investigate and support new approaches and initiatives to maintain and enhance economic growth.

## Phasing and Pace of recovery

Some recovery actions must be done to support people early in the recovery and other actions require investigation and planning before they can be undertaken. Recovery also requires a collaborative programme of action from local, regional and central government; community groups and individuals; land owners and property developers; house-builders; infrastructure providers; and the insurance and finance sectors, over the immediate, short, and medium to long term.

### The Strategy is to:

- undertake recovery at a steady pace to ensure decisions and activities reflect the principles of the strategy and recovery is focused on the priorities and 'early win' projects; and
- set timelines and key milestones for recovery plans, programmes and activities.

## The financial impact and funding

The Treasury estimates repairing, replacing or renewing damaged properties will cost at least \$15 billion.

Given the costs involved, coordinating investment is essential for an efficient, affordable recovery.

### The Strategy is to:

- Optimise public and private investment in the rebuild by a coordinated approach in a Finance and Funding Recovery Plan;
- Expect prompt EQC and insurance settlements;
- Use central government funds to support recovery investment; and
- Use various funding models, including public private partnerships, for funding rebuilding.

## Monitoring

The Strategy is for CERA to coordinate and monitor the progress of recovery across greater Christchurch and to regularly report on milestones achieved. The Recovery Strategy requires a monitoring plan be developed by February 2012 to include:

- Monitoring of outcomes outlined in the Recovery Strategy - Indicators for monitoring the Recovery Strategy will be developed to measure progress towards each of the outcomes identified within the Recovery Strategy.
- Monitoring of implementation of Recovery Plans - Recovery Plans will contain specific targets and key programmes to facilitate recovery. The development and implementation of these plans will be monitored to assess progress to support recovery.
- Monitoring and reporting by central, regional and local government - as part of the accountability and transparency of spending public funds and providing information about work programmes.

*(See question 7 and 8 in the comment form to make comments on monitoring progress.)*

## Want to know more?

Come to an information session at the following times and venues.

### Sunday 25 September

Chisnallwood Intermediate School  
Breezes Road, Aranui  
2pm-3.30pm

### Monday 26 September

Kaiapoi Workingmen's Club  
113 Raven Street, Kaiapoi  
7pm-8.30pm

### Tuesday 27 September

Kirkwood Intermediate School  
260 Riccarton Road  
7pm-8.30pm

### Wednesday 28 September

Lincoln Event Centre  
North Belt, Lincoln  
7pm-8.30pm

For more information and to read the full draft Recovery Strategy visit: [www.cera.govt.nz](http://www.cera.govt.nz)

## How to have a voice

Online: Complete the online comment form at [www.cera.govt.nz](http://www.cera.govt.nz)  
Post: Fill out the comment form and post it to CERA for free

Comments must be received no later than **Sunday 30 October 2011**.

## What happens next?

After consultation closes, the comments will be analysed, the draft Recovery Strategy will be revised and then presented by **January 2012** to the Minister for Canterbury Earthquake Recovery for consideration and recommendation to the Governor-General that, by Order in Council, the Recovery Strategy be approved. The Strategy will then be implemented. Once the comments are analysed, a report on this round of consultation will be made available on the CERA website along with other updated information about the Recovery Strategy.

### Disclaimer:

*The opinions and proposals contained in this document are for consultation purposes only and do not reflect final government policy. The government does not accept any responsibility or liability whatsoever for any action taken as a result of reading, or reliance placed because of having read, any part, or all, of the information in this consultation document or any error, inadequacy, deficiency, flaw in or omission from this consultation document.*