

Recovery Strategy for Greater Christchurch –

Summary and analysis of written comments on draft Recovery Strategy

22 DECEMBER 2011





SUMMARY AND ANALYSIS PREPARED BY

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Introduction

New Zealand faces a collective challenge to recover and rebuild the greater Christchurch area after the devastating earthquakes of 2010 and 2011. Recovering from natural disasters on this scale has never been tackled before and is uncharted territory for the affected communities, the councils, business and government. Recognising the enormity of the task, the government passed legislation to establish the Canterbury Earthquake Recovery Authority (CERA) to lead, direct and co-ordinate the recovery activities.

CERA is required to produce a Recovery Strategy in consultation with Te Rūnanga o Ngāi Tahu (Ngāi Tahu), Environment Canterbury (ECan), the Christchurch City Council, (CCC) Selwyn District Council (SDC) and Waimakariri District Council (WDC), and in discussion with other stakeholders. A draft strategy was released in September 2011 and was opened for comments until October 30 2011. Four public information sessions were also held.

The Recovery Strategy will provide overarching direction for the reconstruction, rebuilding, and long-term recovery of greater Christchurch. The strategy aims to provide leadership and ensure recovery work and decisions are co-ordinated and integrated across all sectors – social, economic, built environment and the natural environment, with the community being central to all.

Comments were received from 463 people or organisations in paper or online form by the comment closing date 30 October 2011. The comment period lasted seven weeks.

This report presents and summarises the comments made on the draft Recovery Strategy for Greater Christchurch Mahere Haumanutanga o Waitaha by the public. Comments were provided by a number of main sources: individuals; community groups and NGOs; professional groups and businesses; government agencies and Local Government.

Methodology for summary and analysis of comments

Each comment was categorised by AERU into one or a number of themes and topics. The themes were based on the draft Strategy's structure, while the topics evolved from the comments made. The analysis team sorted, categorised, analysed and summarised the information in writing this report. Each comment has been read multiple times by more than one analyst.

This report presents points made by multiple respondents and one-off ideas. Consequently, the information presented cannot be considered total support or opposition for a particular idea or suggestion. It is also not possible to weight the strength of opinions for particular points within the whole community. The report does contain descriptions of the amount of support for a particular point within the comments made. Specific investigation into particular issues would be required in order to measure the strength of support for a particular idea or suggestion.

Longer, more comprehensive comments (such as those from organisations) were analysed within the framework described above, and have also been compiled as a standalone collection of comments. All comments received on the draft Strategy are available on the CERA website.

How to read this document

The structure of this report follows the sections contained in the draft Strategy.

Each section begins with a summary of what was said in the draft Strategy.

The points made by respondents are then presented under relevant headings. Where there is a large amount of discussion in a particular section the most pertinent and overarching comments are summarised in the boxes titled Key Consultation Points.

The Overall Summary of Comments section at the start of the report presents comments that were pertinent across the whole draft Strategy.

Comments on Appendix two from the draft Strategy are analysed within section seven of this document. Detailed comment on individual recovery Plans and Programmes have been separately collated and provided to the relevant CERA staff.

Next steps

The Minister for Canterbury Earthquake Recovery will consider all the comments made on the draft Strategy, CERA's recommendations to change the draft Strategy to respond to the comments made, and the Recovery Strategy document.

The Recovery Strategy document will be finalised and the Minister for Earthquake Recovery will recommend to the Governor-General that by an Order in Council, the Recovery Strategy is approved.

Overall summary of comments

The comments in this section were relevant to several sections of the Greater Christchurch draft Recovery Strategy or were considered significant.

There was a desire from the public to be fully involved in every aspect of the recovery of Greater Christchurch. While some respondents expressed enthusiastic appreciation for being involved through the comment process, others were critical and identified a disconnect between the draft Strategy and recovery actions actually taking place on the ground. They stated that they were not being included as much as they desired.

Community and stakeholder involvement was identified as something that was not just one of numerous actions of the draft Strategy, but community involvement needs to be at the heart of Greater Christchurch's recovery.

One of the key lessons learnt from the earthquakes is that communities need to be resourced to take a hands-on involvement in managing the immediate and ongoing impacts of natural events. In this light, some communities expressed a desire to develop their own Recovery Plan for their community.

Good leadership was seen as a key to recovery and was described as clear, in touch with the community and transparent. Leadership should also state and meet clear goals and timelines.

Quality open two way communication was identified as an important component for successful community involvement and leadership. This was identified as being necessary between the general public and formal agencies; between non-government organisations and community groups; and between formal agencies such as central and local government.

The importance of long-term planning was identified by many. A large number of respondents identified the need to plan and rebuild with the future in mind. Changes that will occur to the environment due to climate change, and the need to reduce reliance on fossil fuels, led many to say that we need to take this opportunity to build a city that is resilient and sustainable into the future. Natural *restoration*, over *recovery* was suggested.

Planning for the future was also expressed in the desire to incorporate sustainable, resilient quality design and construction of both buildings and infrastructure. This part of the draft Strategy's vision, "... 'mō tātou, ā, mō kāuri a muri ake nei: for us and our children after us", particularly resonated with people.

A holistic approach was also desired by many respondents. It was observed that the draft Strategy concentrated more on economics and finance than the environment, community participation and other aspects of recovery.

Public health was seen to cross all aspects of recovery and many initiatives were identified as potentially contributing to a healthier environment and better health outcomes. In the area of education, the opportunity to plan for the future in a holistic way was also identified.

Financing the recovery was identified as a key issue. Management and acceleration of the insurance process was seen as important to allow people to move on with their lives. Related to this, there was fear expressed that capital once invested in greater Christchurch would leave the region in the form of insurance pay outs.

In the economic recovery plan there was a desire to ensure that jobs were created for greater Christchurch people, particularly youth. For some, restarting the tourism sector was a key priority.

Timing and phasing is important to people. This included challenges such as balancing the needs of rebuilding communities and rebuilding the central city, and timing around such things as land zoning (green, orange, red), when insurance would be paid out, and land availability.

Getting the balance right between being too general and too specific is a challenge for the draft Strategy. Some respondents state that there is not enough detail in the plans while others state that the draft Strategy is too complex.

Consistent with other aspects of the draft Strategy, there was a desire for the monitoring, reporting and review process to be collaborative and participatory.

Introductory sections

Pages 1-7 of the draft Strategy

Key consultation points

While no specific comment was asked for on the introductory sections of the draft Strategy in the form of a comments question, some feedback was provided in particular about the diagram on page 5 that summarised the different components of recovery and the associated Recovery Plans, programmes and activities.

Respondents requested consistency between the diagrams on page 5 and 12 and the details about Recovery Plans, programmes and activities contained in Appendix 2 of the draft Strategy. An acknowledgement that most of the areas of work contributed to more than one of the four components of recovery and the addition of a goal and a leadership, integration and governance work programme were requested.

Summary of comments and specific text suggestions for Executive Summary

The diagram on page 5 links each of the Recovery Plans/programmes to a single environment. However, these are not a neat fit and most areas of work contribute to more than one of the four environments. For example, the Central City Plan is not just about the built environment, and the Built Heritage Recovery Plan aligns to both the social and built environments. It should be possible to represent this better.

On Page 5 the image that accompanies the Executive Summary identifies a problem – the picture has the four arms of the recovery process, the economic, social, natural and built environments – but instead of the community at the centre, it has the recovery vision statement. The key message that “community is at the centre of recovery” is being lost and is not well articulated.

There is a mismatch between the diagram on page 5 which shows the local neighbourhood plans and initiatives in the built environment, and the table on page 49 which shows them within the social environment area. On page 58 they are included under the Built Recovery Plans, programmes and activities. The Built section in the table on page 49 should be amended to indicate that 'where to find answers' to the issue of damaged suburban shops and offices includes local neighbourhood plans.

Health is noticeably absent from page 5. Even if it is not a direct CERA responsibility and is devolved to the DHB, it needs to be acknowledged in this diagram. There is later reference to psychological, social and physical well-being so this is required for consistency.

Page 5 and page 12 contain diagrams related to recovery. There are some inconsistencies between the two that could be rectified to improve the core meaning.

Make the diagrams on page 5 and page 12 consistent with one another by moving the vision statement to the top of the diagram on page 5 and replacing it with 'community' in the centre.

Leadership and Integration should lie within the sphere in both diagrams to reinforce the critical nature of leadership across each of the core recovery components.

An additional Plan for carrying out the Leadership, Integration and Governance should be added to the diagram on page 5, together with a Goals section.

The diagram on p.5 lists the specific plans associated with the four components. We recommend moving the “CBD Recovery Plan” to the intersecting point between the Economic and Built spheres.

1 How the earthquake changed our lives

What the draft Strategy said...

This section covered the impact of the multiple earthquakes on Canterbury, our earth, our lives, infrastructure and public services. It covered lessons learned, some of our key response and recovery achievements to date, and some of the issues and challenges we see ahead.

Key consultation points

Many respondents agreed that communities need to have greater involvement and opportunities to make decisions and manage issues that will significantly affect their lives. For this to happen there needs to be quality interaction and two-way communication.

There needs to be greater appreciation and respect given to land and water systems. The people of the city need to learn from their experience and build for the future while considering the not only the impact of the earthquakes but also such things as climate change and decreasing supplies of fossil fuels.

Planning needs to be long-term and aimed at enhancing the resilience of communities when faced with future challenges by learning as much as possible from the earthquake experiences. New knowledge (such as effects on land, buildings and communities) needs to be built into regulations and continually upgraded and implemented.

Respondents commented that quality leadership was very important for the recovery. Quality leadership was defined as clear, transparent and well-communicated.

Insurance was identified as a key issue needing resolution so the city can begin to move on, particularly in rebuilding personal and business assets.

Summary of comments and specific text suggestions for Section 1

1.1 When the worst happens

Respondents requested that the number of heritage buildings/structures that have been demolished and information about the interruption of the public transport services and to the operation of the Port of Lyttelton be added to this section. The need for the storage and disposal of large amounts of demolition material and the changes to land levels, that increase the flood risk to people and property, should also be included in the description of changes caused by the earthquakes.

Adding details about how many heritage buildings/structures have been demolished. This helps to set up support for a Recovery Plan in line with the other statistics in this section.

In the second paragraph on page 9 mention the interruption to public transport services in the immediate aftermath of the earthquakes. Interruptions to the operation of the Port of Lyttelton were also a major economic impact on the region and are worth mentioning.

In the final paragraph on page 9, mention the need for the storage and disposal of massive amounts of demolition material at very short notice. Land levels also changed, especially in proximity to waterways and the estuary, increasing the flooding risk to people and property, especially at high tides.

1.2 What we did and what we've achieved

Additional information about the response to the earthquakes was suggested, including recognising Police, Army and Navy contributions, contributions made by a wider range of community and public agencies, and re-introduction of free public transport services early in the response phase.

Remove the words 'in order of priority' at the end of the first paragraph.

Recognise Police, Army and Navy contribution here.

Acknowledge wider contributions from community or public agencies, and to acknowledge support was for the most affected as such.

In the first paragraph on page 10 mention the re-introduction of free public transport services across greater Christchurch. This helped people and communities to re-establish links early in the response phase, especially for those most vulnerable in the community without access to private transport.

1.3 What we've learnt

Affirmation of things learnt that were stated in the draft document

- There was an overall concern that greater Christchurch will return to its individual ways. Respondents stated that the sense of community and interdependence which emerged strongly in response to the challenges presented by the earthquakes needs to be supported in the future.

... communities have the desire (and often the capacity) to support one another, mobilise resources and collectively make decisions. The key to ongoing recovery and the possibility of a better society will be to ensure that this connection continues, is supported and allowed to thrive.

- 'Community led' recovery was a key cry but for this to happen communities need to be resourced.
- There was particularly strong support that any land prone to liquefaction should not be built on in future.

Affirmations of points in the draft document

Building on the strengths of the region...

- Respondents stated that different organisations/stakeholders have different roles. These roles need to be articulated and encouraged, e.g., the role of educational institutions. Students need to be encouraged to come to the University of Canterbury, for example, and a centre for the study of earthquakes might help this.

The innovative and resilient nature of the business community...

- Respondents stated it is important to emphasise the 'temporary' and short-term nature of some responses to the earthquakes but at the same time 'temporary' responses can be exciting and innovative and should be captured and learnt from for the future.

Communicating between all parties

- It is important to know where the needs are and communicate the response to those needs (e.g., the supply of chemical toilets).

Focusing recovery work on the health and wellbeing of those most affected...

- Respondents stated a concern about the emphasis on the CBD, rather than on the recovery of the most affected communities.

Relocation breaks up established neighbourhoods ..., restoring cultural, sport and recreational life ..., providing a sense of continuity...

- There is a concern that there are communities attached to institutions such as educational institutions and recreational activities (clubs) that have experienced dislocation to the same degree as geographically based communities.
- Government agencies were observed to be working in a more innovative, flexible and collaborative manner...

There were many examples of ordinary public servants doing what needed to be done without recourse to the usual chains of command. We believe that there needs to be an analysis of how these worked and how they can be bedded in so that our members in government agencies are not hampered by traditional ways of working. We also wish to emphasise that the false dichotomy between the "front-line" and "back office" was exposed by the events in Christchurch. PSA

The next sections are categorised under headings associated with responses to the question. The first responses discuss generic issues and the latter more specific issues.

Q.1: *We've highlighted the most important lessons we've learnt since the earthquakes began – but are there others?*

Planning and learning for the future

- Planning needs to take greater account of 'land and water systems' than it has in the past. There is plenty of evidence that a lot was known about Christchurch being built on a swamp and that areas were prone to liquefaction but this knowledge was not taken account of in building regulations. In this respect there was concern that speculators should not profit or be able to put pressure on the City Council.

Re-shape the city structure to better adapt to the dynamics of the underlying land and water systems.

- There is a need to build new knowledge into regulations (for building etc.) as it is acquired. Older structures need constant upgrades to meet the new specifications. Below is a specific suggestion for how this could be done:

All houses should be built on steel galvanised frames bolted together with concrete or wooden deep piles with base isolators on them like a caravan chassis - no bricks, wooden cladding, long run roofs and wooden frames. All surfaces have flexible joints [so that] if it [a house] comes off its piles there would be minimal damage and [it] could be fixed easily.

- Respondents said there is a need to be prepared for the future by building on the community networks that have been created at this time.
- There is a great need for long-term planning and disaster preparedness. This will help build adaptable communities. Disasters such as flooding, fossil fuel shortages and sea levels rising because of climate change are likely and we need to be prepared. Also in this context, water resources need to be valued. Specific suggestions included:

... no point in building new CBD & rebuilding eastern suburbs if sea levels rise at high tides & storm surges flood everything. Suggest well built earthquake - proof, practical & attractive sea-wall.

Possibility of summer droughts - good water collection & conservation - council & household.

I was dismayed to find that the plan gives scant attention to the natural environment, and fails to provide an integration mechanism strong enough to ensure all the different plans recognise that the natural environment [changes].

... good integration between different plans and social and environmental sustainability woven through all.

... recognition of the major global climatic and economic changes underway.

[Make] provision for cycleways... make it easier and safer to cycle (a way to respond to fossil fuel depletion, reduce contributions to climate change, save time and money and increase health and fitness).

...learning to design our city with nature, not against it.

- There is a need for better education for future disasters. For example, no-one was prepared for the ongoing after-shocks.
- The education and response roles of emergency services in relation to natural events should be separated.

... the proposed EPI (Earthquake Preparedness and Information) Centre project should not have dual roles as both public education facility and emergency response facility. It should instead focus on the facility as an education tool, and deliver an emergency response facility as part of a multi-agency project already underway that co-locates similar functions with similar infrastructure and servicing needs. Environment Canterbury.

- There are two different aspects of the response - recovery from the disaster and learning from it.

Lessons must be learned so the next disaster ... can be handled better ... more attention must be paid to important knowledge as it is discovered ... liquefaction [has] been known [about] for many decades ... [if] the City Council ... had a regulation such as "All proposed foundations and built structures must have an appropriate certificate that certifies the building or dwelling will withstand expected natural hazards" then most ... buildings would have been undamaged ... Running [services] in underground tunnels, as ... in Dunedin and at the University, would have minimised problems ...

- There is a need to make the most of what has happened. This means that everything that is done is as good as it could possibly be and demonstrates important qualities that become associated with Christchurch.

The quakes will fade from people's memories over time, so we have to make sure we turn the disaster into a permanent positive asset by establishing a new revitalised city that is eco-friendly + exemplary to the world, - a leading earthquake research centre attached to the university where experts want to work + students want to study, - an international reputation that living safely in an earthquake affected area is possible.

- Reliance on electricity (particularly for heating) is a concern because of its vulnerability in a natural event.
- All roads should not lead to the centre of the city. We need to be able to move around it more easily.

Our roads and roading systems do not function properly without the majority of workers heading into the centre of the city.

- There are other uses for rubble than being disposed of in a landfill.

Throwing away all the rubble in landfill was a monumental blunder - it should have been kept to lay under the roads the way the Romans built them - still perfect in the city of London today.

- Access to the CBD. It is important to find a way of letting people recover property from buildings more quickly.
- Recognition of those who have helped including the national and international community which has supported us.

Resilience (includes many of the things mentioned above)

The draft Recovery Strategy defines community resilience with reference to the ability of the community to prepare for future civil emergencies ... community resilience is much more than this. It includes notions of sustainability, cultural diversity, community connectedness, identity and self-determination, and community wellbeing.

- Active means of transport. After the earthquake the people who were used to cycling got about more easily. More people should be encouraged to use more active modes of transport and the population will be fitter as a result.
- Ongoing resilience is tested by this disaster. People are tired and need continued support. This aspect is possibly unexpected.

I don't think some people realise how physically & mentally tired a lot of Cantabrians are. Some remain relatively unaffected, i.e., homes not too badly damaged, have infrastructure that works/unaffected & jobs unaffected. Those who have one or more items affecting them affects [their] mental & physical wellbeing. Not everyone can take a break although we need one. It is now all about critical social support ...

Two-way interaction, communication and coordination important

- There were many responses about the need to improve communication. It was stated that communities are important and sometimes different to each other and may need different forms of communication. There was a wish for 'honest' information and a feeling that a lot has been said that has not meant much and people just want to know the truth. According to one respondent, they are strong enough to cope with it.
- This quote summarises common themes on communication:
 1. Having open and transparent processes
 2. Having clear and quick communication channels
 3. Having localised communication channels as well as broad over arching ones
 4. Knowing the resources that are available in each community.
 5. Empowering and encouraging local community groups and organisations to take ownership of recovery projects and initiatives.
- Officials need to consider that not everyone has access to the internet. Even if they have they may not have electricity or be able to access it.
- There was a general sense of frustration that either things were not happening fast enough or there was not enough communication about what was happening. There was concern that CERA's processes lacked accountability, were slow and clumsy and caused distress to those with broken homes and businesses. Some respondents understood the complexity of the process. For some there was the feeling that there was not enough action and too many words.

This will be a long term process and communication, planning and actions need to be framed in a long term approach to minimise community burn out and not to raise expectations (leading to disappointment if not met) that things will happen faster than they will.

Actions are better than words - the students showed us this. Too many words - co-ordination & collaboration. I now hate the word process. There are materials, skills and machinery but they are hamstrung by process.

As a householder in one of the "other" orange zones, I feel absolutely abandoned.

- Clean up crews may have worked better if they had not been centralised.

Community based workshops/depots have been centralised in the name of efficiency. Responding to a large number of issues has proved impossible from a central base because of roading issues. Previously, local work crews would have managed their local area much better.

The importance of leadership

- Restoring trust is important for people to move on. There was a mixture of responses about how people do or do not trust those in leadership at the moment - mainly the latter. People feel that promises made by politicians have not been kept. They feel the local body politicians do not understand business.

Transparency: The biggest lesson we need to learn, making available to the public - land reports, building reports, housing plans etc. This disaster has shaken the confidence & trust of the people of Chch. All bodies involved in rebuilding our city need to be completely transparent in order for people to retrust the land & the buildings.

- In contrast to some comments about the problems associated with centralisation others felt that there should be an organisation with overall responsibility.

There should be a single authority to organise the rebuild and to organise the funding for it (bonds etc). Now we have CERA, CCC, ECAN. Have I left anyone out?

Insurance

- The key lessons that respondents stated they have learnt about insurance are that insurance issues are holding up rebuilding and there is a link between the developing lack of trust in insurance and the difficulties associated with getting insurance to rebuild in the future.
- The interaction between EQC and insurance companies was considered minimal.
- There was dissatisfaction with EQC and the complexity of their processes. An independent body that would have oversight of the insurance companies and EQC was suggested.

Buildings

- These were things learnt about buildings: no-one was killed by their own home; CCC needs a safe building to work from; heritage buildings need more time before demolition; rebuilding needs to be affordable; the CBD was not a safe place and when it is rebuilt it should be made safer.

The importance of equity

- There is a question about how and whether people's equity can or should be restored after events such as earthquakes. The point is also made that equity is not just about asset value but about access to having your voice heard.

The principle by which no-one or a section of the community should be worse off as a result of the earthquakes is notably absent from the Principles of Recovery. We view this to be a critical omission. The Strategy assumes that all parties have common interests and the

same capacity to influence and to access resources. It overlooks that the most vulnerable, whether individuals or communities, are locked into positions of economic, social and political disadvantage and are powerless to voice their concerns. These voices and interests may be very different from those of the powerful.

- Some believe that not all are heard equally and there is not a fair process in who or what comes first. For example, many expressed a concern that the needs of the CBD are being prioritised over restoring basic services in the suburbs.

Forget about wanting to make the centre city look enticing to get the tourists back in for the money; think of the people living in broken homes with a fearful family.

... need to put the interests of the 380,000 people and those worst affected by the earthquakes ahead of the demands of business interests.

The need to restore and respond to the basics promptly such as sewerage ... provision of alternatives until systems are repaired. Provision of water and more access so people not having to queue for long periods of time. Restore healthy environments ASAP ...

- People who rent accommodation and the disabled also need to be considered. Some respondents in these groups stated that their needs were not considered equally with the rest of the population.
- Individuals are most concerned about their own situation. It is hard for them to focus on the wider scene.

Infrastructure challenges

- Some respondents felt that the disruption of transport has not been considered by authorities. It was “bedlam” after the major earthquakes was a common sentiment. The role of public transport in responding to crises needs to be better considered. Most of the roads lead to the centre of city and this led to complications when it was blocked off. Bus services and routes were also severely disrupted
- People under stress create driving hazards. How could the roading system reduce or manage driver stress was a question asked. One respondent suggested the use of more right hand turning arrows at intersections with traffic lights.
- Managing water and sewage better in the future was another issue commented on. Christchurch’s water is a very valuable resource to be preserved at all costs for all its citizens.

We have learnt that one big sewerage system is very vulnerable, and it contaminated our fine artesian water supplies. If we replace it as it was, it will very likely break down again in future large shocks. Let's learn from this. Move away from transporting our sewerage with water. Promote composting toilets and small scale sustainable systems.

Other concerns

- Retention of capital in the city. There is concern about the movement of capital out of Christchurch and it will be very difficult to get it back. There is the feeling that Christchurch businesses are going out of business while contracts are being given to outsiders. There is a need for incentives to encourage people to return to the city, such as subsidised rents.
- Consideration could be given to having more than one CBD, or perhaps there is no need for one at all.

Consider the viability of creating a city with 2 CBD's. There are good reasons for this: 1) Spreads the risk of total destruction between two business districts. 2) Reduces congestion in a central CBD. 3) Enhances distribution of goods & services if a satellite CBD is created

say in the North West or West of the city - for eg: a financial district & a retail district such as exists in Paris etc.

We have coped without a CBD, so the need for one is questionable. Please look at Canberra ACT for a model of no CBD!

- Open up the CBD more quickly was desired by some respondents.
- There was a mixture of responses to natural disasters ranging from their being caused by man's sin which therefore has to be dealt with before natural disasters will stop, to their being a result of the earth needing to "stretch" and change which requires humans to be flexible and adaptable.
- Shopping on line will change the need for shopping centres.
- In the rebuilding consider the access to educational facilities – for example, the lack of a high school in North-East Christchurch.
- In the rebuilding consider restricting access to gambling facilities, particularly pokey machines.

Specific text suggestions

Indicate how the lessons learned will be applied in the future. For example, how is decision-making going to be 'at the local level where possible'? What are the 'strengths of the region' that we're going to build on?

Add a bullet point stating that "restoring, making safe and the recovery of important elements of built heritage assists in restoring Cantabrians' sense of place, identity and economic wellbeing by attracting visitors back to the City".

Amend the existing bullet point to: Restoring healthy and functioning ecosystems to support biodiversity, economic growth, and community wellbeing through enabling safe opportunities for outdoor recreation, and social and cultural activities.

Add being used to using active transport modes confers resilience on a community. The more people are familiar and comfortable with using these modes, the more resilient the community is as a whole, economically, socially and physically in the face of disruption to the transport system.

1.4 The issues and challenges ahead

Key recovery issues and challenges were grouped under leadership and integration, and economic, social, built and natural environment.

- Respondents identified that the challenges ahead will be diverse and there was a clear need to balance short and long term goals and actions.

... we would suggest a key challenge to identify is the need to balance the need for timely land use decision making (essential to avoid population and capital flight) with the need to ensure new development is delivered in a time and manner that meets the short, medium and long term needs of present and future generations whilst not leaving lasting legacies for future generations to deal with, such as susceptibility to further natural hazard events.

- Planning for future challenges such as climate change was identified by a number of respondents. As a low lying city Christchurch will have particular challenges (e.g., flooding, air pollution) as the sea rises with global warming.

- Building a better city than there was before was considered possible by some respondents. Some parts of the city were unsafe to rebuild on and this could be countered by fast-tracking new subdivisions.
- Building on and living in an active seismic zone. The implementation of higher design standards for buildings will be a particular challenge.
- Attracting capital and people. An emphasis on removing barriers and on providing good legislation was suggested as important to attract investment and capable people.

Sustainable jobs come from profitable businesses. The objectives here cannot be attained by government - we should know that by now after 50 years of relative failure as NZ sinks down the OECD rankings!

- Insurance issues (“the elephant in Christchurch's living room”) such as payment delays, availability of insurance, and clarity on land issues should be sorted as a priority and a focus of the strategy. Once these problems are resolved movement can occur on other things.
- Some respondents would like to see communities supported before the CBD is attended to.

The priority should be on keeping our communities together - the redevelopment of a pointless CBD is not a priority for the majority of people in Christchurch. We need to repair our suburbs and community facilities ... The challenge is to provide the environment and resources for our communities to re-establish themselves and develop into places that foster healthy, happy and caring people.

- Challenges confronting small businesses have been exacerbated by the quakes, for example, problems with obtaining capital due to loss of equity held in a home or workplace.
- Managing competing visions and demands from different groups. For example, one group desires the development of an Avon River Park to fulfil many of the environmental, social and economic challenges of the future. Another group stated the desire for a smoke-free city, while others are promoting their forms of recreation and sport and the need to increase physical activity for people's wellbeing.

Specific text suggestions

The challenges listed are worded more as goals or priorities than as key issues to be addressed.

Some of the challenges would benefit from more specific language.

A number of the identified challenges, particularly in the social area, are issues for greater Christchurch irrespective of the earthquakes.

Re-write "labour market objective" to be more attainable: "Assisting the development of labour resources to enable efficient and timely rebuild and recovery that meets the needs and aspirations of both people and business."

Regarding statement (page 13): Restoring healthy and functioning ecosystems to support biodiversity and economic growth, and enabling safe opportunities for outdoor recreation and social and cultural activities. Explicitly state what is meant by restoration. Where opportunities for enhancement of the natural environment exist, it is not sufficient to simply seek to restore the natural environment to how it was prior to the earthquake. The focus must be on resilience and sustainability. The amended statement we suggest is: Ensuring ecosystems are healthy and functioning, supporting biodiversity and economic growth, and enabling safe opportunities for outdoor recreation and social and cultural activities. Opportunities to improve on the pre quake condition of the natural environment of Greater Christchurch should be prioritised. In addition, this challenge should be elevated in the list as it is the first consideration, not the last.

Additional challenges:

Providing clear direction and leadership, establishing clarity around the roles and responsibilities of different agencies, and coordinating the different activities, timeframes and priorities of these agencies through whole-of-government approaches (Leadership and Integration).

Insurance issues (Economic, Social and Built).

Coordinating the rebuild and repopulation of the Central City (Economic and Built).

Re-establishing suburban centres (Built).

Understanding the effects of the earthquake on the natural environment and funding for remediation (particularly given other priorities) (Natural).

Add Natural: Re-shape the city structure to better adapt to the dynamics of the underlying land and water systems and to mitigate the effect of predicted environmental changes. To be resilient and sustainable, we need to design with these natural systems, not against or in spite of them.

Built: Facilitating the use of active transport modes will aid the current recovery as well as increasing resilience in the face of future disruptions to the transport system.

Built: To ensure that the rebuild results in a city that functions better for all stakeholders.

Suggested additions:

Leadership & Integration

Achieving a long term recovery that allows the future citizens of Christchurch to adapt to future shocks and challenges so that these earthquakes become seen as positive event in the City's history.

Achieving constructive and transparent collaboration and engagement processes so businesses, communities and agencies can develop mutual trust and understanding, make well balanced decisions, integrate knowledge and experience, and achieve a recovery that endures.

Promote and support a Treaty of Waitangi based framework for the recovery process. This would ensure that the recovery process outlined by the Strategy – including all recovery plans and programmes- is undertaken in the context of the Crown's (central and local government) obligations under the Treaty. This would further ensure that Ngāi Tahu values and priorities are addressed by all lead agencies and local authorities in the development and implementation of the various recovery plans in particular.

The Strategy [should] make similar mention of the Crown's responsibilities under the Treaty of Waitangi. This would ensure long-term Ngāi Tahu input into the recovery in the years ahead, and would give added impetus to relationship-building between Ngāi Tahu and the local authorities.

Add a further bullet point "Transparency around decision making, so people can trust the decision makers" Need for transparency around 'key stakeholders'. For example i. Their identity ii. What precisely they said iii. The components of the Draft Plan that were altered in response to their views.

Second bullet point under 'Social' (p13) envisages 'Ensuring that all work in a more collaborative and coordinated way' implies a need for transparency, so that the various stakeholders across greater Christchurch can trust the process.

Under 'Built', first bullet point (p13), add the phrase "to ensure that the rebuild results in a city better for all stakeholders".

As well as creating and maintaining leadership, there perhaps is room for supporting it, in a way which acknowledges and mitigates effects of uncertainty.

Social components on page 13 need to be addressed in a structured way that is informed by evidence and best practice.

2 Strategy for recovery

What the draft Strategy said...

A long-term strategy for recovery from a series of natural disasters has not been necessary before in New Zealand and this section outlined the strategy aims and the how the contents of the document was organised.

Summary of comments and specific text suggestions for Section 2

2.1 A new approach

There were no specific questions asked in this section and only a few comments were received.

- Respondents generally supported the proposed approach and appreciated the opportunity to comment on the strategy.
- Some respondents found the overall approach too complex and too economically driven. There is a desire to focus more on social dimensions.

While economics are undoubtedly important, such emphasis over other considerations is not good governance. Indeed, a healthy economy needs a healthy society to be able to flourish.

- Collaboration with local communities and the business community and their empowerment is desired.
- Concern was raised over the sequencing of the Christchurch recovery. In particular,
The Central City Plan is being developed ahead of the Recovery Strategy. Although the Act allows for a plan to be signed off before the Recovery Strategy is in place, it is illogical that something so fundamental could be concluded ahead of the overarching direction the Recovery strategy is meant to provide.
- The acknowledgement of renters and homeowners in this section was considered necessary by some respondents.

Specific text suggestions

Amend third aim to read “maximise ... and enhancement of the economic, social, cultural and environmental wellbeing of greater Christchurch.

Regarding p15, column 22, bullet point 3: It seems important to remain sensitive and flexible to respond to challenges that remain or occur after this phasing and pace has been set.

Clarify how the Strategy will provide a foundation for growth through certainty in the long-term function and urban form of greater Christchurch.

The statement ‘an important component of the recovery is quality housing’, while important, appears out of place in this particular section.

Define what is meant by “quality housing” and back this definition up with components of delivering affordable, durable, buildable, sustainable and resilient homes that cater for the needs of residents now and into the future where we may be faced with the challenges of peak oil, climate change as well as the need for a lower carbon and environmental footprint.

Incorporate within section 3 to improve the simplicity and structure of the document.

The paragraph on responsibility for delivering recovery should mention the role of Central Government, and CERA in particular, in playing a leading role.

Be consistent with the terms local authority, regional authority and territorial authority in line with Local Government Act 2002 interpretations, supplement by definitions in the glossary.

Note that local authorities’ also play an important role in private sector investment by ensuring regulatory processes are effective but at the same time efficient for applicants and not an undue barrier to desirable investment in the region.

3 Vision and goals for the recovery

What the draft Strategy said...

This section set out an investment proposition for greater Christchurch, followed by a vision for recovery:

Greater Christchurch recovers and progresses as a place to be proud of – an attractive and vibrant place to live, work, visit and invest – mō tātou, ā, mō kāuri a muri ake nei for us and our children after us.

The vision was supported by four sets of goals for economic, community, built and natural environment recovery.

Key consultation points

Why invest in greater Christchurch?

The opportunities to redefine Christchurch through sustainable and innovative design.

The strength of the communities pulling together was a reason to invest in greater Christchurch.

More emphasis on investing in greater Christchurch as opposed to the central city, although both were considered important.

Vision

There was strong support for the reference in the vision: 'mō tātou, ā, mō kāuri a muri ake nei: for us and our children after us' but few suggestions and comments for improvement on the vision. The identification of this component of the vision being important aligns with the desire to recover with a long-term, sustainable and resilient perspective in mind.

Goals

There was a balanced response between agreeing and disagreeing that the goals described the greater Christchurch sought. The goals were found to broadly cover everything that was considered important. Many considered them too visionary and wordy.

A number of sub goals had particularly strong support. There was concern and uncertainty about too much focus on economic recovery and not enough on environmental recovery.

There was also concern surrounding integration between goals and recovery plans and programmes. Additional goals suggested included leadership and integration, cultural, housing, developing collaborative processes for engagement at all levels, Treaty of Waitangi obligations, and natural environmental protection.

Summary of comments and specific text suggestions for Section 3

3.1 Why invest in greater Christchurch?

Recast section 3 and 3.1 in terms of strong sustainability i.e. “The Strategy is to: Set an agreed vision for the recovery of greater Christchurch as a strongly sustainable and resilient region with supporting goals to direct recovery plans, programmes and activities.”

Move this subsection to Section 2 which highlights the importance and relevance of the Strategy, rather than with the vision and goals for recovery.

The Strategy as a whole needs to ‘speak’ to private developers/investors – there is not a clear message for them as to where/how their investment can make a vital difference and so there is a risk that the Strategy will not excite or challenge them to be part of the recovery. More explicit timeframes for recovery would assist.

Themes in the Canterbury Development Corporation’s Christchurch Economic Development Strategy could provide some useful text to further supplement section 3.1.

3.2 Vision

The comments are discussed under themes below.

- **Sustainability.** A significant number of respondents sought inclusion of sustainability in the vision with references to sustainability including environmental, social and economic sustainability, strong sustainability and long term sustainability.

The vision and principles need to incorporate strong sustainability in rebuilding Christchurch and to support future generations.

- Health, community wellbeing, climate change and the environment were requested to be kept at the forefront of all forward planning.
- **Community.** There was strong support for including a community aspect in the vision, particularly as the community has been identified as being at the centre of recovery.

There is a need for an overarching holistic community driven vision...

The words ‘...and progresses...’ are unnecessary.

Add the elements of learn and play in the wording of the Vision Statement.

Add the word ‘learn’ in all parts of the flower diagram. Learning should pervade all these goals.

3.3 Goals

Four key goals were outlined to support the vision in the draft Strategy; they are included below in the relevant sections.

Question asked in this section:

Q.2: Together, do these goals describe the greater Christchurch that you want? Why? Are there other key goals we should seek to achieve? Why?

- There was a balanced yes and no response to this question.

- Those in support considered the goals to provide a good basis and were heading in the right direction overall. It was recognised that there was no perfect plan and that the goals covered what was required at present.

It combines the four vital components which are essential for our recovery.

- Those not in support considered the goals too visionary, wordy and vague. Other comments included not emphasising the environment enough and over emphasising the economic recovery, wanting simple action, integration and/or to capture communities more.

The whole document just seems to be a jumble of jargon filled with sentences that don't conclude anything.

There is however a disconnect between goals and how they will be specifically addressed in the plans.

Specific text suggestions (goals generally)

Tighten the wording of the goals and orient them towards recovery – for example “to rebuild the capacity of greater Christchurch to re-establish and improve its former role in the regional and national economy; to re-establish community infrastructure and people’s livelihoods; and restore and enhance those aspects of the natural environment that have been destroyed or damaged.”

Rephrase bullet points in more precise terms.

Re-order bullet points to place similar concepts together and avoid repetition.

There may be a conflict between some of the bullet points. For example, 'developing and implementing solutions to obstacles to economic recovery' versus 'using green and ecologically sustainable urban design' and 'Accelerate the land-use planning and consenting provision' versus 're-establishing a functioning CBD'.

Better links needed between the wording of the goals and the activity areas mentioned in Section 1.4 on page 13.

Each of the proposed goals should be headed up with their corresponding activity area i.e. Economic for Goal 3.3.1, social for Goal 3.3.2 Built for Goal 3.3.3 and Natural for Goal 3.3.4.

The status of the bullet points under each goal is not clear. Are these more specific goals/objectives or are they strategies for achieving the high-level goals?

Suggested wording: All recovery activities will take place within the context of a healthy and functioning natural environment, ensuring that Greater Christchurch develops as a resilient and sustainable area. Goals 3.3.1, 3.3.2, 3.3.3, 3.3.4 should clearly and specifically align with this overarching statement.

Link the goals back to the image of the four environments centred on the community.

The addition of suitable whakataukī/proverbs to capture the ethos of the Goals in Section 3.3.

Align the draft Recovery Strategy and the draft CBD Recovery plan which must give effect to the strategy.

More general goals were suggested

- Insert a goal in relation to leadership and integration
- Conflict resolution process goals.
- Long term sustainability across social, economic and natural aspects as a primary goal.

- Recognition of the voluntary sector in each of the goals.
- Research goals.
- Communication and transparency goals.
- A separate built physical form goal.
- Wider social goals such as inequalities, poverty, health and child abuse reduction
- Strategy [should] make a statement articulating the importance of the Treaty relationship to the recovery process. Such a statement could perhaps be added via a new goal in Section 3.3.

Goal 3.3.1

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

- There was strong support for this goal in general but in particular for the sub goals:
 - Developing and implementing solutions to obstacles to economic recovery through collaboration between local and central government and the business sector;
 - Private interests and local, regional and central government working in partnership for economic growth and recovery and;
 - Businesses being well supported and networked (particular emphasis was placed on small businesses).
- There were numerous suggestions for a goal on tourism because of the flow on benefits to the economy such as jobs but also the links with making greater Christchurch ‘attractive’ and ‘vibrant’.
- There was divergence in opinion about the importance of Christchurch central city.
- There were concerns in relation to the weighting of each of the goals and a number of comments that there was too much of an economic focus overall.

The Recovery Strategy should give as much prominence to people and community as to buildings and business.

- Include a goal on building collaborative processes between local and central government and the business sector.

Specific text suggestions (goal one)

Change 3.3.1 to “revitalise greater Christchurch as the heart of a prosperous region for work and education and increased investment in environmentally sustainable new activities, with a functioning Christchurch city, thriving suburban centres, flourishing rural towns, and a productive sustainable rural sector”.

The reference to ‘a functioning city, thriving suburban centres’ could be interpreted as suggesting suburban centres are more important than the city centre. The central city should be mentioned here.

Simplify the first bullet point to ‘ensuring ongoing and robust job opportunities’ (or use ‘employment’).

Simplify the second bullet point to say ‘ensuring people and communities feel safe’.

Highlight the interdependency between skills development and training more explicitly in section 3.3.1 (bullet points 4, 5 and 6).

The fifth bullet point should read 'ensuring there is an appropriate mix and supply of skills and expertise in the workforce for recovery.'

Add a bullet point that makes reference to built heritage – for example 'making long-term and well-informed decisions around the City's remaining built heritage items and what they mean to the City's ongoing sense of identity and quality of life.'

Shift the last two bullet points relating to heritage buildings and tourism accommodation to goals 3.32 and 3.31 respectively.

Goal 3.3.2

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

- There was strong support for this goal in general but in particular for the sub goals:
 - Enabling and empowering local communities to shape and lead recovery.
 - Growing capacity, knowledge and skills within the community to build resilience.
 - Resuming treasured cultural, community and sports events; restoring and developing attractions; and supporting entertainment, culture recreation and sporting activities that positively contribute to the vibrancy for residents and visitors (particular emphasis was placed on sport and recreation facilities).
- Some respondents suggested a desire to include a goal relating to sorting out housing and related issues of insurance, land zoning, affordable land and getting people out of red zones.

Number one is sorting out all housing problems.

- Include a separate goal on community facilities but in particular recreation facilities because this adds to the vibrancy of places; leads to improved health and better self-perceived health; contributes towards what makes New Zealand special, and to enjoyment; and is important for children as well as physical and mental health and wellbeing.
- Include a goal which addresses the 'how' or 'practical' part of enabling and empowering local communities for example:

Building transparent collaborative processes including all stakeholder groups (including local government) to foster innovation, collaborative action, and a highly resilient Christchurch...

- Some other commonly suggested goals included empowering communities to be economically autonomous, enabling living locally, and including a spiritual wellbeing goal.
- Add a goal recognising that throughout the recovery, central and local government will honour and actively advance the interests of Ngāi Tahu and Māori communities under the Treaty of Waitangi.

Goal 3.3.3

Develop resilient, sustainable and integrated strategic and community assets, housing, infrastructure and transport networks.

- There was strong support for this goal but in particular for the sub goals:
 - Using 'green' and ecologically sustainable urban design, technology and infrastructure to redefine greater Christchurch as a place built for the future;
 - Rebuilding more resilient, affordable and energy efficient infrastructure (water, sewerage, electricity, roads, power, communications) and buildings;

- Developing an environmentally sustainable, integrated transport system providing accessible, affordable and safe travel choices for people and businesses and supporting economic development and;
- Restoring and strengthening where feasible the remaining and most important heritage buildings.
- There was strong suggestion to include a physical built form goal, including innovative design of buildings.

Lack of any strategic goal(s) to ensure a high standard of built form, layout and design... which will largely shape the future community, society and economy of Christchurch.

- Other goals suggested included reference to earthquake resilient buildings, building materials that we use - they could be ecologically sustainable building materials or recycled material from heritage buildings, renewable energy opportunities and incentives for home owners to upgrade homes to new building codes.

Specific text suggestions (goal three)

Change 3.3.3 to “develop resilient, sustainable and integrated strategic and community assets, infrastructure and transport networks, and waterways/water bodies by...”

Acknowledge red zone land and intention of developing short term and long term action plans within the text of Goal 3.3.3.

Expand bullet point two to include a reference to renewable energy opportunities.

Add “All transport decisions (both long and short term) will fit with the desires of the central city plan and be designed to lead to a reduction in motor vehicle use and increases in public and active transport. All road replacement and repair will include the provision of physically separated cycle ways and where appropriate, bus priority” to bullet point five.

Goal 3.3.4

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

- There was strong support for the restorative aspect of the natural environment goal but dissatisfaction overall as to the extent of the sub goals.

We are deeply concerned that the strategy offers little detail as to how the natural environment will be protected and managed.

- A number of comments were made in relation to using land for what it is more suitable for, for example re-developing red zones into natural habitats, corridors, parks, trails or community gardens. One comment was made that this was unrealistic.
- A number of comments related to the opportunities to improve on the pre quake condition of the natural environment of Greater Christchurch should be prioritised.
- A number of suggestions were made to include goals relating to climate change (sea level rise, greenhouse gas emissions), resource availability and peak oil.
- A number of respondents sought long term sustainability as a primary goal.
- A number of respondents suggested including a goal on the importance of the natural environment in relation to spiritual, mental and physical wellbeing.
- Add a goal aimed at protecting drinking water quality and natural habitats.

- Add a goal in relation to creating a resilient green and blue infrastructure network.

Specific text suggestions (goal four)

Insert overarching goal to recognise the importance of the natural environment. For example: All recovery activities will take place within the context of a healthy and functioning natural environment, ensuring that Greater Christchurch develops as a resilient and sustainable area.

Change 3.3.4 to “Regenerate the land and water systems that deliver essential ecosystem and landscape services to the city and its communities” and make the current goal a bullet.

Amend Goal 3.3.4 to “Ensuring ecosystems are healthy and functioning, supporting biodiversity and economic growth, and enabling safe opportunities for outdoor recreation and social and cultural activities.”

Broaden the "natural environment" to explicitly include exotic and productive landscapes and living features; otherwise the draft is too narrow in its scope.

Reword the first bullet point so that is more oriented towards recovery than business as usual.

Amend second bullet point to “Ensuring healthy and functioning ecosystems that support ecological, social, spiritual, cultural and economic well-being”

Delete the second half of the second bullet point as ensuing healthy and functioning ecosystems is not for the purpose of supporting economic needs and aspirations.

Reword the third bullet point to be about restoring the quality and function of waterways to pre-earthquake levels.

Reword fourth bullet point to place the emphasis on reducing risk and making these environments safe enough for people to use.

Simplify final bullet point to ‘providing heating that is energy efficient’. Transport-related air quality aims, while important, are not really about recovery.

Change final bullet point to read: “enhancing air quality by allowing alternative energy-efficient and clean air approved heating”

4 Phasing and pace of recovery

What the draft Strategy said...

Recovery has timing and phasing choices and this section proposed undertaking recovery at a steady pace to reflect the strategy's vision and goals and focus recovery on the priorities and 'early win' projects.

Summary of comments and specific text suggestions for section 4

- There were mixed views on the pace of recovery. Many respondents desired a quick implementation of recovery plans whereas others cautioned to take things slower to ensure decisions and actions would not be regretted. Respondents requested timelines for individual recovery plans and programmes.

Time for action is upon us!

- Respondents suggested keeping to the proposed timeframes. If not, investors might lose confidence in the recovery.
- There was agreement that the pace of recovery depends on access to money. Uncertainty is felt regarding the strategy's priorities if the money isn't available.
- Respondents requested that each recovery phase needs to be transparent and communicated and that the business community has an opportunity to comment.

Need to ensure that each phase ensures access to information, services and the environment. Should not be a long term goal but included as we rebuild.

- While some respondents found the plans too general, others stated that the plans were too complex.

The milestones would benefit from greater specificity, and could focus on key areas (for example, housing) with immediate, short-term and medium to long term milestones consistently included for each area.

Specific text suggestions

Describe short-term phase as begin to rebuild, replace and reconstruct.

Adding the following bullet points to Figure 2: Short-term – Ensure that heritage buildings and structures are stabilised and made safe for later consideration of options; Medium-term – Provide for a longer period of consideration for the future of heritage buildings and structures where there are clearly a range of options.

Bullet point 5 (p21) should have the phrase added including how these will link with their adjacent communities. a. The pre-earthquake subdivision approval process considered only the layout of the subdivision itself b. Linkages with the adjacent community facilities were then addressed by the separate LTCCP process, in accordance with Council strategies, policies and priorities c. Given the authority of CERA to expedite the approval process, there is a need for inclusion of means by which residents in the proposed subdivision will access community facilities. i. Such means will include footpaths and cycle access that meet the needs of all age groups, and need to be specified subdivision-by-subdivision.

The first paragraph needs to be clear that this is only discussing the built recovery.

Identify residential rebuilds as a separate bullet point to show that there is a significant focus on this particular activity which is very important obviously for individuals.

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

What the draft Strategy said...

This section proposed using and reviewing existing strategic directions set in strategies, policies and plans for greater Christchurch, as well as investigating and supporting new approaches to maintain and enhance economic growth.

Summary of comments and specific text suggestions for section 5

While there was no specific question asked, comments relating to this section are categorised below.

Built Environment

- **Housing.** Some respondents recommended that the Recovery Strategy capitalises on opportunities to improve housing quality by promoting the installation of heating and insulation in house repairs; the provision of affordable housing i.e. rebuilding social housing to allow for affordable rents.
- **Transport.** The Canterbury earthquakes affected the completion of the draft Christchurch Transport Plan (CCC) – work on this plan has resumed, and this should be incorporated with the development of the Land, Building and Infrastructure recovery plan in collaboration with CCC; a review of the Canterbury Regional Transport Strategy may be required to include light rail in the Recovery Strategy.
- The Regional Council, via the Regional Transport Committee prepares the Regional Land Transport Strategy and the Regional Land Transport Programme that establish and implement the strategic direction for land transport. These are the key statutory transport planning, programming and funding documents that will influence and be influenced by the Recovery Strategy and Recovery Plans during the recovery.
- **Accessibility.** Inclusion of strategies, goals and policy statements on requirements for accessibility for those with pushchairs, mobility impairments and the older population.

Community

- **Public Health.** with regard to public health, these comments generally suggest a need for a holistic approach to health and that it needs to be incorporated into all aspects of the recovery:

While health care services are an important determinant for health, most of the things that influence how well the population is lie outside the traditional 'health sector'. Because of this, initiatives to provide services and improve health must involve people, organizations and groups beyond the health sector... Partnership Health

Working intersectorally utilising a determinants, or Health in All Policies, approach enables experts across a range of disciplines to contribute to the development of plans which advance human development, uphold sustainability and equity principles and assist in the resolution of complex problems whilst improving health outcomes. CDHB

We ask you to consider the importance of the Healthy Design Guidelines to population health. The Guidelines include Lifestyles, Transport, Equity, Social and community capital, Cultural diversity, Neighbourhood amenity, Public services, Housing stock, Economic development, Community safety, Natural capital, Resource sustainability, Community resilience and Food security. CDHB

The PHA recognises that the most profound impact on health comes from the wider determinants of health such as social, economic, cultural and environment influences. Therefore the recovery process will inevitably impact greatly on our health. In particular, the urban environment has a large impact on health. If designed well, urban form can increase physical activity, improve air quality, reduce road traffic injuries, increase social cohesion, and maximise health benefits. Public Health Association

Support the health system in meeting changing needs as a result of population shift.

Providing a smokefree experience for families, children, workers and visitors in Christchurch is critical for good health and wellbeing and is part of this interrelationship.

The Cancer Society supports any move to improve physical activity opportunities. We also support the goal of "ensuring communities feel safe". ...[through] 1: Protection from hazardous ultraviolet radiation from the sun. ... 2: Protection from hazardous tobacco smoke through the continuation and expansion of current outdoor smokefree environments policies.

The Heart Foundation believes that there are three key areas in which the Christchurch plan can lead to a reduction in heart disease: - By planning for environments that increase physical activity through recreation and active transport - By planning for environments that support tobacco cessation - By planning for environments that support healthy food choices.

The Heart Foundation supports a plan to maintain and extend the public open space network, sporting facilities, swimming pools, walkways and trails for Cantabrians now and in the future. Internationally there is evidence that the presence of open spaces is associated with increased physical activity.

Address general health concerns of the community of all ages, including encouragement of exercise and active transport (to combat obesity), promotion of SmokeFree areas, reduce costs in health-care while supporting health professionals, and improvement of community mental/emotional health.

Economic

- There was a suggestion to include the Canterbury Economic Strategy (CEDS) in the development of the Economic Recovery Plan.

Environment

- It was suggested that The Canterbury Water Management Strategy (CWMS) and the Canterbury National Resources Regional Plan (NRRP) be incorporated into the process of the development of

economic plans to assist in effective assimilation of social, cultural and environmental well-being in economic growth; the development of policies to deal with rising sea-levels (up to 1 meter); continuation of goals inherent in the Clean Heat Scheme with other Recovery Strategy environmental plans.

General suggestions

- Support for the use and review of existing strategic directions as the foundation for recovery in terms of intended outcomes with reference to relevance and changes of focus (i.e. increased incidence of seismic activity), with a further review of how any changes in desired outcomes would flow through activities undertaken by agencies.
- More clarity in whether other non-statutory strategies will need to be reviewed in light of the Recovery Strategy.

Specific text suggestions

Figure 3

The Regional Council is the primary administering organisation for the Land Transport Management Act in Canterbury, not the New Zealand Transport Agency.

Include Banks Peninsula District Plan, as it will still be in place at the time that the Recovery Strategy is signed off by the Canterbury Earthquake Recovery Minister.

Additions suggested for the strategy

In “Section 5: Providing a foundation for growth and enhancement of people’s quality of life” the Plan suggests that the strategy is to use objectives and goals of existing strategies as the foundation for growth etc.

6 Priorities and opportunities for early wins

What the draft Strategy said...

The draft strategy proposed to prioritise the safety and wellbeing of people and set out a number of high priority actions relating to support and repairing basic infrastructure, economy and services. It also set out and asked for comment on 'early win projects' to promote the community, economic and environmental wellbeing of greater Christchurch.

Key consultation points

Priorities

Planning and urban design were discussed by a large number of respondents. Respondents were generally in agreement with the listed priorities, although a significant number of suggested amendments were made.

There were mixed views as to whether the CBD rebuild should be prioritised or there should be greater emphasis placed on rebuilding damaged suburbs. The inclusion of a higher density of "green" areas (i.e. parks) was desired. There was a high desire for improvement and repair of housing, particularly in worst-affected areas.

The development of new arts/culture and sports/recreational facilities (pools, libraries, sports fields, artistic and cultural centres) were considered important and there was significant support for supporting community and public health and safety.

Small and medium enterprises and job creation were considered priorities for the economic recovery, along with resolving insurance issues.

Early Wins

There were mixed opinions on the importance of identifying and facilitating early wins. There was a large number of suggestions made and these are individually documented below.

The provision of abundant walkways, cycle paths, and open green areas, and the establishment of inner city cultural precincts were early wins suggested under the built environment.

The development of an integrated family health centre and the development of community centres for emergency contact were also stated as potential early wins. The need for early wins in the worst-affected areas was stated.

The development of a functioning central business district and allowing businesses faster access to Red Zone along with the establishment and support of businesses in suburban areas were economic early wins.

Summary of comments and specific text suggestions for section 6

Priorities

Question asked in this section:

Q.3: *Given demands on resources, do you support the priorities identified above? Why?*

General comments about priorities

- Priorities should not be given even weighting. Long-term planning and prioritisation very important with the private sector being involved in this with government.
- A requirement to perceive priorities with respect to future potential earthquakes.
- A clear direction is required from those leading the recovery; clarity and transparency required throughout entire process was considered a priority.

Built Environment

- Mixed views as to whether the rebuild of the Christchurch CBD should be prioritised.
- The “greening” of the Christchurch CBD, i.e. include a higher density of parks, trees and other natural surrounds. It was also suggested that this would entice people back in to the CBD, and that construction of these sites could be initiated for commercial purposes at a later date.
- Connect the CBD to the suburbs with a fast, efficient, new transportation method, while limiting traffic (i.e. buses and cars) in the CBD.
- Other CBD priorities:
 - Remove the Grand Chancellor building; construct a low-profile city (i.e. lower buildings), with high-rise buildings situated west of the CBD; establish an Innovation Precinct; re-establish commercial areas within the CBD (including cafes and shopping areas), and reduce bars;

Mixed opinion on the retention of “character” buildings; developing of “boutique” shops over “junk” shops in CBD; develop private vehicle access and parking facilities for the CBD.

Planning and urban design

- Respondents wanted a higher prioritisation of land-use planning, however, not at the expense of communication with existing residents.
- Mixed opinion on the preservation of heritage buildings. Many are passionate about keeping as many as possible, while others submitted they were in favour of demolishing dangerous old buildings that didn’t add value to the city.
- Several respondents indicated that the consent process for building activities should be made faster to accommodate recovery activities. Conversely, others thought that this process should not be “rushed” to ensure the successful implementation of sustainability and social elements.

“There has already been a tendency to accelerate consenting by rushing the process. To guard against this, we recommend addition of the phrase that meet environmental sustainability and social equity policies and strategies.”

- Other planning and urban design priorities included:
 - Build modern, innovative, resilient structures, with high building standards (including environmental standards) and less emphasis on restriction of development.
 - Make land affordable.
 - Encourage temporary structures and cooperation between site owners to accommodate renewal of business, people, arts and culture.
 - Allow construction personnel to get to work on required projects (to encourage financial leverage) and allowing rapid demolition to accommodate this.
 - Don't allow rebuilding activities on land which shows signs of liquefaction.
 - Construct an age-friendly city.
 - Improve current approach to disabled access to buildings (i.e. wheelchair friendly walkways, footpaths and curbs).
 - Remove port traffic from Norwich Quay in Lyttelton.

Housing

- The desire for improvement and repair of people's homes was a clear priority. Helping those who were most affected by the earthquakes into adequate housing (potentially government housing) was suggested. Demand for safe building standards was expressed.
- Improve heating, insulation and energy efficiency in housing.
- Communicate with home-owners over the status of their zone (i.e. green, red, etc).
- Access to basic amenities for housing were identified as important. Many respondents who were in favour of prioritising housing disagreed with prioritising the CBD rebuild.
- Other priorities suggested included:
 - Houses with gardens should take priority over high-rise apartments.
 - Increase housing developments (i.e. Northwood, Pegasus) and subdivisions.
 - Reduce rental property rents and rates to create affordable housing options.
 - Properly house workers involved with the greater Christchurch rebuild.
 - Potential movement for worst-affected areas to housing developments to the west of Christchurch.

Infrastructure

- The immediate and permanent remediation of all amenities, including electricity, water, roads and sewerage were of critical importance.
- Improvements in, and fortification of, pre-earthquake infrastructure were of high importance, with the implementation of sustainability principles in infrastructure renewal.
- There were other priorities suggested in this section.
 - Re-establish interim services and temporary housing.
 - Decrease reliance on key infrastructure through design.
 - Retain the mailing system on weekends.
 - Increase education in water conservation for the general public.

Transport

- Mixed responses for light rail proposal, with more respondents being opposed to this type of development than being in favour of it.

- The establishment of a “park & ride” system offering transport to special events from the suburbs (i.e. sporting events, Ellerslie Flower Show, etc) was also suggested.

Community

- There was a general emphasis on the building of community resilience; development of high-use multipurpose community centres for meetings and public discussion of recovery activities; higher access to support for communities.
- Respondents stated that special focus should be given to the worst-affected areas (i.e. orange and white zone) – the needs of people in these areas should not be ignored. Red Zone people desired honest information.
- Concern was expressed over health and safety, resilience, status of worst-affected areas, education, cultural and recreational pursuits and communication with the wider Christchurch community were noted. There were a large number of comments relating to community assets and activities as discussed below.

Sport, arts and recreation

- Develop new arts/culture and sports/recreational facilities for community use. Libraries, pools, sports fields, artistic centres and cultural amenities were desired.
- Retain sporting and cultural activities and events in Christchurch.
- Open the Port Hills for recreational options (with established warning signs for users).
- Other recreation and leisure suggestions:
 - More recreational centres in suburban areas.
 - Encourage cultural “togetherness”, not cultural division.
 - The building of churches or other religious buildings should be left to those religious organisations (rather than the taxpayer).

Health and safety

- Prioritise general health and safety for Christchurch residents, and give attention to repair and improvement of medical facilities and services.
- Other health and safety suggestions:
 - Establish a 24-hour “safe haven” for youth.
 - Free access to wheelchairs for aged Christchurch residents.
 - Support emotional well-being of business operators.
 - Improve working conditions for health personnel.

Education

- A number of respondents expressed a desire for the development of schools in North-East Christchurch, general emphasis on the importance of education for post-earthquake Christchurch (i.e. trade skills) and the re-establishment of centrally-located schools (i.e. Discovery One, Unlimited Paenga Tawhiti) with character. It was thought by one that Christchurch should aim for “world-class” educational institutions.

Economic and employment

- Small and medium enterprises should be given priority to develop. Similarly, job creation was considered of very high importance (to create and retain work and income for the residents of Christchurch).

- Some respondents thought there should be an emphasis on the CBD as a key location for business development. Conversely some stated the need for an emphasis on the recognition of businesses and larger commercial centres (i.e. pedestrian shopping malls) outside the CBD (and on the wider Canterbury area).
- Other business development and employment suggestions:
 - Business investment planning needs clarity on physical regulations (i.e. building height levels; earthquake-strengthening requirements, etc), as well as insurance advice.
 - Constant involvement of business interests in the recovery of Christchurch; retain Christchurch businesses to support tourism.
 - Access to temporary premises for business operators (with an approximate 10-year lease).
 - Integrate business models with education providers.
 - Provide energy efficient technologies for the commercial sector.
 - Increase the total number of shops at Eastgate Mall.
- Private investment will provide monetary and other resources necessary for the recovery; efficient long-term thinking will be necessary to secure a future for Christchurch and its economic activity.
- Attract international private business to get the workforce going; invest in a “people-based” city. It was also stated that the reduction of rules and regulations to assist in investment in greater Christchurch is needed.
- Some suggested that the government should establish its own insurance scheme, the profit of which would be directed to the community.
- Economic priorities should be addressed; *“give true land value payouts.”*

Natural environment

- Respondents stated that there should be greater emphasis on ecological concerns.
- There were other natural environment suggestions.
 - Develop ecological reserves in conjunction with public parks, potentially situated in Red Zones.
 - A lack of practicality in “green-washing everything”.
 - Energy management diagnostics and advice to business and industrial sectors to improve energy efficiency.
 - Greater utilisation of renewable energy resources (including bioenergy, biofuels and direct use of heat (passive solar, woodburners, etc)).
 - Christchurch should retain its reputation for progressive policy supporting Smokefree outdoor environments.

Early Wins

Built Environment early wins included

- Provide abundant walkways (including a path along the course of the Avon river), cycle paths, open green areas (temporary and permanent).
- Establish an inner city arts precinct/school/music school.
- Develop of a multi-purpose sport facility; a science centre/museum and an Enterprise Precinct and Innovation Campus.

- Relocate government agencies and provide temporary premises for social services/NGOs in the CBD (to stimulate business return).
- The ReStart initiative, large hotel development in shopping malls, and removal of mall and “big box” development.
- Developing Christchurch as a “dog-friendly” city.
- Host international competitions for the re-design of designated areas.
- The staged development of Avon River Park.
- Expand the CBD into western suburbs.
- Restore the Town Hall; establish monuments; and create an inner-city lake.

Infrastructure and transport early wins included

- New infrastructure investments related to new housing were suggested.
- The use of excavated soil to remediate worst-affected areas.
- Improve efficiency of the CCC building consent processes.
- Make affordable and suitable re-housing options available.
- Allocate resources to active transport to reduce congestion and “free up” resources for application to better-value-for-money options.
- Develop a transit centre for buses, shuttles, with taxi drop-off zones for cars within CBD.
- Develop spaces and transport that support local business.
- Improve infrastructure to support a healthier and more sustainable future.

Community and health early wins included

- Develop an integrated family health centre; redevelop Christchurch Hospital; make Christchurch an “age-friendly” city.
- Develop schools in North-East Christchurch; develop new models of governance over education; embrace technology as an education tool (see Shaking Up Christchurch Education comment); integrate education establishments with business and community interest.
- Develop community centres for emergency contact, accommodation and assistance, meetings and strategic movements; listing aspects of the Poverty Reduction Plan as an “early win”; balance “early wins” with assistance to the worst-affected areas; develop of publically-owned village-like suburban centres.

Economic and Employment

- Develop a functioning central business district; allow faster businesses access to Red Zone; establish and support businesses in suburban areas;
- Establish a 24-hour covered market selling home crafts.
- Village-like suburban centres of business; re-establishment of retail, entertainment and accommodation in a central location; finding ways of attracting investors to buy into these concepts.
- Settle the insurance claims “log jam” and clarify the ability to insure new buildings.
- Develop a micro-finance institution capable of providing micro-credit (loans greater than \$10,000) to assist growing trades and contracting businesses.

Specific text suggestions

On page 24 replace with "Prioritise the permanent repair, rebuilding and improvement of infrastructure to areas deemed appropriate for redevelopment and development in the short to medium term; including lifeline utilities, major transport routes, public transport services, and strategic facilities such as the Port.

Page 24: Suggested text: enabling all people to access employment and recreation regardless of their age or socioeconomic status.

Page 24, column 21, bullet point 1: A stepped care approach would enable appropriate levels of care for all who need it. This does not need to be rationed in the way that is implied in this document.

Page 24, column 23, bullet point 1: Clarify who will organise.

Page 24: Include additional priorities relating to insurance, efficient consent processes, land information, and the availability of re-housing options in section 6.

Page 24: Retain existing Smokefree policy for new and existing green space with a view to extending Smokefree policy into al fresco dining, outdoor malls and transport hubs.

7 Setting the agenda for recovery activities

What the draft Strategy said...

The recovery work CERA and of other agencies was summarised in this section including outlines of recovery programmes and activities, and statutory Recovery Plans, as well as milestones and timelines for their development. These included:

- an **Economic Recovery Plan**; a **Finance and Funding Recovery Plan**; a **Land, Building and Infrastructure Recovery Plan**; A final **Central City Recovery Plan**; an **Education Renewal Recovery Plan**; and a **Built Heritage Recovery Plan**.

Key consultation points:

While numerous respondents stated that there are enough recovery plans, a significant number of respondents still suggested additional recovery plans (listed below). In particular the need for a Natural Environment Recovery Plan and the detail around Neighbourhood Recovery plans were often raised. There was significant interest in the *sport, recreation, arts and culture programmes*. Across all areas, communities wanted to be engaged in the development of plans.

There was some concern expressed about the large amount of power that could be wielded through Recovery Plans.

Respondents wanted further detail about how integration and collaboration between plans will be achieved, as well as clear timeframes for achievements.

It was suggested by respondents that A Natural Environment Recovery Plan would outline how Canterbury's Environment will recover for the earthquakes. It also provided an opportunity to act to mitigate the effects of climate change through working in a way that sustainably managed the environment into the future. A significant number of people stated that this was a unique and important opportunity for greater Christchurch that should not be lost.

The Economic Recovery Plan was considered a unique opportunity to develop the Canterbury economy for the long term, such as a 20 year timeframe. Outcomes should include low unemployment and creating a positive environment for business development.

The need for coordinated Built Recovery Plan programmes and activities was identified. Sustainable long-term development was a common point. The overall sentiment of comments was to build quality buildings in appropriate areas with well-thought-out infrastructure which is delivered with the future state of the environment in mind. What is built must be high quality and resilient to future challenges.

Summary of comments and specific text suggestions for section 7

7.1 Methods to achieve the visions and goals

Question asked in this section:

Q.4: *There is no perfect number of Recovery Plans, so if you think we need other Plans tell us what and why?*

The first part of the discussion in this section is an overview of the general issues to do with recovery programmes and Plans. It also includes suggestions for additional recovery plans. The subsequent discussion then discusses the leadership and integration; economic; social; built; and natural recovery plan sections individually.

- Concern was expressed about the power that could be created by Recovery Plans in light of them only being able to be changed by the Minister, rather than through public appeal, which is the case for example with the RMA . Christchurch City Council was one party that commented on this point:

The [Christchurch City] Council has particular concerns that recovery planning could cut across: (a) its Local Government Act 2002 obligations to prepare its Long Term Plan and make funding decisions in consultation with the community; and (b) its planning functions under the Resource Management Act 1991. Christchurch City Council.

- Community based recovery plans that facilitate real progress were desired.
- The natural environment should be a higher priority and a number state there should be a natural environment recovery plan.

The Natural Heritage Recovery Plan seems to be missing.

- While some respondents wanted to get on with recovery, others noted that the timeframes for writing the plans were short and needed more specific timelines and staged milestones. The plans needed to be better linked to the draft Strategy's goals

Less planning and more freedom. Let Cantabrians start making their own decisions. I know better than you what I want to do and what I need.

The Recovery Plans and Programmes section summarises each of the recovery plans. We recommend that these plans be explicitly linked to the goals outlined on p. 18-19.

- When information is available, there is need for more detail and clear milestones beyond December 2011 for the progress and completion of plans.

.... Understandably the timeframes for delivery of each of the supporting plans might make inclusion of this further detail in this Plan difficult but as much detail as possible should be included (including potential budgets, key partners and timeframes for action and delivery).

- Comment was also made about the importance of making links between plans through integration and collaboration.

There should be consistency and an integration of the strategy with the existing Central City Plan in respect of things like encouraging use of grey water collection systems in new developments, and renewable energy micro-generation schemes.

Observation that culture and heritage is no longer separate, hope that relevant programmes have the necessary integration and coordination needed...

The Recovery Strategy lacks a stand-alone plan for guiding collaboration and community engagement in heavily affected areas other than the central city.

- Additional plans that cover multiple sections suggestions:
 - A community transition plan: to assist communities in transition, characterised by being applicable to all, community-led, defined and developed but also enabled by CERA (facilitation of funding and resources), local authority community development teams and community organisations, groups and residents associations.

If the top-down vertical silos and bottom-up horizontally-integrated community recovery plans are linked and adjusted so they fit together, recovery outcomes will be better for all.

We believe there is a further plan required here: an overarching holistic community driven vision that integrates the Central City and Local Neighbourhood and Town plans and programmes into a coherent and sustainable whole

- Accessibility plan

I would add a separate one that looks at vulnerable communities e.g. people with disabilities.

- Mental, physical and spiritual health wellbeing plan

Plans to address the mental, physical, and spiritual health of the city residents, not enough emphasis placed on the physical and mental health of the people, A social plan – emotional recovery, events, focus on physical issues.

- Risk management and emergency response plan

- Additional plans relevant to the **Economic Recovery** section suggestions: Certainty around insurance plan; Marketing plan; Inner city east plan; Lyttelton Port Recovery Plan (suggested by Lyttelton Port Company)
- Additional plans relevant to the **Built Recovery** section suggestions: Housing Recovery Plan or coordinated Programme because housing issues are wider and more complex than just ensuring sufficient housing; Orange and white zone remediation plan; Integrated transport plan; Lower-density East Christchurch plan; Interconnected urban plan; Housing and Neighbourhoods Action plan; Suburban Centre Recovery plan; Healthy, sustainable and affordable housing solutions plan.
- Additional plans relevant to the **Social Recovery** section suggestions:
 - Poverty reduction plan.

A poverty reduction plan: “to effectively rebuild it’s got to be for the entire community, rich and poor. We have an opportunity – if we have the will – to alleviate poverty”. The Methodist Mission would like to be part of the leadership of this plan. Poverty must be addressed.

Methodist Mission
 - Youth plan; Moral/spiritual/Christian recovery plan; re-build churches plan; Specific recreation recovery programme; Sumner area plan: one that defines an integrated approach to the recovery of the area taking into account all social and recreational activities as well as recovering the village centre.
- Additional plans from Natural Environment section: Natural Environment Recovery Plan; Garden and park plan; Natural heritage plan; Travis Wetland and coastal/Estuary enhancement.

Specific text suggestions

7. Setting the Agenda for Recovery Activities

Add the phrase “which will be consistent with key equity and environmental sustainability policies and strategies” to line 5, paragraph 3, middle column, p26.

7.1 Methods to achieve the vision and goals

This section refers to the application of ‘decision-making factors outlined in section 4 of the strategy’ – but there are no decision-making factors in section 4. Presumably this reference is to the principles set out in section 9.

Please include families and whanau on page 26 and throughout the strategy. Family units are an important part of recovery.

Add the word equitable (line 1, middle column, p26) to read: Develop and implement equitable policies for ‘the worst affected suburbs’.

Add the phrase (including transport) after “infrastructure” (line 2, final column, p26).

7.1 Methods to Achieve the Vision and Goals

Add to Section 7: Establish a Natural Environment Recovery Plan to assist with regenerating the underlying land and water systems of the city and their associated ecosystems and biodiversity, in order to provide and enhance landscape and ecosystem services

7.2 The Recovery Plans and programmes

Comments are organised and presented for the five Plan and Programme sections.

Leadership and Integration Recovery Plans and programmes

- There was a clear call from the respondents to ensure information and actions are integrated and well-coordinated. Respondents have requested detail of how information and activities will be coordinated, and further clarification on the role and accountability of the current Community Forum is needed. Clear and appropriate governance arrangements that reflected the collaborative network of agencies was requested by Christchurch City Council and considered vital to the success of the strategy.

...how will programmes / plans be integrated; how will the activities of different spheres of government be coordinated and integrated; how will the activities of government, the private sector and civil society be integrated?

- Integration and collaboration was seen by some to need to extend beyond the government sector and to also include NGOs.

... some efforts have been made to engage with the NGO sector. However, because much of that work thus far has been coordinated through Family and Community Services of MSD, many NGOs without MSD contracts are finding their voices excluded.

- One suggestion was to add a plan focused on building effective collaboration processes and others stated that it needs to be clear how collaboration will take place. A mechanism that describes how to maintain communication, feedback and evaluation across all of the plans was requested so they are developed using a collaborative and engaged approach.
- Timeframes for collaboration also need to be more detailed and specific for the short, medium and long terms if they are known.
- The Finance and Funding Recovery plan should be compatible with other planning processes, and delivered in a timely manner, to avoid impinging on Councils’ long term plans, and the ability of the public to have input into where their rates are spent.

It would be preferable that the Plan is developed in parallel with the Long Term Plans and CCC’s annual plan, meaning that the draft plan would need to be complete by February 2012. This would enable a co-ordinated process and minimal planning churn, ensuring final

Long Term Plans were adopted consistent with the direction of the final Finance and Funding Recovery Plan. ECan.

Economic Recovery Plans, programmes and activities

- Development of this plan is seen to be a key opportunity in the future development of the Canterbury economy. A longer term time frame, such as 20 years was suggested.

Due to circumstances and timing ...the Canterbury region is in a unique position to formulate an overarching economic strategy that is bold and has substantial growth targets. In short, we need to be aiming for a much greater level of economic activity than what was seen pre earthquake. Canterbury Business Leaders Group.

- The need to include stakeholders in the development of this strategy, especially the business people who will drive the economy, was supported. Some respondents specifically requested to be included.
- High or full employment rates were identified as being a key positive outcome of the Economic Recovery Strategy. CERA was encouraged to state an intention to achieve full employment, along with a highly skilled and high-waged workforce as part of the Recovery Strategy, as full employment will in turn benefit local Canterbury businesses. The need to focus on labour demand as well as labour supply was raised.

The Board believes this is an opportunity for our children to be the most employed generation the city has ever seen, and that there is huge potential for youth training and employment for all. Selwyn Community Board

- The availability of finance for business development (especially for small and medium enterprises) was seen as a challenge, as this is often leveraged off personal assets and many of these, especially homes, have been damaged.

The challenge of funding businesses where the business or the owners do not fit the banks security criteria does not appear to have been addressed. This is important because the labour required for the rebuild and recovery tends to be organised in contracting and trades businesses of less than 20 staff. If the owner does not have spare equity in a house they will struggle to get start up or working capital funding, despite the potential revenue flow or availability of contracts. Without working capital funding how will these businesses employ the extra staff required to do this work.

- The tourism sector was identified as a key industry in the economic recovery by a number of respondents. Special plans to accommodate the redevelopment of this sector were recommended.

...the redevelopment of the CBD will most likely not just be as a business hub. The creation of open spaces, parks, walkways etc combined with the creation of a cultural hub of theatres, entertainment zones, convention centres etc will mean that the CBD has the potential to become a very significant tourism/visitor precinct.

Social (including Sports, Recreation, Arts, Culture and Heritage) Recovery Plans, programmes and activities

Overall comments in this section

- Cooperation, collaboration and engagement stretched across everything along with communities playing a role in all plans.
- Sustainability was advocated (for example focus on sustainability in education, courses in sustainability and in relation to poverty)

- There is a desire to allocate money effectively to community organisations.
- Issues around appropriate governance arrangements and clarity were identified. Suggestion of using the Santa Cruz model which is more network collaborative based than hierarchical. Coordination between key players is needed.
- Revisit and defer where necessary Regional Plans and LTPS that existed prior to September 2010.
- The need to develop thriving suburban centres was suggested by respondents. Developing a social area that is free or minimal entry cost is priority for a lot of residents as social events are necessary in recovery.
- Sport and recreation facilities strongly supported.
- Concern around inequalities and eastern suburbs

Make the effort to ensure those citizens disenfranchised by their lack of income or assets have access to quality community facilities, housing, education and health services to ensure there is no negative consequence to those circumstances.

- Community facility restoration is important (Multifunctional centres).
- Ngāi Tahu Property willing to help with housing and property.
- Health is strongly alluded to (health cost of those in badly affected areas, cost, accessibility, redevelop of hospitals, spiritual health, mental health, smoke free, inequalities for lower socioeconomic areas, health promotion through communities
- All these social goals interrelate with each other and with other plans –
The interconnectedness...should be emphasised
- There was a lot of suggestions about using land appropriately e.g. Avon River Park/Corridor/cultural and natural goals.

Comments about specific plans

- **Education recovery plan:** Heavily supported, strong suggestions of linking it with sustainability in the curriculum and with collaboration with other plans. The University of Canterbury is looking forward to working with CERA -

We believe that the education plan should incorporate a specific section on tertiary education as the characteristics and needs of the tertiary sector are quite different from other parts of the education pathway.

- Comments were also made on addressing inequalities and gaps, and the plan was considered to have a critically important role in the overall recovery of Christchurch -

Our city has a rare opportunity to create a cohesive, compelling vision and direction for the future of education. While the role of the Ministry of Education is acknowledged, we also believe that our whole city must play a role in developing possibilities together. If we are to develop a world-class education system we need principals, teachers, parents, community, whanau, local government, businesses and students working together and creating the vision together.

- **Built heritage recovery plan:** Strongly supported, recognised links with tourism and thus the economy as well as history and social wellbeing benefits. There was strong support for a heritage trail.

There is little evidence thus far of garden planning for the new Garden City.

- Attention drawn to NZ ICOMOS Charter in relation to heritage, Lyttelton heritage emphasised. The University of Canterbury supported and offered help with art history expertise.
- **Worst Affected Suburbs Programme:** Some suggested it is not acceptable to focus solely on those most affected. It was noted that the Strategy has no mention of options or processes for red zoned people without insurance.
- It was stated that there is absence of a component to address management of land in these areas.
- Some respondents suggested that Sumner is a forgotten suburb of the earthquake.
- Gap fillers have been important but need something bigger for example grassing vacant properties, neighbours coming together to design and construct and build the community.
- **Iwi Recovery Programme:** Respondents stated it is unclear how it will work but a number of parties were interested in being involved as the description of the programme makes reference to rivers and significant natural features.
- Comments were made that the programme should not be confined to 'social' – suggested shift to leadership and integration.
- Need collaboration and meaningful opportunities for involvement.
- Shift timeframe and milestones to end of April 2012 rather than November 2011.
- **Building Communities Resilience Programme:** Building resilience strongly supported but plan considered narrow and unclear who lead agency is. Resilience observed to be defined narrowly by numerous respondents. The programme should be renamed to encompass wider meaning of resilience.

Community resilience is a lot more than simply having civil defence teams as this programme implies.

- Unclear what and how facilities are to be planned. Formal agencies have offered support to be involved with the programme and it was suggested that the programme be broadened in its approach to include non-profit sector, faith based organisations, primary health and other community development agencies and plans.
- A strong community was considered important and the programme should draw on communities that responded well as models to inform the programme.
- **Sport, recreation, arts and culture programmes:** This programme was considered vital by numerous respondents and there was strong support for it.
- Some respondents noted an overlap with other plans e.g. education, and underpins parks and waterways development.
- There were a large number of comments in favour of a flat water sports facility on the river near Kerrs Reach and including land now zoned red as well as rebuilding QE11. These developments were identified to link with health, economy, business, tourism, youth, social cohesion, community connections, wellbeing of people, children and their development, socialisation, young families, mental health and wellbeing. Detail of these comments has been provided in comprehensive feedback on this programme to those charged with developing it.
- To progress this programme, land zoning was identified as a need.

- Large centrally-located multisport facilities were identified by some as not in everyone's interest e.g. elderly.
- Open spaces, equal equality, health benefits, Avon River Corridor/river park/parks and waterways were all strongly advocated. Community involvement was considered important.

Local communities play a key role in recovery by developing their own community-based recovery plans which identify projects to be incorporated into the Economic Recovery Plan, the Land, Building and Infrastructure Recovery Plan, the Built Heritage Recovery Plan, the sports, recreation, arts and culture programmes and other city-wide programmes and plans.

- It was stated that there needs to be a comprehensive approach to sport and recreation. It was suggested a corridor could extend the length of the city.

When opportunities for recreational activities are considered there needs to be a wider thinking of how the greater Christchurch requirements can be met.

Built Recovery Plans, programmes and activities

- A large number of respondents stated that the direction of the built recovery plans should be strategic and well aligned to ensure efficient and effective implementation.

Simplification of statutory processes to ensure more efficient and cost-effective rebuild processes with positive implications on the Land, Building and Infrastructure Recovery Plan.
Akaroa Wairewa Community Board

...integrating CBD and Local Neighbourhood and Town Plans, informed by the Greater Christchurch Urban Development Strategy and embracing principles of the Integrated Recovery Planning Guide, to recognize physical features of the region (i.e. river systems, the coast, the Port Hills) and enhance these while recognizing seismic and other vulnerabilities. This would impact all aspects of development, including transport, business, recreation, education, natural environment, connections between communities. CanCERN

Recovery plans will require amendments to buildings codes and provisions in District and City Plans, clarified by geotechnical and building investigations, with consideration given to an incentives program to reward property owners who upgrade existing property to withstand earthquake hazard. Cardno

- The need to have coordination between key players (i.e. CCC and CERA) was been identified as important. Christchurch City Council stated:

There is a need for a coherent approach to city planning with consistent policy objectives and rules. Christchurch City Council

Other responses

- Remove RMA regulations; commercial building should be allowed to rebuild without "red tape" such as disabled car parks/disabled toilet; relax CCC zoning to ensure rapid section development.
- The restrictive building code lowers the return of investment for the private sector.

Comments about specific plans

- **Christchurch Demolition Programme** was identified as needing to be a formal recovery plan.

We suggest that the Christchurch Demolition Programme should be a formal recovery plan that clarifies the policies and requirements for commercial/non-residential building demolitions. The scope should not be limited to the completion of Central Business District demolitions and the removal of the central city cordon. A policy on residential demolition is

needed, and should be included in a demolition recovery plan, to provide general guidance on residential demolitions. The volume of demolition waste that could come from residential demolitions is not insignificant. Christchurch City Council

- Include reuse, recycling, recovery and overall waste management processes associated with the Christchurch Demolition Programme; specifically stated intent to reuse durable materials (i.e. bricks in new paved surfaces). Possibility of responsibility placed on demolition contractors to return materials for reuse. Recovered items could also offer employment to unemployed people with recovered items sold at “bargain prices” to the CCC.

...the Plan should make it clear that this is not just about the removal of demolition waste but also re-use, recycling, recovery and overall waste management associated with this part of the rebuild process. Beacon

Other comments:

- Specific mention of Bexley/Aranui within the Christchurch Demolition Programme.
- Urgency required in the removal of the Grand Chancellor building.
- Improve transparency and communication with the community in the Christchurch Demolition Programme - possible inclusion of community representatives; development of a programme for community communication within the overall demolition programme.
- Increase the time required for structural assessment of buildings as structural engineers are currently working at maximum capacity.

Green Zone Land Remediation and House Repair/Rebuild Programme.

- Some stated that priority should be placed on rebuilding housing in the suburbs.
- Knowledge of the soil structure before building is essential for the future; suggestion to not rebuild on land prone to liquefaction.
- Inclusion of “trial areas” for moving the Eastern suburbs (i.e. Rolleston or Yaldhurst) and ensure safety of buildings.

Other comments:

- The government should buy several suitable subdivisions and/or blocks of land and give those in Red Zone a choice of subdivision sections/availability of freehold sections.
- Investigate low-interest loans (for rebuilding, as well as installation of solar hot water system, rain water collection, heating appliances) to be repaid of 10-year period (see Nelson City Council’s Solar Saver Scheme).
- Retain housing in central Christchurch.
- Accelerate delivery of home-owners’ Scope of Work documents and EQC Damage Assessment notes (with higher levels of detail).
- Communicate with residents in Port Hills White Zone.
- Higher levels of accountability in housing-based decisions with CERA to take the lead on this programme.
- Full assessment of Canterbury housing needs for the future.
- Commence major repair of damaged homes in low-risk areas.
- Demonstrate alternative models which deliver affordable, resilient solutions for Canterbury homeowners.

- Commitment from the market to ensure homes and neighbourhoods meet Canterbury's future needs.

To meet Canterbury's housing needs, we need alternative models of housing/housing delivery designed to meet future needs for affordable, higher performing homes which are flexible and adaptable to changing household size. Beacon

Seismic and geotechnical research and investigation

- Research is required to determine the geological processes (geophysical testing) underlying stability and function of land. This information should be available to the general public, including land reports for specific sections (i.e. land under housing). Also need for transparency in land-mapping.
- Building developers should consider use of base isolation and other technologies for seismic protection of all buildings in CBD.
- Examine tsunami risk for coastal communities (potential installation of audible sirens to warn of tsunami approach).
- Be aware of the "Black Maps (first geotechnical survey of Christchurch), and the use of artesian taps and willow trees for river bank retention.
- Advice to rebuild in west Christchurch (with low water tables, would allow infrastructure to be installed without dewatering).

Land, Building and Infrastructure Recovery Plan (general)

- Include requirements to assess the environment, buildings and services at each stage of the process.
- Include accessibility details in all areas of the rebuild.
- Initiate a rateable value process wherein a registered valuer can value the true equity of homes.
- Integrate health and accessibility attributes in development of land, buildings and infrastructure.
- Reconsideration of the Resource Management Act.

The positive opportunities coming from the rebuild were also suggested.

...the rebuild of greater Christchurch provides opportunities for innovation in construction design, materials, and techniques as well as providing employment, education and training opportunities.

The potential outcomes from the rebuild were also suggested.

... consider the importance of the Healthy Design Guidelines to population health. The Guidelines include Lifestyles, Transport, Equity, Social and community capital, Cultural diversity, Neighbourhood amenity, Public services, Housing stock, Economic development, Community safety, Natural capital, Resource sustainability, Community resilience and Food security. Canterbury District Health Board

Amongst the most important are that governments should take steps to ensure that disabled people have the same access as others to these facilities. Human Rights Commission

Land, Building and Infrastructure Recovery Plan (land).

- Provision of affordable land to market (possibly through government and/or council-initiated land developments).
- Transparency and communication in land-based decisions is important.

- Strong emphasis on developing green areas (parks) over liquefaction prone areas.
- There were a number of comments which emphasised shifting aspects of Christchurch city to the west.
- Council-owned or purchased land could be used for installation of eventual rail corridor or bus-way.
- Some comments requested to not build housing subdivisions on land that can be used for local food procurement (i.e. Marshlands, Preston Road), suggesting new land developments should not impair abilities to grow food close to Christchurch.
- Some respondents stressed the requirement for an in-depth survey of Lyttelton. In redevelopment of the Lyttelton, the Port Company suggested:

It is essential that the movement of cargo in and out of the region is not adversely affected as a result of construction works during this time. Lyttelton Port Company

Land, Building and Infrastructure Recovery Plan (building).

- There was a strong emphasis from respondents on inclusion of energy efficiency standards in new buildings (to save energy and capital), alongside implementation of green technology (i.e. solar panels) and general sustainability principles (especially in the CBD).
- Reconstruction and strengthening of old buildings needs to occur to ensure building safety standards.

Consideration should be given to introducing an incentives program to reward property owners who upgrade their existing or proposed buildings to better withstand the earthquake hazard. Cardno

- Use of shipping containers for temporary leasing for businesses was supported.
- There was support for new buildings having aesthetically-pleasing design (emphasis on modernity meets colonial).
- Implement height restrictions for buildings (create low-rise city).
- Establish shopping hubs/villages in suburbs.
- Development of accommodation premises (hotels etc) was seen as being a priority to allow the tourism sector and business to recover.
- There was identification of the requirement for a new “rebuild” building code, relaxation of current policy and regulation, and lessening of consent time and costs (while retaining quality assessment).
- There was a general emphasis on “speeding up” insurance and policy processes to allow rebuilding to occur faster.

A number of neighbourhood or suburb projects could be 'early wins' that re-install confidence in community. Communities need to be able to readily access information and advice on land issues and appropriate building styles. Mt Pleasant Memorial Community Centre and Residents Association

The contribution architects can make is extensive and we would encourage CERA to discuss the involvement of architects in the Recovery Strategy following the comment process. New Zealand Institute of Architects

Land, Building and Infrastructure Recovery Plan (building (housing)).

- Rapid improvement of damaged homes was desired.

- New negotiations with re-insurance groups to honour full replacement for rebuilding of homes was desired by some respondents.
- Accessibility was identified as being important.

The Board supports the development of disability accessible housing, transport and precincts and urges CERA to ensure this happens in all areas of the recovery. Spreydon Heathcote Board

- Affordable housing is also important.

Te Rūnanga recommends that the Strategy make mention of the need for the recovery to explore affordable housing solutions to meet the needs of greater Christchurch residents, particularly those displaced in the aftermath of the quakes. Affordable housing opportunities include the development of housing by Ngāi Tahu communities on Māori land. Te Rūnanga o Ngāi Tahu

Land, Building and Infrastructure Recovery Plan (infrastructure (transport)).

- General desire to develop transport system(s) with the future in mind (i.e. climate change, increased fuel prices); mitigation through promoting greater emphasis on active transport options (cycling, walking) and an improved public transport system (i.e. segregated bus corridors). This was strongly supported. Suggested vision of a “car-less Christchurch”.
- There was a desire for improvements in traffic management through sensible planning and undertake traffic management studies to inform this.
- Energy efficiency and sustainability principles in transport infrastructure were desired.
- In the immediate term, road and pathway surfaces need urgent attention.
- Some respondents had a preference for rail systems that incorporate Waimakiriri District.
- A number of agencies provided comment and wished to be involved in the development of the plan. These quotes are from two comments.

We recommend that future growth patterns promote a lifestyle that incorporates less travel. Transport modal shifts from car dependency to active transport improve health and mitigate climate change. Ora Taiao NZ Climate Change Health comment.

The NZTA strongly supports the development of the Land, Building and Infrastructure Recovery Plan (LBIRP) and considers it critical to the success of Christchurch's recovery... We are therefore ideally placed and willing to assist with the development of this document. New Zealand Transport Authority

- Christchurch City Council has requested that the transport attributes of the Land, Building and Infrastructure Recovery Plan be influenced by the draft Christchurch Transport Plan (CCC), as well as informed by Land Information New Zealand (LINZ). Other suggestions have also been made by the CCC.

The Council suggests that the transport component of the Land, Building and Infrastructure Plan should be led/influenced by the Christchurch Transport Plan, at least with respect to Christchurch City. Christchurch City Council

Land, Building and Infrastructure Recovery Plan (infrastructure (sewage/waste management))

- Desire to better manage the risk of having only one waste treatment plant through use of backup or local-composting toilets.
- Concern over raw sewage incidence in rivers, streets and dust.

- Infrastructure must be state-of-the-art, resilient and sustainable (i.e. ecologically-sound).
- Infrastructure must be provided first (top priority).
- Address issues of water shortage in greater Christchurch (considered important).
- The technicalities of recovery were illustrated by this comment

We also support the wider proposal to develop a “Land, Building and Infrastructure Recovery Plan”, although we note that the plan only encompasses infrastructure programmes for the Green Zone... To keep the power on in parts of the Green Zone, Orion will need to keep lines and cables running through the Red Zone. Orion comment.

Central City Recovery Plan (CBD Recovery Plan).

While the Central City Recovery Plan is well-advanced, there were still numerous responses regarding this plan.

- Mixed opinions as to whether CBD should remain as Christchurch’s central business district, while some saw the possibility of the development of two CBDs.
- Implementation of a staged process opening completed precincts in the CBD were suggested, with potentially temporary city projects during recovery process. The rapid opening of CBD to general public was identified as being important.
- There was strong emphasis on inclusion of green areas (more open space), alongside retail, hospitality, and entertainment, as well as improvements in natural elements of CBD (i.e. rivers).
- Central City Recovery Plan needs strong vision. Ideas included:
 - Improve inner-city transport (promotion of walking/cycling – less cars).
 - Improve aesthetic qualities of CBD (i.e. less concrete and glass) – increase tourist/visitor interest.
 - Develop a low-rise city (with some objection).
 - Restore and enhance community health and well-being within CBD.
 - Implement arts/cultural spaces, as well as sports/recreational venues and spaces.
 - Earthquake strengthening crucial.
 - Possibility for an arcade-style covered mall in CBD.
- The complexity of issues and the high level of interest is evidenced in the quotes below regarding the Central City Plan

The Respondents are concerned regarding the lack of alignment between the Draft Recovery Strategy and the Draft CBD Recovery Plan.... Hereford Holdings Limited

The proposed changes to the City Plan provisions highlight a tension between the concern for the CBD which is fragile and the need to support the suburban centres which have also suffered in the earthquake(s). Kiwi Income Property Trust

We note that the Christchurch City Plan envisages government and other departments returning to the CBD as an integral part of “sparking” new developments. We support this view and believe government departments can set an example by returning. New Zealand Council of Trade Unions

The Branch is concerned that the Draft Central City Plan is not a Recovery Plan as required by the Canterbury Earthquake Recovery Act 2011. New Zealand Institute of Architects

The Respondents seek review and amendment of the Draft Recovery Strategy to provide appropriate overarching built form goals that will underpin the Draft CBD Recovery Plan for CBD. TO Gough and West Mall Properties Limited

Christchurch's Test Ground and therefore Canterbury Cricket's home-ground needs to be centrally located in the same way as many successful and popular Test Grounds throughout the cricketing world are so located. GCRS (Canterbury Cricket)

...For these reasons the Council believes that the Recovery Strategy should emphasise the Central City Plan more strongly and that the Strategy has the potential to leverage off it.
Christchurch City Council

Local neighborhood plans and initiatives

- Strongly supported. Must be lead by local communities and neighbourhood associations must be able to apply for financial support. Information sought as to how these will be integrated with CCC/CERA plans.
- Local communities showed high interest in the development of these plans, and a number desired to be fully involved in their development. This comment is from the Mt Pleasant community residents association.

Our recommendation is that while the six main plans work toward the time-frame outlined, at least two of these should actively support the realisation of local neighbourhood plans and initiatives. These 'Local neighbourhood plans and initiatives' must be lead by local communities, and those communities supported to realise those plans. Neighbourhood associations must be able to apply for both financial support and professional expert advice from the appropriate government or local government agencies. Mt Pleasant Memorial Community Centre and Residents Association

Issues identified that Neighbourhood Plans should address were to:

- Replenish sports/recreational facilities in suburban areas, as well as natural environment-based areas (i.e. walking/cycling tracks).
- Redevelop community centres as effective meeting places (as neighbourhoods are “core areas”).
- Develop resilient and supportive communities.
- Enhance neighbourhood sustainability initiatives.
- Monitor demographic information, and in particular change, is considered important.
- There was a high level of response to the need for specific plans from a number of communities, including Lyttelton, Heathcote Valley, Sumner, Brooklands, and New Brighton. In some instances community boards have already developed community led recovery plans and considered these should be used in wider plan processes. These communities desire quality communication and the inclusion, as well as assistance in development of, specific Recovery Plans. These are some of the comments provided by specific communities.

We request that CERA takes notice of the Lyttelton issues: Lyttelton has been particularly badly affected in the quakes. Its recovery depends on an effective Master plan, which reflects the desires of the Lyttelton residents and business community. Have A Voice (Lyttelton Community)

The port town of Lyttelton (population 3000) is the worst affected community in the area we represent. In April and May we asked Lyttelton people what was needed for recovery. We collated the responses and arrived at a number of recommendations which we are fully confident have broad community support. Our Lyttelton Community Recovery Plan can be

seen on the Lyttelton/Mt Herbert Community Board page on the CCC website. Lyttelton/Mt Herbert Community Board

We are one of many communities with concerns for how local authorities plan to enable the integration of local recovery efforts with the provision of public services and infrastructure, particularly under the guidance of CERA and the proposed Recovery Strategy, Plans and Programmes. Sumner Community

- Clarity was sought on specifications of local neighbourhood plans and initiatives and resources and opportunities provided to the communities who would lead them.

There is a need for clarity about what is meant by local neighbourhood plans and what we can expect from them. Christchurch City Council

No detail provided about how [local neighbourhood plans and initiatives] plans will be developed, in what timeframe etc. Such plans should be at the heart of the recovery process. Clear and unambiguous details should be provided for how key role-players can participate in developing such plans.

Natural Recovery Plans, programmes and activities

- There were a significant number of responders who discussed the need for a detailed Natural Recovery Plan.
- Several responders recommended making the Natural Recovery plan one of the priorities of the Strategy, rather than an 'add-on' programme with little substance and no meaningful timeliness. An integration mechanism was recommended to ensure the natural environment is the foundation for the other systems, rather than an item on its own.

Fundamentally, the world has learnt that society and economies lie within the natural environment. The effects of the earthquakes emphasise this point, but are of a short term, if tragic, nature compared with the longer term consequences of inappropriate use and development of the natural environment.

- Sustainability was considered very important in the development of the whole Strategy; some responders even recommend making sustainability the central focus of the strategy.
- There was concern that the efforts by farming, business, and non commercial sectors of Canterbury over recent years to improve the quality of waterways/water bodies could be undermined by insufficient consideration of the natural environment.

The natural environment is a critical aspect of Canterbury and New Zealand in general, both as part of our cultural heritage and how we represent ourselves to the rest of the world. We feel that more detail is needed in the CERA Recovery Draft document to specifically highlight how Canterbury's natural environment will be protected as we move forward with recovery from the earthquake. University of Canterbury School of Biological Sciences

- In light of the recent emergence of extreme weather events, 'green blue' buffer zones were recommended to reduce the effects of climate change on the city.

...this will also provide for the regeneration of our natural heritage values that have been degraded, including biodiversity, water quality, and sense of place.

- More emphasis is needed on the global climatic and economic changes that have been occurring, with particular attention being paid to peak oil, fossil fuel depletion, sea level rise and climate change.

We are disappointed to note only one reference to climate change in the whole document. ... predictions that range from 0.74 to 2.01 metres of sea level rise. The predictions are based on historic emissions – so that every year we delay in adequately reducing global emissions means greater sea level rises to somehow manage. Ora Taiao: New Zealand Climate and Health (Inc.)

The Draft Strategy will determine what greater Christchurch will be like for many decades and should, therefore, take a long term view based on Strong Sustainability.

- A natural environment plan is considered important, because the environment is a key factor that attracts people to live and work in Canterbury. Respondents made clear links between economic recovery being dependent on functioning ecosystem services.

Christchurch has had, in the past, a strong appeal to skilled workers because of the opportunities for outdoor recreation. To attract and retain such people, more planning and a timetable are needed on how to restore water quality (local rivers and beaches) and on making the Port Hills accessible once more.

- Many respondents specifically called for an improvement of waterways for both recreational and ecological purposes.

If we use waterways as park features, would it be possible to ensure the water in the streams is kept as clean as possible. ...Nowadays there are no trout in the streams of Christchurch to fish for. In my young days the Avon, at Riccarton, had brown trout, a few rainbow trout, and black trout, supposedly originating from Loch Leven in Scotland.

The Travis Wetlands could be at the centre of a new tourist attraction and be part of our economic recovery as well as restoring our natural environment.

Specific text suggestions for section 7

There is frequent reference throughout the Strategy to “CCC”. While that usage is appropriate in the majority of occasions, it is recommended that the role of Community Boards be acknowledged by changing this to “CCC and its Community Boards” on pages 28 (under CBD Recovery Plan), 30 (under Local neighbourhood plans and initiatives), 42, 43, 50, 55 (under Building Community Resilience Programme), 58 (under sections ii and iii) . Community Boards have a unique contribution to make to the recovery of the city from their breadth of local information and community connections.

C.3 (i). Education Renewal Recovery Plan

We feel that the Education Recovery/Renewal Plan should be called “The Education Renewal Plan”. Inclusion of the word ‘recovery’ implies recovering what we had and we have a need to move to something new.

C.3 (ii). Built Heritage Recovery Plan

Beacon suggests that the built heritage and recovery plan might be better placed within the Built Environment section of the Plan (despite the obvious links to social outcomes).

C.3 (iv). Iwi Maori Recovery Programme

Shifting the Iwi Māori Recovery Programme into the *Leadership and Integration* activity area throughout the Strategy (including the relevant timeline, currently on page 32).

C.3 (v). Building Community Resilience Programme

Building resilience or building Civil Defence capability? The building community resilience programme should be renamed building community Civil Defence capability programme. Community resilience

encompasses a great deal more than building civil defence capability, and will emerge from many of the other plans and programmes, if these have wide stakeholder buy in.

C.3 (vi). Sports, Recreation, Arts and Culture Programmes

We wonder if the Sports, Recreation, Arts and Culture Programmes (Appendix 2c vi; p55) might not be more effective at achieving the stated Outcome. 2D. Built Recovery Plans, programmes and activities.

D.3 (i). Land, Building and Infrastructure Recovery Plan

Change the wording in line 7, 8 as follows: "...a spatial plan for housing, active transport infrastructure, strategic infrastructure and community facilities to maintain the short-term wellbeing of communities..."

Section D.3 of appendix 2 gives an overview of the objectives and outcomes of the LBIRP. However, greater emphasis should be placed on ensuring that rebuilding is integrated with the provision of infrastructure and the associated funding mechanisms. ...Patterns of development that reduce journey distances tend to provide greater travel choices. Therefore, we suggest the following should be added at appendix 2, D.3i.1, fourth bullet point:

- "ensures the integration of land use, transport planning and funding".

Under the "Description" section we also recommend that the following bullet point is added:

- "Decisions about the form of urban development, land use and transport systems all impact each other. Integrated transport planning – planning that takes account of and connects all these considerations – will help ensure that development of the transportation network and land use is coordinated. In this way, it ensures the most efficient use of public funds and avoids creating unintended impacts".

Bullet point 3: change emphasis to accessibility rather than easy movement.

The distinction between Recovery Plans and other recovery programmes and activities is not well explained. Explaining the statutory nature of Recovery Plans first, and making clear what effect they have, would help.

This section does not clearly articulate the nature of the relationship between various Recovery Plans and programmes. This would help to ensure the integration and linkages are made between Plans and programmes. For example, there are relationships between the Land, Building and Infrastructure Recovery Plan, the Iwi Maori Recovery Programme, the Finance and Funding Recovery Plan, the Christchurch Demolition Programme and the Built Heritage Recovery Plan.

Link plans explicitly to the goals outlined on p. 18-19.

Beacon suggests that the overall language of the plan needs to be more action oriented to engender a sense of leadership and provide confidence to the sectors outlined above. In general the Plan should provide further detail of each of the recovery plans before this question can be adequately answered.

Section 7.2 does not mention any Environmental Management Programmes signalled on page 37 of section 7.3.

C.3 (ii). Built Heritage Recovery Plan

The development of a Built Heritage Recovery Plan lacks any reference to wider heritage outcomes for recovery other than through 'adaptive re-use' and 'restoration' of heritage buildings.

C.3 (v). Building Community Resilience Programme

It is not clear who the lead agency is for this programme of work.

Who is doing psychological first aid and providing training? How is it being monitored and evaluated? We need to know more to determine whether it is adequate model for the region.

D.3 (i). Land, Building and Infrastructure Recovery Plan

Outcomes (2): the emphasis in this Outcome is on repair and replacement, with enhancement being only aspirational.

D.3 (ii). Central City Recovery Plan (CBD Recovery Plan)

The description of the outcomes in Appendix 2 is not quite correct. The Council will not 'create well designed, sustainable buildings that are strong and resilient.' It will create a framework for this and lead by example, but the private sector will create most of the buildings. The wording of timing might also require tweaking as it could imply that the Minister will approve the plan in January 2012.

D.3 (iii). Local neighbourhood plans and initiatives

Clarify the description of local neighbourhood plans and initiatives so it is clear that the local neighbourhood plans will be led by the local communities and that these are given adequate opportunities and resources to lead their development. Resourcing in this context may include venue hire, provision of an independent trained facilitator, consultant expertise, materials, equipment and administrative support.

Additions suggested for the strategy

Community wellbeing on page 49 (Appendix 2) could include an extra question: How are we providing support to those who need assistance during the recovery period?

7.2 Recovery Plans and Programmes

Section 10.3 refers to a transition plan. Given the importance of transition to Christchurch's recovery post-CERA, we suggest it be included in the discussion of plans, programmes and activities in section 7.

Te Rūnanga has initiated a disaster planning and readiness programme among the six Papatipu Rūnanga of greater Christchurch... add the following words on pages 28 and 55 that discuss this programme: "A Ngāi Tahu led community preparedness programme with all Ngāi Tahu marae in greater Christchurch and working alongside urban marae."

C.3 (ii). Built Heritage Recovery Plan

Need a wider programme related to built heritage, in addition to the Built Heritage Recovery Plan. The programme should include work that is being carried out by various agencies and organisations around heritage that will complement work carried out under the Recovery Plan. For example, the Christchurch City Council is planning a District Plan Review within the next few years and, as part of that programme, will review its heritage schedules, objectives policies and rules relating to heritage.

In Appendix 2, the description should refer to a cultural assessment being undertaken for each building such as the Christchurch City Plan does for its listed heritage buildings.

C.3 (v). Building Community Resilience Programme

An Additional Recovery Plan covering community resilience is needed (the Community Resilience Recovery Plan), because the recovery is (in the final analysis) about people, not buildings and roads. Although these are obviously important, the ultimate outcome from the entire process is resilient communities across the entire Greater Christchurch.

C.3 (vi). Sports, Recreation, Arts and Culture Programmes

Under Social (sports, recreation) item 3 of the draft Recovery Strategy, please add the words “that are at least the equal of the pre-earthquake situation” at the end of the sentence.

D.3 (i) Land, Building and Infrastructure Recovery Plan

Specifically under Section 20.3, (i) Outcomes, Winstone seeks the following addition: “5. Recognising the need for and providing for flexible operating hours and conditions for activities critical to the rebuild such as the Quarry operations at Yaldhurst.” It is necessary that a draft recovery plan recognises the industries that are critical to the rebuild of the Canterbury Region and include provisions that will maximise efficiencies and operational constraints as mentioned above.

D.3 (ii). Central City Recovery Plan (CBD Recovery Plan)

Commenter supports the proposed new explanation to policy 12.1.5 in the draft Central City Plan that states that "suburban centre expansion could hamper the recovery of the central city following the Canterbury earthquakes of 2010 and 2011. As such any proposed expansion outside of current zone boundaries should be assessed for its potential recovery impact".

D.3 (iii). Local neighbourhood plans and initiatives

Under “Local neighbourhood plans and initiatives” (page 30), the “Who” needs to explicitly include Community Boards: a. The number of councillors in city and district councils is necessarily limited, and Community Boards play a crucial role in transmitting community concerns and issues to their respective councils.

E. Natural Recovery Plans, Programmes and Activities

Add to section 7.2: **What?** This plan identifies what, where and when actions are needed to regenerate the land and water systems that deliver essential ecosystem and landscape services to the city and its communities. These actions are focused upon development of an integrated spatial network of green and blue infrastructure. **Who?** CCC leads supported by CERA and ECAN and in partnership with Ngai Tahu and community organizations. **When?** Draft Plan to be finalised by February 2012.

Strengthen the section dealing with the natural environment, especially page 37 would benefit from much more detail regarding the incorporation of sustainable and resilient infrastructure as part of the rebuild. For example, a focus on the provision of low impact urban design (LIUDD) guidelines for stormwater, a greater emphasis on local sustainable energy provision and local rainwater harvesting etc. Beacon suggests that development of a comprehensive 'sustainable infrastructure strategy' which also considers the integrated nature of solutions - e.g. rainwater collection at neighbourhood level can add to the resilience of the community whilst also reducing the demands on waste water management.

7.3 Key timelines and milestones for Recovery Plans, programmes and activities

- Respondents stated that the lack of detail in the draft Strategy explaining Recovery Plans means they want to comment on the individual Recovery Plans and programmes before they are finalised.
- Stakeholders want to stay informed of timelines for Recovery Plans and would like to see more detail after December 2011.

Specific text suggestions

Throughout the diagrams on pages 32 to 37 that form section 7.3 there may be value in noting as appropriate the milestones in June 2012 for Environment Canterbury, Selwyn and Waimakariri Districts to adopt their Long Term Plans. The comment to the NZTA of the Regional Land Transport Programme 2012-15 in June 2012 should also be noted on pages 35 or 36

Understandably the timeframes for delivery of each of the supporting plans might make inclusion of this further detail in this Plan difficult - but as much detail as possible should be included (including potential budgets, key partners and timeframes for action and delivery).

8 The financial impact and funding

What the draft Strategy said...

Given the costs involved in recovery activities this section outlined the need for coordinating public and private investment for an efficient and affordable recovery.

Key consultation points

The majority of respondents showed confidence in the recovery and its plans but considered insurance payouts and an agreement on the building code as important factors to strengthen their confidence. In contrast, a large number of people lacked confidence in the plans due to their dissatisfaction with the above.

Respondents agreed that establishing business and investor confidence is crucial for the rebuild. This can be achieved by creating an environment that is conducive to investment ensuring that companies remain in Christchurch as well as attracting new investors to the area.

Summary of comments and specific text suggestions for section 8

Question asked in this section:

Q.5: *Recovery requires confidence – of insurers, banks, developers, investors, business-owners, residents and visitors. Will the proposed Plans provide sufficient confidence for people to progress recovery?*

General comments in this section

- A large number of respondents felt uncertainty and lacked confidence due to the state of land for the rebuild. They desired further analysis of the land.
- Suggestions were made to utilise organisations and individuals who had already worked in areas addressed by the strategy. These have trust from investors and residents.
- Respondents stressed that capital flight is not identified as risk.

Insurance payouts make capital more mobile and so there are risks of reinvestment elsewhere if no opportunities exist locally.

- Respondents wanted guidelines for banks, developers and investors which would allow them to operate.
- Respondents wanted more focus on key priorities and some considered that the plans were too general.

Insurance

- The majority of respondents lacked confidence in insurance companies due to the slow payout process.
- Respondents agreed that insurance payouts are most crucial to commence with the rebuild. Subsequently, payouts would attract new investors.

Banks will come on board once insurers have. Businesses and investors need a constant income stream and return on investment.

- Some respondents expected the government to prompt insurance companies for payouts to assure the commencement of rebuild.
- There was a demand to review the building code to reassure insurance and reduce their risks.

Our building code needs to reflect improvements that will increase resistance to earthquake forces. This should reassure insurance companies that their risk is reduced.

- Suggestions were made with regards to introducing a 'State insurance'.

Crown and Local government

- A significant number of respondents were concerned about bureaucracy being an obstacle to the recovery process.

Too much regulation can create barriers for reinvestment as regulations impose a cost, which in return could affect the ability of the Recovery Strategy to achieve its Vision and Goals for Christchurch City.

- Respondents wanted an improvement of public sector collaboration with the private sector.
- It was suggested that the government needs to introduce a long term money lending scheme to assure the recovery and rebuild.
- Requests were made to increase government support for developers and business community.

New models of delivering public services have been emerged, as have new models of cross-agency collaboration and shared services.

- Uncertainty about the provision of investor funding security was stated by respondents.
- Respondents opposed the sale of public assets as they are important assets for the community, but if such sales are considered,

... to allow full public debate on the issue should any council propose to change in any way the ownership or control of a strategic asset.

- Government departments and crown agencies should be a role model and settle in the CBD to pull investors.
- There was a call for a progressive rating system instead of introducing a uniform levy scheme.

Many of those hardest hit by the earthquakes are from less wealthy suburbs, many have lost their home equity through the classification of land in the residential red zones and are already struggling to keep afloat. Maintaining a progressive rating system will alleviate, as far as possible, more costs on those individuals.

- The introduction of a Recovery tax was suggested.

Why can there not be a short term tax, 1-2 years for every wage earner over \$30,000 - like a \$1 per week? We have had taxes for Auckland road development so why not a Chch recovery tax?

- A suggestion was made to introduce a policy towards procurement of local production of goods and services.
- Respondents wanted ratepayer funding to be spent efficiently and effectively.
- The introduction of a micro finance industry to assist with SME businesses was suggested.
- One respondent proposed introducing a donation fund for the recovery.

Private Sector

- Respondents agreed that private sector investment will be the main source of investment for the rebuild, therefore establishing global investor confidence for financing the recovery efforts is most crucial.
- There was a call for benefits and incentives to attract investors to Christchurch and concerns that missing insurance policies are impeding private sector investment.

I feel that significant benefits and incentives will be required to kick start the rebuild in the CBD. I am not convinced the current plan does anything towards this.

- Lack of involvement of the local communities and business community was observed by respondents. There was considered a necessity to engage as the private sector will provide most funding for the rebuild.
- Respondents miss absolute dollar values for investment plans. This hinders attracting investors.
- There was a request to provide alternative options to establish investor confidence for financing recovery efforts when earthquake insurance is not available.

Specific text suggestions

Strengthen the language in the Section 8. A strengthened strategy should demand that there are prompt EQC and insurance settlements.

Page 38 the Plan states “The ability of households, businesses and local government to continue to secure insurance is critical in determining how recovery occurs”; but the Plan provides no indication of what CERA plans to do about this. Call for action and policy identified here.

Add a section on international fundraising for example, the Heritage Recovery Plan could call on the international heritage community to assist in the rebuilding of iconic Christchurch significant heritage buildings.

9 Principles, collaboration and engagement

What the draft Strategy said...

This section noted that no one agency or group will be able to achieve successful recovery alone. Community engagement and collaboration among all who have a role in recovery is essential. Principles to guide and lead the recovery, collaboration approaches and engagement principles were outlined.

Key consultation points

Principles

Comments in this section generally supported the principles outlined by CERA, and emphasised the need for greater communication (Kotahitaka/work together), and sustainability (Kaitiakitaka/Look to the future). Respondents emphasised that these principles should be seen as critical to effective recovery, rather than 'nice ideas'.

More hands-on, community-inspired, transparent leadership with clear goals and timelines were recommended.

Collaboration

There was wide support for greater collaboration between agencies. Some respondents cautioned that while this is an important goal, effective collaboration would not be easy to achieve and would require practice and well coordinated leadership.

It was felt that a comprehensive collaborative approach should be adopted, including investors, land owners, interest groups, community boards and organizations in the decision making process.

Engagement

This section was guided by questions prompting discussion into how to deliver the recovery people want, and how the recovery will be delivered when we need it, and at a cost we can afford. Communication with community emerged as the dominant need in this regard. Respondents emphasized the need for representation from all facets the community, long term investors, experts, and visionaries. Improved networking, information dissemination and clarity in communication were suggested.

To ensure the rebuild was completed in a timely manner, respondents urged that strong, decisive leadership, getting started, accountability, clear objectives and setting realistic deadlines would be required.

Ideas to deliver recovery at a cost we can afford were broad, and in some cases conflicting. There was a general consensus that attracting businesses and events back into the CBD, improving administrative efficiency, and enhancing transparency would lower expenditure and improve the economy. Tax and

government changes, increasing pressure on insurers for timely payouts, adopting a function over form attitude and borrowing money to build a first class city were also suggested.

Summary of comments and specific text suggestions for section 9

9.1 Principles to guide and lead recovery

Overall comments in this section

- Respondents generally appreciated the sentiment of the principles and reiterated the need for the recovery plans to be guided by the community.
- Several respondents felt that the significance of this section would be enhanced by placing it earlier in the document alongside the vision and the goals.

The principles provide a sense of values underpinning the development of the Strategy, as well as a guide to factors that should be taken into account in preparing Recovery Plans and making decisions on specific activities and initiatives.

- There was concern regarding the 'Keep it simple' principle, as people may feel that the information supplied is inadequate for the public to understand the situations at hand, or simply that information is being withheld.
- Sustainability and climate change were supported as principles to guide and lead recovery. However, respondents felt that these concepts needed to be emphasized throughout the plan. The use of "Sustainability rating tools" was recommended to ensure this was achieved throughout the recovery process.
- A map indicating the areas discussed (CBD, Christchurch City, Greater Christchurch, and the wider Canterbury Region) would enhance the readability of this section.
- The overall cost of the rebuild was a point of conflict with some respondents feeling like the rebuild relied on the confidence of the wealthy and that it might be unaffordable for others.
- Application of these principles, especially effective engagement, should be applied in all recovery planning because the recovery is as much about rebuilding the social environment as the economic one. There has been a lack of transparency and communication throughout the recovery process, resulting in a strong feeling that these principles have yet to be put into practice.

In Chapter 9 of a document with only ten chapters...sums up what is wrong. The words are right but they lack meaning.

The 'who's in the plans and programmes do not imply kotahitanka or manaakitaka- these are vital- keep them at the centre of the planning process. Kaitiakitaka/look to the future.

- Further clarity on how these principles will be applied and promoted by CERA and other agencies was requested.

Leadership

- In order for these principles to be effective, respondents felt that the leadership needed to be more in touch with the communities by:
 - Continued communication with communities, and
listening to what the people want.
 - Making it easy for the public to respond to plans.

- Openness and transparency which includes full disclosure of plans, progress and processes.

Tell us up front and honestly what you are dealing with. Have a transparent and accountable decision process, with the opportunity for members of the community affected by your decisions to give you feedback. Acknowledge when you make mistakes. Have a process for redressing of your mistakes. Don't print unreadable notices in the newspaper, or send unreadable emails full and quotes from government Acts and regulations. Have enough people available to implement plans and interface with the public.

- Making cooperative and high quality decisions promptly.
- Empowering the communities, and reducing bureaucracy and discussions.
- More accountability by employing harsh penalties for any organization or person taking unfair advantage of this situation, and rewarding those who go beyond the call of duty.
- Clarity of roles, the decision making process, what the decisions are, and what still needs to be done.
- Getting involved and building trust. Including partners/stakeholders in the recovery process
- Being practical and realistic about the recovery.
- While co-ordination and control is needed, there should be greater freedom for decision makers.
- Good organisation.
- Being more facilitative and less prescriptive.

Specific text suggestions

9.1 Principles to guide and lead recovery

Strengthen language in Section 9.1 particularly where it states that the principles outlined, whilst not mandatory, 'can' be used. This should state that the principles will be used as this will lead to more confidence that appropriate process will be followed in the recovery process.

Amend the principles to ensure that community engagement and development are key principles, and that community engagement is not seen as an end in itself but the first stage in the process of community development.

9.2 Collaboration

Support for collaboration

- Respondents agreed collaboration was an essential part of the recovery process because it:
 - Builds partnerships
 - Maximizes available skills
 - Optimizes efficiency and improves decision making and outcomes
 - Links local, regional, and central government agencies with the private and community sectors.
 - Restores confidence

- Generates innovative solutions and initiatives
- Enhances community resilience

Concerns and criticisms

- Collaboration between the CCC and CERA needs to be improved to reduce the sense of disconnect between the CBD and the rest of the city.
- Concern was raised over the difficulty in achieving effective collaboration. For example, conflict between commercial and community interests is likely, as evident in the proposed heights for new CBD buildings.
- Community and voluntary sectors should also be included in collaboration strategies.
- Collaboration and engagement is a high priority but is not currently being treated as one.
- It has not been defined how the collaborative processes will take place.

Collaboration with investors

- Respondents approved of the role of the private sector in the delivery of the recovery plan, and underlined the importance of collaborating with investors to ensure a successful and sustainable rebuild.
- Current land owners should also be considered investors and included in the decision making process.
- There is a need to retain current, and attract new companies and businesses to reinvest in Christchurch. Attraction to the CBD would be enhanced by avoiding excessive regulations.

Collaboration with Interest groups/Community boards/organizations

- Several community and interest groups have expressed an interest in collaborating with key agencies such as CERA or CCC in the recovery of Christchurch.
- These groups offer specialized services for select communities.
- Maori collaboration needs to be inclusive.

Not all Taura here iwi are affiliated to Mata Waka. Recall also that 50% of people identifying as Maoris are non-Ngai Tahu.

- A separate document has been submitted to CERA identifying these groups, and outlining their areas of expertise and priorities.

Leadership and Coordination

- There is a need for leadership in the collaborative approach. CERA has been identified as playing a central role in ensuring collaboration is effective and well-coordinated, particularly when collaboration with community representatives is involved. In this case, CERA must ensure that community representatives are satisfied with the level and manner of collaboration.
- CCC and CERA should facilitate conversations and joint decision making between stakeholder groups, rather make decisions independently.
- Collaboration with local and international experts regarding earthquake recovery, and sustainability in the face of climate change, and best building practice should be undertaken.
- Include local contractors.

- Identify a common vision.
- Collaboration should be cohesive, with no hidden agendas or surprises. Leadership should remove the 'them and us' from the process.

9.3 Engagement

Question asked in this section:

Q.6: *What will ensure decision makers deliver the recovery we want, as soon as we need it, at a cost we can afford?*

- Several recommendations regarding who the decision makers and leaders should be were made:
 - There was strong support for decision makers and leaders to be Cantabrians who have lived through and understand the impact of the earthquakes in people's lives. Elected community representatives, either through community boards or 'citizen juries' were suggested as means of achieving this.
 - Stakeholders and businesspersons invested in the long-term recovery.
 - The current decision makers such as EQC, CERA, and CCC, but also community groups such as Iwi, residents, and the youth. Insurance companies and business owners should also be considered.
 - The leaders and planners need to be widely representative of all walks of life, age and genders.
 - One commenter suggested that the governing body for the Canterbury earthquakes be non-political.
 - People with a vision for change.
 - Experts in the relevant fields.

Communication

- The need for improved and earnest communication with the local communities emerged as the primary concern to ensure decision makers deliver the recovery wanted. A clear process for guiding the coordination of recovery efforts and activities was requested.
- Many respondents felt that the current level of transparency, clarity and communication between residents and central government agencies was inadequate, leaving many residents feeling ignored. A special focus on youth was highlighted.
- Respondents urged that

Engagement with the communities must include agencies that support those with impairments to ensure best practice information is obtained.
- Respondents suggested the following to improve communication and engagement:
 - The use of network tools (such as the CCC Networking forum database, Facebook, or schools), focus groups, Community Boards, the Community Forum, NGO networks and other umbrella organisation will facilitate discussion, information dissemination, and the integration of ideas.
 - Clear and agreed milestones and organizational roles should be established.
 - Meetings should be open to the press and public attendance.
 - Adopt the Victorian Bushfire Authority model

- Better application of existing media such as newspapers, radio, websites and television could be used to deliver concise weekly reports. A summary to the public from CERA was suggested with progress reporting, next steps and contact details included.
- More 'face-to-face' meetings.
- Easy and accessible surveys via mail box drops or email.
- Training community facilitators to improve communication between sectors would
...ensure we can all speak the same language to one another and be heard prior to design or planning decisions being passed on to the City Council or to other agencies for approval.
- Coordination of communication efforts is needed to avoid 'over-consulting' the public.
- Not having too many committees.

...as soon as we need it.

- Many respondents were eager to start seeing progress. The following steps were recommended to ensure delivery occurs as soon as we need it:
 - Streamlining administration and reducing bureaucracy, and legislation that delays progress
 - Enforcing realistic time periods with drop-end deadlines
 - Increasing the funding to avoid time delays caused by insufficient resources
 - Hands-on, decisive leadership,
...we need those in power to get in and evaluate what is happening. This would provide leadership we can trust who can get on with the job and communicate.
 - Accountability and incentives for completing tasks on time.
 - Good, careful planning
 - Community support and involvement
 - Stakeholder and expert networking
 - Patience
 - Adopting an 'under promise, over deliver' approach.

...at a cost we can afford

- While there were some contrasting ideas over how the money should be spent, respondents felt the following ideas would aid delivery of the recovery strategy at a cost we can afford:
 - Adopting a function over form attitude in the short term, but with the vision of
lay[ing] the groundwork of a fantastic city with world leading facilities.
 - Attracting businesses to the CBD through incentives to retain the working population, and creating a culture of feeding into the city.
 - Encouraging event retention
 - Ignoring costs and focusing on building an attractive rebuild was thought to be more painful in the short-term but profitable in the long term.
 - Being realistic about what we can afford, careful spending, and avoiding inefficient processes.
 - Reducing expenditure at the top end by reducing the size of the council and taxing the leadership.

- Having earthquake specific tax, for example

...have two Canterbury tax days nationwide of \$50 one off tax charge to... every tax payer

- Adopt economical building strategies, careful planning and realistic cost projections to avoid disappointment.
- Considering moving the CBD to a safer area to encourage insurers and businesses to reinvest in the city.
- Ensuring projects are finished on time because more time costs money.
- Greater community involvement use of local skills.
- Improved transparency of the funding allocations.
- More pressure on insurance companies to pay for the recovery.

Specific text suggestions

Additions suggested for the strategy

Include a key principle of Social Justice: i.e., that no-one or section of the community is differentially worse off as a result of the earthquakes and recovery, that people's fundamental rights are protected and that priority is given to the least advantaged in the interests of the common good.

Include 'Transparency' (to emphasise the importance that relationships between affected parties are undertaken in an open and fair environment); 'Acknowledge the past' (respect the heritage of greater Christchurch and its part in the community's psyche and identity); and 'Democracy' (to acknowledge that the normal democratic processes and representation is the basis of the recovery process, except where there is a pressing and urgent need to diverge from them) to the principles.

Include: significant rises in fuel costs, an aging population; the 'obesity epidemic'; future quakes, and potential sea level rise. The first three should all inform transport and community structure planning so that walking, cycling and public transport are all viable options, and a wide range of services are available in local, easily accessible neighbourhood centres.

Add the "precautionary principle" to the list of principles. A definition similar to that stated by Principle 15 of the Rio Declaration would be suitable: "Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation." This is preferable to the softer "precautionary approach" employed by the Resource Management Act 1991.

The addition of the word "Spiritual" should be included under the 'holistic' principle, recognising it as one of the four pillars of wellbeing.

Include the protection of the vulnerable in our communities as a principle.

10 Monitoring, reporting and review

What the draft Strategy said...

The proposal in this section was for CERA to coordinate and monitor the progress of recovery and regularly report on achievements. This would include development of a monitoring plan and a reporting programme, reviewing the Strategy and developing a transition plan for after CERA ceases to exist.

Key consultation points

Monitoring

There was strong support for monitoring communication and engagement; measurable goals such as population numbers, employment and the number of businesses open; health and social wellbeing; and accountability, auditing, quality of work and transparency.

There was much discussion around the value and importance of communication that this needs to be open, honest, transparent, regular, quality and accessible.

There were remaining questions about who was to be involved in the monitoring process. There was strong support for an independent monitoring agency to be employed as well as the Community Forum having a role. The general nature of the monitoring process was strongly suggested as being collaborative and participatory.

Reporting and review

The three listed instances were supported and agreed upon and a number of other circumstances listed, dominantly falling under or being examples of the instances listed.

The most prominent circumstance suggested outside of the instances listed was widespread community dissatisfaction.

Summary of comments and specific text suggestions for section 10

10.1 Monitoring

Question asked in this section:

Q.7: What else needs to be assessed when monitoring the Recovery Strategy?

- There was strong support for monitoring communication strategies as well as the level and effectiveness of engagement and collaboration of local communities.

We submit that continual community engagement and monitoring will be key to this [the vision and goals being achieved through everyone contributing]

- Measurable targets were strongly supported to be monitored and these included (in order of comment numbers): population increases or decreases, the time it takes to get things done, the number of businesses open or reopening, the number of jobs or people employed, economic turn over, investment, business confidence and housing available.
- Health and social wellbeing monitoring was strongly supported, particularly community satisfaction, health targets, poverty levels and happiness index. Others included indicators to monitor impacts on tangata whenua, Pacific and other communities, cultural impact assessments, monitoring of how communities are coping and adapting and the ongoing impact on the most vulnerable.
- There was strong support for assessing transparency, honesty, accountability and quality of work for (in order of comment numbers): Earthquake Commission, Councils, engineers and assessors of houses, builders and insurance companies. Other comments included economic monitoring, monitoring of principles and independent evaluation of CERA.

Keep everyone involved accountable for their actions on an ongoing basis.

- The Monitoring Plan should include indicators and outcomes relating to responsibilities of central and local government pursuant to the Treaty of Waitangi.

Communication is vital

- Communication was heavily commented on in this section. Respondents sought readily accessible communication that was clear and concise, honest, transparent and adapted to suit the demographics.
- Monitoring communication in respect to what progress is being made and what was going on and how people can be involved and review implementation was sought.
- Suggestions of communication methods included: plenty of news releases, a free recovery newsletter or page in the newspaper and updates on facebook.

Suggestions in respect to who undertakes monitoring

- Many people commented on the uncertainty as to who was undertaking monitoring. It was commonly suggested that the community and in particular the Community Forum should be used. Another common suggestion was to use an independent monitoring agency to undertake monitoring.
- The process itself was strongly suggested as being inclusive and participatory with the community, community groups, agencies, special interest groups, CERA and key stakeholders.

Other comments

- It was suggested that monitoring incorporate time frames, draw on monitoring frameworks already in place, use evidence based evaluations, social science researchers, be treated as a learning experience which will in turn help improve recovery, avoid rigidity but not be too flexible, be flexible and have annual reviews. It was also noted that disaster literature recommends reviewing big projects on an individual basis.

Specific text suggestions

It is not clear which outcomes in the monitoring section are being referred to – those identified in Appendix 2, the goals (or sub points) in Section 3, or some other outcomes.

Amend to include provisions to specify a collaborative approach being undertaken between CERA, implementation agencies, the community and private sector, with community/private input sought on the scope, timing, content/findings and recommendations arising from monitoring and review.

10.2 Reporting and review

Question asked in this section:

Q.8: *Are there other circumstances in which a review of the Recovery Strategy may be required?*

- Widespread community dissatisfaction

The Strategy may need to be reviewed if there is widespread community dissatisfaction with recovery process

- If timely action does not occur
- If goals are not being met
- If people continue to leave Christchurch
- If there is a lack of transparency
- If insurance is stalling
- If lack of confidence occurs due to bureaucracy and poor performance
- Other suggestions included: wait and see, change in government, lack of business confidence or investment, if money is being misappropriated, unintended consequences, if new information arises, if population significantly increases, if existing strategies and policies are being ignored and if there is no buy-in.

Other comments

- Respondents observed that reviews are to be undertaken as required and strongly suggested regular reviews. How regular included everything from every 2-3 months to every two years. One suggestion was made not to review.
- Amend the review section so that review will occur on an ongoing basis, with annual reporting required.

10.3 Transition

There was little comment made in this section however the transition plan was endorsed and two main comments made.

- The transition should not override, delay or compromise the integrity of democracy and in particular the right to vote for regional councillors and the opportunity for public comments on proposals and issues.
- Appropriate governance structures will need to be addressed within the plan.

Specific text suggestions

Amend to ensure that monitoring and review will continue after CERA ceases to exist with respect to provisions of the RC and RPs and any other statutory documents, or other provisions which have been promulgated/amended on the grounds of needs of 'earthquake recovery' e.g. Change 1 to the Canterbury Regional Policy Statement.

Amend to ensure that all RPs include the same or similar monitoring and review provisions.

Document presentation

Key consultation points

Many respondents found the document wordy and difficult to understand or navigate. There were suggestions to use specific details, well-explained terms and plain language. It was thought that a more accessible document would improve community engagement and enhance the quality of the community's response.

Summary of comments and specific text suggestions

- Removing or placing unnecessary content in appendices (for example, the 'what we've learnt' section) was suggested to make the document more concise. Text that is retained should have its relevance to the plan specifically articulated.
- More consistency between sections in the plan, and ensure that the important detail in the Appendices is not lost in the front sections.
- Explaining how goals, monitoring, and management/coordination will take place would improve clarity, as would a better sense of direction and certainty.
- Regarding the format of the document, respondents made the following comments:
 - Plan the layout of the document with the public comments in mind.
 - Provide a brief explanation of the four environments for those unfamiliar with the framework.
 - Consistent numbers & headings on the main document and summary pages: a foot note at the bottom or a page can be overlooked.
 - Having a book instead of a fold out would make the document more reader-friendly
 - Underlining key words in the document.
 - Use of bilingual section headings throughout the document,
 - Suitable whakataukī/proverbs,
 - The inclusion of images that portray the recovery efforts of Ngāi Tahu and the Iwi Māori Recovery Network.