

Christchurch City Council SUPPLEMENTARY AGENDA

Notice of Meeting:

An ordinary meeting of the Christchurch City Council will be held on:

Date: Thursday 8 November 2018
Time: 9.30am
Venue: Council Chambers, Civic Offices,
53 Hereford Street, Christchurch

Membership

Chairperson	Mayor Lianne Dalziel
Deputy Chairperson	Deputy Mayor Andrew Turner
Members	Councillor Vicki Buck
	Councillor Jimmy Chen
	Councillor Phil Clearwater
	Councillor Pauline Cotter
	Councillor Mike Davidson
	Councillor David East
	Councillor Anne Galloway
	Councillor Jamie Gough
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Glenn Livingstone
	Councillor Raf Manji
	Councillor Tim Scandrett
	Councillor Deon Swiggs
	Councillor Sara Templeton

5 November 2018

Principal Advisor
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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted.
If you require further information relating to any reports, please contact the person named on the report.

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18 Resolution to Include Supplementary Reports

1. Background

- 1.1 Approval is sought to submit the following report to the Council meeting on 08 November 2018:
 - 19. Central City Action Plan
- 1.2 The reason, in terms of section 46A(7) of the Local Government Official Information and Meetings Act 1987, why the report was not included on the main agenda is that it was not available at the time the agenda was prepared.
- 1.3 It is appropriate that the Council receive the report at the current meeting.

2. Recommendation

- 2.1 That the report be received and considered at the Council meeting on 08 November 2018.
 - 19. Central City Action Plan

19. Central City Action Plan

Reference: 18/1118753

Brendan Anstiss, GM Strategy and Transformation

Presenter(s): John Meeker, Principal Advisor Urban Regeneration

Carolyn Ingles, Head of Urban Regeneration, Design and Heritage

1. Purpose and Origin of Report

Purpose of Report

- 1.1 The purpose of this report is to recommend that the Council approves the Central City Action Plan. The Action Plan, focused on the next three year period, is a living portfolio of projects and initiatives. These address:
 - short and medium term opportunities to improve the flow of activity and people within the Central City in support of existing business.
 - the need to unlock the Central City's regeneration through initiatives to increase confidence, unlock prosperity and support longer-term regeneration.
- 1.2 Draft content of the plan was informed by engagement with the Central City Development Forum on 18 October 2018. This included prior input from relevant public sector agencies (including ChristchurchNZ, Regenerate Christchurch, DCL, and Otakaro Ltd), representative groups (such as CECC and CCBA), input from developers and hospitality providers (coordinated through the CECC), and input from central city residential groups.

Origin of Report

- 1.3 This report responds to Council resolution CNCL/2018/00197 of 13 September which stated that the Council:
 1. *Receives the outline of the Central City Action Plan provided at Attachment 1.*
 2. *Endorses the Outline of the Central City Action Plan, noting that a process to develop the final Action Plan, which will engage partners and stakeholders, is currently underway.*
 3. *Requests staff to engage with the Development Forum on the penultimate draft Action Plan prior to it being reported back to Council.*

The Action Plan at **Attachment A** adds content to the Outline previously endorsed by Council.

2. Significance

- 2.1 The decisions in this report are of low significance in relation to the Christchurch City Council's Significance and Engagement Policy.
 - 2.1.1 This level of significance was determined by considering that the decision to approve the Action Plan is aligned with the Council's "vibrant, prosperous and sustainable 21st century city" strategic priority, and that any significant new activities (especially any that require additional funding commitments) will be subject to separate decisions of Council as required.
 - 2.1.2 Council staff have engaged with Central City business leaders and residents groups as part of the development of this Action Plan and have worked closely with other city agencies to agree and secure commitment to initiatives. It has been a collaborative and engaging process to date and we expect this to continue.

3. Staff Recommendations

That the Council:

1. Receives the Central City Action Plan.
2. Approves the Central City Action Plan as a living document to support the Central City's regeneration momentum.
3. Requests that staff provide further information in relation to medium and longer term actions where additional tools and resourcing may be needed to support development and delivery. These include a Business Attraction Strategy; shoulder and winter season events (both with ChristchurchNZ); and business/residential incentives (with ChristchurchNZ and Development Christchurch Ltd).

4. Key Points

- 4.1 The Central City Action Plan is a cross agency and cross-sector response to the 'Call to Action' set out in the Central City Momentum advice issued by Regenerate Christchurch in June 2018, and also the Quarterly Economic Update (Central City focus) issued by ChristchurchNZ in July 2018.
- 4.2 The Central City is re-emerging as a focal point for people and activity. Recent developments such as the opening of Tūranga and EntX Hoyts, and events such as Festa, have demonstrated the commitment and enthusiasm of Christchurch residents and visitors to embrace the Central City. Many major events and festivals over the peak summer season are also returning to the central city.
- 4.3 However, the Central City still needs support over the next two to three years, stemming from the fact that the Central City is yet to fully generate the critical mass of people and activity to sustain all the Central City's existing and future businesses. The Action Plan places significant emphasis on projects and initiatives to improve the flow of activity and people within the Central City.
- 4.4 At the same time, the Action Plan proposes other initiatives which will be significant contributors to increasing confidence and supporting longer-term regeneration. This includes the need for more cohesive leadership and the commitment to adopting 'best for city' decisions.
- 4.5 The content of the Action Plan is structured around the five themes agreed by Council in September 2018: City leadership; Amenity and activation; Growth; People; and Getting it done. Component actions within each theme are divided into short and medium term timeframes, as well as longer term projects to guide future regeneration – such as Project 8011 (residential development).
- 4.6 Some of the actions within the Action Plan are also part of other programmes of work, or have been previously discussed by Council. They are included in this Action Plan to ensure that it is a comprehensive and complete picture of initiatives within the Central City.
- 4.7 It should also be noted that some medium and longer term actions will require additional or reprioritisation of resources. These will be subject to future Council decisions and will obviously need to make a compelling case against any other priorities. Inclusion of items now does not commit the Council to any future funding. Ongoing reporting to Council will set out the case for these activities as a part of the 2019 or subsequent Annual Plan/Long Term Plan processes.
- 4.8 The City Leadership theme sets out a governance structure to deliver the Action Plan. As is appropriate, Council – supported by the refreshed Central City Development Forum, holds accountability. At an operational level, the City Executives will own, oversee and drive delivery of the plan with a sharper focus on 'best for city' approaches and outcomes.

- 4.9 Actions within the plan involve a diverse range of agencies and organisations, reflecting the collaborative creation of the Action Plan and a broad governance structure. More complex and collaborative activity will be supported through a dedicated Central City Office which will also coordinate, monitor and report progress.

5. Preparing the Central City Action Plan

- 5.1 Following the Council's resolution of 13 September 2018, Council staff have worked with public and private sector staff and representatives to develop the detailed content of the Central City Action Plan which is provided as Attachment A to this report. This included a significant and constructive discussion at the Council's refreshed Central City Development Forum chaired by Councillor Gough, and with all Councillors invited (18 October 2018).

Structure and Format

- 5.2 The opening pages of the Action Plan detail its background and rationale. A summary, which takes the form of a revision to the Outline provided in September, sets out the main elements. The remaining pages provide more detail on the intended actions through written narrative and associated activity tables which outline who will progress individual actions and the intended timeframe.
- 5.3 The Action Plan's structure remains consistent with the outline agreed by the Council in September 2018. However, reflecting key issues highlighted from engagement with business leaders and central city residents groups, a greater focus has been placed on,
- Summer 2018/19 (**Short Term**) where the aim is to maximise the visits of local and regional residents to the central city. Whether attracted by events, retail sales, or openings of new facilities and amenities - the goal is to inform people about what's available (paid and free activities), demonstrate easy access and change perceptions.
 - Winter 2019/Winter 2020 (**Medium Term**) where the aim is to attract back residents and visitors to Christchurch with an autumn, winter and spring proposition of events (leisure and business), activities within new indoor facilities (e.g. Hoyts, Town Hall, Farmers market, and Tūranga) and new commercial offerings.
- 5.4 The focus of activity in these two periods responds to one of the problems identified in the Central City Momentum advice, namely that there is a lack of critical mass of people – year round - in the Central City to sustain existing businesses and trigger the next cycle of development. One reason for this is the historical slow progress in delivery of some major public facilities, although recent announcements have provided certainty and generated momentum. Despite optimism about the future, business leaders have been keen to highlight that a good summer and a package of support to attract people throughout the following two winter periods are all needed to avert a stall in the Central City's momentum.
- 5.5 Alongside the people-focused activity, business and residents recognised the need for public agencies to push ahead with work **Guiding Future Regeneration**. The already agreed Project 8011 Central City Housing programme was understood and supported, as was work to attract new and returning employers, a strategy to make best use of the city's growing range of venues and a long term approach to the use and management of vacant land.
- 5.6 The Action Plan will be reviewed and updated as necessary. There is sufficient activity currently included in the Action Plan to more than occupy existing and available resources. However, there will be new and emerging ideas that are significant and beneficial for the Central City and future updates will therefore ensure that these are prioritised, and any trade-offs are visible and transparent.

Engagement

- 5.7 In preparing a draft of the Action Plan, staff initially undertook a range of one to one discussions with agency staff and city umbrella groups, taking soundings about the range of planned and committed activities. This was supplemented with attendance and participation at a range of meetings, workshops and drop in sessions which conveyed the challenges facing the business community. Participants highlighted under-exploited opportunities, new ideas and opportunities for greater collaboration.
- 5.8 A long list of these ideas and issues were fed into a cross agency/cross sector workshop held on 4 October 2018. This session explored the potential of some of these ideas, provided a means to prioritise which might offer the greatest support and also began to identify who would take forward action.
- 5.9 Some of the most significant actions drawn from this session were:
- Roll out of the EXPLORE marketing campaign with stronger central city focus.
 - More multi-faceted marketing and promotion that focuses on the wider central city experience ('make a day of it') in addition to the particular event or attraction.
 - A single comprehensive events calendar bringing together Council, ChristchurchNZ and community driven activities and with dedicated focus on the Central City.
 - The value of everyday, varied small scale activations adding to the visitor experience to make the centre a place to enjoy and spend time. Process barriers were consistently identified as a matter to resolve.
 - The potential for extended trading hours – encouraged by more early evening street activity – could helping in bridge the gap between working hours and restaurant hours with staffing costs being offset by a shift in the trading day – start later, close later.
 - The opportunities presented by improved lighting of buildings and spaces in making the city more approachable, especially in the winter months.
 - The roll out of free Wifi beyond Cathedral Square.
 - Extending and relocating events as well as creating Central City spin-off opportunities.
 - Growing new winter events or 'seasons' hosted within the city's new venues.
 - Improved wayfinding and street signage alongside the Council's existing information/ education about the city's new access arrangements.
- 5.10 A subsequent drop-in session at Tūranga for Central City Residents Associations on 16 October 2018 emphasised there was clear enthusiasm for what the Central City is beginning to offer. Suggestions focused on practical conveniences including public toilets, street upkeep and the city shuttle bus, as well as neighbourhood needs which will be fed into Project 8011. Of greatest note was a clear signal that some examples of new city housing, plus non-resident developments (such as AirBnB), were undermining the momentum otherwise developing of place and community – key building blocks of vibrant neighbourhoods.

Central City Forum Feedback

- 5.11 The Central City Development Forum is an important new consultative group to help inform and guide the Council. Adapted from the former Development Forum, its membership includes all councillors, representatives from business, property and employer umbrella organisations as well as residents associations. It offers an opportunity to build consensus around Central City issues and will take on a role of oversight and scrutiny of the delivery of the Action Plan.
- 5.12 As requested by the Council's resolution of 13 September, draft content of the Central City Action Plan was presented and discussed with the Central City Development Forum at its inaugural meeting on 18 October. Having received and discussed the shortlist of activities and interventions it was resolved that the following matters be investigated by staff for inclusion in

the Action Plan. The table below summarises these and sets out how staff see these matters being incorporated into the various Action Plan streams or other activities.

Matter	Response
The Central City shuttle bus service	Matter has been referred to Environment Canterbury who are considering it as a medium to long term opportunity.
Bring forward the gravel car parks strategy.	Work on this action – which will look more widely at the use and management of undeveloped vacant sites - has been brought forward to commence early in 2019.
A universal school zone for central city residents	This matter will be included in advice being provided by Development Christchurch Ltd as part of the Project 8011 residential incentives work. This will be considered by the Forum and the Council within the next few months. Ultimately, the matter will be one for the Ministry of Education (and relevant schools) to determine.
Review of the regulatory framework	A range of District Plan provisions have already been identified as matters for review. A programme of priority Plan changes will be presented to Council in early 2019.
Including a plan to attract and incentivise retailers	This matter is being considered as a supplement to advice being provided by Development Christchurch Ltd as part of the Project 8011 residential incentives work. It will feed into the Business Attraction Strategy, led by ChristchurchNZ and proposed to commence as set out in the GROWTH section of the Action Plan. ChristchurchNZ are already closely engaging with the private and public sector on these matters.
Attracting tertiary education, student accommodation and research facilities	Attracting tertiary education and research facilities will be picked up as a part of the Business Attraction Strategy led by ChristchurchNZ and proposed to commence as set out in the GROWTH section of the Action Plan. Student Accommodation is already a matter for focus in the Alternative Housing work package (C1) of Project 8011.
Residential barriers and incentives	This is a matter being considered in advice being provided by Development Christchurch Ltd as part of the Project 8011 residential incentives work. This will be considered by Council within the next few months. Any application of this to non-residential developments would be considered in the Business Attraction Strategy led by ChristchurchNZ and proposed to commence as set out in the GROWTH section of the Action Plan.

6. Governance and Accountability

- 6.1 The City Leadership section of the Action Plan is focused on the need for cohesive and visible leadership by the Council in partnership with other city agencies and key stakeholders.
- 6.2 It sets out a governance structure to deliver the Action Plan. Council, informed by the views of the newly created Central City Development Forum, retains governance accountability, drawing on its partnerships with Ngāi Tahu and the Crown.
- 6.3 Within the operational arena, City Executives (the grouping of Executive level leaders from the city's public agencies) will take ownership of the Action Plan and will be informed by regular monitoring reports. The group will lead the drive towards making 'Best for City' decisions. It will be supported by a Central City Steering Group with a core membership of strategic staff that connect back to project delivery teams within their respective organisations. Wider membership of this group will be flexible in response to the priority of projects at any given time.
- 6.4 There has been excellent engagement and support from all public sector agencies and other representative groups and there are clear indicators of cohesive and best for city decisions increasingly being made.
- 6.5 Supporting the delivery of more complex projects, a Central City office is in the process of being established. Initially providing a physical space to enable and encourage collaborative working

and problem solving, it will take on the role of Action Plan programme reporting and coordination.

- 6.6 City Leadership extends beyond the immediate governance arrangements in projecting a positive and welcoming city 'face' for business and investors. ChristchurchNZ has begun to tell the city's story; the next step is to shape a clear and compelling proposition that will attract business and investors, encourage skilled migrants to join our workforce and reset visitor expectations. The Central City Business Association (CCBA) is keen to help business take a more prominent role in growing the Central City experience through enhanced promotion and advocacy.
- 6.7 A final and essential role that leadership must perform is balancing the immediate and future regeneration priorities. Since 2011, there has been a need to get things done to get the city operational. Alleviating short term hardship has sometimes needed to come before long term goals. As we move more firmly into an enduring regeneration phase of the city's journey, 'Best for City' decisions need to come to the fore that focus on the city's future health and prosperity. To assist politicians and City Executives, Regenerate Christchurch intends to shape up a decision making framework that helps balance competing priorities as well as looking at adaptive pathways that can deliver short term solutions without compromising the ability to secure a prosperous future.

7. Financial Implications

- 7.1 Projects and initiatives within the Central City Action Plan's immediate 0-6 month timeframe will be funded and resourced from existing organisational funding and budgets. The exceptions are:
- Lighting projects being pursued by DCL for which business sponsorship is being sought.
 - Extended roll out of the EXPLORE central city marketing campaign by ChristchurchNZ to national and international audiences. ChristchurchNZ are working to resolve issues.
 - Free or reduced cost parking or public transport incentives which may be agreed by Council or Environment Canterbury as part of separate decisions. Council and Environment Canterbury staff are progressing the potential for free or discounted trial of public transport for major events.
- 7.2 A limited number of Medium Term projects and those Guiding Future Regeneration will require new or reprioritised funding to deliver them. The list below includes those currently identified, but over the plan's lifetime other projects and initiatives may be added.
- Curating and growing Shoulder/Winter Season Events.
 - Seed funding to maximise the range of winter activities within city venues.
 - Project 8011, particularly Central City residential incentives.
 - Business Attraction Strategy (over and above ChristchurchNZ and DCL agreed activities).
- 7.3 It is proposed that each of these projects will be the subject of separate reporting to Council (or others) that will outline the nature of the planned activity, resourcing required and options for funding. These can then be considered in the upcoming 2019 or subsequent Annual Plan/Long Term Plan processes if required.
- 7.4 The latter two are programmes which are focused on significant long term outcomes.
- 7.4.1 Project 8011: Central City Housing Programme has already been endorsed by Council. One of the most significant work packages of the programme is that related to development incentives. Reporting in the current financial year will identify a shortlist of the most effective measures and seek agreement, where required, for future funding. Since 2014, a \$20m Development Contributions Rebate fund has been available to incentivise Central City residential development and this fund is still available.

- 7.4.2 Business Attraction Strategy: Through strong Crown and private investment, the Central City has made significant progress. With available development capacity and strong investment in the city environment, the pre-conditions are there for the Central City to not only re-capture its pre-earthquake level of employment, but to also grow its economic activity. The city also has opportunities that other New Zealand cities lack including more affordable homes for its workforce and available development opportunities. With city outcomes of a similar magnitude to Project 8011, the Business Attraction Strategy – if accompanied by new delivery capability within ChristchurchNZ – has the ability to unlock new job creation, higher value economic sectors and innovation.

Attachments

No.	Title	Page
A ↓	CCAP Document - Council 8Nov18 - Attachment A	12

Confirmation of Statutory Compliance

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories

Author	John Meeker - Principal Advisor Urban Regeneration
Approved By	Carolyn Ingles - Head of Urban Regeneration, Design and Heritage Brendan Anstiss - General Manager Strategy and Transformation

Central City Action Plan

Ōtautahi Christchurch – explore the opportunity
November 2018



“We’re on the brink of something special”

In developing the Central City Action Plan, the Christchurch City Council and its partners heard from a range of interests about the challenges of the current phase of the Central City’s regeneration. However, this quote from one of the Central City’s most prolific developers, captures the spirit of optimism about what lies ahead despite current concerns.

After a long winter that tested the resilience of Central City retail and hospitality businesses, Labour Weekend gave a taste of the Central City’s long-awaited re-emergence as a place for people.

This included a steady flow of visitors to the newly opened Tūranga (Central Library) and Hoyts EntX; live music from community groups; performances at the Little Andromeda pop-up theatre; a constant procession of movement to and from the Bus Interchange punctuated with the sound of excited greetings and meetings; the colour and innovation on display across the multiple venues of FESTA (Festival of Transitional Architecture); and the convenience and fun of the new electric scooters. These, and a host of other reasons, attracted people into the Central City.

The Central City Action Plan is about delivering these types of experiences more frequently creating a sense of place which people and businesses want to be a part of.

Despite these green shoots, the reality is the Central City needs support in the next two to three years prior to other new venues, attractions and commercial offerings being delivered. When in place, these will help sustain flows of activity and people into the city on a weekly basis.

Reflecting this over the coming three years, the aims of this plan are:

- to change perceptions and behaviours, and build connection with the Central City as a place to visit, work and live. A welcome and familiar feel, and excitement about the opportunities on offer will encourage people to visit again and again - supporting businesses, particularly into the slower winter season.
- to pave the way for the next stages of regeneration by driving forward significant housing and economic development programmes. For the Central City to deliver on its potential, bold and ambitious programmes, such as the Project 8011 Housing Programme, are needed to grasp new opportunities.

Photo: Peanut Productions



‘FEASTA!’, headline event for FESTA, Labour weekend 2018’.

Why has this Plan been prepared?

In 2018, Regenerate Christchurch – a jointly-funded agency established by the Christchurch City Council and the Crown – undertook a review of the city’s regeneration progress.

Its report - Central City Momentum - published in June was one of a number of catalysts for this Action Plan. Its 'Current State Assessment' concluded that while a great deal had been achieved, challenges lay ahead. These were summarised into four opportunities for improvement:

Need for cohesive leadership – That regeneration activity among different agencies and sectors needed better coordination and alignment with a focus on ‘best for city’ outcomes.

Ensuring relevance – In response, a clear and consistent proposition needs to be articulated to city residents, visitors, investors and business about the Central City's potential and the opportunities on offer.

Attracting people - The Central City does not yet have a critical mass of residents, employees, businesses, students, and tourists to sustain regeneration throughout the year.

Maintaining progress – That slowing construction activity, uncertainty around public sector projects, and weak demand are undermining business and investor confidence in the Central City.

In response, five themed recommendations were made that pick up on the identified problems. These shaped an outline for this Action Plan that was agreed by Council on 13 September 2018. The five elements of the plan are shown here and described in more detail below.

City leadership

City leadership picks up on the issues of Leadership and Relevance by putting in place a clearer governance structure, clarifying roles and taking steps to roll out clear, consistent, future-focused messages. Taking a structured and engaging approach to future regeneration planning is also a key ongoing role.

The following three themes respond to the short to medium term need to attract more people into the Central City;

Amenity and activation picks up on the need to improve the appeal and appearance of the city, making it a place that people want to come and spend time, and can take pride in.

Amenity and activation



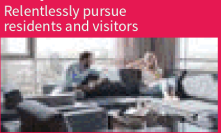
Growth picks up on the need to substantially grow supporting mechanisms for the city's economic development. This will facilitate new employment, attract business, curate higher value specialist sectors and nurture innovation. Growing the capacity of the business sector to help itself is also a goal.

Growth



People is summed up perfectly with its subtitle ‘relentlessly pursue residents and visitors.’ A substantial, diverse residential community, alongside frequent visits from people living within and beyond Christchurch, lie at the heart of a vibrant Central City.

People



Getting it done

Getting it done is focused on maintaining progress. Committing to and delivering the city’s major projects will command greater confidence to invest, attract new people to live and work, as well as changing perceptions of our residents.

Who’s contributed to this action plan?

The following agencies, organisations and groups are among those who have contributed to the Action Plan. They will also play a role in the delivery of the projects and programmes contained in the Plan. As the Plan is rolled out and delivered, everyone in the city and wider region has a role to play in supporting its success by visiting, learning about and enjoying the ever growing range of opportunities and activities it offers.

Public Agency Partners

- Christchurch City Council (CCC)
- ChristchurchNZ (ChchNZ)
- Department of Prime Minister and Cabinet (DPMC)
- Development Christchurch Ltd (DCL)
- Environment Canterbury (ECan)
- Greater Christchurch Partnership
- Ōtākaro
- Regenerate Christchurch (RegenChch)

Central City Business and Property Organisations

- Canterbury Employers’ Chamber of Commerce
- Central City Business Association (CCBA)
- Christ Church Cathedral Reinstatement Limited
- Hospitality New Zealand
- Property Council New Zealand

Central City Resident and Community Associations

- Avon Loop Residents Association
- Chester Street East Community
- Inner City East Neighbourhood Group
- Inner City West Neighbourhood Association
- Moa Neighbourhood Group
- Victoria Neighbourhood Association

Key stages in preparing this action plan

Central City Momentum Advice	30 June 2018
Mayor and Minister call for the Action Plan	18 August 2018
Action Plan outline agreed by Council	13 September 2018
Draft review by Central City Development Forum	18 October 2018
Presentation for approval by Council	8 November 2018



Action plan snapshot

Set out here is a snapshot of the Central City Action Plan. A more detailed summary of the actions and supporting commentary for each of the five themes are set out on the following pages.

The Plan is focused on the next three years (2019-2021) and should be viewed as a living portfolio of interrelated activities that collectively reinforce each other. Partnerships between public agencies and with the private and community sectors are crucial to the effectiveness of the Plan. Commitments and activities in the City Leadership theme will support and drive collaboration towards ‘best for city’ outcomes.

Based around key themes from Regenerate Christchurch’s Central City Momentum work, this Plan has been developed through engagement with the agencies and stakeholder groups, as well as with Central City Community/ Resident Association insights.

The three central themes – Amenity and Activation, Growth and People – respond to the primary goal of growing flows of people, activity and spending. These activities are important in advance of the addition of new facilities and commercial attractions whose progress will be tracked in the Getting it Done theme.

Activities in the three central themes are grouped into timeframes:

Short term - 0-6 Months Summer - 2018/2019

In this period the aim is to maximise the visits of local and regional residents to the Central City. Whether attracted by events, retail sales, openings of new facilities and amenities - the goal is to inform them about what’s available (paid and free activities) demonstrate easy access and change perceptions.

Medium term – 6-18 Months - Winter 2019 / Winter 2020

Slower shoulder and winter seasons are not new for Christchurch. The aim in this period is to attract back residents and visitors to Christchurch with autumn, winter and spring propositions. This will occur through a combination of events (leisure and business), opening of new indoor facilities (e.g. Hoyts EntX, Christchurch Town Hall and Tūranga) and new commercial offerings.

Guiding future regeneration – 0-36 Months

These activities are important “feeders” for the next stages of the Central City regeneration initiatives. Work ‘behind the scenes’ is underway but results will be apparent across a longer timeframe. The activities will focus on unlocking delivery of new homes to attract residents, supporting business sectors to grow jobs and the region’s prosperity, and improving Central City amenity. Much of the activity centres on public agencies supporting landowners, investors and businesses to develop new investment, taking advantage of opportunities that exist or emerge.



City leadership: best for city

The Central City has had a range of leadership arrangements and different agencies since 2011. As recovery moves to regeneration, the relationship with central government is returning to a more normal footing. To facilitate decision making for the central city in this collaborative environment, the Council, supported by city agencies, is taking steps to maintain and build confidence in the Central City’s regeneration through engagement and partnership building.

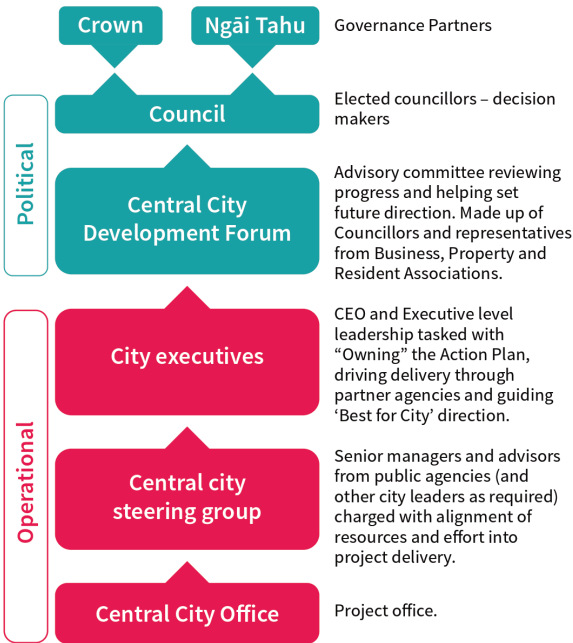
Leadership and Roles

In looking to the future, the adjacent governance structure will provide:

- direction to inform council decisions,
- accountability,
- renewed emphasis on cross agency and external collaboration,
- dedicated resource to make things happen, and
- focus on ‘best for city’ outcomes

Established in September, the **Central City Forum** is a new advisory committee reporting directly to Council. The forum provides an opportunity for councillors to be well informed, take soundings on proposed approaches, and be aware of progress. Its Terms of Reference leave flexibility in the membership, enabling its attendance to be responsive to issues as they arise.

In addition, the Council is establishing a **Central City Office** through which it can monitor and report progress, coordinate activity and drive forward specific or complex collaborative initiatives. The Office will establish a core information portal within which consistent and common data is gathered and regularly reported as the basis for collaboration and partnership building.



Common Direction

An early role for the Council and Crown is to **confirm roles and mandates across public agencies**. Clear boundaries of responsibility, combined with oversight through the Central City Steering Group will ensure unified direction, purpose and delivery.

Establishing and maintaining a **shared, future focused Central City narrative** is essential to the Central City’s proposition. ChristchurchNZ has developed a powerful campaign encouraging people to “Explore the Opportunity”. Using this consistent stance, it is important that the city projects its current and constantly changing offering in a proactive and positive way to city residents, visitors, investors and the wider world. The earthquakes are a part of the city’s history. Their impact should no longer define our city or hold back our potential.

An important part of framing our direction is to take stock of where the Central City is heading by reviewing the **regeneration framework**. This is not about creating a new plan. The Central City Recovery Plan, or Blueprint, published in 2012 was the right plan to guide recovery and rebuilding of the city’s heart. Despite delays in delivery of some of its projects, there remains strong belief in its potential. However, within the

mix of policy and regulation which surrounds it (including the District Plan, Bylaws and operational policies), there is a need for consolidation, simplification and some urgent reviews to remedy identified flaws. Taking these opportunities will improve the quality of outcomes, help maximise the rebuild dividend into the 2020s, and allow us to think about how the city adapts to cope with, for example, a zero carbon future. Perhaps most importantly, and in common with the main theme of this Action Plan, a renewed focus is needed on the Central City as a place for people – a host city, a prosperous city, a liveable city.

One of the most important areas of policy setting relates to our sub-regional relationships with neighbouring Selwyn and Waimakariri Districts. Since 2011, the city’s neighbours have shouldered a great deal of growth, building broader prosperity within communities like Kaiapoi, Rolleston and Rangiora. As the Central City recovers, it is important that regional partners – territorial and institutional – are **championing greater Christchurch’s Central City** through mutually beneficial and collaborative policy making that recognises the importance of a strong, distinctive and vibrant regional centre.

City leadership: actions

Activity	Who	When
Governance and leadership <ul style="list-style-type: none">- Establish a Central City forum- Monthly City Executive reporting- Establish central city office and information portal	Public agencies City executives Public agencies	From November 2018 From November 2018 From November 2018
Confirm roles and mandates of public agencies for the Central City	Council, Crown	By June 2019
Championing greater Christchurch’s Central City <ul style="list-style-type: none">- Collaborative territorial and institutional governance that reflects the sub-regional importance of successful Central City regeneration	Greater Christchurch Partnership	Ongoing
A shared, future focused Central City narrative <ul style="list-style-type: none">- Tell and retell the story of the new Central City – its new form, its features, our ambition for the future, and the constantly growing range of reasons to visit and invest.	Christchurch NZ (and then owned by everyone)	Summer 2018/19 and Ongoing
Regeneration framework <ul style="list-style-type: none">- Review, consolidate and update strategies, policies and plans (as required) to align with our priorities and aspirations for the city.	Public Agencies	Ongoing
Decision making framework <ul style="list-style-type: none">- Develop a tool to help decision makers balance meeting short term demands and inform public-sector investment decisions in ways that unlock (or otherwise do not limit) the city’s longer term potential and prosperity.	Regenerate Christchurch	End 2019

Amenity and activation: light up the city / “Host City”

The **amenity and activation** theme is aimed at adding everyday interest and vibrancy to the Central City.

Office and retail workers became the Central City’s post-earthquake ‘first movers’ as new buildings were reopened and completed from 2015. During 2016 and 2017, the heart of the retail precinct has bloomed. With Hoyts EntX and Tūranga now adding to the mix of cultural attractions – and Christchurch Christchurch Town Hall to come in early 2019 - there is a broader range of activities on offer to draw people into the Central City.

It is essential that the Central City offers and delivers a great experience if we are to attract people and get them sharing positive opinions. The experience also needs to be refreshed and dynamic, offering something new for people to keep them coming back. Overall the city needs to project a ‘host city’ impression – a place where people feel welcome, a place with things happening that people can’t afford to miss, a place to which people can grow a strong attachment.

Short term

- Dedicated staff and funding to proactively grow the range of everyday street activities such as musicians, seasonally themed promotions and temporary installations. A new online event space information portal and the waiving of casual venue fees will support these activities. By offering more activities into the evening, retailers would be encouraged to take advantage of this and extend their trading hours. This would create a bridge between the end of the working day, restaurant opening hours and mid evening events.
- Improving the city experience is an ongoing ambition. A shift in focus to favouring people and activities over construction will help change perceptions.

Medium term

- Linked to actions in the **People** theme, lighting projects are an important initiative. Small scale lighting projects can improve perceptions of safety and help enliven streets and laneways. Larger ‘landmark’ lighting and dynamic projection installations offer the opportunity to grow the appeal of the Central City as an attractive place to be after dark, especially during the winter months.

- The city’s prime civic space, Cathedral Square, will see physical improvements and upgrades during the next two winter periods. This is important given that development around the space, including Te Pae/Convention Centre and The Old Post Office, will take a big step forward during this period. Reinstatement of Christ Church Cathedral, whilst a long term work in progress, is expected to begin offering public interaction opportunities
- The extension of the availability of public Wi-fi beyond Cathedral Square will be an important social and business enabler, a service which has become an expectation in all modern cities.
- Improvements to wayfinding and awareness of activities available in the Central City are key to building visitor confidence, adding value to their city experience and the likelihood of repeat visits.
- The Central City’s streets and spaces form the majority of the public environment and provide more than just transport corridors. As part of continuing investment in these public assets, decision making is needed around the nature and priority of street maintenance or upgrades – whether everyday upkeep, Central City Transport projects or localised works in support of residential neighbourhoods envisaged in Project 8011 (See **People** theme).

Guiding future regeneration

- A proposed vacant sites strategy would set the future direction for the use of these sites, helping inform changes to planning rules and providing a toolkit for operators and enforcement teams.
- A review of policies and procedures around the use of spaces for events and activities would make a difference towards simplifying processes and reducing costs.





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Amenity and activation: actions

Short term (0-6 Months) for summer 2018/19

Activity	Lead
Enabling everyday street performances and activation <ul style="list-style-type: none">Staff roles to curate, support and promote activitiesWaiver of fees for bookable event spaces in Cathedral Square and city mallNew online portal for promotion of event spaces	ChchNZ/CCC CCC CCC
Supporting the evening economy <ul style="list-style-type: none">Extending or realigning trading hours(combined with street activation and other associated promotion), to better bridge work and restaurant opening times	Retailers/CCBA
City image initiatives <ul style="list-style-type: none">Barrier sites programme - proactive support for owners of 'eyesore' buildingsEnliven Places Programme - localised amenity and activation projects delivered with public engagement and involving community partnershipsClear the streets – coordinated purge of cones/signs and cleaning of streetsConstruction impact - balancing user/visitor comfort and construction space needs	CCC/Regen Chch CCC/Community CCC CTOC (CCC/NZTA)

Medium term (6-18 months) Winter 2019 / Winter 2020

Activity	Lead	When
Lighting projects* <ul style="list-style-type: none">Major 'landmark' lighting/projection installationsSmall scale lighting projects to improve perceptions of safety	DCL + sponsors CCC	June 2019 Annual
Cathedral Square <ul style="list-style-type: none">Landscaping / temporary uses fringing Convention CentreCathedral reinstatement – engagement and participationInterim repaving of south and east Cathedral Square	Ōtakāro Ltd Cathedral JV CCC	Winter 2020 From 2019 Summer 2019/20
Free wifi expansion beyond Cathedral Square	CCC	June 2019
Wayfinding <ul style="list-style-type: none">Updated visitor mapping – online and paper based formatsRefresh and add to the range of wayfinding and information signage in and around the Central City	CCC/ChchNZ CCC	End 2019 Various projects across the three year period
Public realm maintenance and upkeep <ul style="list-style-type: none">Street upkeep, prioritisation of local/strategic renewals to create or maintain Central City amenity and encourage new investment	CCC	Various projects across the three year period

Guiding future regeneration (0-36 Months)

Activity	Lead	When
Vacant sites strategy <ul style="list-style-type: none">Future policy, planning and operational recommendations for the use of vacant sites. Will include temporary car parks with a focus on managing supply, location and appearance of this type of use	Regen Chch/CCC	Commence in 2019
Simplify event processes – review event host processes and costs	CCC	June 2019

* Actions that will require additional requests for funding.
Bids for funding will be made through separate requests including via the Annual/Long Term Plan.

Growth: unlocking prosperity

The **growth** theme reflects an ambition to grow Christchurch’s contribution to national GDP back towards the 9% observed prior to 2011. Regenerate Christchurch’s advice suggests that adding an additional 15,000 jobs would be the Central City’s contribution. Delivering this will require a well-resourced focus on business attraction with strong support from the business community.

The Central City is well placed to grow high value sectors including health, professional/technical services, and technology. Growing these sectors can generate a critical mass of activity that can stimulate larger scale business collaboration and innovation – driving output greater than the sum of its parts.

Short Term

- Selling the Central City’s proposition as a place of opportunity for new businesses and property investment remains at the heart of the activities under this theme. Whether through the Central City Prospectus or the Investor Ready City Strategy, the success in engaging with prospective investors relies heavily on the wider portfolio of activity within this action plan – notably the growth in flows of activity and the delivery of remaining city attractions.

Medium Term

- Facilitating redevelopment opportunities remains an important function of public agencies. Clear advice and guidance provides confidence and certainty to investors. Being more proactive in targeting landowners, using public land holdings to catalyse change and tactical interventions by Development Christchurch Ltd can help stimulate new opportunities.
- Currently Council funded, the Central City Business Association is well placed to initiate a Business Improvement District (BID) establishment process. A Central City BID offers the potential to create a strong, self-funded, business-led entity to invest, promote and grow the Central City in the same way that Mall operators act in other commercial centres. The applications for the creation of a BID would be supported by an existing Council Grant Fund.

Guiding Future Regeneration

- Led by ChristchurchNZ, and with partnerships across the public and private sector, the time is now right for a strategic approach to Economic Development within the Central City. Fundamental to regeneration momentum is: creating the right preconditions for growth, attracting business from other cities, and attracting businesses into the Central City.
- A comprehensive Central City Business Attraction Strategy will initially explore the current barriers to success and identify the sectors with the greatest potential. Armed with this, a targeted and well-resourced programme is required to attract and incentivise new or relocating businesses. The Strategy will include attraction of international education businesses into the Central City. New funding would be an essential ingredient in the delivery of component parts of the Strategy. A specific report to Council detailing this would inform any future decision on this matter.





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Growth: actions

Short term (0-6 Months) for Summer 2018/19

Activity	Lead
“Why Central Christchurch” prospectus <ul style="list-style-type: none">- An information and promotional resource to engage property and business investors about “why Central City Christchurch”– target retailers, hospitality and office tenants and developers	ChchNZ
Investor Ready City Strategy <ul style="list-style-type: none">- Investment proposition material to support face to face engagement with new investors	DCL

Medium term (6-18 months) for Winter 2019 / Winter 2020

Activity	Lead	When
Development facilitation <ul style="list-style-type: none">- Development advice and support- Update development intentions mapping- Review of public land opportunities- Identifying ‘best for city’ public land leveraging and other land assembly opportunities	DCL/CCC DCL/CCC DCL Case specific	Ongoing Winter 2019 Winter 2019 Spring 2019
Business Improvement District (BID)* <ul style="list-style-type: none">- Establishment of funding model to enable Central City business to promote and enhance the CBD experience	CCBA	Submit BID application 2019 Establish BID 2020

Guiding future regeneration (0-36 Months)

Activity	Lead	When
Business Attraction Strategy* <ul style="list-style-type: none">- Identify and address barriers to business attraction- Identify key sectors and Christchurch’s offering- Understand, plan for and support significant economic sectors- Business attraction campaign and toolkit- Targeted engagement plan<ul style="list-style-type: none">- High value / growth sectors- Corporate HQs- Australasian business expansion and/or relocation- Central City retailers, hospitality and services- International education providers- Visitor business attraction, application assessment and pipeline management	ChchNZ	Establish – June 2019 Then ongoing implementation of component projects

*** Actions that will require additional requests for funding.**
Bids for funding will be made through separate requests including via the Annual/Long Term Plan.

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People: relentlessly pursue residents and visitors

The **people** theme is heavily focused around the growth of the Central City’s residential population to 20,000 people.

The Christchurch City Council has initiated a cross-sector programme called Project 8011 which will continue well beyond the three year timespan of this Action Plan. Its work in the first three years will include establishing a dedicated Central City consenting support service, the initiation of neighbourhood level planning, land assembly projects and funding of an incentives package to improve development feasibility. The goal is to enable and accelerate housing delivery.

Alongside growing the resident population, visitors are equally important contributors to the Central City’s life. Those staying in the Central City are accommodated, entertained, fed and interested by what the city has to offer. Central Christchurch’s visitor proposition has been heavily impacted by the effects of the earthquakes. Recapturing the interest of international visitors who have bypassed the city when visiting the South Island is a key opportunity. Another longstanding opportunity lies in growing the shoulder and winter season visitor markets through new or extended events and activities that attract overnight and long weekend stays.

Short term

- In the immediate summer season (2018/2019) there are a range of major and community events taking place within and around the Central City. Successful delivery of these with some lateral thinking about spin-off activities (such as impromptu appearances of star performers and sports people, and street performers in public spaces), will reinforce the Central City as a ‘must do’ as part of any stay.
- Coordinated marketing and promotion, using the EXPLORE branding developed by ChristchurchNZ, is essential to reinforce that the Central City now offers a range of reasons to visit and spend time. The ability to tailor the EXPLORE message for different groups – overseas, national or local – is an asset.

Medium term

- The Council and ChristchurchNZ are committed to developing a Matariki/Winter Festival. A number of summer events and activities are being brought back into the Central City. There is scope to improve transfer of people between Hagley Park events - like Botanic D’Lights - and the Central City. New funding will be needed to support the growth of these events.

- There is a growing range of indoor venues available as the Christchurch Town Hall and Convention Centre open for business. Whether used for one-off performances or as a network to host special seasons of activity – like the NZ Film Festival or Jazz and Blues Festival – these venues offer the opportunity to attract people through the winter months. Funding to attract and promote these ventures is likely to be required.
- Growing a range of walking tours provides an opportunity for residents and visitors to get deeper perspectives of the city. Whether based around cuisine, culture, heritage or the new architecture of the city, suggested circuits can enable people to explore hidden gems and get the most out of visits.

Guiding future regeneration

- Project 8011 – the Central City Residential Programme - is a multi-faceted series of projects. The Council received the initial three year work programme in September 2018. This includes:
 - Establishment of a Central City housing service as a “one stop shop” for landowners and developers to assist in the design, consenting and compliance stages of their projects.
 - Agreement of funding opportunities and incentives to support development. A review of existing and alternative incentives is underway.
 - Neighbourhood level planning is a central part of the programme. Engaging with residents groups, this work will explore how growth can be accommodated in a way that retains and delivers attractive and liveable communities.
- Venue Utilisation Strategy – as the range of Central City venues grows, a commercial strategy is needed to match events to the venues in a way that optimises the experience for visitors and maximises business opportunities and visitor spending potential.





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People: actions

Short Term (0-6 Months) for Summer 2018/19

Activity	Lead
Transport promotions and incentives* <ul style="list-style-type: none">- Free parking – current 1hr free at CCC car parks. Further options being considered- Free public transport – Event day options being considered	CCC ECan
Major and community events programmes <ul style="list-style-type: none">- Deliver 2018/19 events programme- Spin-off activities – pre-event ideas, impromptu artist appearances, etc- Single events calendar across ChristchurchNZ, CCC and other organisations- Bundling transport booking with event tickets	CCC/ChchNZ
Coordinated marketing and promotion – use all opportunities to sell the Central City EXPLORE: ŌTAUTAHĪ campaign* <ul style="list-style-type: none">- International campaigns – cultural festivals- National campaign – airport links, AKL/WLG campaigns, rental car	ChchNZ
Coordinated marketing and promotion – use all opportunities to sell the Central City EXPLORE: TOWN - Regional/city residents dimension <ul style="list-style-type: none">- More simple “What’s On” this/next week circulation- Linked “free stuff” ideas to help people “make a day of it” with events and visits- “What’s new” – awareness raising of the “ever evolving city”- Integrate informative web content about parking and access options Keep customer facing staff informed about events and activities to inform visitors	CCC/ChchNZ CCBA/Business

Medium term (6-18 months) for Winter 2019/Winter 2020

Activity	Lead	When
Curate shoulder and winter season events* <ul style="list-style-type: none">- Matariki/Winter festival- Add or grow other cultural events and festivals- Relocation of events into Central City venues- Business events with national significance	CCC/ChChNZ/Vbase/ other venues	Subject to funding
Maximise winter use of central city indoor venues* <ul style="list-style-type: none">- Venue based winter event series/seasons – film, music, etc. using Christchurch Town Hall, Christchurch Art Gallery, Isaac Theatre Royal, Hoyts EntX, The Piano, Alice, etc	CCC/ChChNZ/Vbase/ other venues	Subject to funding
Visitor guides, tours and trails <ul style="list-style-type: none">- Cultural, heritage, cuisine, etc. paper-based /online resources- CBD adventures / activity and fitness trails / story telling	Various including CCC and ChchNZ	Existing and ongoing
Youth based activities <ul style="list-style-type: none">- School visits – curriculum based days out- e.g. Weekend mini basketball tournaments	Various, including CCC, Schools, community	To confirm

Guiding future regeneration (0-36 Months)

Activity	Lead	When
Project 8011: Central City residential service <ul style="list-style-type: none">- A one stop shop service to support residential consenting processes	CCC	Summer 2018/19
Project 8011: Funding: opportunities and incentives* <ul style="list-style-type: none">- Measures to incentivise residential buyers and developers	DCL/CCC	Decisions by June 2019
Project 8011: Neighbourhood scale planning <ul style="list-style-type: none">- Investigation, engagement and design led master-planning to encourage new, good quality city living	CCC	Staged. To commence in 2019.
Venue utilisation strategy <ul style="list-style-type: none">- A coordinated approach to optimise the use of city venues	CCC, VBase, Ōtakāro Ltd	End 2019

* Actions that will require additional requests for funding.
Bids for funding will be made through separate requests including via the Annual/Long Term Plan.

Getting it done: committing to and delivering our projects

The preceding sections have focused on growing flows of activity and people, including steps to be taken to realise the employment and economic potential of the Central City.

This is the life of the city and the key to its success. The canvas for this life is the city environment – its public spaces, cultural attractions, venues, streets, shops, workplaces and so on. With so much investment already made, a city of the future is taking shape.

During the three year timespan of this Action Plan, progress on the following list of projects – public and commercial, large and small - will be monitored with a view to supporting their delivery. Making the most of their completion, particularly through celebration of their opening, offers more reasons for people to come visit and spend time in the Central City.

One of the largest of these projects, the Stadium/Multi-Use Arena is scheduled to be completed in 2023. Commitment to this project was underlined in September 2018 when the Council indicated that it would seek to earmark \$220m of a Government allocated Capital Acceleration Fund to the project. City leaders are committed to expediting the remaining process stages that will see development of this centrepiece facility commence.



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Activity	Who	When
Major Public Facilities and Buildings		
Ao Tawhiti Unlimited Discovery School	Ministry of Education	Autumn 2019
Christchurch Town Hall	CCC	Autumn 2019
Durham Street Methodist Church	Methodist Church	Spring 2019
Edmonds Band Rotunda	CCC	Summer 2019/20
Te Pae / Convention Centre	Ōtākaro Ltd	Autumn 2020
MetroSports Facility	Ōtākaro Ltd	Summer 2021/22
Stadium / Indoor Arena Multi-Purpose Arena	To be confirmed	Winter 2023
Christ Church Cathedral	Cathedral Reinstatement JV	From 2019
Selected Commercial/Attraction Projects		
Riverside Farmers Market	Peebles Group	Summer 2018/19
Guthrey Centre	Peebles Group	Summer 2018/19
Ballantynes Redevelopment	Ballantynes	Autumn 2019
Lower High Street - Duncan's Buildings	Peebles Group	Autumn 2019
Spark Building	Nexus Point Ltd	Spring 2019
Aotea Gifts	Redson Corp.	Summer 2019/20
Old Post Office	G Chamberlain	Summer 2019/20
Ravenscar House Museum	Cant'y Museum	2020
Public Realm		
Avon River Precinct – Antigua Street to Madras Street	Ōtākaro Ltd	Summer 2018
Avon River Precinct – Avon Loop	Ōtākaro Ltd	Winter 2019
South Frame	Ōtākaro Ltd	Winter 2020

(Dates above are correct at October 201 based on direct or best available sources)

