

# Economic Recovery Programme for Greater Christchurch

Te Whakaara Tahua

December 2012



A foundation for economic recovery  
and growth in greater Christchurch



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**An electronic version of the Economic Recovery Programme can be found at: [www.cera.govt.nz](http://www.cera.govt.nz)**

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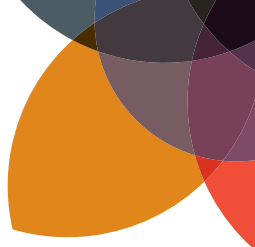


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The following organisations have assisted in the development of this document.

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**Strategic partners of CERA**



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**Economic development agencies**



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**Business groups**



# Ministerial Foreword

He Kōrero Whatakaki a te Minita

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**This Economic Recovery Programme for Greater Christchurch will ensure the revitalisation of greater Christchurch as the heart of a prosperous region for business, work and education, and ensure an increase in investment in new activities. This is not just about rebuilding what was, it is also about taking the opportunities offered in the rebuild, so that what emerges is a stronger economic foundation for the future.**

Our economic recovery is already making solid progress although many challenges still lie ahead. Much of greater Christchurch's economic activity has been consistently and impressively sustained throughout this period of seismic activity, due in no small part to the embracing of innovation as a key driver of business continuity. This recovery will provide further opportunities as new initiatives, focused on innovation in the key sectors of agri-science, high value manufacturing, information and communications technology, and health, strengthen and leverage an already vibrant innovation system in greater Christchurch. However, for many individuals and businesses there are on going disruption costs and losses to productivity. Steering successfully through the turbulence of the next few years will make it possible to return more quickly to the longer-term growth path identified for the region, and position the region more strongly than ever. A prosperous Christchurch and Canterbury is essential for New Zealand.

The Economic Recovery Programme for Greater Christchurch is one of the six key components of recovery detailed in the *Recovery Strategy for Greater Christchurch: Te Mahere Haumanutanga o Waitaha*. It is the first of the component programmes to be completed, and it provides not only a strategic focus on core economic activities, but also demonstrates the linkages across all the components and their interconnection to economic activity.

Successful economic recovery involves more than central and local government; businesses, community groups and individuals are important partners who will provide the majority of the capital investment needed. The Economic Recovery Programme for Greater Christchurch provides a guide to the most important tasks, highlighting an integrated programme of 20 projects where work is needed. It provides a tool that will help identify constraints, dependencies and risks, and ensure that work in each area can move forward more effectively and rapidly.

Recovery will be a long journey, but it is one that also offers great opportunities to position greater Christchurch more strongly for the future. This Economic Recovery Programme for Greater Christchurch is a vital part of this recovery.

**Hon Gerry Brownlee**

Minister for Canterbury Earthquake Recovery

# General Manager Foreword

He Kōrero Whatataki a te Kaiwhakahaere

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**The Economic Recovery Programme for Greater Christchurch provides a significant opportunity for us to create a new and better business environment for the future of our city, our province and our country. Disruption to business activity in greater Christchurch since the earthquake sequence began in 2010 has had a significant impact on our economy. However, this has also provided us with an exciting opportunity to establish a new, world-class, highly productive economic engine for the future.**

The development of the Economic Recovery Programme for Greater Christchurch has been a cooperative effort from a range of organisations and agencies over the past nine months. These organisations have included representatives from central government, local government, industry sectors and leading local business organisations from within the greater Christchurch region. Thank you to all those who have participated in and contributed to this important effort.

The Economic Recovery Programme for Greater Christchurch sets out a strategic work programme of 20 high-priority projects that are the most important for economic recovery. The programme provides a useful communication tool to outline those projects, and identify who is leading and who is in supporting roles. In some projects the lead role will be taken by CERA and in many others the role will go to different organisations. The programme also supports and identifies the interconnections with other components of the broader Recovery Strategy, placing a sharper focus on the elements necessary for economic recovery for greater Christchurch. The projects have varying timeframes through to 2016 by which time some will be completed and others will transition to partners such as regional economic development agencies.

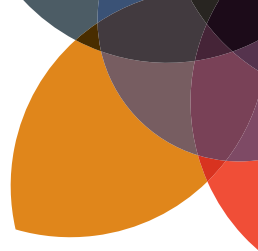
This collaborative and integrated work programme will add value for a wide range of people and will provide a broad and comprehensive external view of the key drivers for economic recovery. CERA will proactively monitor the activities and projects in the programme to ensure they are effectively delivered and resolve emerging issues as they arise.

Your partnership and commitment are sought as we work together to revitalise greater Christchurch as the heart of this prosperous region for business, for work, for educating our current and future generations, and for encouraging investment in new activities.

**Steve Wakefield**

General Manager, Economic Recovery





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# 1. Economic Vision for Greater Christchurch

Kā Wawata Ohaoha o Waitaha

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**To revitalise greater Christchurch as the heart of a prosperous region for business, work and education, and increase investment in new activities.**

Greater Christchurch is a proud and resilient community that has been enduring challenges to its economy, its infrastructure, its people, its wealth and its heritage since the series of earthquakes began in September 2010.

The task of recovering from this widespread destruction provides challenges and opportunities on an unprecedented scale in New Zealand's history. To revitalise greater Christchurch, the Government has committed to a broad, long-term Recovery Strategy (*Recovery Strategy for Greater Christchurch: Te Mahere Haumanutanga o Waitaha*).<sup>1</sup>

The Economic Recovery Programme for Greater Christchurch (ERP) is one of six key components<sup>2</sup> in the Recovery Strategy that aims to lay the foundation for sustainable economic recovery and growth for greater Christchurch. The ERP identifies ways of shaping recovery activities over the period to 2016 so that they contribute most effectively to the longer-term growth and prosperity of the region. The recovery is not just about restoring greater Christchurch, but about building a stronger and better city for the future.

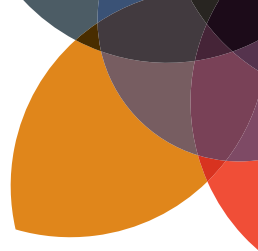
A significant part of economic recovery involves capital investment, primarily in housing, infrastructure and commercial buildings, which has been estimated at over \$30 billion. Fortunately, relative to disasters in other countries, greater Christchurch has high levels of insurance, which will fund this investment, along with new capital, attracted by the opportunities created by the rebuild. Current economic activity is continuing at around 95 per cent of pre-earthquake levels, although many business operations have been displaced, dislocated and fragmented. A fresh injection of capital is required to restore, build back better and create opportunities for improved amenity and business productivity.

The rebuild of the city's economy will gain momentum through delivery of the 20 projects in this ERP, establishing an environment in which people want to live, work and can prosper and business can create ongoing growth. While central and local government have clear responsibility for the planning and regulatory environment, and in providing core services, the business sector will be the main player in recovery by providing commercial investment and increasing employment opportunities.

<sup>1</sup> <http://cera.govt.nz/recovery-strategy/overview>

<sup>2</sup> The Recovery Strategy for Greater Christchurch contains six components of recovery: leadership and integration; economic recovery; social recovery; cultural recovery; built environment; and natural environment





## 2. Developing the Programme

### Te Whakahiato

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**The immense demand for the human capital and funding required for rapid and enduring recovery will continue over the next 5 to 10 years.**

The ERP has been developed to identify those demands, helping to anticipate, coordinate and allocate scarce resources so that recovery is supported effectively. The ERP also shapes recovery efforts so the investment over the next five years does not just rebuild greater Christchurch but also stimulates future growth in the region.

#### **What matters most?** *He aha te mea nui?*

In the early days following the quakes, public safety and welfare were the urgent and dominant concerns. While some health and welfare issues still need ongoing attention, a major focus for government and private investors is now on economic recovery. The question for greater Christchurch now is: how will investments be made that contribute to greater Christchurch by retaining a high quality of life, establishing a thriving business environment and generating productive employment opportunities whilst looking after the natural environment?

#### **Uncertainty and change** *Kā āhuataka pāhekeheke me te whakanekeneke*

Key ingredients for the recovery are skilled workers and capital. Both are internationally mobile and the impact of the earthquakes has increased the risk that both will leave greater Christchurch. Some workers and businesses have decided to relocate because their homes or buildings have been destroyed, and they have been able to cash up their assets through insurance settlements.

Seismic activity continues, although at gradually reducing levels, and uncertainty remains around the pace, magnitude and design of rebuild activity. These conditions affect both households and investors. Land has been damaged, and there is a greater awareness of potential land risks and the associated costs to cope with those risks.

One of the strengths of the region has been its resilience, with around 95 per cent of pre-earthquake economic activity continuing. Most businesses have managed to keep going by making short-term crisis responses, which in many cases involved relocating to the west of the city. For businesses, and households, this largely unplanned response is rapidly becoming more entrenched. At this stage, therefore, it is important to consider and shape the emerging cityscape from a broader perspective of overall urban productivity (which impacts the costs for people in business and in going about their lives and work).

The changes also provide considerable opportunities. Businesses are benefiting from innovations made in response to changes in location and service delivery, as well as from collaborations that have emerged through sharing facilities with other firms. In addition, new buildings are being designed to suit both businesses and residents.

A key challenge for the ERP is to guide planning through this period of inevitable uncertainty, for both businesses and households. To do so, it must focus broadly on the many linked activities that impact on the life of a city – ensuring skilled people want to stay, creating sustainable employment opportunities and crafting a business environment in which people want to invest. This focus clearly identifies the emerging constraints and conflicts, and also helps in making informed judgements about the relative timing and funding priorities of key activities. The ERP is also guided by an understanding of the opportunities for longer-term economic growth that the region has identified.

The ERP has been developed collaboratively by central and local government, and business. It identifies three critical components of the economic recovery: leadership, people and the business environment. In turn, these components contain a more detailed set of 20 key projects, which are a combination of existing projects and new initiatives.

The ERP identifies the work that is being led and carried out by recognised lead agencies. In some projects the lead role will be undertaken by the Canterbury Earthquake Recovery Authority (CERA) and in other projects the role will be different organisations. CERA will proactively monitor the activities and projects in the programme, identifying blockages and resolving emerging issues as they arise.

### **Size and significance** *Te rahi me te tikaka*

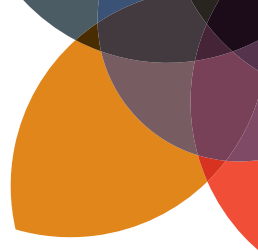
To choose the appropriate key activities to focus on, it is necessary to understand the relative size of possible activities and their importance to the recovery.

There is no single complete cost estimate of the damage caused by the earthquakes, nor is there one sure pattern of successful investment activity over the next 10 years. According to current estimates, the approximate costs of recovery are likely to be shared across sectors (Table 1).

The most recent cost estimate has been provided by the Reserve Bank in the May 2012 Financial Stability Report indicating that insurers' estimates of all the earthquake events exceeds \$30 billion with high levels of uncertainty remaining.

**Table 1: Estimated cost of recovery**

Cost shares between sectors			\$b	Indicative funding shares		%
Residential	60%		12–18	Private insurers		30
Infrastructure	10%		2–3	EQC		40
Commercial	10%		2–3	Central government		20
Government	10%		2–3	Local government and others		10
Community assets	10%		2–3			
	<b>TOTAL</b>		\$20–30b			



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Data on how the earthquakes have affected the regional gross domestic product (GDP) of different sectors show that most economic activity is continuing but there has been some cost to productivity. Tourism and international education have been the most significantly affected sectors. In terms of location, the central city has been severely impacted, losing over 70 per cent of its buildings, although much of the professional service activity has now relocated to western parts of the city. Consequently, the impact on economic activity is more muted, reflecting how greater Christchurch's economic drivers were (and remain) strongly based on regional activities, principally agriculture and export manufacturing.

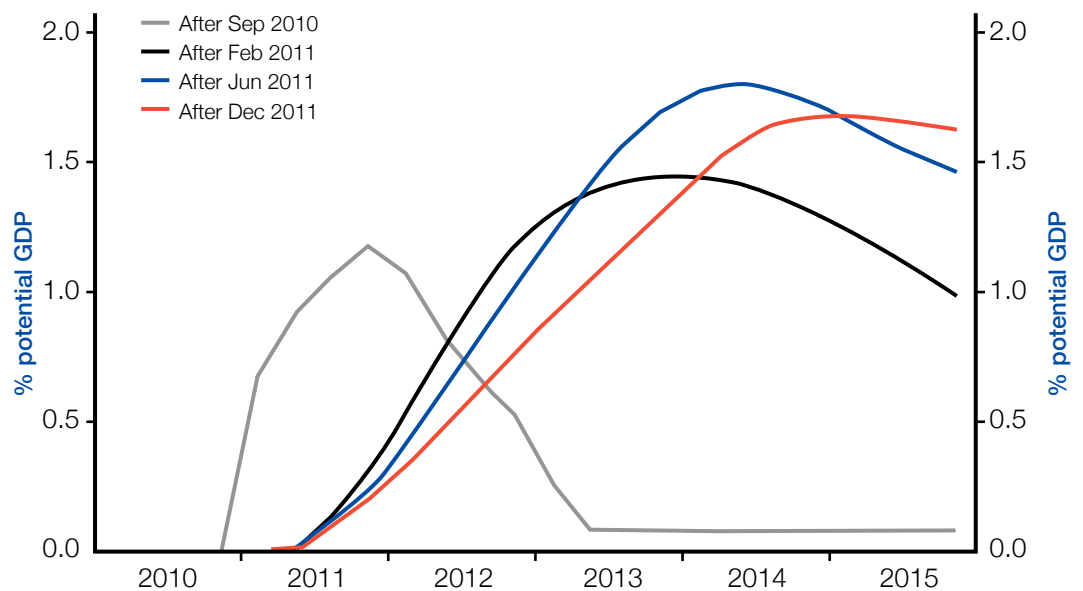
Among those sectors providing amenities that improve quality of life, schools have experienced significant damage. Repairs and rebuilding, which will be substantial for about 100 schools, will cost around \$1 billion. Health has had hospitals, aged care and primary care building damage that has had an impact on service provision both locally and regionally, given Canterbury District Health Board (CDHB) is the tertiary service for the South Island. Major sports facilities and arts and cultural amenities have closed, and available visitor beds have fallen by 40–50 per cent, reducing tourist numbers by one million guest nights per annum. Some existing available beds have also been taken up by displaced Christchurch residents and construction workers coming to the city for repair and rebuild work. Restoring the social infrastructure is vital to retaining and attracting people to the community.

The ERP has identified areas of activity that have large economic impacts where rebuilding can contribute strongly to future growth. These areas include rebuilding international education and tourism, leveraging technology including ultrafast broadband, fostering clustering opportunities for innovative firms, and increasing rural production across the region.

## Pattern of spending over time *Te hokohoko i te haere o te wā*

The pattern of investment in the recovery is still uncertain. This is highlighted in Figure 1 which provides a series of Reserve Bank estimates for the pattern of spend over the period to 2015.<sup>3</sup> The graph demonstrates the significant size of the expected investment and the certainty of the initial build up and peak level.

**Figure 1: Reconstruction spending**



Source: Reserve Bank of New Zealand (2012)

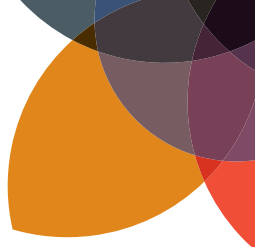
## Recovery Strategy for Greater Christchurch

### *Te Mahere Haumanutanga o Waitaha*

The ERP has been developed in the wider context of the *Recovery Strategy for Greater Christchurch: Te Mahere Haumanutanga o Waitaha* (Recovery Strategy), which was approved by Cabinet and released in May 2012. The Recovery Strategy is the key reference document that will guide and coordinate all of the programmes of work across the multiple dimensions of the recovery. The Recovery Strategy has a vision for greater Christchurch to recover and progress as a place to be proud of – an attractive and vibrant place to live, work, visit and invest.

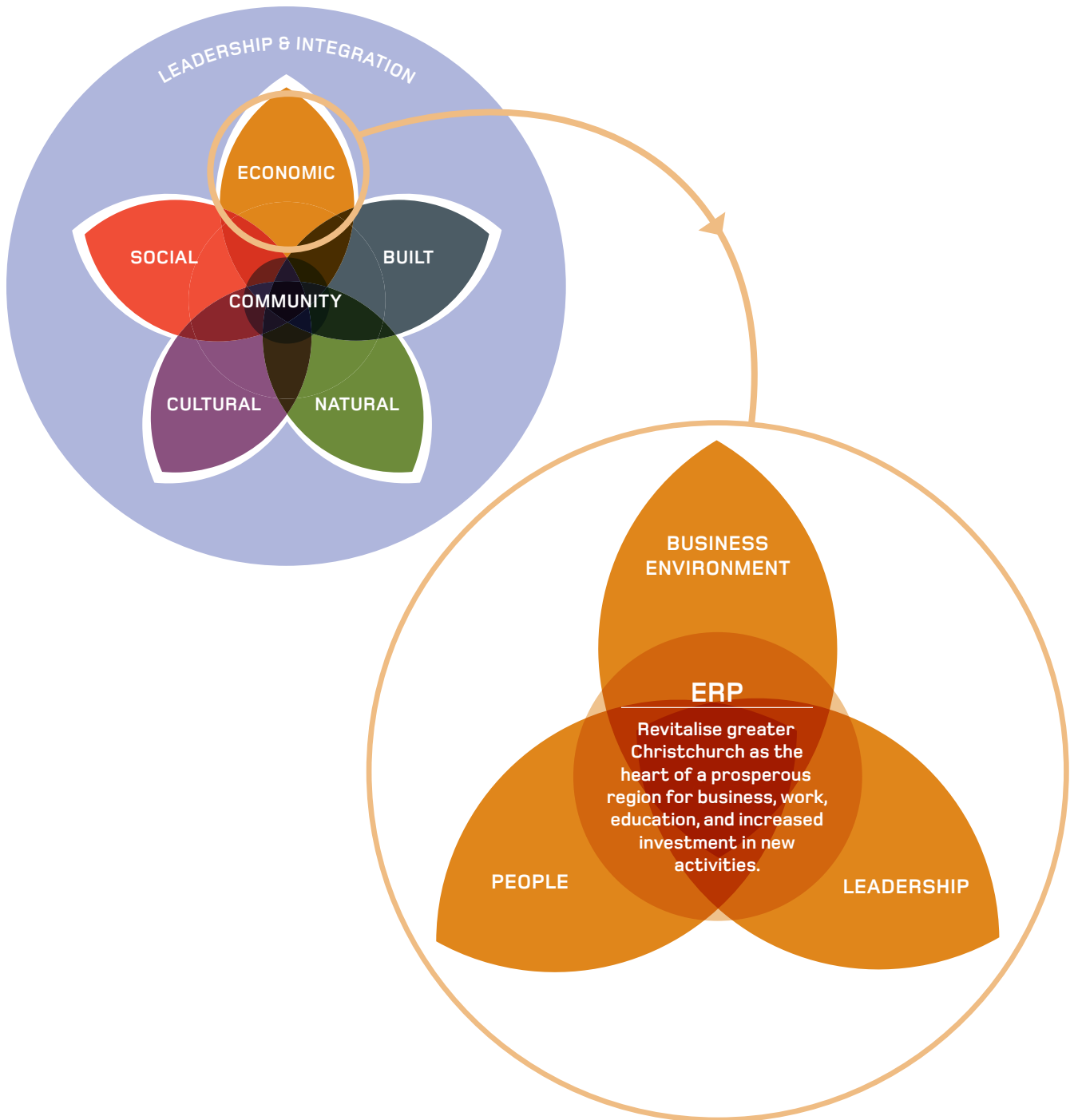
The Recovery Strategy contains six critical components of recovery: leadership and integration; economic recovery; social recovery; cultural recovery; built environment; and natural environment.

<sup>3</sup> Alan Bollard, Governor of Reserve Bank, speech to Canterbury Employers Chamber of Commerce, 27 January 2012



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## Recovery Strategy for Greater Christchurch



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## **Economic goal** *Kā whāika ohaoha*

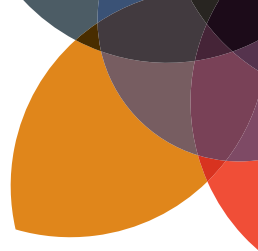
The Recovery Strategy has set the following overarching economic goal for the Economic Recovery Programme .

### **Economic goal**

Revitalise greater Christchurch as the heart of a prosperous region for business, work, education, and increased investment in new activities – by:

- Planning for a well-functioning Christchurch central city, thriving suburban centres, flourishing rural towns and a productive rural sector;
- Leading and working with strategic partners in both the public and private sectors;
- Restoring the confidence of the business sector and the insurance and finance markets to enable economic recovery and growth;
- Renewing the region's brand and reputation as a safe, desirable and attractive place to live, study, visit and invest;
- Identifying and facilitating increased opportunities for early and substantial local and international investment;
- Ensuring a range of employment options to attract and retain a high-calibre, appropriately skilled workforce;
- Collaborating with the private sector and government agencies to address obstacles to economic recovery and to match supply with demand for resources;
- Enabling a business-friendly environment that attracts and retains business;
- Aligning provision of education and training to support long-term economic growth;
- Ensuring science, technology and innovation supports recovery and growth; and
- Facilitating the recovery and development of the Central Business District.

Source: *Recovery Strategy for Greater Christchurch: Te Mahere Haumanutanga o Waitaha*: (2012), p29



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## Definitions *He whakamāramataka*

**Recovery:** The Canterbury Earthquake Recovery Act 2011 (CER Act) and the Recovery Strategy define recovery as including both restoration and enhancement. Recovery inherently focuses on the future and there will be opportunities to ‘build back better’ when repairing earthquake damage. Opportunities for enhancements should be considered where they can increase resilience and/or functionality, or are cost-effective according to lifecycle analysis, provided that they do not come at the expense of the repair or replacement of essential infrastructure and services elsewhere.

**Greater Christchurch:** As defined in the CER Act, greater Christchurch means the districts of the Christchurch City Council (CCC), Selwyn District Council (SDC) and Waimakariri District Council (WDC). It also includes the coastal marine area next to these districts (refer to map, page 16).

This is a larger area than and distinct from the area covered by the Greater Christchurch Urban Development Strategy<sup>4</sup> which includes metropolitan Christchurch as well as satellite towns in the Waimakariri and Selwyn districts.

The greater Christchurch area includes a population of 457,400 people (June 2011), and land area of 1,426 square kilometres, which represent 77 per cent of the population<sup>5</sup> and 36 per cent of the land area of Canterbury<sup>6</sup> respectively.

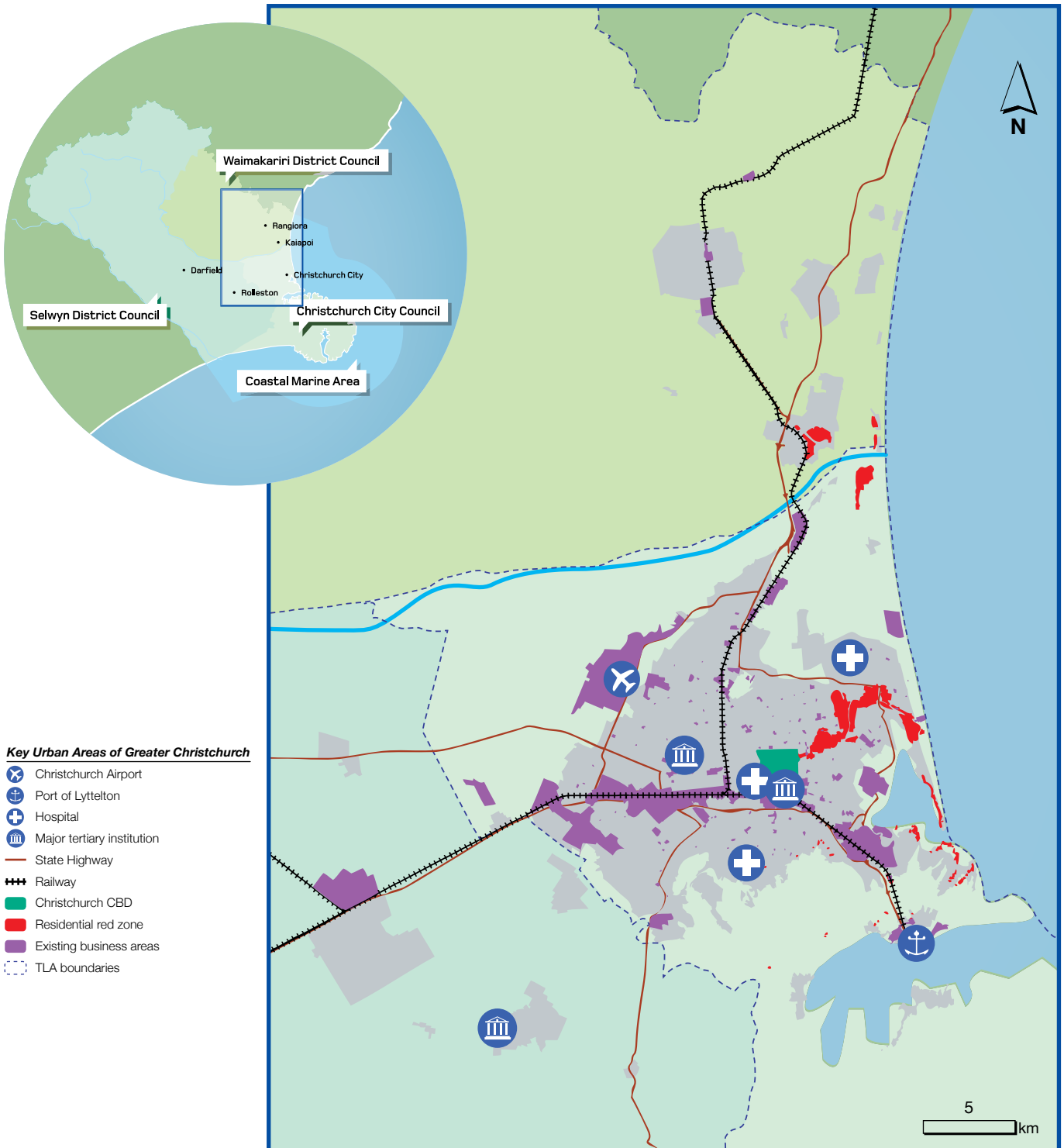


<sup>4</sup> <http://www.greaterchristchurch.org.nz/>

<sup>5</sup> [http://www.stats.govt.nz/browse\\_for\\_stats/population/estimates\\_and\\_projections/SubnationalPopulationEstimates\\_HOTJun11.aspx](http://www.stats.govt.nz/browse_for_stats/population/estimates_and_projections/SubnationalPopulationEstimates_HOTJun11.aspx)

<sup>6</sup> <http://ecan.govt.nz/publications/Plans/UDSActionPlan2007.pdf>

## Map of greater Christchurch





# 3. Why Christchurch? Economic Background

He Aha a Ōtautahi? He Tikanga Ohaoha

Christchurch is the largest city in the South Island. The city is located in the Canterbury region which has a total population of 560,000 people. Christchurch is the commercial centre of a diverse, regional economy and a major component of the wider New Zealand economy. Agriculture (including dairy, sheep and beef and grains), tourism and manufacturing are the primary export earners of the city and region. Over the next 20 years, construction related to repairing and replacing infrastructure, developing housing plus the redevelopment of the centre city will add an estimated \$30 billion in investment in the city.

Tourism is a significant industry in the city and wider region. Christchurch is the main entry point for tourism throughout the South Island, largely through Christchurch International Airport, which operates 24 hours a day. It accounts for 15 per cent of international passenger arrivals to New Zealand and a total of more than 6 million passengers annually (of whom 25 per cent are international) and 26 per cent of New Zealand's air exports (more than 22 million kilograms).

**Table 2: Canterbury's rural activity**

Proportion of Canterbury land dedicated to agricultural activity	75%
Contribution of agriculture to GDP (farm gate)	\$900 million
Agricultural exports	\$1.1 billion
Proportion of NZ's irrigated land	70%
Proportion of NZ's water allocation	54%
Proportion of NZ's electricity generated (hydro-electric)	24%

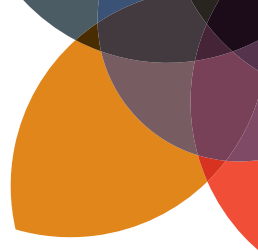
Source: Canterbury Development Corporation

Agriculture is a key driver of economic wealth in Canterbury both directly and indirectly. Currently the region accounts for most of the country's irrigated land and the Canterbury Water Management Strategy aims to increase land irrigated by a further 50 per cent.

**Table 3: Estimated real GDP by sector and area (2011)**

	Christchurch city	National	Canterbury region	National	New Zealand
	\$million	%	\$million	%	\$million
Agriculture, Forestry, Fishing and Mining	93.3	1.0	1,101.6	11.9	9,290.5
Manufacturing	1,326.7	7.1	1,943.7	10.4	18,709.7
Electricity, Gas, Water and Waste Services; Transport, Postal and Warehousing	713.8	7.2	1,018.5	10.3	9,862.6
Construction	479.2	8.2	696.6	11.9	5,859.5
Wholesale and Retail Trade	1,238.7	8.1	1,633.8	10.6	15,355.3
Accommodation and Food Services, Arts and Recreation Services	324.8	8.2	450.7	11.3	3,980.4
Information Media and Telecommunications	602.0	6.8	662.0	7.5	8,797.2
Financial and Insurance Services; Professional Scientific and Technical Services	1,316.9	6.8	1,591.1	8.2	19,304.1
Rental, Hiring and Real Estate Services; Administrative and Support Services and Other Services	2,015.0	9.0	2,736.2	12.2	22,454.9
Public Administration and Safety	344.2	5.6	576.7	9.5	6,095.5
Education and Training; Health Care and Social Assistance	1,115.3	9.3	1,441.0	12.0	11,996.6
Unallocated	531.2	8.0	736.0	11.1	6,603.6
<b>Total</b>	<b>10,101.1</b>	<b>7.3%</b>	<b>14,587.9</b>	<b>10.5%</b>	<b>138,309.9</b>

Source: Infometrics Ltd



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The region is serviced by the deep-water port at Lyttelton, part of Christchurch city, and exports goods overseas valued at around \$5 billion annually, including large volumes of timber and the largest volume of coal exports from New Zealand. Total exports through Lyttelton Port of Christchurch account for 13.9 per cent of the New Zealand total. It is the third-largest New Zealand export port after Auckland and Tauranga.

Christchurch is also home to significant manufacturing capacity, particularly food manufacturing. It has a number of knowledge-intensive, technology-based manufacturing companies which export to markets throughout the world, especially in the electronics and aviation industries.

Key sectors in the city and the region draw on skills and knowledge developed at Lincoln University, the University of Canterbury and Christchurch Polytechnic Institute of Technology. Lincoln University, with around 3,400 students, specialises in agricultural technology and business while the University of Canterbury, with more than 18,000 students, has strong specialities in engineering, including seismic engineering, and resource management. Both universities attract significant numbers of international students.

Seven of the eight New Zealand science-based Crown research institutes have facilities or headquarters in the region and city, including institutes specialising in pastoral agriculture, plant and food research, land management and industrial research.

Christchurch also contains a large tertiary hospital which provides a clinical base for the University of Otago School of Medicine. The Christchurch Hospital is at the centre of a cluster of medical services and related industries located in or near the central city.

Greater Christchurch is governed by three units of local government: Christchurch City Council, Waimakariri District Council and Selwyn District Council. The Christchurch central business district is wholly within the boundaries of the Christchurch City Council.

# 4. Overview of the Economic Recovery Programme for Greater Christchurch

Te Tiro Whānui

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The Economic Recovery Programme provides a framework for economic recovery through to 2016. It lays the foundations for the growth and development of greater Christchurch as the heart of Canterbury. Normality will return to greater Christchurch in that the best of the region will be restored but it will be a 'new normal', different from the pre-earthquake era, which will include accelerated development for the high-growth industries.

Greater Christchurch will also be able to connect back to its longer-term growth ambitions as identified by the economic development agencies (EDAs).<sup>7</sup> In the draft revision to the Christchurch Economic Development Strategy (CEDs), the Canterbury Development Corporation (CDC) stated that one of its proposed goals is that by 2031 the GDP growth rate has doubled which is equivalent to an annual GDP of approximately \$26 billion.

## Areas of focus *Kā wāhaka*

The ERP has two broad underpinning areas of focus:

1. **Fixing what's broken** – fixing key buildings, facilities and infrastructure that are needed for the recovery and ongoing growth of greater Christchurch
2. **Accelerating the development of high-growth and high-productivity industries** – supporting the ongoing development of high-growth sectors that, following the rebuild, will continue to drive economic growth and prosperity

CERA and the other agencies involved will work in both of these areas by focusing on the three aspects identified as best supporting conditions for growth: leadership, people and the business environment.

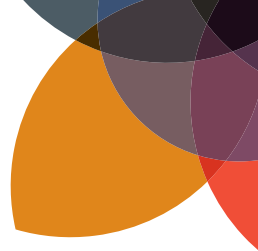
### Fixing what's broken

Despite the remarkable resilience demonstrated by the people, businesses and capital assets of the region, there remain significant areas of concern. Notably, the Lyttelton Port of Christchurch still requires significant repairs before the greater Christchurch economy can truly recover, and economic activity in the tourism and education sectors continues to be in significant distress.

Key factors of significant concern are:

- Business and investor community confidence – 70 per cent of buildings in the central business district (CBD) were severely damaged and have been or will be demolished

<sup>7</sup> EDAs: Canterbury Development Corporation (Christchurch City Council), Enterprise North Canterbury and Selwyn District Council



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- Tourism and hospitality – 346 restaurants and bars have been lost from the central city area<sup>8</sup>; at least 60 per cent of the hotels in the central city will be demolished
  - Insurance – property-related insurance claims from the earthquakes are currently estimated to total \$30 billion<sup>9</sup>
  - Education facilities – the Government will invest \$1 billion over the next 10 years to restore the education sector in greater Christchurch
  - International education – 37 per cent decline in enrolments post-earthquake
  - Population movement and business relocation – 50,000 people who worked in the CBD became displaced and most have found temporary premises elsewhere
  - Labour force and skills – there have been job losses, workers have left the region and participation rates in employment have fallen, particularly among women and young people
  - CBD commercial properties – more than 770 buildings in the central city have been demolished (August 2012) with a further 200 expected to be demolished in coming months
  - Infrastructure – 46 per cent of greater Christchurch’s urban sealed roads, water and sewerage infrastructure have been damaged
  - Lyttelton Port of Christchurch – the Port sustained very significant damage but has remained operational due to the temporary repairs. Insurance negotiations are ongoing
  - Canterbury District Health Board hospitals – about 9,000 out of 12,000 rooms need repairs. Cost of repairs and bringing CDHB facilities up to the appropriate building code is potentially \$400 million. The Government has already announced a redevelopment at Christchurch and Burwood hospitals with a total cost expected to be more than \$500 million

### **Accelerating development of high-growth and high-productivity industries**

When looking at the recovery work that lies ahead, it is important to recognise that not everything is broken; greater Christchurch has key strengths on which it can build its long-term prosperity. Greater Christchurch will continue to grow if the recovery focuses on the sectors that form the engine-room of the Canterbury economy. The ERP will encourage high-growth sectors to provide a strong base during and after the significant construction period of the rebuild so that the region’s economy is less likely to ‘boom

<sup>8</sup> Source: Christchurch City Council

<sup>9</sup> Source: Reserve Bank of New Zealand

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and bust', when construction activity inevitably declines after rebuilding has peaked. Economic recovery needs to focus on the following key sectors:

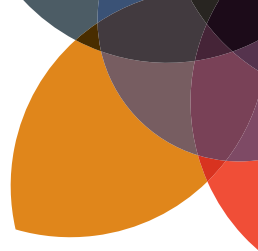
- Construction
- Agribusiness
- Information and communications technology
- Knowledge intensive manufacturing
- Health
- Professional services

A number of projects identified in the ERP are already underway. The ERP is a coordination document, identifying where activities are interdependent. It also identifies important areas for phasing such as early identification of key infrastructure to allow other business decisions. It makes the critical elements for recovery transparent and visible as well as putting in place a framework that ensures an economic perspective is included in reviewing priorities and progress across a much wider set of activities. Key priorities for recovery are identified in other Recovery Strategy programmes and plans such as the:

- Labour Market Recovery Programme
- Visitor Sector Recovery Programme
- Education Renewal Recovery Programme (developed and led by the Ministry of Education)
- Christchurch Central Recovery Plan, including the civic amenities and facilities
- Infrastructure Recovery Programme

The ERP also supports and is compatible with other recovery programmes including the:

- Iwi Māori Recovery Programme (developed and led by Te Rūnanga o Ngāi Tahu)
- Community Resilience Recovery Programme
- Arts, Culture and Heritage Recovery Programme (developed and led by Ministry of Culture and Heritage)
- Sports and Recreation Recovery Programme (developed and led by Sport New Zealand)
- Built Recovery Programme
- Land and Land Use Programme
- Canterbury District Health Board Recovery Transition Plan 2012 (developed and led by CDHB)



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## The role of government in the Economic Recovery Programme for Greater Christchurch

### *Te mahi a te kāwanataka*

Rebuilding greater Christchurch is one of the Government's four main priorities for the next three years.<sup>10</sup>

CERA has led the development of the ERP in consultation with other government agencies and the private sector. It will coordinate decisions on the ERP and its implementation and report on its progress and impact, in conjunction with other government agencies. It will also convene working groups as needed to develop and implement the ERP. Since late 2011, the development of the ERP has been supported by a group of Canterbury business leaders in a forum known as the Partnership for Economic Prosperity and Recovery (PEPR).

Central government's role in the recovery takes account of greater Christchurch's unique circumstances. Central government sets the planning and regulatory environment, provides core public services such as health, education, justice and welfare, and makes investment and spending decisions that meet the criteria for being of national benefit. Alongside these direct functions and responsibilities, central government also has a key role in leading, facilitating and coordinating the actions of others to build momentum and achieve optimal outcomes.

Local government plays an important role in recovery. Among its functions are to make investments, provide services and set a regulatory framework (planning and consenting), as well as to take longer-term statutory planning responsibility for greater Christchurch.

Budget 2012<sup>11</sup> estimated that the Government will contribute a total of \$13 billion to the recovery. This comprises a \$7.4 billion cost to the Earthquake Commission (EQC) and an estimated \$5.5 billion for all other core expenditure costs through the Canterbury Earthquake Recovery Fund (CERF). The Budget documents estimate that the Crown will contribute \$1.6 billion to repairing essential local infrastructure and \$1.1 billion to acquiring and repairing residential property and land damage.

<sup>10</sup> <http://www.med.govt.nz/business/economic-development/pdf-docs-library/governments-business-growth-agenda/governments-business-growth-agenda.pdf>

<sup>11</sup> <http://www.treasury.govt.nz/budget/2012/>

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## **The role of business and industry in the Economic Recovery Programme for Greater Christchurch** *Te mahi a kā pākihi*

While CERA has led the development of the ERP and will coordinate its implementation, the private sector will drive economic recovery. Business and industry will be involved in leading, advising on and implementing the recovery, including by being part of PEPR, and will participate in all 20 key projects.

As outlined by the Organisation for Economic Cooperation and Development (OECD),<sup>12</sup> the private sector, unless devastated in a disaster, generally can restore economic performance in the disaster area. In many business sectors in greater Christchurch, economic activity is already returning to near pre-earthquake levels; signs of recovery are most evident in agriculture, construction, information and communication technology (ICT), professional services, and export manufacturing. Many businesses are finding new and innovative ways of continuing to operate, while others are identifying opportunities for long-term gains in the disruption.

The Government expects that the private sector will contribute the majority of the financing needed to return greater Christchurch to an economically vibrant and prosperous region. This contribution will come through commercial investment and increased employment opportunities.



<sup>12</sup> [http://www.oecd.org/document/49/0,3746,en\\_2649\\_33707\\_36099505\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/49/0,3746,en_2649_33707_36099505_1_1_1_1,00.html)



# 5. Integration

## Te Mahi Kātahi

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### **Integration across the Recovery Strategy for Greater Christchurch**

#### *Te mahi kātahi ki te Mahere Haumanutanga o Waitaha*

If recovery is to be effective, the full set of recovery programmes must succeed, and each one must integrate and support relevant activities. CERA will run an internal process to align and integrate all associated programmes and projects.

The ERP gives an economic perspective to a number of projects that are the responsibility of other CERA programmes. In these projects, CERA will work with the project owners to meet the economic outcomes.

Alongside the other Recovery Strategy programmes, the ERP includes a number of critical programmes that sit under or alongside it. Among these programmes are the Greater Christchurch Labour Market Recovery Programme, the Greater Christchurch Visitor Sector Recovery Programme and the Education Renewal Recovery Programme, which includes the recovery programmes for the University of Canterbury, Lincoln University and Christchurch Polytechnic Institute of Technology. All of these programmes have associated projects or linkages in the ERP to ensure that they are consistent with it and are included in CERA's ongoing monitoring and evaluation.

The ERP also integrates with the work of the Christchurch Central Development Unit (CCDU) and the Christchurch Central Recovery Plan and blueprint, which will guide redevelopment in the central city. In addition, it will fit in with the Infrastructure Recovery Programme, including the work of the Stronger Christchurch Infrastructure Rebuild Team (SCIRT) in restoring critical roading, water and waste services and the Greater Christchurch Transport Statement.<sup>13</sup>

Alongside the Recovery Strategy, the ERP needs to be consistent with and support the Government's economic growth priorities, including the Business Growth Agenda<sup>14</sup> and the Better Public Service Targets.<sup>15</sup>

### **Integration with longer-term economic development strategies**

#### *Te mahi kātahi mō kā whāika roa*

The ERP focuses on recovery and growth. As we move from recovery to the 'new normal', the ERP must also link into greater Christchurch's existing and new long-term economic development goals.

A key way in which the ERP differs from economic development plans is that it takes a collective view of the greater Christchurch economy whereas the plans of the three councils focus on their own local economies. However, what the ERP has in common

<sup>13</sup> [http://www1.ccc.govt.nz/council/agendas/2012/july/udsic13th/udsic\\_agenda13jul12.pdf](http://www1.ccc.govt.nz/council/agendas/2012/july/udsic13th/udsic_agenda13jul12.pdf)

<sup>14</sup> <http://www.med.govt.nz/business/economic-development/pdf-docs-library/governments-business-growth-agenda/governments-business-growth-agenda.pdf>

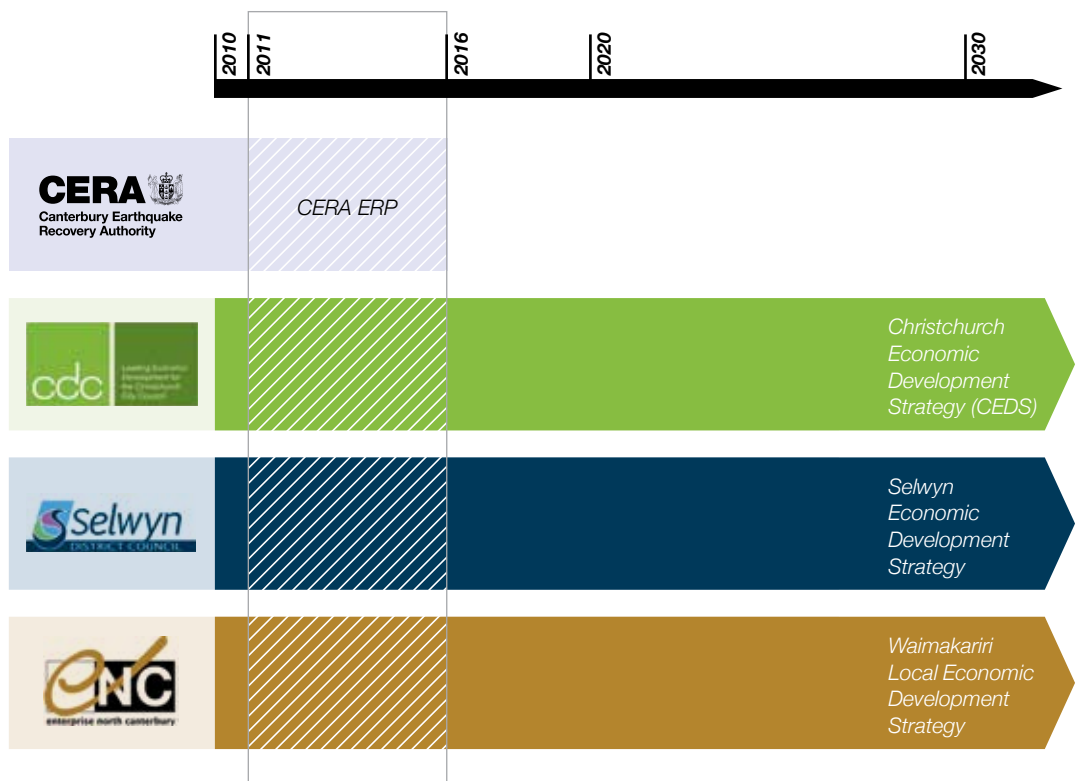
<sup>15</sup> <http://www.ssc.govt.nz/better-public-services/>

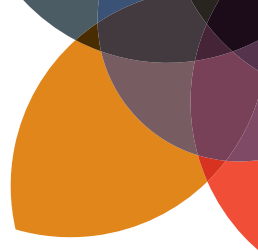
with the economic development planning of Christchurch city, and Selwyn and Waimakariri districts is their similar long-term goals. All three councils share goals such as productive and efficient infrastructure, a growth-focused business environment and the development of key sectors, and these goals are aligned to the goals of the ERP.

Representatives of the economic development agencies from CDC and Selwyn and Waimakariri District Councils participated in the ERP project team. They have collaborated to develop the ERP while revising their own longer-term economic strategies in light of the earthquakes.

Figure 2 below shows how the ERP links in to the economic development plans of the three councils.

**Figure 2: Relationship between CERA, ERP and greater Christchurch economic development plans**





# 6. The Implementation Approach

## Te Ara ki Mua

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The ERP lays the foundations for long-term economic growth and prosperity in greater Christchurch.

The 20 projects set out on the following pages make up the ERP. They will create the environment for long-term economic growth and support business in developing ongoing initiatives.

After giving a brief overview of all projects, this section provides more detail on each one. The projects are grouped under three aspects: leadership, people and business environment.

### **Leadership** *He kaitātaki*

The CERA leadership role ensures central government, local government, business and the key agencies are connected and are working together in a cohesive and coordinated manner.

CERA will lead in communicating and promoting the priorities from the ERP to instil confidence in the business community and restore the economic performance of greater Christchurch.

Through this leadership, the ERP will be consistent with the Recovery Strategy and associated programmes and plans (as described earlier), the ongoing regional economic development strategies (Christchurch City Council, Waimakariri District Council and Selwyn District Council), and the Government's Business Growth Agenda.

### **People** *He tākata*

Under the ERP, the 'people' aspect focuses on two critical goals: the immediate rebuild of greater Christchurch, and in the longer term the growth and development of a more highly skilled workforce.

This work links strongly to the work of the Community Resilience Recovery Programme. As well as attracting people into greater Christchurch, it is concerned with providing an appropriate and healthy social environment that supports a larger workforce and maintains and improves the quality of life for all residents.

### **Business environment** *Te ao pākihi*

Work on the business environment involves creating the environment in which business can prosper and drive the economic recovery.

There are many parts to this overarching strategic direction. For the ERP to succeed, the greater Christchurch business environment must thrive. The ERP needs to set up the environment and ensure the infrastructure attracts capital, encourages innovation and can build the critical sectors for growth.

## Economic Recovery Programme for Greater Christchurch

*Te Whakaara Tahua o Waitaha*

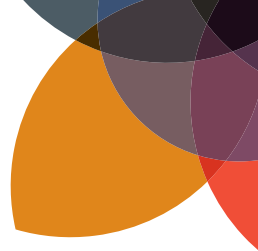
### Leadership

Ensure central government, local government and the business community are connected and work together in a cohesive and coordinated manner

### People

Attract and retain a high-calibre, appropriately skilled workforce

<b>Business environment</b>	<b>Capital markets</b> Attract new capital and instil confidence in the business sector	<b>Innovation</b> Build innovative and connected business and research communities, and ensure science and innovation support recovery and growth
<b>Economic infrastructure</b> Ensure greater Christchurch infrastructure fits with future economic needs	<b>Export markets and sector productivity</b> Restore and grow our export markets in the key sectors to drive the greater Christchurch economy	<b>Critical resources</b> Maximise the use of natural resources we have and use them to drive economic benefit



**Table 4: Indicative ERP investment schedule**

ERP project #	Project description	\$m local and central public sector investment (estimate)	\$m private sector investment (estimate)
1	Leadership and planning	(i)	–
2	Implementation and monitoring	(i)	–
3	Labour market	TBD	TBD
4	Social environment	500-1,000 (ii)	TBD
5	Tertiary education	150-350 (ii)	–
6	Capital attraction	(i)	–
7	Business collaboration	TBD	TBD
8	Insurance availability	TBD	–
9	Ultrafast broadband uptake	TBD	TBD
10	Innovation precincts and clusters	25-50 (ii)	50-100
11	Better public services	TBD	–
12	Central city recovery	2,000-4,000 (ii)	2,000-4,000
13	Suburbs and towns	TBD	TBD
14	Rebuild infrastructure	2,500-2,800	–
15	Tourism	TBD	TBD
16	International education	TBD	TBD
17	Construction and productivity	–	10,000-15,000
18	Rural sector production	50-2,000 (ii)	200-1,000
19	Local government business friendly services	TBD	–
20	Health Precinct development	500-650 (ii)	–
<b>Estimated TOTAL</b>		<b>\$6 to \$9 billion</b>	<b>\$14 to \$21 billion</b>

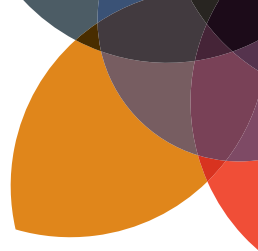
Note: This table is incomplete as investment estimates and economic benefits have not yet been determined for some projects. As the information becomes available, it will be documented and reported.

(i) Part of CERA departmental funding

(ii) Actual capital expenditure to be determined once specific business cases finalised and agreed

## 20 key economic recovery projects: an overview *Kā kaupapa ohaoha*

	Project	Project lead* and partners**
LEADERSHIP	<b>Leadership of Planning and Alignment</b>	
	1 <b>Leadership and planning</b> Plan, coordinate and facilitate economic recovery in which CERA takes the lead and works with strategic partners, the private sector and central government agencies.	<b>CERA</b> , PEPR, CCC, WDC, SDC, TRONT, CDC, CECC, ECan, private sector, government agencies
PEOPLE	<b>Implementation, Monitoring and Communication</b>	
	2 <b>Implementation and monitoring</b> Ensure communication and provide oversight of the implementation of the Economic Recovery Programme : <ul style="list-style-type: none"> <li>• Publish and promote the Economic Recovery Programme</li> <li>• Communicate an integrated recovery roadmap that includes milestones</li> <li>• Monitor delivery and report progress to provide confidence</li> </ul>	<b>CERA</b> , PEPR, CECC, CDC, TRONT, MBIE, NZTE, CCC, WDC, SDC
PEOPLE	<b>Building Safe and Skilled Workplaces</b>	
	3 <b>Labour market</b> Develop and implement a Labour Market Recovery Programme for greater Christchurch: <ul style="list-style-type: none"> <li>• A model to understand labour market dynamics</li> <li>• Policy options to reduce constraints</li> <li>• Accelerated skills development and training</li> <li>• Establish industry sector groups and governance to lead the LMRP</li> </ul>	<b>MBIE</b> (Labour), MBIE (Immigration), CDC, MSD, TEC, CESB, TRONT, MOE, CERA, NZCTU, CTA
	4 <b>Social environment</b> Provide an economic perspective on amenities to retain and attract skilled workers, and on the work of the Community Resilience Recovery Programme: <ul style="list-style-type: none"> <li>• Ensure a good quality of life for existing and new residents</li> <li>• Build and maintain a healthy social environment to support the larger workforce</li> <li>• Address the economic and social issues arising from an influx of workers for the rebuild</li> </ul>	<b>CERA</b> , MBIE (Building and Housing), HNZ, CCC, WDC, SDC, CDC, CECC, MSD, MBIE (Immigration), MOE, other social service agencies, private sector
BUSINESS ENVIRONMENT	5 <b>Tertiary education</b> Realign the tertiary education sector to support the wider economy by making smart reinvestments so that universities and other tertiary education institutions (TEIs) contribute fully to greater Christchurch's longer-term economic development.	<b>TEC</b> , MOE, UC, LU, CPIT, CERA, PTEs, MBIE, other tertiary institutions
	<b>Building Capital Markets</b>	
	6 <b>Capital attraction</b> Develop and promote an investment proposition and proposals to showcase opportunities in greater Christchurch: <ul style="list-style-type: none"> <li>• Produce an integrated analysis of rebuild capital needs</li> <li>• Connect opportunities with funders</li> <li>• Provide a compelling vision for the future of greater Christchurch</li> </ul>	<b>CERA</b> , CDC, MBIE, NZTE, CECC, CCC, SDC, WDC, ENC
	7 <b>Business collaboration</b> Support better business collaboration: <ul style="list-style-type: none"> <li>• Explore opportunities for businesses to work collaboratively in ways that make them more competitive and address resource constraints</li> <li>• Support collaborative agreements such as secondments, supply, outsourcing, subcontracts, partnerships joint ventures, and mergers and acquisitions</li> <li>• Assist businesses to make connections locally, nationally and internationally</li> </ul>	<b>CECC</b> , CDC, CERA, ENC, SDC, Recover Canterbury, MBIE
	8 <b>Insurance availability</b> Help to keep insurance available and affordable by monitoring and engaging with insurers: <ul style="list-style-type: none"> <li>• Monitor insurance markets</li> <li>• Minimise or remove barriers</li> <li>• Provide information to enable accurate pricing of risk and effective market operation</li> </ul>	<b>CERA</b> , Treasury, insurers, brokers, reinsurers
BUSINESS ENVIRONMENT	<b>Building Innovation</b>	
	9 <b>Ultrafast broadband uptake</b> Develop and implement opportunities for digital content and capability development that accelerate and leverage ultrafast broadband uptake: <ul style="list-style-type: none"> <li>• Educate businesses regarding the potential of UFB through the dissemination of information</li> <li>• Create and implement digital initiatives that build business productivity, initially targeting key sectors and industry groups</li> <li>• Support Ministry of Education in making the most of broadband in schools and education networks</li> </ul>	<b>CDC and Enable Networks Ltd</b> , Digital Leaders Forum, ENC, SDC, CERA, MOE, GCSN, CDHB, CECC, CFH, TEC, MBIE (Science and Innovation), NZTE, private sector partners
	10 <b>Innovation precincts and clusters</b> Use national initiatives to support and build on greater Christchurch's key strengths. Initiatives such as a New Zealand Health Innovation Hub, and an Advanced Technology Institute will encourage the expansion of high-growth sectors. Regional clustering opportunities, such as Enterprise Precinct and Innovation Campus (EPIC) and the Land Innovation Cluster for agritechology, will encourage collaboration and so increase innovation: <ul style="list-style-type: none"> <li>• Identify and make the most of opportunities</li> <li>• Facilitate existing and new clusters</li> <li>• Capture the lessons from EPIC to inform future opportunities</li> </ul>	<b>MBIE (innovation)</b> , <b>CERA</b> , MOH, MPI, CDHB, CDC, UC, UO, LU, CPIT, EPIC, TEC, business, research and tertiary institutions



	Project	Project lead* and partners**
<b>BUSINESS ENVIRONMENT</b>	<b>Building Innovation</b>	
	11 <b>Better public services for business</b> Ensure central government services are business friendly, responsive and enabling: <ul style="list-style-type: none"> <li>• Be innovative in providing government services in greater Christchurch</li> <li>• Establish and broaden collaborations that began as a response to the earthquakes</li> <li>• Provide more digital capabilities and 'one stop shop' government services to businesses</li> </ul>	<b>SSC</b> , CERA, MBIE, DIA, IRD, MSD, CDC, CECC
	<b>Building Economic Infrastructure</b>	
	12 <b>Central city recovery</b> Implement the Christchurch Central Recovery Plan, developed by CERA to help redevelop Christchurch central city: <ul style="list-style-type: none"> <li>• Plan the location and delivery of anchor projects</li> <li>• Develop planning rules to facilitate quality development</li> <li>• Attract and retain public and private capital to fund redevelopment projects</li> </ul>	<b>CERA</b> , MBIE, CCC and other strategic partners <sup>16</sup> , NZTA, Treasury, public and private investors
	13 <b>Suburbs and towns</b> Facilitate investment: <ul style="list-style-type: none"> <li>• Redevelopment of suburban centres and towns in greater Christchurch:               <ul style="list-style-type: none"> <li>- Christchurch Suburban Centres Programme, including Lyttelton, Sydenham and others</li> <li>- Waimakariri towns of Kaiapoi and Rangiora</li> <li>- Selwyn towns of Lincoln, Darfield and Rolleston</li> </ul> </li> <li>• Commercial areas (such as Bromley and Woolston)</li> </ul>	<b>CCC, WDC and SDC</b> , CERA, CDC, LPC, ECan, NZTA, KiwiRail, Recover Canterbury
	14 <b>Rebuild infrastructure</b> Match the rebuild of critical infrastructure to objectives for greater Christchurch's long-term economic growth.	<b>CERA</b> , strategic partners, <sup>17</sup> NZTA, SCIRT, KiwiRail, utility providers, EDAs, <sup>18</sup> Treasury, NIU, CBLG (infrastructure working group)
	<b>Building Our Export Markets and Sector Productivity</b>	
	15 <b>Tourism</b> Support the recovery of the visitor sector by working with Christchurch and Canterbury Tourism and the tourism sector to implement the Visitor Sector Recovery Programme.	<b>CCT</b> , MBIE, Tourism NZ, CIAL, CCDU, CCC, CERA
	16 <b>International education</b> Support the implementation of the aspects of the Education Renewal Recovery Programme concerned with international education recovery: <ul style="list-style-type: none"> <li>• Develop an international education strategy</li> <li>• Support marketing and regional brand development</li> <li>• Renew greater Christchurch's brand as a safe and attractive place to study</li> </ul>	<b>Education NZ</b> , CTA, UC, LU, CPIT, PTEs, CDC, TEC, MOE, Study Christchurch, MBIE (Immigration), CERA
	17 <b>Construction and productivity</b> Work to increase productivity in the construction sector, to support the recovery: <ul style="list-style-type: none"> <li>• Implement programmes developed by the Building and Construction Productivity Partnership, including construction systems, procurement, skills development, and research and evidence</li> </ul>	<b>MBIE</b> (Building & Housing), construction firms, suppliers, CCC, SDC, WDC, NGOs, Productivity Commission
	<b>Building Critical Resources</b>	
	18 <b>Rural sector production</b> Identify opportunities to increase value from improved production in the rural sector to lift greater Christchurch gross domestic product and support recovery: <ul style="list-style-type: none"> <li>• Leverage growth from investments in water storage and distribution</li> <li>• Foster sector innovation and technology transfer in conjunction with science and technology sector</li> <li>• Enhance sustainable use of water and irrigation of land</li> <li>• Drive focus of best practice on-farm management to increase productivity and efficiency</li> <li>• Add value to primary produce to maximise return to our exports</li> </ul>	<b>MPI</b> , ECan, CDC, ENC (WDC), SDC, LU, Dairy NZ, Irrigation NZ, Lincoln agri-science sector, TRONT, CERA, UC
	19 <b>Local government business friendly services</b> Work with councils to develop planning and consenting processes that are easy to follow and business friendly: <ul style="list-style-type: none"> <li>• Streamline processes</li> <li>• Increase transparency and benchmarking</li> <li>• Make it easier to solve problems</li> </ul>	<b>CCC, SDC, WDC, ECan</b> , MBIE (Building & Housing), MFE, CERA
	20 <b>Health Precinct development</b> <ul style="list-style-type: none"> <li>• Support the redevelopment of Christchurch Hospital within the wider health network</li> <li>• Develop the adjacent Health Precinct that provides a centre for health innovation, education and related commercial services</li> </ul>	<b>Hospital Redevelopment Partnership Group</b> , MOH, CDHB, Treasury, CERA

<sup>16</sup> Other strategic partners: TRONT, SDC, WDC and ECan

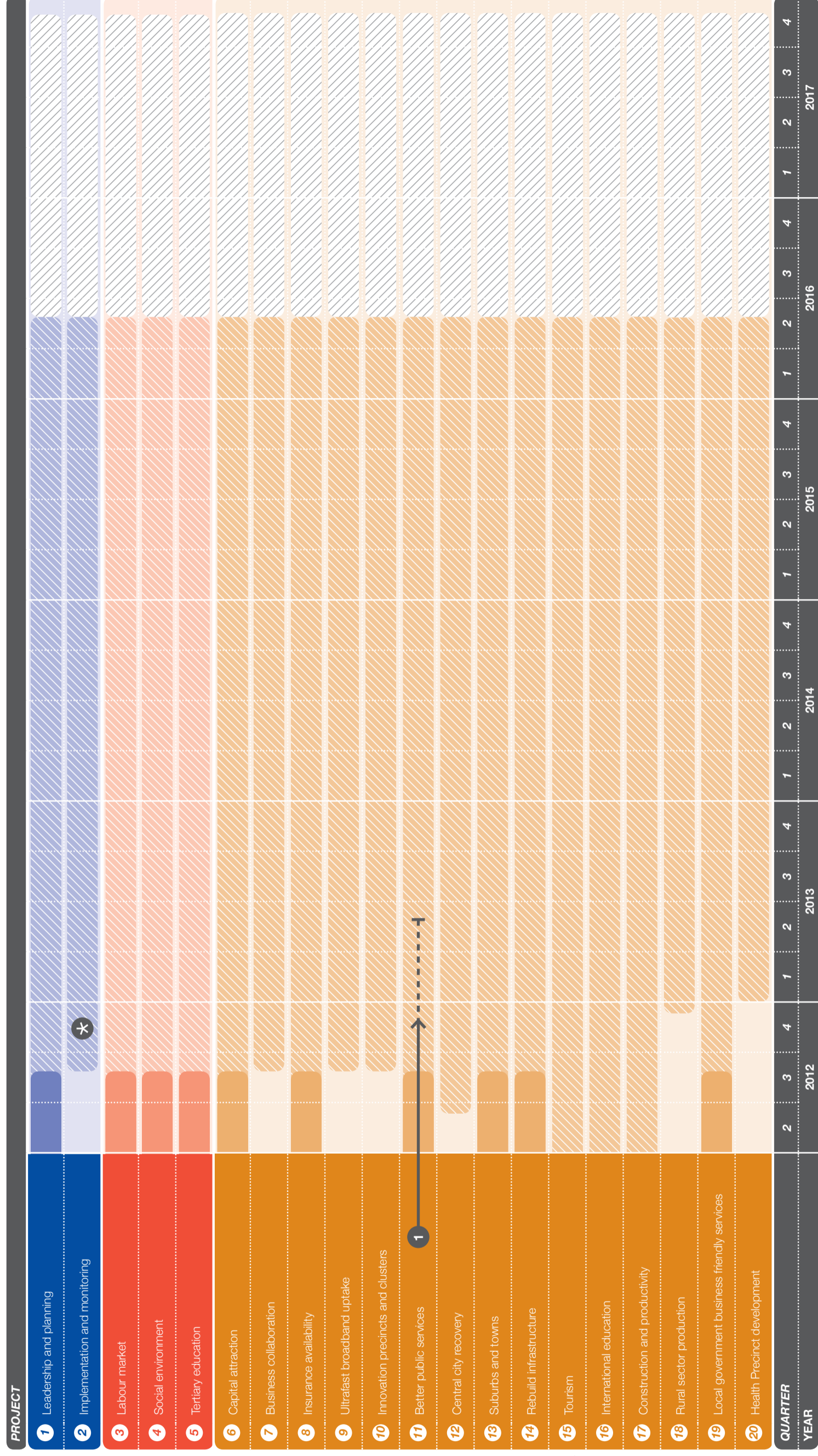
<sup>17</sup> Strategic partners: TRONT, CCC, SDC, WDC and ECan

<sup>18</sup> EDAs: ENC/WDC, CDC, SDC

Notes \* Bold indicates the organisation or agency with lead responsibility in the project.  
 \*\* For a guide to abbreviations used in this table, see the Glossary of abbreviations.



### Indicative project delivery schedule



**KEY**  
 ■ Indicative project duration  
 ■ Early commitment to project delivery  
 ■ Enduring project delivery (beyond CERFA)  
 →+1 Recover Canterbury duration  
 \* ERP published

This represents a compressed and accelerated timeline for delivery of projects. As further scheduling work is completed these timeframes may change. Projects that have Government funding will require business cases. These are anticipated to be drafted during the project brief stage. For some projects the key strategic design to inform early commitments to project delivery are indicated where decisions have been made to proceed with key stages of the projects and therefore the timeframes are more certain.





**Project links to recovery programmes and plans**  
*Kā honoka ki kā kaupapa ohaoha*

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Leadership & planning	█																			
Implementation & monitoring		█																		
Labour market			█																	
Social environment				█																
Tertiary education					█															
Capital attraction						█														
Business collaboration																				
Insurance availability																				
Ultra-fast broadband uptake																				
Innovation precincts and clusters																				
Better public services																				
Central city recovery																				
Suburbs & towns																				
Rebuild infrastructure																				
Tourism																				
International education																				
Construction & productivity																				
Rural sector production																				
Local government business friendly																				
Health Precinct development																				

**RECOVERY PROGRAMME/PLAN**

**LEADERSHIP & INTEGRATION**

Central City	█																			
Communications & Engagement		█																		
Funding and Finance						█														
Iwi Māori					█															
Monitoring & Reporting		█			█															
Recovery Governance Coordination		█			█															
Recovery Strategy		█			█															
Urban Development Strategy																				

**BUILT**

Rebuild Infrastructure																				
Infrastructure																				
Land and Land Use																				
Green Zone																				

**NATURAL**

Natural Environment																				
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**CULTURAL**

Arts, Culture & Heritage																				
Heritage Buildings & Cultural Places																				
Sport & Recreation																				

**SOCIAL**

CDHB Transition																				
Community Resilience																				
Education Renewal																				
Effective Government Services																				

**ECONOMIC**

Business Environment																				
Capital Investment																				
Labour Market																				
Visitor Sector																				
Insurance																				

## Project leads and partners

*Kā hōa matua*

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	Leadership & planning	Implementation & monitoring	Labour market	Social environment	Tertiary education	Capital attraction	Business collaboration	Insurance availability	Ultra-fast broadband uptake	Innovation precincts and clusters	Better public services	Central city recovery	Suburbs & towns	Rebuild infrastructure	Tourism	International education	Construction & productivity	Rural sector production	Local government business friendly	Health Precinct development	
<b>PROJECT LEADS (noted as 'lead') and PARTNERS (noted in colour)</b>																					
Canterbury Business Leaders Group (Infrastructure)																					
Canterbury Development Corporation																					
Canterbury District Health Board																					
Canterbury Earthquake Recovery Authority	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead
Canterbury Employers Chamber of Commerce																					
Canterbury Skills and Employment Board																					
Canterbury Tertiary Alliance																					
Christchurch and Canterbury Tourism																					
Christchurch City Council																					
Christchurch International Airport Ltd																					
Christchurch Polytechnic Institute of Technology																					
Crown Fibre Holdings																					
Dairy NZ																					
Department of Internal Affairs																					
Education NZ																					
Enable Networks Ltd																					
Enterprise North Canterbury																					
Enterprise Precinct and Innovation Campus																					
Environment Canterbury																					
Government Agencies																					
Greater Christchurch Schools Network																					
Hospital Redevelopment Partnership Group																					
Housing New Zealand																					
Inland Revenue Department																					
Insurers, brokers, reinsurers																					
Irrigation NZ																					
KiwiRail																					
Lincoln Agriscience Cluster																					
Lincoln University																					
Lytelton Port of Christchurch																					
Ministry for the Environment																					
Ministry of Business, Innovation & Employment			Lead																		
Ministry of Education																					
Ministry of Health																					
Ministry of Primary Industries																					
Ministry of Social Development																					
National Infrastructure Unit																					
New Zealand Council of Trade Unions																					
New Zealand Trade and Enterprise																					
New Zealand Transport Authority																					
Non-governmental Organisations																					
Partnership for Economic Prosperity and Recovery																					
Private Sector Partners																					
Private Training Establishments																					
Productivity Commission																					
Recover Canterbury																					
Selwyn District Council																					
Social Service Agencies																					
Sport NZ																					
State Services Commission																					
Stronger Christchurch Infrastructure Rebuild Team																					
Study Christchurch																					
Ti Rūnanga o Ngāi Tahu																					
Tertiary Education Commission																					
Tertiary Institutions																					
Tourism Industry Association NZ																					
Tourism NZ																					
Treasury																					
University of Canterbury																					
University of Otago																					
Utility Providers																					
Waimakariri District Council																					

## Economic recovery projects in detail *Kā mokamoka o kā kaupapa ohaoha*

**LEADERSHIP** – Taking a leadership role to ensure an economic perspective informs planning, alignment and coordination across key plans

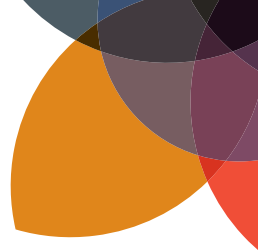
Project 1: Leadership and planning	Project lead	Partners
Plan, coordinate and facilitate economic recovery in which CERA takes the lead and works with strategic partners, the private sector and central government agencies.	CERA	PEPR, CCC, WDC, SDC, TRONT, CDC, CECC, ECan, private sector, government agencies
	<b>Outcome:</b> A successful recovery with a dynamic, prosperous economy and an engaged private sector.	

### What is the problem/opportunity?

A desire for clear, strong leadership to ensure an agreed vision, action and confidence in the ongoing recovery process, particularly as it relates to the business environment and economic recovery and as a foundation for long-term growth.

### Central and local government actions

- Provide an economic perspective during development of key recovery plans and programmes and other policies by informing and seeking alignment and coordination across other key recovery programmes that together support economic recovery, in particular:
  - Christchurch Central Recovery Plan
  - Education Renewal Recovery Programme
  - Community Resilience Recovery Programme
  - Arts, Culture and Heritage Recovery Programme
  - Built Recovery Programme, including transport
- Provide an economic perspective and work with the strategic partners to ensure the future urban form of greater Christchurch enables a prosperous economy
- Maintain momentum through implementing and monitoring the ERP to ensure a speedy and effective recovery
- Encourage collaboration across strategic partners, private sector and central government to build and maintain momentum for the speedy and effective implementation of the ERP and other actions



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**Indicative budget**

CERA baseline

**Indicative timeframe**

Providing an economic perspective and input to other recovery programmes  
2012  
Implementation of recovery programmes  
2012/13–2016  
Ongoing monitoring and evaluation to  
2016  
PEPR meets quarterly

**What would indicate success?**

- Leadership is demonstrated with active engagement among central and local government, the business sectors and NGOs and ongoing collaboration and partnerships
- Greater Christchurch GDP increases, along with investment in the rebuild and business opportunities in greater Christchurch
- Key economic indicators are monitored and reported publicly to maintain oversight of progress

Project 2: Implementation and monitoring	Project lead	Partners
<p><b>Implementation, monitoring and communication</b></p> <p>Ensure effective communication and provide oversight of the implementation of the ERP:</p> <ul style="list-style-type: none"> <li>• Publish and promote the ERP</li> <li>• Communicate an integrated recovery roadmap that includes milestones</li> <li>• Monitor delivery and report progress to provide confidence</li> </ul>	<p>CERA</p>	<p>PEPR, CECC, CDC, TRONT, MBIE, NZTE, CCC, WDC, SDC</p> <p><b>Outcome:</b> The Economic Recovery Programme contributes to confidence for business and investors and improves the information available to inform business decisions.</p>
<p><b>What is the problem/opportunity?</b></p> <p>The ERP is one component in the framework of recovery programmes and plans in the <i>Recovery Strategy for Greater Christchurch: Te Mahere Haumanutanga o Waitaha</i>. It relies on collaboration and action by public, private and not-for-profit sectors and needs to be well communicated to guide and facilitate coordinated actions.</p> <p>The impact of the ERP also needs to be monitored and reported publicly to build confidence and demonstrate progress.</p>		
<p><b>Central and local government actions</b></p> <ul style="list-style-type: none"> <li>• Develop a communication plan for the ERP and key actions</li> <li>• Continue to engage with PEPR and the wider business community on the ERP to ensure it is responsive to business needs and priorities in relation to recovery</li> </ul>		
<p><b>Commitment needed from business</b></p> <ul style="list-style-type: none"> <li>• Businesses engage with and support the ERP</li> <li>• Key partners, including PEPR members and businesses, communicate about the ERP to their networks</li> <li>• PEPR continues to review the ERP projects to ensure they remain relevant and current</li> </ul>		



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**Indicative budget**

CERA baseline

**Indicative timeframe**

Ongoing to 2016

ERP published 2012

Regular reporting as part of Recovery Strategy reporting to 2016

**What would indicate success?**

- The ERP is well distributed and has an effective and transparent monitoring regime that is publicly reported regularly
- The business sector and the community are strongly engaged with the ERP



**PEOPLE: Building safe and skilled workplaces** – Attracting and retaining a high-calibre, appropriately skilled workforce by renewing greater Christchurch, its brand and reputation so we are known internationally as a safe, desirable and attractive place to live, study, visit and invest

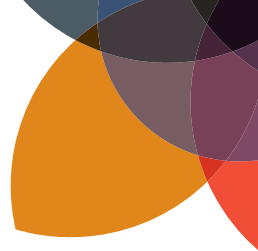
Project 3: Labour market	Project leadership structure
<p>Develop and implement a Labour Market Recovery Programme for greater Christchurch:</p> <ul style="list-style-type: none"> <li>• A model to understand labour market dynamics</li> <li>• Policy options to reduce constraints</li> <li>• Accelerated skills development and training</li> <li>• Establish industry sector groups and governance to lead the LMRP</li> </ul>	<ul style="list-style-type: none"> <li>MBIE (Labour) – governance</li> <li>MBIE (Labour) – delivery of the skills and employment hub</li> <li>MBIE (Labour) – safe workplaces</li> <li>MBIE (Immigration) – immigration</li> <li>CDC – regional marketing</li> <li>MSD – job seeker support</li> <li>TEC – training and skills development</li> <li>CESB – integration with business</li> <li>TRONT – partnership with Ngai Tahu</li> <li>MOE – careers transition and skills development</li> <li>NZCTU – employee representation</li> <li>CERA – coordination and local connection</li> <li>CTA – training and education</li> </ul>
	<p><b>Outcome:</b> A responsive and skilled labour force is available to support the recovery, rebuild and economic growth.</p>

**What is the problem/opportunity?**

The areas of the greater Christchurch labour market impacted by the earthquakes need to quickly recover and support the recovery, growth and prosperity of the industry sectors they underpin. There are three linked issues:

- Ensure enough workers are available to facilitate a speedy rebuild
- Use the rebuild opportunity to build the skills of people in the greater Christchurch area
- Retain skilled workers for health, education and professional service businesses as city rebuilds

Underpinning this is the need to have safe workplaces which adhere to workplace practice legislative requirements and promote best practice during the rebuild and beyond.



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### **Central and local government actions**

- Undertake labour market modelling to establish the needs of the region both during the rebuild and to an ongoing basis over the long-term for a highly skilled workforce (CESB, MBIE and CERA)
- Develop and implement an LMRP that will focus on selected sectors and provide a basis for integration into longer-term regional labour and skill strategies  
The LMRP has identified the following priorities:
  - attract and retain skilled and talented people in greater Christchurch
  - develop skills relevant to the needs of local businesses
  - improve the utilisation of skills in the workplace
  - better connect schools, tertiary providers and businesses
  - engage people in work who are currently outside the workforce
- Facilitate the establishment of industry leaders' groups which will develop sector workforce plans
- Review and update the pathways available to young people and develop best practice careers and employment services
- Provide information and education on safe workplaces and workplace practices during the rebuild and beyond

### **Commitment needed from business**

- Lead the development of the sector workforce plans and provide opportunities to maximise the participation of women, young people, Māori, Pasifika and people with disabilities in collaboration with government agencies
- Work with the tertiary sector to identify and develop training opportunities
- Make a greater contribution to jobs and growth through close, effective links among education, research and business (link to Projects 5, 6 and 10)
- Businesses and employers will ensure safe workplaces and safe workplace practices during the rebuild and beyond

#### **Indicative budget**

CERA baseline, and specific project funding to be determined

#### **Indicative timeframe**

Labour Market Recovery Programme published 2012  
Sector workforce plans (six) developed late 2012-early 2013

### **What would indicate success?**

- There is a skilled labour pool to support recovery and economic growth
- Monthly statistics show increase in volume of job matching with successful employment outcomes for greater Christchurch
- A governance structure for the greater Christchurch labour market is established



Project 4: Social environment	Project lead	Partners
<p>Provide an economic perspective on amenities to retain and attract skilled workers, and on the work of the Community Resilience Programme:</p> <ul style="list-style-type: none"> <li>• Ensure a good quality of life for existing and new residents</li> <li>• Build and maintain a healthy social environment to support the larger workforce</li> <li>• Address the economic and social issues arising from an influx of workers for the rebuild</li> </ul> <p>This project links to the Community Resilience Recovery Programme.</p>	<p>CERA</p> <p><b>Outcome:</b> Greater Christchurch has an excellent quality of life for residents, which attracts and retains skilled workers.</p>	<p>MBIE (Building and Housing), HNZ, MOE, CCC, WDC, SDC, CDC, CECC, MSD, MBIE (Immigration), other social service agencies, private sector</p>

**What is the problem/opportunity?**

Attractive cities will retain and attract skilled workers. There is an opportunity to attract and retain skilled workers by making greater Christchurch an attractive place to be, with appealing amenities, and providing a high quality of life.

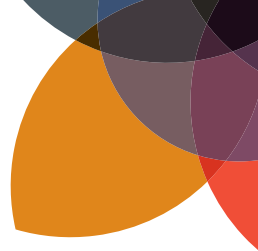
**Central and local government actions**

Highlight the economic value of city amenities and ensure decisions on amenities are made after considering relevant matters related to quality of life. Such decisions may concern:

- Amenities that are socially and culturally important to greater Christchurch
- Education facilities, including schools. The Government will invest \$1 billion over the next 10 years to restore the education sector
- Use of the natural environment for recreational purposes
- Urban form

This project includes working with the Cultural, Community Resilience, Education Renewal and Natural Environment Recovery Programmes to ensure that greater Christchurch remains attractive and retains a highly skilled and productive workforce. The ERP will support, where needed, the work areas of other programmes by:

- Undertaking a literature review looking at international disasters of a similar size to identify the experiences of other cities during the process of recovery, considering the social connectedness of workers, community safety and the achievement of healthy outcomes



- Undertaking an environmental scan to build an understanding of the programmes and plans being developed by external organisations and agencies to meet the anticipated needs
- Augmenting labour force modelling with likely demographic profiling and analysis with MBIE (Immigration)
- Identifying the gaps and develop a project scope based on the findings of the literature review, environmental scan, and modelling/analysis
- Developing a plan to address the issues to ensure greater Christchurch remains a liveable and attractive city
- Ensuring residential, social and pastoral support for temporary workers and good quality of life

**Commitment needed from business**

- Provide appropriate social and pastoral care of workers (CECC and others)
- Provide information on options for accommodation and information on other social needs (link to Community Resilience Recovery Programme)
- Large private sector employers including insurers' project management organisations, proactively consider and address housing and settlement needs of their workforce, in collaboration with others

**Indicative budget**

To be determined

**Indicative timeframe**

Ongoing to 2016

**What would indicate success?**

- Good settlement outcomes are achieved for recovery workers and new residents
- Workers and residents have high levels of satisfaction with quality of life features in greater Christchurch, and arts, culture, sporting and recreation facilities

Project 5: Tertiary education	Project lead	Partners
<p>Realign the tertiary education sector to support the wider economy by making smart reinvestments so that universities and other tertiary education institutes contribute fully to greater Christchurch's longer-term economic development. This project links to the Education Renewal Recovery Programme which covers the broader educational interests and outcomes.</p>	TEC	MOE, UC, LU, CPIT, CERA, PTEs, MBIE, other tertiary institutions
<p><b>Outcome:</b> The tertiary system meets the needs of a highly skilled greater Christchurch and feeds the innovation ecosystem.</p>		

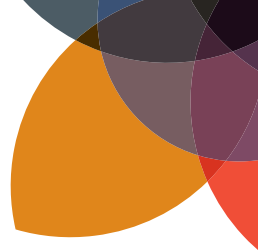
### What is the problem/opportunity?

Public tertiary providers (particularly the University of Canterbury) have suffered significant earthquake damage and all public providers have suffered lower domestic and international enrolments as a result of the earthquakes. These factors are creating significant challenges to the viability of these providers over the long term. With the levels of reinvestment needed there is an opportunity to refocus the public tertiary providers to play a more active role in the economic life of greater Christchurch, working more closely with the region's wider innovation system and business community. There are opportunities for the TEIs to:

- Share resources (including buildings)
  - Focus research on key areas of importance for greater Christchurch and New Zealand
  - Work more closely with businesses
  - Realign teaching programmes to ensure optimal alignment with economic growth drivers
  - Engage with other research organisations, as part of a wider innovation role
  - Provide opportunities for lifelong learning and contribute to the development of knowledge-intensive jobs
  - Provide services and skills to support the rebuild and wider recovery
- Ensuring that the TEIs can fulfil these roles will be the focus of this project.

### Central and local government actions

- Work with business/industry, the CTA, the Tertiary Education Commission and the CESB to identify the skill needs of the rebuild and wider recovery so these can be addressed in a timely manner (link to Project 3)
- Identify wider opportunities for the tertiary education sector to drive innovation and economic growth and support providers to work together to capitalise on opportunities (link to Project 10)



- CERA will ensure recovery programmes are coordinated and integrated so that they can reinforce each other. A particular focus will be the Economic and Education Renewal Recovery Programmes in relation to the recovery and rebuild for the tertiary sectors and their role in the wider economy
- Signal the importance of the tertiary institutions forging closer connections with each other, as seen with the Canterbury Tertiary Alliance, and of focusing research on the specialist areas of greater Christchurch's industries so they can work more closely with the business community. One option that could be explored is the Third Stream Funding initiative, where funding would be given for community/business engagement
- TEC will actively work with each of the tertiary institutions as they realign programmes and plan for the rebuilding of facilities to ensure optimal use of resources, and investments for the future are supported by appropriate business cases
- MBIE is continuing to support funding for undergraduate and postgraduate student internships in greater Christchurch business

#### **Commitment needed from business**

- Actively engage with planning to confirm workforce needs
- Contribute to actions to attract, retain and develop the workforce
- Provide leadership in the development of sector workforce plans (link to Project 3)
- Actively engage with universities on technological developments, technology transfer and commercial opportunities for research
- Increase business capability through courses and connections with the TEIs

#### **Indicative budget**

Capital investment in the order of \$350m for the recovery builds of the institutions, subject to the Government business case process. Other costs, especially for training the workforce may require additional public and private funding or re-prioritisation of existing funding  
\$42m of funding is available nationally for trades training

#### **Indicative timeframe**

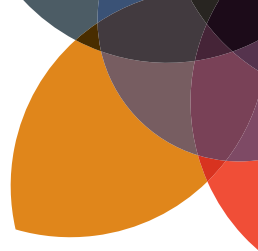
Planning 2012  
Implementation ongoing to 2016 and beyond

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### **What would indicate success?**

- Public tertiary institutions are sustainable, with stable and growing enrolment numbers, engage with community and industry, and attract high-quality staff
- Research is more closely aligned with the needs of the business community
- Greater Christchurch has the workforce it needs for the rebuild and wider recovery
- Tertiary education providers and business work actively with government agencies to coordinate their response to the rebuild and recovery
- Tertiary sector is actively involved in cluster and innovation opportunities with business community





**BUSINESS ENVIRONMENT: Building Capital Markets** – Attracting new capital and instilling confidence in the business sector.

We need to identify and increase opportunities for substantial local and international investment at an early stage of recovery and facilitate access for investors.

Project 6: Capital attraction	Project lead	Partners
Develop and promote an investment proposition and proposals to showcase opportunities in greater Christchurch: <ul style="list-style-type: none"> <li>• Produce an integrated analysis of rebuild capital needs</li> <li>• Connect opportunities with funders</li> <li>• Provide a compelling vision for the future of greater Christchurch</li> </ul>	CERA	CDC, MBIE, NZTE, CECC, CCC, SDC, WDC, ENC
<b>Outcome:</b> The investment proposition for greater Christchurch is well communicated and results in new investment that supports recovery.		

**What is the problem/opportunity?**

- The rebuild and recovery of greater Christchurch will require significant capital from both public and private sectors. The private sector will undertake the bulk of the rebuild
- The challenge will be to maximise investor interest in the opportunities, and ensure that capital mobilised for the rebuild is directed to the areas of greatest social and economic return

**Central and local government actions**

- Develop and communicate an overarching marketing campaign (an investment proposition) to showcase the features, strengths and opportunities that greater Christchurch presents for investors, including firms and migrant investors
- CERA (through the Invest Christchurch team) will work with Investment NZ and NZTE to develop investment proposals for greater Christchurch, including the central city, that:
  - draws on analysis of capital requirements, investment proposition and procurement options for the rebuild (link to Project 8)
  - addresses investment opportunities in relation to the rebuild, particularly property redevelopment, area regeneration, specific assets such as anchor projects, and business investment opportunities in greater Christchurch
- In relation to the central city, CERA (link to Project 12) will:
  - publish a preliminary investment memorandum for the central city
  - undertake further work on the details in the Christchurch Central Recovery Plan, and develop detailed investment information identifying investment opportunities in the central city

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**Central and local government actions** (continued)

- CERA will provide a single, initial point of contact for potential investors, helping to connect opportunities with funders

**Commitment needed from business**

- Businesses invest in redevelopment of buildings and other commercial opportunities, in the central city and in greater Christchurch
- Businesses commit to returning to the central city as it is redeveloped
- Co-locate businesses around anchor projects identified in the Christchurch Central Recovery Plan
- Commit to key infrastructure such as hotel accommodation and retail premises, around the key anchor projects

**Indicative budget**

CERA baseline

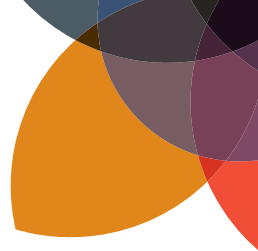
**Indicative timeframe**

Greater Christchurch Investment Opportunities released through to 2016  
Christchurch Central Recovery Plan, released July 2012  
PIM, mid 2012  
Central city information on investment propositions late 2012 to early 2013 and then through to 2016

**What would indicate success?**

- Investment proposals and the investment proposition for greater Christchurch are well communicated
- New investment meets rebuild demand and business opportunities
- Fast-tracked new investment for anchor projects





Project 7: Business collaboration	Project lead	Partners
<p>Support better business collaboration:</p> <ul style="list-style-type: none"> <li>• Explore opportunities for business to work collaboratively in ways that make them more competitive and address resource constraints</li> <li>• Support collaborative agreements, such as secondments, supply, outsourcing, subcontracts, partnerships and joint ventures, and mergers and acquisitions</li> <li>• Assist businesses to make connections locally, nationally and internationally</li> </ul>	<p>CECC</p>	<p>CDC, CERA, ENC, SDC, Recover Canterbury, MBIE</p>

**Outcome:** Firm growth is stimulated by better access to resources, such as capital, labour, and management capability.

**What is the problem/opportunity?**

- Local small to medium-sized businesses, particularly those in the construction sector, may lack finance, know-how, workforce capacity, resources and scale to compete for large-scale projects and developments during the rebuild
  - Businesses from outside greater Christchurch may need access to local knowledge, networks and expertise to bid for and undertake projects
- This project will assist in facilitating and developing capability of businesses wanting to form joint ventures of different types and develop best practice for collaborative agreements.

**Actions of CECC working in partnership with CDC**

Identify and develop opportunities for local businesses to work collaboratively with each other and with companies from outside greater Christchurch to address resource constraints so they can compete for large-scale projects and developments during the rebuild:

- Provide online best-practice guidelines and checklists of different collaborative arrangements and the legal, commercial, financial and tax considerations of each type of agreement
- Facilitate connections between businesses looking for partnerships
- Provide templates and case study examples of successful alliances and joint ventures



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### **Commitment needed from business**

- In the development phase, CECC leads in partnership with CDC, with contributions from professional services firms in the private sector
- In the delivery phase, the website will provide:
  - best practice guidelines on different collaborative arrangements to help the construction sector, both in greater Christchurch and outside the region, to overcome resource constraints
  - a database and matching function to help companies looking for partners

### **Indicative budget**

CECC and CDC funding sought:  
\$5,000–\$10,000 for establishment  
(website)  
In kind contributions from private  
sector partners  
Implementation resources to be  
determined

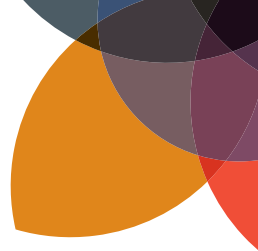
### **Indicative timeframe**

Development phase to third quarter  
2012  
Launch and operation, late 2012 or  
early 2013

### **What would indicate success?**

- Firms are able to access resources needed to prosper and grow, including capital, labour, management capability and organisation systems to operate at a larger scale





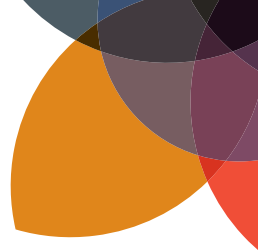
Project 8: Insurance availability	Project lead	Partners
<p>Help to keep insurance available and affordable by monitoring and engaging with insurers:</p> <ul style="list-style-type: none"> <li>• Monitor insurance markets</li> <li>• Minimise or remove barriers</li> <li>• Provide information to enable accurate pricing of risk and effective market operation</li> </ul>	<p>CERA</p>	<p>Treasury, insurers, brokers, reinsurers</p>
<p><b>Outcome:</b> Issues over availability of insurance and resolution of claims do not hinder investment or slow the rebuild, and ongoing insurance cover is provided under the new risk profile.</p>		
<p><b>What is the problem/opportunity?</b></p>		
<ul style="list-style-type: none"> <li>• Identify any insurance market issues that are holding up claim settlements and provision of new cover</li> <li>• Minimise barriers to provision of insurance so that rebuilding can proceed</li> <li>• Make accurate information on risk available to meet the needs of technical underwriters and to facilitate the provision of insurance cover</li> </ul>		
<p><b>Central and local government actions</b></p>		
<ul style="list-style-type: none"> <li>• Monitor and facilitate the settlement of residential claims to support the rebuild</li> <li>• Monitor the provision of new insurance for residential and commercial sectors</li> <li>• Work with insurers, EQC, brokers and reinsurers to identify any barriers to effective settlement and provision of cover</li> <li>• Monitor and assess specific issues as they arise for commercial insurance</li> <li>• Engage with insurance industry (Treasury lead)</li> <li>• Develop risk management information to underpin investment proposals and provide greater information on risk profiles as part of the greater Christchurch investment proposition (link to Project 6)</li> </ul>		
<p><b>Commitment needed from business</b></p>		
<ul style="list-style-type: none"> <li>• Notify CERA of any significant trends in insurance</li> <li>• Share information among businesses on the accessibility of insurance and insurer requirements</li> <li>• Brokers educate businesses, help them to access appropriate insurance and adequate cover, and assist with risk management</li> </ul>		
<p><b>Indicative budget</b> CERA baseline</p>	<p><b>Indicative timeframe</b> Up to 2016 or earlier</p>	
<p><b>What would indicate success?</b></p>		
<ul style="list-style-type: none"> <li>• The new risk profile for insurance cover does not hamper investment in greater Christchurch or the pace of the rebuild</li> </ul>		

**BUSINESS ENVIRONMENT: Building innovation** – Building innovative and connected business and research communities, aligning the provision of education and training to support long-term economic growth and to ensure science and innovation support recovery and growth

Project 9: Ultrafast broadband uptake	Project lead	Partners
<p>Develop, prioritise and implement opportunities and initiatives for digital content and capability development that accelerate and leverage ultrafast broadband uptake:</p> <ul style="list-style-type: none"> <li>• Educate businesses regarding the potential of UFB through the dissemination of information</li> <li>• Create and implement digital capability initiatives that build business productivity, initially targeting key sectors and industry groups</li> <li>• Support Ministry of Education in making the most of broadband in schools and education networks</li> </ul> <p>Note: this project is not about the UFB infrastructure rollout but about leveraging the new capability to achieve better economic outcomes.</p>	<p>CDC and Enable Networks Ltd (passing to the Digital Leaders Forum on establishment)</p>	<p>ENC, SDC, CERA, MOE, GCSN, CDHB, CECC, CFH, TEC, MBIE (Science &amp; Innovation), NZTE, private sector partners</p>
<p><b>Outcome:</b> As UFB is rolled out, greater Christchurch has an increased uptake, makes the most of opportunities that use digital content and capability during the recovery period and builds significant improvements in long-term economic growth.</p>		

**What is the problem/opportunity?**

- Enable Networks Ltd is rolling out UFB to greater Christchurch. The uptake of UFB opens up significant opportunities for innovation and productivity from businesses, schools, the health sector, community services organisation and the wider community
- Our community (particularly business) needs to be educated on the potential of UFB and be able to fully harness the opportunities it brings. For example, it opens up significant opportunities to develop digital content, new business models and ways of engaging with employees, customers and stakeholders locally, nationally and globally
- The UFB infrastructure will provide the capability for improving the effectiveness and competitiveness of all businesses, particularly those in knowledge-intensive sectors and those competing globally and earning export revenues



### **Central and local government actions**

- Form a Digital Leaders Forum that represents key stakeholders in greater Christchurch and champions UFB initiatives and actions
- Provide transparent information about the UFB rollout so that users are aware of new opportunities as they become available (link to Project 14)
- Work within the business community, MBIE, MOE and Greater Christchurch Schools Network (GCSN) and other stakeholders to educate on the benefits of UFB, identify digital needs, and support them to increase digital literacy, content and capability
- Facilitate availability of NZTE Capability Development vouchers (for small businesses which provide up to \$5,000), and ensure they are well promoted through CDC, CECC and other organisations
- Support the development of a digital strategy for greater Christchurch to get the most from the benefits of the long-term UFB rollout
- Support the progression of CDC's ICT Smart City Project, a key priority in the draft CEDS Refresh which seeks to make the most of opportunities from UFB so that greater Christchurch's businesses, sectors and communities have access to and are early adopters of the most advanced ICT infrastructure

### **Commitment needed from business**

- Proactively engage with opportunities to improve digital capability of both firms and workers and pursue opportunities to develop digital content
- Ensure that business networks set up mechanisms to inspire (tell success stories) and educate about possibilities of UFB (CDC, CECC, digital ambassadors within key sectors)
- Facilitate interactions between users and content/service providers to reduce uncertainty and costs (Enable, CDC and CECC)
- Establish training programmes for UFB capability where gaps exist in the current market

### **Indicative budget**

\$100,000 Digital Leaders Forum (from members and external sources) transitioning to a Digital Office (based on Dunedin Digital Leaders model)  
Capability vouchers will be funded out of current baselines

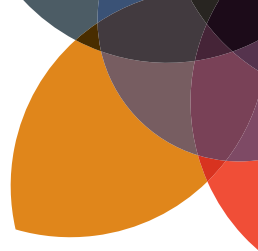
### **Indicative timeframe**

Establish a Digital Leaders Forum (fourth quarter 2012)  
CDC Project ICT Smart City initiatives identified, end fourth quarter 2012  
Implementation ongoing to 2016 and beyond

### **What would indicate success?**

- Greater Christchurch's businesses, sectors and communities are early adopters of UFB and the most advanced ICT infrastructure, with the result that many businesses have high degrees of skill, innovation and UFB-enabled technologies
- Greater digital literacy and capability among firms and workers improves productivity and increases innovation

Project 10: Innovation precincts and clusters	Project lead	Partners
<p>Progress key innovation initiatives in greater Christchurch to support and further strengthen the greater Christchurch innovation system and its role in New Zealand, building on Christchurch’s key strengths, with a particular focus on developing:</p> <ul style="list-style-type: none"> <li>• An Innovation Precinct focused on ICT businesses in the eastern corner of the South Frame (Christchurch Central Recovery Plan)</li> <li>• A Health Precinct and its role in health innovation</li> <li>• An Agriscience Hub and Innovation Precinct at Lincoln, involving local crown research institutes, relevant Universities and industry partners</li> </ul> <p>National initiatives such as a New Zealand Health Innovation Hub, and the Advanced Technology Institute (ATI) will also play a part in encouraging the expansion of high-growth sectors.</p> <p>Other related regional clustering opportunities such as the Enterprise Precinct and Innovation Campus (EPIC) will encourage collaboration and increase innovation:</p> <ul style="list-style-type: none"> <li>• Identify and make the most of opportunities</li> <li>• Facilitate existing and new clusters</li> <li>• Capture the lessons from EPIC to inform future opportunities</li> </ul>	<p>MBIE (Innovation), CERA</p>	<p>MOH, MPI, CDHB, CDC, UC, UO, LU, CPIT, EPIC, TEC, business, research and tertiary institutions</p>
		<p><b>Outcome:</b> New innovation precincts and clusters are developed that build scale, foster innovation across businesses and offer significant productivity and long-term economic growth opportunities.</p>



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### **What is the problem/opportunity?**

- A number of sectors in greater Christchurch, including health, high technology manufacturing, ICT and agriscience, represent key strengths in the region. Clusters can benefit firms and the broader economy by providing scale, sharing knowledge and innovation. A regional network or cluster is a group of businesses in the same or related industries whose success depends on each other. It involves competition and cooperation among the firms and may include supply chain relationships and integrated market solutions
- Clusters can be an important way of helping to further develop innovation ecosystems in universities and research organisations
- There are also a number of national initiatives planned or underway with a greater Christchurch component. These provide significant opportunities to further leverage skills and expertise to improve productivity and achieve economic growth, increasing the benefits to greater Christchurch, including recovery

### **Central and local government actions**

Progress key innovation initiatives in greater Christchurch to support and further strengthen the greater Christchurch innovation system and its role in New Zealand, building on Christchurch's key strengths, with a particular focus on developing:

- **Innovation Precinct** - Progress an ICT focused innovation precinct as signalled in the Christchurch Central Recovery Plan located in the eastern corner of the South Frame. The innovation precinct will provide scale and facilitate knowledge transfer and collaboration among ICT focused businesses within and across Christchurch, including the EPIC campus (a business led co-location and clustering of ICT businesses)
- **Health Precinct** - Provide a medical and health focused precinct near Christchurch Hospital, and more effectively link the health system with industry to commercialise health technology products and services. It will bring together parties in medical and allied health research; medical tertiary and postgraduate education and research; and businesses innovating in this area. The Health Precinct will include Canterbury District Health Board, University of Otago Medical School, University of Canterbury, Christchurch Polytechnic Institute of Technology, Canterbury Medical Research Foundation, Pegasus Health and others in one location
- **Agriscience Hub and Innovation Precinct at Lincoln** - Create a world class centre of excellence for research, development and education in sustainable and environmentally friendly pastoral agriculture. It will involve local crown research institutes, relevant universities and industry partners

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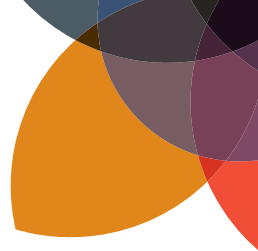
Explore opportunities to support innovation initiatives and clusters as they arise. They can be physical clusters co-located (for example, EPIC) or virtual clusters, such as the NZ Food Innovation Network. On going national work provides opportunities to support greater Christchurch's recovery that will need to be identified and leveraged to increase recovery and growth:

- **Advanced Technology Institute (ATI)** Support the establishment and implementation of the ATI and ensure high levels of engagement between greater Christchurch businesses and ATI. It will provide national capability to work with and stimulate high-tech manufacturing and services sectors. ATI will act as a catalyst to diversify and increase exports, increase high-value jobs and foster links between science and business communities
- **NZ Food Innovation Network (NZFIN)** NZ Food Innovation South Island Ltd began operations in late June 2011 and is focused on building relationships with companies that are undertaking or wish to undertake new food product developments. It will access other pilot facilities and equipment (in other NZ Food Innovation hubs and in research and educational organisations) and provide supporting food product development services
- **Enterprise Precinct and Innovation Campus (EPIC)** Identify the lessons learnt from EPIC to inform future clustering opportunities
- Identify other latent clustering opportunities with the business sector

#### **Commitment needed from business**

- Businesses are proactive in establishing and developing collaborative and cooperative relationships with other businesses where there are mutual benefits
- Businesses are open to opportunities from clustering and networking, which may include physical co-location and virtual clusters/networks
- Businesses engage and invest with the innovation precincts and clusters, tertiary and research organisations





### **Indicative budget:**

Significant central government funding has been committed:

- **Innovation Precinct** – TBD
- **Health Precinct** As well as a portion of the \$500m – plus investment for Christchurch hospitals redevelopment, other funding is anticipated from Government, district health boards (CDHB), tertiary institutions, regional economic development organisations (CDC for the Health Hub R&D commercialisation project) and private sources (projected revenue from private sector businesses using the Hub's services) – Total TBD
- **Agriscience Hub and Innovation Precinct (Lincoln)** – TBD
- **ATI** \$166m nationally over 4 years (Budget 2012)
- **NZFIN** \$3.5m over 5 years for Canterbury (by end 2012, approximately \$525,000 spent); remainder is subject to funding agreement
- **EPIC** Central government contribution of \$1.8m for EPIC Stage One; Stage Two will be subject to concept development and business case (2013)

### **Indicative timeframe:**

Innovation Precinct progressed over 2013-2014

Health Precinct to be launched in 2012 or 2013

Agriscience Hub and Innovation Precinct (Lincoln) progressed over 2013-2014

ATI to be launched in February 2013 and developed over the next 5 years (to 2016)

EPIC Stage One opening fourth quarter 2012, Stage Two TBD

### **What would indicate success?**

- More business-led clusters are established that support innovation
- Greater Christchurch is well connected to national innovation initiatives and networks
- Greater Christchurch provides leadership of innovation in business and government
- Innovation and productivity increase
- Exports in high-value, knowledge-intensive goods and services grow
- Clusters have an international reputation for their skills, innovation and ease of investment in new business and research developments



Project 11: Better public services for business	Project lead	Partners
<p>Ensure central government services are business friendly, responsive and enabling:</p> <ul style="list-style-type: none"> <li>• Be innovative in providing government services in greater Christchurch</li> <li>• Establish and broaden collaborations that began as a response to the earthquakes</li> <li>• Provide more digital capabilities and 'one stop shop' government services to businesses</li> </ul>	SSC	CERA, MBIE, DIA, IRD, MSD, CDC, CECC
<p><b>Outcome:</b> Streamlined and integrated government services are provided in a business-focused manner.</p>		

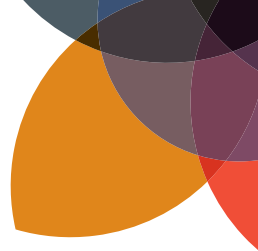
**What is the problem/opportunity?**

Government services will be provided efficiently, minimising transaction costs for businesses to assist with access to information, government services and compliance requirements. This project outcome aligns with the Prime Minister's Results for New Zealanders<sup>19</sup>, released March 2012.

**Central and local government actions**

- Continue to work to achieve a **Better Public Services Result 9: Improving interaction with Government**. The Government will work towards a one-stop online shop for government advice and support for the business in greater Christchurch. Services will be structured around the needs of both the citizen and businesses. The Government will work on three key areas to improve business services:
  - create services that are designed for business
  - deliver faster online services
  - deliver government services in a more integrated way

<sup>19</sup> [http://beehive.govt.nz/sites/all/files/The\\_Prime\\_Minister's\\_results\\_for\\_New\\_Zealanders.pdf](http://beehive.govt.nz/sites/all/files/The_Prime_Minister's_results_for_New_Zealanders.pdf)



### **Central and local government actions** (continued)

- Support **Recover Canterbury** to provide a wide range of services and resources to help businesses affected by earthquakes to recover and prepare them for growth. It is a partnership drawing on the expertise and resources of CDC and CECC with support from central government agencies involved in business support (MSD, ACC, NZTE and IRD). Recover Canterbury:
  - provide business support services including training, mentoring and referrals to professional services and accessing funding and has 25 business recovery coordinators<sup>20</sup>
  - administers the Canterbury Business Recovery Trust, which provides financial assistance to strong but earthquake-affected businesses<sup>21</sup>
  - provides access to the Red Cross Independent Advice for Small Business Grant for small businesses that require legal and accounting advice regarding earthquake effects on their business
- **Enterprise North Canterbury** provides similar recovery-related business support services to business in the Waimakariri district



<sup>20</sup> [www.recovercanterbury.co.nz](http://www.recovercanterbury.co.nz)

<sup>21</sup> [www.cbtr.co.nz](http://www.cbtr.co.nz)

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**Commitment needed from business**

- Engage with the project teams to identify and confirm ongoing support and assistance requirements, to match the new service delivery models with actual service delivery requirements of small and medium enterprises
- Engage with service improvements
- Provide ongoing feedback on usability to support continuous improvement

**Indicative budget**

TBD  
Recover Canterbury (including  
Canterbury Business Recovery Trust) –  
\$4.2m to date and to 2013

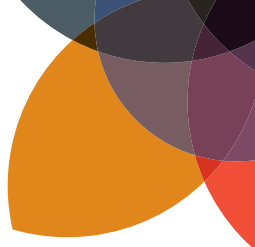
**Indicative timeframe**

Central government on going to 2016  
Recover Canterbury on going to mid-  
2013

**What would indicate success?**

- Businesses report having fewer separate interactions with government agencies, while experiencing a higher quality of engagement and of services provided
- Relevant lessons and models in greater Christchurch are rolled out to the other regions across New Zealand
- Greater Christchurch businesses have a one-stop online shop for all government advice and support they need to grow and prosper





**BUSINESS ENVIRONMENT: Building Economic Infrastructure** – Ensuring the regional infrastructure fits with our future economic needs, identifying opportunities to leverage the significant investment needed for new and upgraded infrastructure

Project 12: Central city recovery	Project lead	Partners
<p>Implement the <i>Christchurch Central Recovery Plan: Te Mahere ‘Maraka Ōtautahi’</i> developed by CERA to help redevelop the Christchurch central city and CBD:</p> <ul style="list-style-type: none"> <li>• Plan the location and delivery of anchor projects</li> <li>• Develop planning rules to facilitate quality development</li> <li>• Attract and retain public and private capital to fund redevelopment projects</li> </ul> <p>Christchurch central business district (CBD) is defined (by the CER Act) as ‘the area bounded by: the avenues that are Bealey Avenue, Fitzgerald Avenue, Moorhouse Avenue and Deans Avenue, and Harper Avenue’.</p>	<p>CERA</p>	<p>MBIE, CCC and other strategic partners<sup>22</sup>, NZTA, Treasury, public and private investors</p>
<p><b>Outcome:</b> A vibrant central city has strong business, entertainment, retail and residential precincts providing for cultural interests and healthy living.</p>		



<sup>22</sup> Other strategic partners: TRONT, SDC, WDC and ECan

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### **What is the problem/opportunity?**

The task of redeveloping the central city involves a development area of a significant scale, multiple decision-makers and timeframes, and requires coordination among key parties.

Opportunities from the central government's leadership and facilitation include:

- Lower cost and improved efficiency of network infrastructure investment
- Greater certainty to investors and landowners to achieve a timely rebuild in the central city
- A greater opportunity for profitable reinvestment in the central city by the private sector
- Encouraging agglomeration and clustering of activities and enhanced social, cultural and economic outcomes for greater Christchurch

An attractive, functional city centre is a critical component to achieving economic recovery for greater Christchurch.

### **Central and local government actions**

Establish a Central Christchurch Development Unit (CCDU) to:

- Lead and facilitate the rebuilding of Christchurch central city
- Develop the Christchurch Central Recovery Plan (CCRP) for a distinctive, vibrant and green 21st century city

The initial objectives that the CCDU will deliver are a visionary, investable CCRP including:

- The location, size and scale of the new compact core of the city
- The concept for and location of the anchor projects, and how they will impact on the surrounding precinct (the blueprint)
- A regulatory framework that enables reconstruction and rebuilding in alignment with the vision and blueprint
- An investment and marketing strategy to support the implementation of the CCRP

The CCDU will work closely with local authorities, the private sector, Te Rūnanga o Ngāi Tahu and other partners to facilitate investment and redevelopment by private sector, property owners and lead providers and partners for key anchor projects.

The CCDU will work with the Central City Infrastructure Working Group (CCC, CERA, NZTA, SCIRT) and with utility owners to integrate its outcomes into the planning of the underground rebuild, and with the wider transport network, including public transport, as guided by the Greater Christchurch Transport Statement.



### Commitment needed from business

- Commit to return to the central city for relevant activities
- Commit to investing in the central city
- Commit to providing key infrastructure to support anchor projects, such as hotel accommodation and retail premises around the conference centre

### Indicative budget

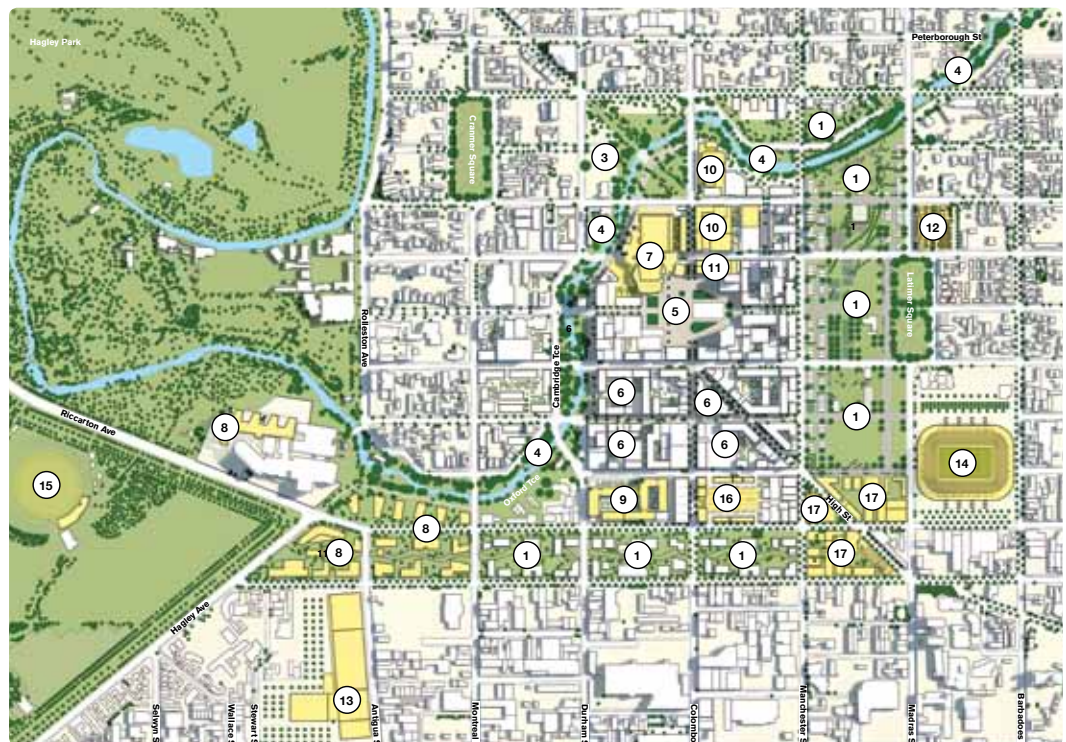
Central government TBD  
Proposals for central government funding will be subject to business cases  
SCIRT Programme included in the \$2.2b for Project 14

### Indicative timeframe

Development of blueprint: April–July 2012 (100 days)  
Implementation ongoing from July 2012 to 2016 and beyond

### What would indicate success?

- An attractive, vibrant and functional central city provides a central area for business, entertainment and visitor attractions and new residential areas, and is a critical part of the broader recovery of greater Christchurch



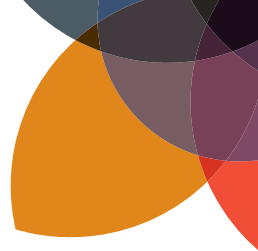
Project 13: Suburbs and towns	Project lead	Partners
Facilitate investment: <ul style="list-style-type: none"> <li>• Redevelopment of suburban centres and towns in greater Christchurch:               <ul style="list-style-type: none"> <li>- Christchurch Suburban Centres Programme, including Lyttelton, Sydenham and others</li> <li>- Waimakariri towns of Kaiapoi and Rangiora</li> <li>- Selwyn towns of Lincoln, Darfield and Rolleston</li> </ul> </li> <li>• Commercial areas (such as Bromley and Woolston)</li> </ul>	CCC, WDC and SDC	CERA, CDC, LPC, ECan, NZTA, KiwiRail, Recover Canterbury
<p><b>Outcome:</b> Thriving suburban commercial and town centres in greater Christchurch support local economic activity, in accordance with the Recovery Strategy and principles of the Urban Development Strategy.</p>		

**What is the problem/opportunity?**

- A number of suburban and town centres and commercial areas suffered varying degrees of damage and disruption. Some areas require regeneration planning and assistance to restore their roles as focal points for local economic activity and the community
- The Lyttelton Port of Christchurch is a critical economic asset for Canterbury and the entire South Island. Its repair and redevelopment must be carefully planned in an integrated way with surrounding businesses and the community, and in coordination with the road and rail transport networks
- CERA is already undertaking significant work on the infrastructure rebuild. Similarly Urban Development Strategy partners are developing master plans and recalibrating assumptions around population growth and land use for the future physical environment in suburban and town centres. Local economic development and activity are needed to augment the physical rebuild planned and underway

**Central and local government actions**

- Ensure measures that provide a positive investment environment for the redevelopment of affected suburban and town centres, in a way that complements the functioning of the greater Christchurch and enables small and medium-sized enterprises to prosper in their local communities
- Recognise the important role of suburban and town centres in providing a focal point for communities and as centres of local economic activity
- Coordinate an holistic approach to investment in greater Christchurch, and provide a perspective on interactions among suburban centres and central city



### **Central and local government actions** (continued)

- Work with councils and communities on engagement, master planning approaches, coordination and facilitation
- Work with CDC to support local businesses to work together on local economic development initiatives (such as business improvement districts)

CERA and the strategic partners<sup>23</sup> will consider and confirm:

- The key assumptions for future population and household growth across the greater Christchurch Urban Development Strategy area
- How centres (key activity areas) will work together (including transport linkages) in greater Christchurch

This activity will be informed by the outcomes of the Greater Christchurch Transport Statement which considers public transport and freight needs within the transport network.

The local authorities are working with their local communities on master-planning and redevelopment in suburban and town centres affected by earthquake damage.

This work includes the following agencies and activities:

- CCC is developing master plans and undertaking case management as needed in earthquake-affected suburban centres including Lyttelton, Sydenham, Sumner (community-led master plan with council support), Stanmore shops (corner Worcester and Stanmore Streets) and Selwyn shops. Other centres being considered for case management include New Brighton, Aranui, Beckenham, Woolston, Edgeware and Linwood
- WDC is adopting town centre plans to guide the redevelopment and rebuild in Rangiora and Kaiapoi
- SDC is addressing growth pressures in its town centres that have resulted from shifts in population and economic activity, with a focus on Lincoln, Darfield, Leeston and Rolleston town centres
- Recover Canterbury is actively facilitating new and existing business associations in affected suburbs and commercial areas to reposition their area and kick-start economic revitalisation. In particular, it is:
  - developing and implementing a precinct approach to suburban and town centres, and other commercial areas
  - providing a conduit between the business sector and central and local government
  - leveraging relationships to reduce constraints, for example working with SCIRT to reduce the impact of infrastructure repairs on commercial areas
  - bringing various stakeholders together, including community boards, residents' associations and the local business community, to develop community plans and events by consensus

<sup>23</sup> Strategic partners: TRONT, CCC, SDC, WDC and ECan



### Central and local government actions (continued)

- promoting collaboration among businesses to assist them in creating and maintaining their ongoing direction, and assisting business groups in developing the capacity and capability to self-manage and fund business-led, local economic development strategies for their areas

Among the legacies of this work will be that small and medium-sized enterprises will have a stronger business capability, and businesses and communities will have a greater sense of community and stronger connections.

### Commitment needed from business

- Business groups work with local government and community groups in earthquake-affected centres to reposition their area and kick-start economic revitalisation
- Private landowners and community engage with and support future redevelopment opportunities
- Businesses make a significant commitment to and investment in suburban centres and town centres

### Indicative budget

**CCC** draft Annual Plan provides for 5 master plans – total external cost of \$750,000  
Implementation of plans: Not yet budgeted in long-term plan (LTP); will require council and private sector investment

**WDC** draft Annual Plan/LTP implementation and capital cost (\$18.3m)

**SDC** implementation of master plan to be determined in LTP

**Recover Canterbury** – existing funding

### Indicative timeframe

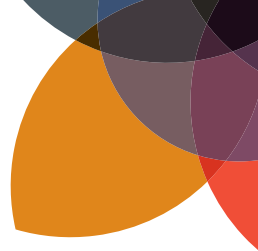
Ongoing to 2016 and beyond

Council master planning development ongoing to 2016

### What would indicate success?

- Suburban and town centres are attractive, vibrant, thriving local centres of economic activity and focal points for their communities





Project 14: Rebuild infrastructure	Project lead	Partners
<p>Match the rebuild of critical infrastructure to objectives for greater Christchurch’s long-term economic growth.</p>	<p>CERA</p>	<p>Strategic partners,<sup>24</sup> NZTA, SCIRT, KiwiRail, utility providers, EDAs,<sup>25</sup> Treasury, NIU, CBLG (infrastructure working group)</p>
	<p><b>Outcome:</b> A thriving and prosperous economy of greater Christchurch is supported by effective and efficient integrated infrastructure networks.</p>	

**What is the problem/opportunity?**

Network infrastructure will play a key role in the recovery of greater Christchurch by providing the critical services and facilities required for overall community wellbeing and economic prosperity:

- Provide an economic perspective on the development of the Built Environment and Infrastructure Recovery Programme and other policies underway during the rebuild in greater Christchurch
- Ensure the infrastructure planning, prioritisation and rollout work programme are continually informed by an economic perspective that includes long term planning considerations such as resilience, adaptability, innovation and accessibility and that will ensure infrastructure investment contributes effectively to the recovery of the economy and community and to the future growth of greater Christchurch

**Central and local government actions**

Ensure the integration across aspects of the Built Environment and Infrastructure Recovery Programme to ensure they support short-term and long-term objectives for business and economic growth. The Built Environment and Infrastructure Recovery Programme is led by CERA and includes the following elements:

- SCIRT leads and directs the rebuild and recovery of the three waters and roading networks
- Agencies influence the asset owners of the telecommunications and energy sectors so that there is an integrated infrastructure rebuild with minimal disruption to the community

<sup>24</sup> Strategic partners: TRONT, CCC, SDC, WDC and ECan

<sup>25</sup> EDAs: ENC(WDC), CDC (CCC), SDC

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### **Central and local government actions** (continued)

- Integrate with utilities in the Central City Utilities Coordination and Shared Corridors Plan (draft)
- Integrate planning for the ultrafast broadband rollout in greater Christchurch, which is being undertaken by Enable Networks Ltd, into the SCIRT Implementation Plan through the provision of ducting
- The Greater Christchurch Transport Statement addresses transport networks, including current and future public transport and freight needs and the connections to the port and airport
- CERA is also undertaking work on energy supply and demand across greater Christchurch so that infrastructure and buildings are rebuilt in a resilient, cost-effective and energy-efficient manner

### **Commitment needed from business**

- Businesses provide clear feedback to CERA on expected levels of service to support business needs
- Businesses are actively engaged in strategic land use, transport and infrastructure planning to ensure they provide a business environment that supports commercial growth and prosperity

### **Indicative budget**

SCIRT (horizontal infrastructure: three waters and roads), approx \$2.2b  
Non-SCIRT, approx \$400m

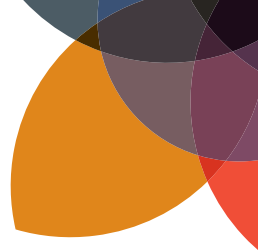
### **Indicative timeframe**

Ongoing to 2016 and beyond  
Infrastructure Recovery Programme key milestones, horizontal infrastructure

### **What would indicate success?**

- Infrastructure and land use patterns in greater Christchurch support and enable a functional city and region, which provides an efficient and productive business environment





**BUSINESS ENVIRONMENT: Building our export markets and sector productivity** – Restoring and growing our export markets in the key sectors that will drive the greater Christchurch economy

Project 15: Tourism	Project leadership structure
<p>Support the recovery of the visitor sector by working with Christchurch and Canterbury Tourism (CCT) and the tourism sector to implement the Visitor Sector Recovery Programme.</p>	<p>CCT (lead) – domestic and international tourism            Tourism NZ – international tourism            MBIE – policy development            CIAL – aeronautical development            CERA – coordination and local connection            CCDU – anchor projects            CCC – transitional city</p> <p><b>Outcome:</b> In a thriving tourism sector, greater Christchurch is a destination and gateway to the South Island for increasing proportions of high-value visitors.</p>

**What is the problem/opportunity?**

The visitor sector has been severely affected by earthquakes due to a loss of accommodation facilities, particularly hotels and backpacker hostels, as well as a loss of other hospitality services, retail and attractions. The on going seismic activity has also impacted on visitors’ preference for Christchurch, particularly in the Australian market. Lower tourist numbers in greater Christchurch have also impacted on tourism operators. Greater Christchurch continues to act as the main gateway to the South Island through Christchurch International Airport Limited (CIAL). The challenge is to rebuild tourism and the visitor infrastructure and re-establish greater Christchurch as a destination in its own right.

**Central and local government actions**

- MBIE will work with CCT to align the Visitor Sector Recovery Programme with the Government’s priorities for tourism and greater Christchurch recovery
- Work with CCT to re-establish greater Christchurch as an attractive destination and gateway to the South Island
- Tourism New Zealand will work closely with CCT to support recovery marketing campaigns effectively and involve both private and public sectors

- 
- Work with CCT to integrate the main elements of the Visitor Sector Recovery Programme with other key recovery programmes led by CERA and other agencies, so that, where relevant, they support recovery in the tourism and visitor sector  
In particular:
    - provide a tourism perspective on the Christchurch Central Recovery Plan, including the anchor projects ([link to Project 12](#))
    - support the International Education Sector Recovery ([link to Project 16](#))
  - CCT has contributed to the development of the Visitor Sector Recovery Programme which identifies the following six priority projects to support recovery:
    - establish a pop-up transitional central city area to provide a compelling retail and hospitality cluster during the rebuild
    - reinstate and build new hotels and backpacker accommodation
    - build a new Christchurch Convention Centre
    - develop new air services and reinstate trans-Tasman air capacity to greater Christchurch, which was lost after the earthquakes in 2011
    - develop a sports tourism strategy
    - as an early project, establish the Avon River Park as a key visitor space
  - MBIE will work with the tourism and visitor sector to pursue recovery and growth opportunities for tourism in greater Christchurch
  - The private sector, including hotel and hospitality sectors, will repair and reinstate damaged facilities, and pursue investment opportunities for new and/or replacement capacity





### **Indicative budget**

Central government funding \$1 million from MBIE over 2 years to Canterbury Tourism Partnership (CTP); plus Major Events funding

Council LTPs – \$2.8m per annum to CCT:

- Direct funding
- Funding support for priority projects identified in the CCT Visitor Sector Recovery Programme from potential funding partners – TBD
- CIAL - \$/m matching funding to CTP

### **Indicative timeframe**

CCT has developed a 5 year Visitor Sector Recovery Plan from 2013–2017 inclusive

### **What would indicate success?**

- International and domestic guest nights in Christchurch increase from 2.240 million to 3.464 million by the year ending December 2017
- Visitor spend in Christchurch increases from \$529 million per annum to \$843 million per annum for the year ending December 2017
- International and domestic visitors are able to readily book room nights in greater Christchurch at the standard of accommodation they require across the year
- Visitor attractions are developed and/or reinstated in a timely manner and support quality of life for greater Christchurch residents and visitors
- Greater Christchurch is seen as an attractive destination for domestic and international visitors



Project 16: International education	Project lead	Partners
<p>Support the implementation of the aspects of the Education Renewal Recovery Programme concerned with international education recovery.</p> <ul style="list-style-type: none"> <li>• Develop an international education strategy</li> <li>• Support marketing and regional brand development</li> <li>• Renew greater Christchurch's brand as a safe and attractive place to study</li> </ul>	<p>Education NZ</p>	<p>CTA, UC, LU, CPIT, PTEs, CDC, TEC, MOE, Study Christchurch, MBIE (Immigration)</p>
<p><b>Outcome:</b> Greater Christchurch is a desirable location for international students to pursue their studies.</p>		

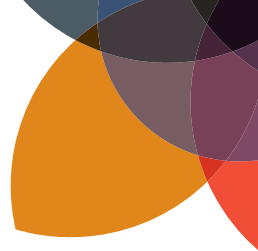
**What is the problem/opportunity?**

- International education is one of the worst-affected sectors with a 32 per cent decline in enrolments in 2011, as a result of the physical damage and the offshore reputation of greater Christchurch as a hazardous region
- International education has direct economic, social, cultural and education benefits. It attracts visitors and migrants, increases and retains professional and technical skills, is a source of revenue for providers, provides employment and internationalises education for local residents
- There is an opportunity to plan, develop and significantly grow international education as a priority, increasing by 2020 the number of international students enrolled in education in greater Christchurch and economic value to greater Christchurch to beyond the levels in 2010. To achieve this growth, greater Christchurch will need to be successfully marketed internationally as a high-value destination and the education and related sectors will need to work together to provide an exceptional experience for international students

**Central and local government actions**

Work with providers of international education in all sectors (primary and secondary schools, tertiary, public and private) to:

- Develop an international education strategy to market and promote greater Christchurch as an attractive destination where international students can study and work
- Develop a unique brand and identity for international education in greater Christchurch that has integrity and reflects the current and new opportunities of the region



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### **Central and local government actions** (continued)

- Support the development of collaborative approaches to collectively and consistently promote greater Christchurch in key markets and assist with selective development of new or emerging markets so that a balance is maintained
- Facilitate interaction between individual providers and different sectors to develop new, innovative ‘joined-up’ approaches and services to provide international students and associated visitors with an exceptional experience from their first enquiry through to their departure from greater Christchurch
- Maximise the ongoing educational, business and social opportunities that are created from the development of extensive international relationships

### **Commitment needed from international education providers**

- Work together to invest in and provide high-quality facilities, joined-up services and exceptional experiences for international students
- Work together to develop and implement area niche strategies to market international education
- Work with local government agencies to promote greater Christchurch consistently in key international markets
- Work with business and government agencies to attract and train students to contribute to the development of greater Christchurch
- Share information and market intelligence to collectively grow enrolments of international students enrolled with providers in greater Christchurch

### **Indicative budget**

Education NZ \$4m to 2015 with an equivalent contribution from industry

### **Indicative timeframe**

Ongoing to 2016 and beyond

### **What would indicate success?**

- Increasing numbers of international students choose to study in greater Christchurch and the measured economic value of international education increases



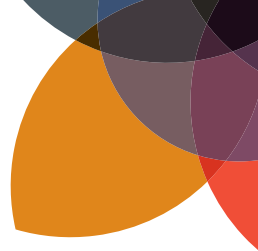


Project 17: Construction and productivity	Project lead	Partners
<p>Work to increase productivity in the construction sector to support the recovery:</p> <ul style="list-style-type: none"> <li>• Implement programmes developed by the Building and Construction Productivity Partnership, including construction systems, procurement, skills development, and research and evidence</li> </ul>	<p>MBIE (Building and Housing)</p>	<p>Construction firms and suppliers, CCC, SDC, WDC, NGOs, Productivity Commission</p>
<p><b>Outcome:</b> The greater Christchurch rebuild showcases new, more effective approaches to construction and leads to ongoing productivity gains in the construction sector, contributing to the national goal of lifting construction sector productivity by 20 per cent by 2020.</p>		

**What is the problem/opportunity?**

- High levels of construction bring opportunities for productivity gains and innovative solutions in the business environment, particularly in the construction sector
- There is a significant challenge to repair and build affordable and quality housing at the scale required in greater Christchurch
- This builds on work MBIE (Building and Housing) and the construction sector are already undertaking and there are opportunities to pilot actions in greater Christchurch
- This work compliments work on appropriate standards for building and the need for ongoing resilience in a seismically active area





### **Central and local government actions**

Work in partnership with the construction sector to find new processes and techniques and embed them in the building industry to achieve productivity gains that can be used to improve the construction sector as pilots for possible innovations nationally.

The Building and Construction Productivity Partnership<sup>26</sup> is a partnership led by the Government and industry to lift sector productivity and improve innovation. It focuses on four workstreams:

- Built Environment Skills Strategy, which recognises specific challenges in greater Christchurch (link to Project 3, which includes the construction sector)
- Evidence based on research
- Procurement including coordination of professional procurement advice
- Construction systems – building technology and materials research, including building technologies and materials focused on improved seismic performance, sustainability and thermal insulation

The following are specific Building and Construction Productivity Partnership projects for greater Christchurch:

- **Establish a greater Christchurch Procurement Forum:** Details of planned projects will be shared to produce a 'joined-up' approach to the commissioning of construction projects
- **New procurement methods:** CERA and MBIE are identifying opportunities to implement different procurement methods and strategies with SCIRT which has applied a strategic alliance approach in the Infrastructure Rebuild Programme. Similar opportunities are possible with the project management organisations
- **Pilot industry key performance indicators (KPIs) in greater Christchurch:** Carry out research on productivity and to pilot KPIs which will inform practical improvements in productivity for New Zealand. The pilot KPI project will sample 24 projects being carried out in greater Christchurch. A report is scheduled for release in August 2012 which outlines results
- **Opportunities for construction systems that support productivity improvements will be explored. For example:**
  - identifying opportunities to showcase and apply innovative and efficient construction systems and materials working with other organisations
  - MBIE (Science & Innovation) is exploring opportunities to showcase internet protocol based technologies

<sup>26</sup> [www.buildingvalue.co.nz](http://www.buildingvalue.co.nz)

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### **Commitment needed from business**

- Construction industry provides leadership through the Building and Construction Productivity Partnership
- The construction sector is willing to engage with opportunities for improved productivity across construction supply chain, procurement and skills
- Prefab NZ will implement its work programme, which includes the Home Innovation Village (HIVE), a prefab housing demonstration project in Addington, Christchurch

### **Indicative budget**

Existing Building and Construction Productivity Partnership baseline  
Specific projects budgets TBD

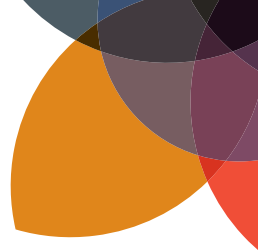
### **Indicative timeframe**

Ongoing to 2016 and beyond

### **What would indicate success?**

- Innovative construction systems and methods are demonstrated in greater Christchurch
- Productivity in the construction sector increases and achieves a 20 per cent improvement by 2020
- A timely and high quality rebuild is achieved for residential and commercial sectors





**BUSINESS ENVIRONMENT: Building critical resources** – Maximising the natural resources we have and using them to drive economic benefit, while balancing sustainability and community access

Project 18: Rural sector production	Project lead	Partners
<p>Identify opportunities to increase value from improved production in the rural sector to lift greater Christchurch GDP and support recovery:</p> <ul style="list-style-type: none"> <li>• Leverage growth from investments in water storage and distribution</li> <li>• Foster sector innovation and technology transfer in conjunction with science and technology sector</li> <li>• Enhance sustainable use of water and irrigation of land</li> <li>• Drive focus of best practice on-farm management to increase productivity and efficiency</li> <li>• Add value to primary produce to maximise return to our exports</li> </ul>	<p>MPI</p>	<p>ECan, CDC, ENC - WDC, SDC, LU, Dairy NZ, Irrigation NZ, Lincoln agri-science sector, TRONT, CERA, UC</p> <p><b>Outcome:</b> Greater Christchurch GDP, rural production and value-added exports increase as a result of innovation and sustainable water management practices. Greater Christchurch leads New Zealand in rural sustainability and growth innovation. Highly developed on-farm management systems increase productivity and efficiency while avoiding, remedying or mitigating environmental impacts to ensure sustainability.</p>

**What is the problem/opportunity?**

There are significant opportunities to further increase greater Christchurch’s rural productivity and exports. For example, rural production across greater Christchurch could be increased as part of a sustainable water management strategy which in turn will lead to higher and better use of land.

While the agricultural sector has not been significantly impacted by the earthquakes, it is an important sector to underpin continued growth during and after the recovery for greater Christchurch. It is therefore important to continue to focus on it as a key strength for greater Christchurch during the recovery and rebuild period.

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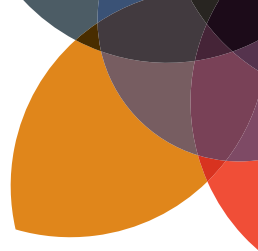
### Central and local government actions

Work with public and private sector organisations to progress existing initiatives that will support greater rural productivity and growth. The following are some key initiatives:

- **Irrigation Acceleration Fund (IAF)** will support the development of irrigation infrastructure proposals to the ‘investment-ready’ prospectus stage to provide rural and community water storage and distribution infrastructure investigations. Commercial funding is also required to progress these investigations
- **Primary Growth Partnership (PGP)** will invest in significant programmes of research and innovation to boost the economic growth and sustainability of greater Christchurch’s primary sectors. Current PGP programmes include:
  - the New Zealand Sheep Industry Transformation Project, which is led by Christchurch-based NZ Merino and aims to increase the merino sheep herd in order to meet the market’s demand for high-value meat, wool and related products
  - transforming the Dairy Value Chain, which is led by Fonterra and Dairy NZ, and is aimed at transforming the dairy value chain by increasing the productivity and value of dairy produce while reducing the environmental footprint
  - From Pasture to Plate: An Integrated Value Chain for Red Meat, which is run by FarmIQ, a company established by Silver Fern Farms and Landcorp to deliver the programme
- **Rural Broadband Initiative** delivers broadband to rural households at prices and levels of service comparable with urban areas
- ECan will implement the **Canterbury Water Management Strategy (CWMS)** with territorial local authorities (TLAs), zone committees and Zone Implementation Plans (ZIPs)
- **South Island Dairying Development Centre** provides regular field days and demonstrates improved practice and increased yields. It will have an ongoing role in increasing rural productivity
- **The Lincoln Agriscience Cluster** is designed to achieve productivity gains while managing environmental impacts (link to Project 10)

Further activities may include:

- Coordinate current government and industry initiatives aimed at enhancing rural sector growth to ensure maximum leverage and alignment, while identifying new opportunities to increase value from natural resources and primary production
- Identification of strategies to increase production from arable farming, particularly through innovation and application of science and research via the Agriscience Cluster



### **Central and local government actions** (continued)

- Investigating opportunities for greater economic improvements to support recovery which may include sustainable water management, improving and increasing the capacity and resilience of Te Waihora/Lake Ellesmere fisheries, capability development, adoption of innovation and port access logistics
- Supporting councils to develop efficient and timely planning and consenting processes, finding solutions to potential issues and adding value to projects, while maintaining environmental outcomes (link to Project 19)
- Coordinating with regional transport planning processes, particularly to identify any rural roading constraints to economic growth
- Establishing meaningful environmental management limits/frameworks that both support development and meet community expectations around management of environmental impacts

### **Commitment needed from business**

- Businesses are willing to collaborate over and invest in improved water infrastructure (both on- and off-farm)
- Businesses are willing to work with others to progress opportunities to add value including for food processing and manufacturing and initiatives to capture wastes to create energy, recycle water and reuse nutrients
- Businesses are willing to invest in on-farm management systems and technologies that lift productivity
- Businesses are committed to investing in workforce development that supports industry enhancement

### **Indicative budget**

**ECan** LTP for CWMS group of activities indicates \$167m of investment over 10 years. In addition there is further investment in biodiversity and nutrient management of approximately \$5–7m per annum

**TLAs** co-fund zone committees and may have a role in progressing projects

### **Ministry for Primary Industries (MPI)**

Irrigation Acceleration Fund \$35m nationally

Primary Growth Partnerships

\$70m per annum nationally

Other initiatives funding TBD

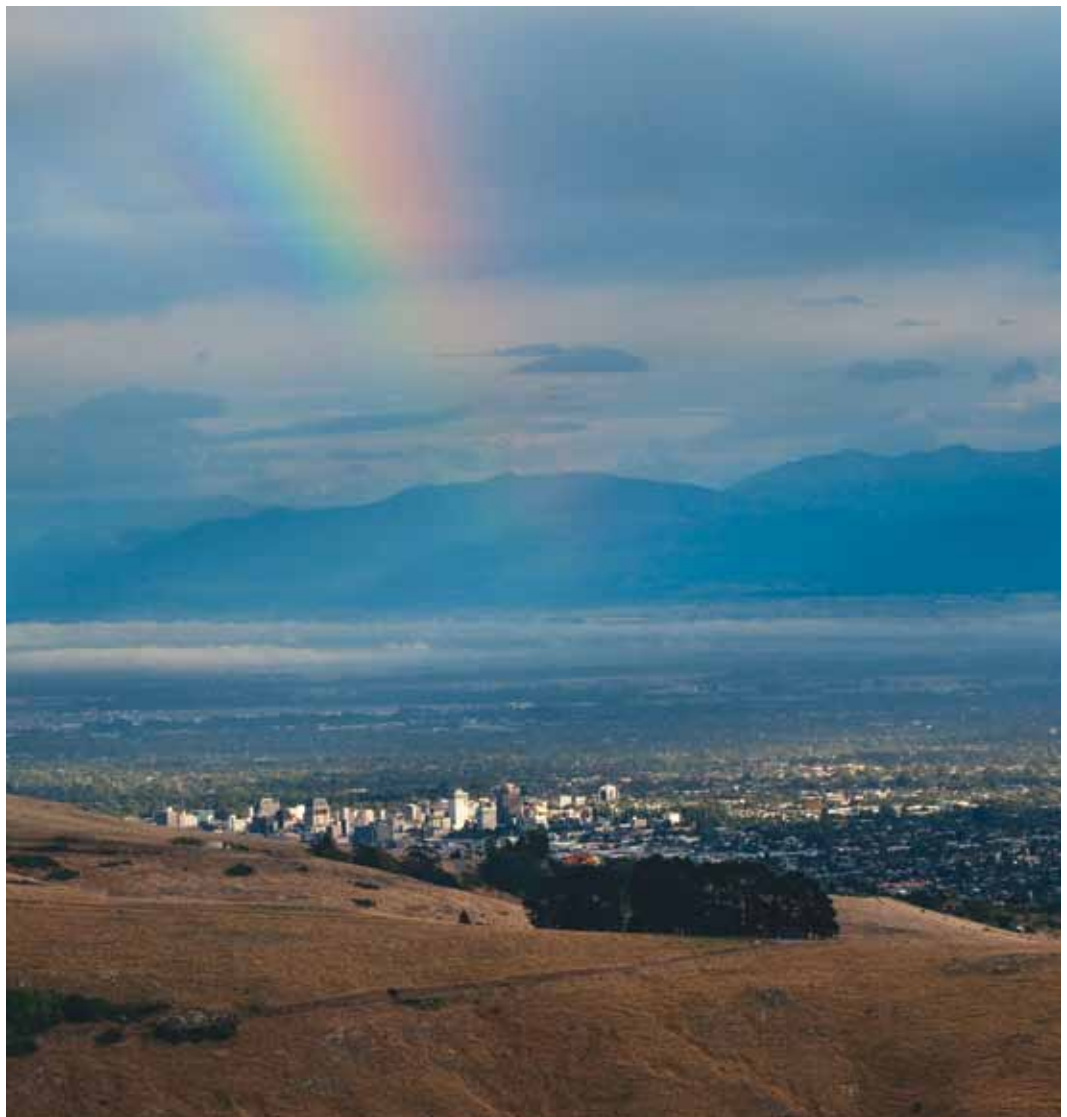
### **Indicative timeframe**

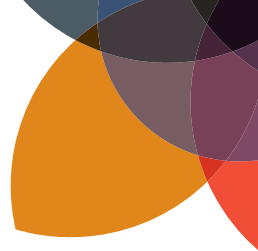
Momentum building from 2012 to 2016 and beyond

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### **What would indicate success?**

- The economy grows as a result of increasing rural production in greater Christchurch
- Greater Christchurch is known as a centre for agricultural sector growth and productivity, while at the same time seeing improvements in sustainable water use and best practice on-farm management systems and technologies
- Technologies are fostered and developed with commercialisation opportunities for national and international markets





Project 19: Local government business friendly services	Project leads	Partners
<p>Work with councils to develop planning and consenting processes that are easy to follow and business friendly:</p> <ul style="list-style-type: none"> <li>• Streamline processes</li> <li>• Increase transparency and benchmarking</li> <li>• Make it easier to solve problems</li> </ul>	<p>CCC, SDC, WDC, ECan</p>	<p>MBIE (Building and Housing), MFE, CERA</p>
<p><b>Outcome:</b> Efficient and effective regulatory and information services are business friendly and support timely rebuild and business activity.</p>		
<p><b>What is the problem/opportunity?</b></p> <p>There are opportunities to improve the efficiency, timeliness and customer focus of local government planning and consenting processes so that the economic recovery proceeds at a rapid pace.</p> <p>This project seeks to include an understanding of business needs in planning and consenting improvement initiatives. Business recovery will involve planning and consenting processes, which is expected to increase the number of Resource Management Act 1991 (RMA, 1991) and Building Act 2004 (BA, 2004) consents that councils are processing. Already CCC is anticipating an extra 10,000 building consents per year until 2015 and SDC and WDC have unprecedented volumes for residential resource and building consents. ECan has found that resource consents have increased in their complexity and urgency.</p> <p>Councils in greater Christchurch will need to initiate responsive processes to these changes in volume and business needs, and this presents opportunities for new ways of working, a more business-friendly culture, and increased resourcing levels.</p>		
<p><b>Central and local government actions</b></p> <p>CERA is working with the three greater Christchurch councils and ECan, through the Built Environment Recovery Programme, on improvements to planning and consenting processes under the RMA (1991) and (BA 2004).</p> <p>CERA and other central government agencies will support this work by providing a business perspective so that improvements to planning and consenting processes reflect business requirements. In particular, they will:</p> <ul style="list-style-type: none"> <li>• Define what is required to achieve ‘business friendly’ processes</li> </ul>		
<p><b>Indicative budget</b></p> <p>TBD. Refer to council draft Annual and Long term Plans</p>	<p><b>Indicative timeframe</b></p> <p>Underway in 2012 and ongoing</p>	



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### **Central and local government actions** (continued)

- Draw on best practices business forums and learning from across greater Christchurch councils, ECan and elsewhere in New Zealand
- Provide an interface between the business community and councils so that they can identify business requirements and business can provide input on improvements needed and give feedback on the operation of new processes

MBIE (Building and Housing) has worked closely with ECan and the councils in greater Christchurch to improve the efficiency of building consent processing and inspections.

ECan, CCC, WDC and SDC have all made changes to the way they work with consent applicants. This project provides the opportunity to build on these improvements and explore specific improvements that take into account business recovery needs.

CCC is implementing 'Rebuild Central' to provide a one-stop-shop service for advice and assistance with the development and processing of applications for consents relating to repair and rebuilding in Christchurch city.

Further opportunities to be explored include:

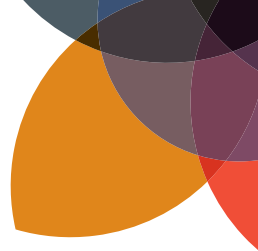
- Sharing 'business friendly' initiatives between councils
- Taking a case management and a project management approach to business resource consent applications from before the application to commissioning of the new activity
- Providing information and education for business applicants (on resource consent and building applications), including information requirements

### **Commitment needed from business**

- Articulate ways to improve planning and consenting processes that councils can implement under the current regulatory framework
- Engage with pre-application processes to understand council requirements for consents
- Seek professional advice to progress consents on their behalf with council

### **What would indicate success?**

- Businesses receive reliable, rapid and consistent advice on consent information requirements, and processing times are transparent and reliable, with efficient decision-making processing
- A 'can do' attitude and a business-friendly culture are adopted to resolve issues and find solutions in partnership with relevant parties



Project 20: Health Precinct development	Project leadership structure
Support the redevelopment of Christchurch Hospital within the wider health network.	<p>Hospital Redevelopment Partnership Group – enabling faster design and delivery, supported by:</p> <ul style="list-style-type: none"> <li>MOH – policy and funding</li> <li>CDHB</li> <li>Treasury – business case advice</li> <li>CERA – coordination and local connection</li> </ul> <p><b>Outcome:</b> Christchurch Hospital is the centre of the Health Precinct and a key anchor within the central city.</p>

**What is the problem/opportunity?**

Health facilities require extensive repairs and rebuilding. There is pressure to provide for current and future demand due to:

- The loss of a significant number of beds, compromising the ability to maintain the required service levels
- The disruption caused by the repairs and strengthening work
- Major facilities constraints that were anticipated by 2014 even before the greater Christchurch earthquake sequence

A well-functioning health sector is important economically given its size and scale CDHB is the largest employer in the South Island, and a healthy population underpins a well-functioning economy. There are also significant innovation and research opportunities within the health sector.

**Central and local government actions**

- Consider the role of Christchurch Hospital and the wider health precinct within the context of redevelopment of central Christchurch, recognising its potential as a key location and attractor in the central area (link to Project 12)
- Consider the role of health innovation in the Health Precinct and act as key attractor for innovative health firms (link to Project 10)
- Support the CDHB in the implementation of the CDHB Recovery Transition Plan 2012

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**Commitment needed from business**

- Invest in repair and rebuild of health facilities and ancillary services such as retail, hospitality and accommodation
- Engage with health sector innovation initiatives
- Invest in the health precinct and health/industry partnerships

**Indicative budget**

In excess of \$500m for the hospital redevelopment (both Christchurch and Burwood Hospitals). Cabinet approval obtained for \$10m for final business plan and also to fast track the design and begin work to redevelop Burwood Hospital

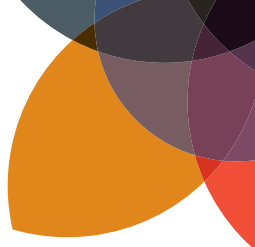
**Indicative timeframe**

Ongoing to 2016 and beyond

**What would indicate success?**

- A Health Precinct that provides a local and national centre for health innovation with accessible, responsive, high-value services to the local and greater Christchurch communities and the South Island, and specific capabilities nationally
- Stronger regional health service delivery mechanisms and a stronger local regional and national economy as a result of a healthier community and an international reputation for high-quality health service delivery, research and innovation
- Redeveloped hospital facilities at Christchurch Hospital (and associated facilities at Burwood Hospital)





# 7. Monitoring, Reporting and Review

Te Aroturuki me te Arotake

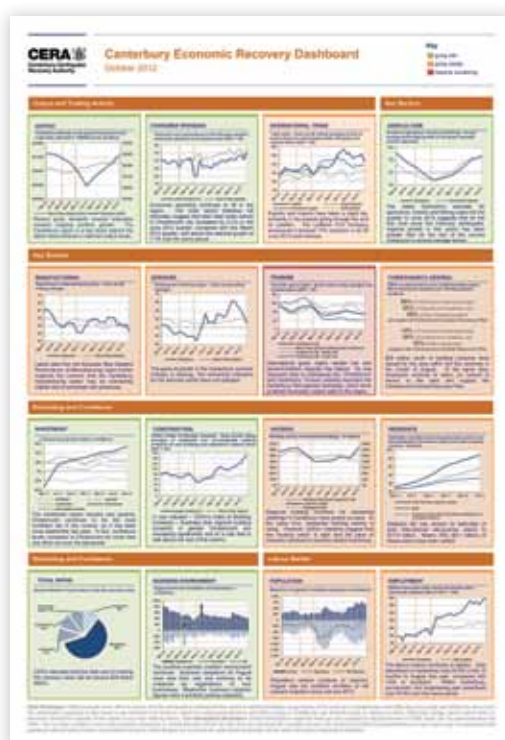
**The monitoring and reporting framework for the Economic Recovery Programme for Greater Christchurch will be integrated with the broader Monitoring and Reporting Plan of the Recovery Strategy.**

A range of around 100 economic indicators is being monitored on a monthly basis by CERA to track economic recovery against pre-earthquake baselines. From August 2012 an economic indicators dashboard (of 16 key indicators) will be produced by CERA from a range of sources and made publicly available monthly and the Canterbury Economic Indicators Report (including 50 selected indicators) will be made publicly available quarterly.

Each project within the Economic Recovery Programme will also be monitored against the success indicators. A quarterly report will be produced and presented to PEPR, which will track the progress of the projects, and the impact on the wider recovery. Overall progress will also be regularly reported to the Minister for Canterbury Earthquake Recovery.

PEPR will review the ERP annually to ensure the projects remain relevant and current.

**Figure 3: Economic Indicator Recovery Dashboard**

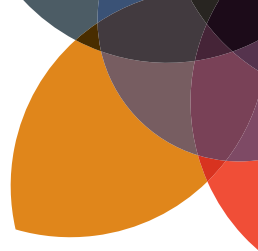


<http://cera.govt.nz/sites/cera.govt.nz/files/common/canterbury-economic-recovery-dashboard-october-2012.pdf>

# 8. What Does Success Look Like?

## Pēhea Te Āhua o Te Akitu?

	PROJECT DESCRIPTION	WHAT DOES SUCCESS LOOK LIKE?
LEADERSHIP	<b>1 Leadership and planning</b> Plan, coordinate and facilitate economic recovery in which CERA takes the lead and works with strategic partners, the private sector and central government agencies	A successful recovery with a dynamic, prosperous economy and an engaged private sector <ul style="list-style-type: none"> <li>• Leadership is demonstrated with active engagement among central and local government, the business sectors and NGOs and ongoing collaboration and partnership</li> <li>• Greater Christchurch GDP increases, along with investment in the rebuild and business opportunities in greater Christchurch</li> <li>• Key economic indicators are monitored and reported publicly to maintain oversight of progress</li> </ul>
	<b>2 Implementation, and monitoring</b> Ensure effective communication and provide oversight of the implementation of the ERP	The ERP contributes to confidence for business and investors and improves the information available to inform business decisions <ul style="list-style-type: none"> <li>• The ERP is well distributed and has an effective and transparent monitoring regime that is publicly reported regularly</li> <li>• The business sector and the community are strongly engaged with the ERP</li> </ul>
PEOPLE	<b>3 Labour market</b> Develop and implement a Labour Market Recovery Programme for greater Christchurch	A responsive and skilled labour force is available to support the recovery, rebuild and economic growth <ul style="list-style-type: none"> <li>• Monthly statistics show increase in volume of job matching with successful employment outcomes for greater Christchurch</li> <li>• A governance structure for the greater Christchurch labour market is established</li> </ul>
	<b>4 Social environment</b> Provide an economic perspective on amenities to retain and attract skilled workers, and on the work of the Community Resilience Recovery Programme	Greater Christchurch has an excellent quality of life for residents, which attracts and retains skilled workers <ul style="list-style-type: none"> <li>• Good settlement outcomes are achieved for recovery workers and new residents</li> <li>• Workers and residents have high levels of satisfaction with quality of life features in greater Christchurch, including amenities such as schools, arts, culture, sporting and recreation facilities</li> </ul>
	<b>5 Tertiary education</b> Realign the tertiary education sector to support the wider economy by making smart reinvestments so that universities and other tertiary education institutes contribute fully to greater Christchurch's longer term economic development	The tertiary system meets the needs of a highly skilled greater Christchurch and feeds the innovation ecosystem <ul style="list-style-type: none"> <li>• Public tertiary institutions are sustainable, with stable and growing enrolment numbers, engage with community and industry, and attract high-quality staff</li> <li>• Research is more closely aligned with the needs of the business community</li> <li>• Greater Christchurch has the workforce it needs for the rebuild and wider recovery</li> <li>• Tertiary education providers and business work actively with government agencies to coordinate their response to the rebuild and recovery</li> <li>• Tertiary sector is actively involved in cluster and innovation opportunities with business community</li> </ul>
BUSINESS ENVIRONMENT	<b>6 Capital attraction</b> Develop and promote an investment proposition and proposals to showcase opportunities in greater Christchurch	The investment proposition for greater Christchurch is well communicated and results in new investment that supports recovery <ul style="list-style-type: none"> <li>• Investment proposals and the investment proposition for greater Christchurch are well communicated</li> <li>• New investment meets rebuild demand and business opportunities</li> <li>• Fast-tracked new investment for anchor projects</li> </ul>
	<b>7 Business collaboration</b> Support better business through exploring corroborative opportunities, agreements and greater connections locally, nationally and internationally	Firm growth is stimulated by better access to resources, such as capital, labour, and management capability <ul style="list-style-type: none"> <li>• Firms are able to access resources needed to prosper and grow, including capital, labour, management capability and organisation systems to operate at a larger scale</li> </ul>
	<b>8 Insurance availability</b> Help to keep insurance available and affordable by monitoring and engaging with insurers	Issues over availability of insurance and resolution of claims do not hinder investment or slow the rebuild, and ongoing insurance cover is provided under the new risk profile <ul style="list-style-type: none"> <li>• The new risk profile for insurance cover does not hamper investment in greater Christchurch or the pace of the rebuild</li> </ul>
	<b>9 Ultrafast broadband uptake</b> Develop, prioritise, and implement opportunities and initiatives for digital content and capability development that accelerate and leverage ultrafast broadband uptake	As UFB is rolled out, greater Christchurch has an increased uptake, makes the most of opportunities that use digital content and capability during the recovery period and builds significant improvements in long term economic growth <ul style="list-style-type: none"> <li>• Greater Christchurch's businesses, sectors and communities are early adopters of UFB and the most advanced ICT infrastructure, with the result that many businesses have high degrees of skill, innovation and UFB-enabled technologies</li> <li>• Greater digital literacy and capability among firms and workers improves productivity and increases innovation</li> </ul>
	<b>10 Innovation precincts and clusters</b> Use national initiatives to support and build on greater Christchurch's key strengths	New clusters are developed that build scale, foster innovation across firms and offer significant productivity and long term economic growth opportunities <ul style="list-style-type: none"> <li>• More firm-led clusters are established</li> <li>• Greater Christchurch is well connected to national innovation initiatives and networks</li> <li>• Greater Christchurch provides leadership of innovation in business and government</li> <li>• Innovation and productivity increase</li> <li>• Exports in high-value, knowledge-intensive goods and services grow</li> <li>• The clusters have an international reputation for their skills, innovation and ease of investment in new business and research developments</li> </ul>



BUSINESS ENVIRONMENT	PROJECT DESCRIPTION	WHAT DOES SUCCESS LOOK LIKE?
	11 <b>Better public services for business</b> Ensure central government services are business friendly, responsive and enabling	<ul style="list-style-type: none"> <li>Streamlined and integrated government services are provided in a business-focused manner</li> <li>Businesses report having fewer separate interactions with government agencies, while experiencing a higher quality of engagement and of services provided</li> <li>Relevant lessons and models in greater Christchurch are rolled out to other regions across New Zealand</li> <li>Greater Christchurch businesses have a one-stop online shop for all government advice and support they need to grow and prosper</li> </ul>
	12 <b>Central city recovery</b> Implement the Christchurch Central Recovery Plan <i>Te Mahere Maraka Ōtautahi</i> to help redevelop the central city	A vibrant central city has strong business, entertainment, retail and residential precincts <ul style="list-style-type: none"> <li>An attractive, vibrant and functional central city provides a central area for business, entertainment and visitor attractions and new residential areas, and is a critical part of the broader recovery of greater Christchurch</li> </ul>
	13 <b>Suburbs and towns</b> Facilitate investment in redevelopment of the suburban centres and commercial areas	Thriving suburban commercial and town centres in greater Christchurch support local economic activity, in accordance with the Recovery Strategy and principles of the Urban Development Strategy <ul style="list-style-type: none"> <li>Suburban and town centres are attractive, vibrant, thriving local centres of economic activity and focal points for their communities</li> </ul>
	14 <b>Rebuild infrastructure</b> Match the rebuild of critical infrastructure to objectives for greater Christchurch's long-term economic growth	A thriving and prosperous economy of greater Christchurch is supported by effective and efficient integrated infrastructure networks <ul style="list-style-type: none"> <li>Infrastructure and land use patterns in greater Christchurch support and enable a functional city and region, which provides an efficient and productive business environment</li> </ul>
	15 <b>Tourism</b> Support the recovery of the visitor sector by working with Christchurch and Canterbury Tourism and the tourism sector to implement the Visitor Sector Recovery Programme	In a thriving tourism sector, greater Christchurch is a destination and gateway to the South Island for increasing proportions of high-value visitors <ul style="list-style-type: none"> <li>The number of visitors and nights they stay, and amount they spend increases</li> <li>International and domestic visitors able to readily book room nights in greater Christchurch at the standard of accommodation they require</li> <li>Visitor attractions are developed and/or reinstated in a timely manner and support quality of life for greater Christchurch residents and visitors</li> <li>Greater Christchurch is seen as an attractive destination for domestic and international visitors</li> </ul>
	16 <b>International education</b> Support the implementation of the aspects of the Education Renewal Recovery Programme concerned with international education recovery	Greater Christchurch is a desirable location for international students to pursue their studies <ul style="list-style-type: none"> <li>Increasing numbers of international students choose to study in greater Christchurch and the measured economic value of international education recovers and further increases</li> </ul>
	17 <b>Construction and productivity</b> Work to increase productivity in the construction sector, to support the recovery	The greater Christchurch rebuild showcases new, more effective approaches to construction and leads to ongoing productivity gains in the construction sector, contributing to the national goal of lifting construction sector productivity by 20 per cent by 2020 <ul style="list-style-type: none"> <li>Innovative construction systems and methods are demonstrated in greater Christchurch</li> <li>Productivity in the construction sector increases and achieves a 20 per cent improvement by 2020</li> <li>A timely and high quality rebuild is achieved for residential and commercial sectors</li> </ul>
	18 <b>Rural sector production</b> Identify opportunities to increase value from improved production in the rural sector to lift greater Christchurch GDP and support recovery	Greater Christchurch GDP, rural production and value-added exports increase as a result of innovation and sustainable water management practices; leads New Zealand in rural sustainability and growth innovation; and has highly developed on-farm management systems with increasing productivity and efficiency while avoiding, remedying or mitigating environmental impacts <ul style="list-style-type: none"> <li>The economy grows as a result of increasing rural production in greater Christchurch</li> <li>Greater Christchurch is known as a centre for agricultural sector growth and productivity, while at the same time seeing improvements in sustainable water use and best practice on-farm management systems and technologies</li> <li>Technologies are fostered and developed with commercialisation opportunities for national and international markets</li> </ul>
	19 <b>Local government business friendly services</b> Work with councils to develop planning and consenting processes that are easy to follow and business friendly	Efficient and effective regulatory and information services are business friendly and support timely rebuild and business activity <ul style="list-style-type: none"> <li>Businesses receive reliable, rapid and consistent advice on consent information requirements, and processing times are transparent and reliable, with efficient decision-making processing</li> <li>A 'can do' attitude and a business-friendly culture are adopted to resolve issues and find solutions in partnership with relevant parties</li> </ul>
20 <b>Health Precinct development</b> Support the redevelopment of greater Christchurch hospitals and the development of the adjacent health precinct	Christchurch Hospital is the centre of the health precinct and a key anchor within the central city <ul style="list-style-type: none"> <li>A Health Precinct that provides a local and national centre for health innovation with accessible, responsive, high value services to the local and greater Christchurch communities and the South Island, and specific capabilities nationally</li> <li>Stronger regional health service delivery mechanisms and a stronger local/regional/national economy as a result of a healthier community and an international reputation for high quality health service delivery, research and innovation</li> <li>Redeveloped hospital facilities at Christchurch Hospital (and associated facilities at Burwood Hospital)</li> </ul>	

# 9. Transition Plan

Te Whakawhitika

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## **A transition plan is required for when CERA ceases to exist.**

Along with other recovery plans and programmes, the ERP will start the momentum for economic recovery. Its role in this process is to coordinate and facilitate action across central government, local councils and the private sector. CERA's role is to lead and facilitate the action of key partners, investors and the business community over a distinct time period. The ERP and other recovery activities will provide a legacy of infrastructure, anchor projects and economic momentum for greater Christchurch.

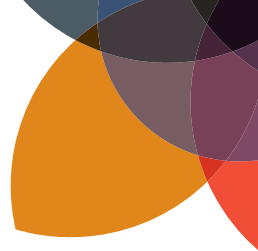
The recovery period defined in the Canterbury Earthquake Recovery Act 2011 is effective from 2011 until 2016.

The closing component of this recovery programme is triggered by what defines 'job done' to a point where recovery is subsumed by development and business/sector growth activities.

Today 'job done' is expressed as establishing a new normal for greater Christchurch, where economic growth is stable, and economic planning, implementation and monitoring functions are vested back into the greater Christchurch local government and business community.

The success of the transition plan will be in ensuring those projects that are due for completion by 2016 are completed, and those that extend beyond this timeframe are owned locally.





# Glossary of Abbreviations

## He Rāraki Kupu

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<b>ACC</b>	Accident Compensation Corporation	<b>LMRP</b>	Labour Market Recovery Programme
<b>ATI</b>	Advanced Technology Institute	<b>LPC</b>	Lyttelton Port of Christchurch
<b>BA</b>	Building Act 2004	<b>LTP</b>	long-term plan
<b>CBD</b>	central business district	<b>LU</b>	Lincoln University
<b>CBLG</b>	Canterbury Business Leaders Group	<b>MBIE</b>	Ministry of Business Innovation and Employment
<b>CCC</b>	Christchurch City Council	<b>MFAT</b>	Ministry of Foreign Affairs and Trade
<b>CCDU</b>	Christchurch Central Development Unit	<b>MFE</b>	Ministry for the Environment
<b>CCRP</b>	Christchurch Central Recovery Plan	<b>MOE</b>	Ministry of Education
<b>CCT</b>	Christchurch and Canterbury Tourism	<b>MOH</b>	Ministry of Health
<b>CDC</b>	Canterbury Development Corporation	<b>MOJ</b>	Ministry of Justice
<b>CDHB</b>	Canterbury District Health Board	<b>MPI</b>	Ministry of Primary Industries
<b>CECC</b>	Canterbury Employers' Chamber of Commerce	<b>MSD</b>	Ministry of Social Development
<b>CEDS</b>	Christchurch Economic Development Strategy	<b>MSI</b>	Ministry of Science and Innovation
<b>CER Act</b>	Canterbury Earthquake Recovery Act 2011	<b>NGO</b>	non-government organisation
<b>CERA</b>	Canterbury Earthquake Recovery Authority	<b>NIU</b>	National Infrastructure Unit
<b>CERF</b>	Canterbury Earthquake Recovery Fund	<b>NZCTU</b>	New Zealand Council of Trade Unions
<b>CESB</b>	Canterbury Employment and Skills Board	<b>NZFIN</b>	New Zealand Food Innovation Network
<b>CFH</b>	Crown Fibre Holdings	<b>NZTA</b>	New Zealand Transport Agency
<b>CGLG</b>	Canterbury Government Leaders' Group	<b>NZTE</b>	New Zealand Trade and Enterprise
<b>CIAL</b>	Christchurch International Airport Limited	<b>PEPR</b>	Partnership for Economic Prosperity and Recovery
<b>CPIT</b>	Christchurch Polytechnic Institute of Technology	<b>PGP</b>	Primary Growth Partnership
<b>CTA</b>	Canterbury Tertiary Alliance	<b>PTE</b>	private training establishment
<b>CWMS</b>	Canterbury Water Management Strategy	<b>R&amp;D</b>	research and development
<b>DIA</b>	Department of Internal Affairs	<b>RMA</b>	Resource Management Act 1991
<b>DPMC</b>	Department of Prime Minister and Cabinet	<b>SCIRT</b>	Stronger Christchurch Infrastructure Rebuild Team
<b>ECan</b>	Environment Canterbury	<b>SDC</b>	Selwyn District Council
<b>EDA</b>	economic development agency	<b>SSC</b>	State Services Commission
<b>ENC</b>	Enterprise North Canterbury	<b>TBD</b>	to be determined
<b>EPIC</b>	Enterprise Precinct and Innovation Campus	<b>TEC</b>	Tertiary Education Commission
<b>EQC</b>	Earthquake Commission	<b>TEI</b>	Tertiary Education Institution
<b>ERP</b>	Economic Recovery Programme	<b>TIANZ</b>	Tourism Industry Association New Zealand
<b>GCSN</b>	Greater Christchurch Schools Network	<b>TLA</b>	territorial local authority
<b>GDP</b>	gross domestic product	<b>TRONT</b>	Te Rūnanga o Ngāi Tahu
<b>HNZ</b>	Housing New Zealand	<b>UC</b>	University of Canterbury
<b>ICT</b>	Information and Communications Technology	<b>UFB</b>	Ultrafast broadband
<b>IRD</b>	Inland Revenue Department	<b>UO</b>	University of Otago
<b>KPI</b>	key performance indicator	<b>WDC</b>	Waimakariri District Council
<b>LINC</b>	Land Innovation Cluster	<b>ZIP</b>	zone implementation plan

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