

**Christchurch City Council**  
**ATTACHMENTS UNDER SEPARATE COVER**

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**Date:** Thursday 14 July 2022  
**Time:** 10am  
**Venue:** Council Chambers, Civic Offices,  
53 Hereford Street, Christchurch

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# Te Kaha Consultation

Submissions Thematic Analysis

Prepared by Monitoring and Research

July 2022

### How to use this document

This document outlines the results of consultation with residents on whether we should invest up to an additional \$150 million to allow the Te Kaha multi-use arena to continue as currently planned.

The first section contains the basic demographic and geographic breakdown of submitters, and where possible provides city comparisons. While we received a significant number of submissions, submitters were not representative of the wider population Christchurch City. As with all consultation processes it is important that when referencing the opinions provided by submitters, no inferences are made to them being representative of the views of all residents.

The purpose of the thematic (qualitative) component of this document is not to provide analysis on everything that submitters commented on, but rather to provide a summary of key topics and issues identified by submitters.

The thematic analysis is based on the opinions of submitters, whether they are factually correct or not.



## Key Messages

We received thousands of submissions for the Te Kaha Multi-Use Arena consultation, both from residents of Christchurch, surrounding districts, wider New Zealand and overseas, and from individuals and organisations. Submitters addressed a variety of issues and expressed many opinions either in support of investing up to an additional \$150 million to see the project continue as planned, to stop the project altogether or to pause the project and re-evaluate.

### **Invest up to an additional \$150 million**

The majority of submitters would like to see the Council invest up to an additional \$150 million to see the project continue as planned. Submitters who identified as male were more likely to support this option, as well as submitters aged under the age of 25. Submitters from surrounding Canterbury districts and the rest of New Zealand are also highly supportive of investing up to an additional \$150 million, tending to be more supportive of this option compared to submitters from Christchurch City.

There was a clear message from the majority who want us to invest up to an additional \$150 million that they just want to see us get on with it. There were indications from these submitters that we (the city and the region) deserve this facility, particularly after all we have been through over the past 10 years.

There was some acknowledgement from these submitters that investing in the project would be a significant financial decision for the city, and that we should be working with our neighbours and other interested parties to help reduce the financial burden on city ratepayers and residents.

There was general agreement from these submitters that if getting the project underway and completed meant additional rates increases, then this is something that they were prepared to accept. However, many noted that first they would like us to look at other options for finding additional funding, including naming rights, asset sales, deferring or diverting funds from other projects, ticket surcharges, fundraising campaigns, and other sponsorship opportunities.

These submitters told us that they are sick of having to travel to other cities to attend events, and want to be able to host events in Christchurch and spend their money locally. There was discussion around the employment opportunities that this would bring to the city, and the vibrancy it would create and the significant benefits for local businesses. There was some discussion that over the long term the facility will pay for itself, and that the economic and social benefits will outweigh any long-term debt burden.

### **Stop the project altogether or pause and re-evaluate**

Just under a quarter of submitters are not supportive of investing up to an additional \$150 million. They would instead rather see the project stopped altogether, or to pause and re-evaluate the project. Submitters who would like the project to be paused and re-evaluated were more likely to be aged 65 years or over, and to identify as either female or non-binary. Similarly, submitters who would like to see the project stopped altogether were more likely to identify as female or non-binary.

For both submitters who want to see the project stop altogether or paused and re-evaluated, the financial implications of the project proceeding were of significant concern. Many were concerned about the ongoing impacts that this would have on rates (both the capital and operational), with many pointing out the additional pressure that this will put on households who are already struggling with the rising cost of living.

There are concerns that low-income households will feel this pressure the most, and they are also likely to be the ones with the most barriers to access to events held at the arena.

These submitters were also concerned that the investment case no longer stands up, particularly in the context of investing up to an additional \$150 million. There were calls for the investment case to be reviewed to ensure that ratepayers would get an acceptable return on their investment, with some indicating that they feel if the project was to go through a rigorous cost benefit analysis, the project would not survive the process.

Both of these groups also addressed the project in the context of other issues and challenges facing the city, with a general sense from some that the arena is a luxury or nice to have, which should come after some of these other issues and challenges have been addressed.

They expressed concern about some of the ideas raised to mitigate the additional funding required. Some indicated that they would not want to see asset sales to fund up to the additional \$150 million, while others were concerned about deferring or diverting funding from other projects and reduced levels of service for services that resident's value.

There were submitters from the pause and re-evaluate group that do not think Christchurch residents should be solely responsible for the funding of the arena, and would like to see investment from Greater Christchurch and the wider region. Submitters would also like to see sporting groups and organisations that would benefit from the arena, contribute towards its funding.

While submitters who supported the additional investment so the project can proceed as planned generally supported an arena of 30,000 seats so that we can attract the big events that residents want to see in the city, others were concerned that we would have trouble regularly filling a facility of that size and we should instead take another look at what the city really needs and what would be most appropriate for the majority of events that will be held at the arena.

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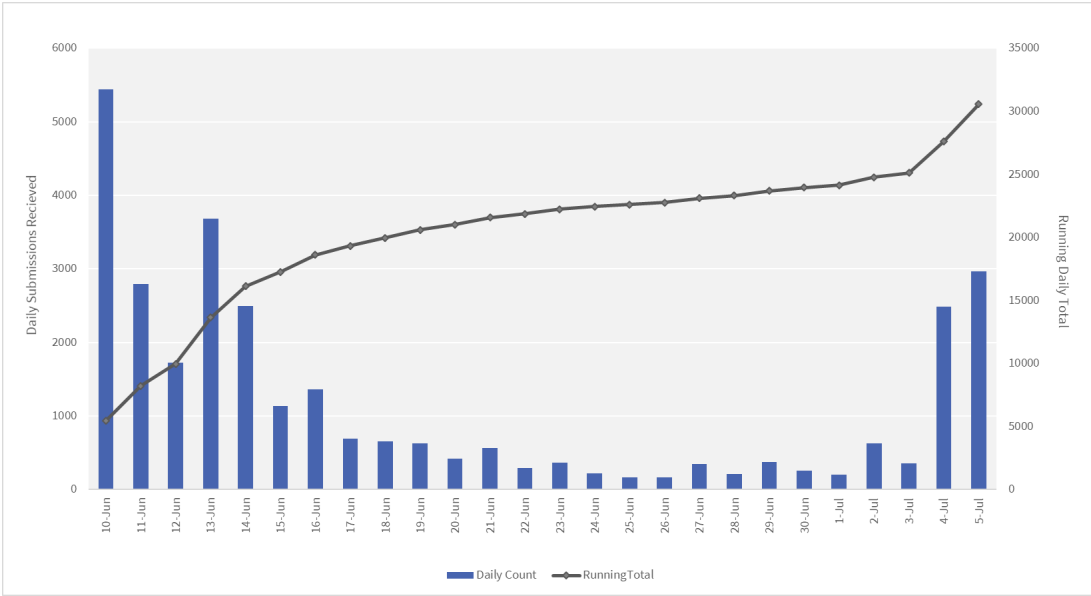
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## Engagement Approach

We received submissions throughout the consultation period, but the bulk of these came at the start of the consultation, with another spike at the end of the consultation period.



## Engagement Approach

Consultation started on 10 June 2022 and ran until 5 July 2022. An email was sent to approx. 550 stakeholders across the city, including resident's associations, business groups, community groups, services and schools.

The consultation was posted on the CCC Facebook, Instagram, Twitter and LinkedIn pages three times during consultation, inviting submissions on the Have Your Say webpage. We also posted once before and once after the consultation period and these also went across all the channels. In total, these posts reached almost 400,000 users (387,272) and were engaged with (comments, likes and shares) 7,239 times. Our most popular post was on Facebook, which received 307 reactions, 543 comments and was shared 193 times.

We published two Newsline stories (consultation opening and closed) and these were viewed 6,411 times. We received 44 media enquiries on the topic for this period.

The consultation was primarily online. However, submission forms were available for print across all Council Libraries and Service Centres.

In terms of the number of individuals involved, this consultation was on par with the '*Share an Idea*' campaign run following the 2011 earthquake.

## Analysis Methodology

### Data Cleaning

Some data cleaning was required, particularly where a submission was invalid, or a submitter had made more than one submission.

Submitters were required to provide their first and last name, an email address or phone number and their residential address when making their submission. Where these details were not provided, a submission has been deemed invalid and has not been included in the final analysis.

Regular checking was undertaken to identify instances where a submitter had made more than one submission. This was done using IP addresses, residential addresses, emails and phone numbers. Where multiple submissions were identified from a single IP address, the other details provided by submitters (e.g. name, phone number, email, address) were used to identify which were actually duplicates versus submissions from multiple individuals using a shared device. Identifying duplicates involved checking against multiple pieces of information provided by each submitter, it was not done based on a single variable.

Where duplicates were identified, any additional feedback was merged into the first submission received from that submitter and the additional submissions were removed for analysis purposes. This ensures that all feedback provided by submitters has been included, but they are only counted as a single submission in the numbers provided in the analysis section of this report.

Where submitters own multiple properties and had made submissions on behalf of each property, they were also merged into a single submission for analysis and reporting purposes.

Where submitters provided more than one submission with different points of view they were contacted by staff and asked which one they would like included and any others were removed.

Where a submitter has made both a personal submission and a submission on behalf of a business or organisation, both submissions have been included. However, where there was more than one submission made on behalf of a business or organisation they were treated in the same way as any additional submissions made by an individual.

## **Analysis**

This report contains both quantitative and qualitative analysis. The following outlines the steps taken to analyse the data.

### **Quantitative Analysis**

Quantitative analysis has been undertaken on the final clean dataset with all invalid and duplicate/additional submissions removed.

Comparisons have been provided to the demographic information for Christchurch City from the 2018 census, this provides an understanding of which groups are overrepresented and underrepresented by submitters.

Ward breakdowns have been run based on the suburb information provided by submitters. Significant cleaning has been undertaken on the ward information and spot checks have been undertaken on the suburb to ward conversion. A more detailed summary of response by suburb is available in appendix one.

### **Qualitative Analysis**

A thematic analysis of the feedback provided by submitters has also been undertaken. There was some pre-sorting of this feedback done by using survey logic to direct submitters to three different open-ended questions based on their preferred option (those who indicated that they would like to pause and re-evaluate the project were also asked to provide feedback on which aspects they think we should re-evaluate). From here feedback was sorted into themes and analysed to provide the thematic analysis included in this report.

While the proportion of submitters who commented on each theme has been provided, these should be treated as indicative only and have been rounded to the nearest 10. Comments from submitters can feature in multiple themes.

## Who did we hear from?

### Submissions Received

A total of 30,575 submissions were received (online and offline); 14 valid offline submissions were received either via email or post. Of the 30,575 submissions received, 501 were identified as duplicates where a submitter had made multiple submissions; these were removed. 87 were identified invalid as the submitter had not provided all the required information to make a submission (first name, last name, email address or phone number and their street address), these were also removed. This left a total of 29,987 valid submissions.

|                                    | Count          | %           |
|------------------------------------|----------------|-------------|
| <b>Total Submissions Received</b>  | <b>30,575</b>  | <b>100%</b> |
| Removed (more than one submission) | 501            | 2%          |
| Invalid                            | 87             | 0.3%        |
| <b>Total Valid Submissions</b>     | <b>29,987*</b> | <b>98%</b>  |
| Individuals                        | 29,801         | 99%         |
| Organisations                      | 186            | 1%          |

\*Note that there were submissions that did not state a stance however did provide attachments, these are included in the total valid submissions.

### Territorial Authority Breakdown

The majority of submissions received were from Christchurch residents (87%), 11% were from our Greater Christchurch Partnership neighbours, and other Canterbury territorial authorities (TA) comprised around 1.3% of submitters. We heard from submitters from a range of other TAs across the country (around 76% of all TAs) and from a small number of submitters based overseas.

Forty-nine submissions were received from people living overseas. Of those, 80% were from Australia and 12% from the United Kingdom, with the remainder from various other countries.

It is also worth noting that approximately 1,100 submitters reported living in Christchurch City, however address checking and cleaning revealed that they actually live in surrounding districts such as Selwyn and Waimakariri. These were cleaned and the summary information in this report is based on the cleaned data.

| Territorial Authority     | Count  | %    | Territorial Authority | Count | %    |
|---------------------------|--------|------|-----------------------|-------|------|
| Christchurch City         | 25,769 | 87   | Porirua               | 4     | 0.01 |
| Selwyn District           | 1,952  | 7    | Westland District     | 4     | 0.01 |
| Waimakariri District      | 1,233  | 4    | Taupo District        | 4     | 0.01 |
| Ashburton District        | 152    | 0.5  | Napier City           | 4     | 0.01 |
| Hurunui District          | 131    | 0.4  | Southland District    | 4     | 0.01 |
| Auckland City             | 126    | 0.4  | Manawatu District     | 4     | 0.01 |
| Timaru District           | 74     | 0.25 | Gisborne District     | 3     | 0.01 |
| Wellington City           | 46     | 0.15 | Kapiti District       | 3     | 0.01 |
| Queenstown-Lakes District | 21     | 0.07 | Upper Hutt City       | 3     | 0.01 |
| Dunedin City              | 21     | 0.07 | Palmerston North City | 3     | 0.01 |
| Nelson City               | 19     | 0.06 | Rotorua District      | 2     | 0.01 |

|                       |    |      |                            |               |      |
|-----------------------|----|------|----------------------------|---------------|------|
| Marlborough District  | 17 | 0.06 | Thames-Coromandel District | 2             | 0.01 |
| Tasman District       | 15 | 0.05 | Waikato District           | 2             | 0.01 |
| Tauranga City         | 14 | 0.05 | Waipa District             | 2             | 0.01 |
| Kaikoura District     | 14 | 0.05 | Waitaki District           | 2             | 0.01 |
| New Plymouth District | 9  | 0.03 | Whanganui District         | 2             | 0.01 |
| Invercargill City     | 9  | 0.03 | Matamata-Piako District    | 2             | 0.01 |
| Mackenzie District    | 9  | 0.03 | South Taranaki District    | 2             | 0.01 |
| Waimate District      | 8  | 0.03 | Central Otago District     | 2             | 0.01 |
| Lower Hutt City       | 8  | 0.03 | Gore District              | 2             | 0.01 |
| Grey District         | 8  | 0.03 | Hauraki District           | 1             | 0.00 |
| Whangarei District    | 7  | 0.02 | Far North District         | 1             | 0.00 |
| Hamilton City         | 7  | 0.02 | South Wairarapa District   | 1             | 0.00 |
| Marlborough District  | 6  | 0.02 | Chatham Island Territory   | 1             | 0.00 |
| Hastings District     | 6  | 0.02 | Otorohanga District        | 1             | 0.00 |
| Buller District       | 5  | 0.02 |                            |               |      |
|                       |    |      | International              | 49            | 0.16 |
|                       |    |      | <b>Total</b>               | <b>29,796</b> |      |

## Wards

The highest proportion of submitters living in Christchurch City were from the Halswell ward (10%) which is in line its total city population (9%), followed by Cashmere, Fendalton and Heathcote. A lower proportion of submissions were received from the Hornby and Spreydon wards. There was also a low proportion of submissions from Banks Peninsula (3%), however this is in line with the ward's proportion of the total population (2%).

| Ward                 | Te Kaha Submission Count | %          | City total *   | City total % * |
|----------------------|--------------------------|------------|----------------|----------------|
| Banks Peninsula Ward | 748                      | 3          | 9,390          | 2              |
| Burwood Ward         | 1,434                    | 6          | 28,800         | 7              |
| Cashmere Ward        | 2,210                    | 9          | 22,300         | 6              |
| Central Ward         | 1,461                    | 6          | 27,500         | 7              |
| Coastal Ward         | 1,841                    | 7          | 23,300         | 6              |
| Fendalton Ward       | 2,445                    | 9          | 23,400         | 6              |
| Halswell Ward        | 2,454                    | 10         | 34,300         | 9              |
| Harewood Ward        | 1,812                    | 7          | 22,600         | 6              |
| Heathcote Ward       | 2,321                    | 9          | 26,500         | 7              |
| Hornby Ward          | 1,000                    | 4          | 24,500         | 6              |
| Innes Ward           | 1,727                    | 7          | 24,500         | 6              |
| Linwood Ward         | 1,242                    | 5          | 25,400         | 6              |
| Papanui Ward         | 1,237                    | 5          | 23,900         | 6              |
| Riccarton Ward       | 1,179                    | 5          | 26,600         | 7              |
| Spreydon Ward        | 1,152                    | 4          | 25,500         | 7              |
| Waimairi Ward        | 1,506                    | 6          | 23,600         | 6              |
| <b>Total</b>         | <b>25,769</b>            | <b>100</b> | <b>392,090</b> | <b>100</b>     |

\*Based 2021 population estimates (Source: Statistics New Zealand)

## Age Breakdown



The majority of submitters were between the ages of 35 and 79 years (75%). The number of submitters under the age of 24 years (6%) was significantly below the overall city proportion (32%). The sample size of submitters between 25 – 34 years aligns with the city proportion, however those between the ages of 35 – 49 years and 50 – 64 years were overrepresented by submitters when compared to the proportion of residents in these age groups.

| Age            | Count         | %          | City total*    | City total %* |
|----------------|---------------|------------|----------------|---------------|
| Under 18 years | 265           | 0.9        | 76,545         | 21            |
| 18 – 24 years  | 1,526         | 5          | 39,297         | 11            |
| 25 – 34 years  | 4,706         | 16         | 58,026         | 16            |
| 35 – 49 years  | 7,792         | 26         | 72,621         | 20            |
| 50 – 64 years  | 8,679         | 29         | 67,143         | 18            |
| 65 – 79 years  | 5,873         | 20         | 40,374         | 11            |
| Over 80 years  | 746           | 3          | 15,000         | 4             |
| Not answered   | 391           | 1          |                |               |
| <b>Total</b>   | <b>29,978</b> | <b>100</b> | <b>369,006</b> | <b>100</b>    |

\*As at Census 2018 (Source: Statistics New Zealand)

### Gender Breakdown

More than half of submitters (58%) identified their gender as male, 39% identified their gender as female and 0.5% identified as non-binary or another gender. This is a notably large proportion of submitters identifying as male, both compared to the city proportions and what we typically see across our engagement and research programmes.

| Gender                      | Count         | %          | City total*    | City total %* |
|-----------------------------|---------------|------------|----------------|---------------|
| As a man                    | 17,254        | 58         | 183,972        | 49.9          |
| As a woman                  | 11,815        | 39         | 185,034        | 50.1          |
| Non-binary / another gender | 150           | 0.5        |                |               |
| Not answered                | 759           | 2.5        |                |               |
| <b>Total</b>                | <b>29,978</b> | <b>100</b> | <b>369,006</b> | <b>100</b>    |

\*As at Census 2018 (Source: Statistics New Zealand)

### Ethnicity Breakdown

The majority of submitters were of New Zealand European ethnicity (88%) which is significantly higher than the proportion of New Zealand Europeans in Christchurch City (72%). Around 6% of submitters identified as Māori ethnicity. This is lower than the proportion of the city's population. Similarly, the proportion of submitters who identified as Pacific Peoples, Asian, MELAA or other European was lower than the proportion for the city's population.

| Ethnicity            | Count  | %   | City total* | City total %* |
|----------------------|--------|-----|-------------|---------------|
| New Zealand European | 26,353 | 88  | 264,231     | 72            |
| Māori                | 1,722  | 5.7 | 36,642      | 9.9           |
| Pacific Peoples      | 332    | 1.1 | 14,178      | 3.8           |
| Asian                | 536    | 1.8 | 54,984      | 15            |

|   |               |            |                |            |
|---|---------------|------------|----------------|------------|
| Middle Eastern/Latin American/African (MELAA) | 145           | 0.5        | 5,580          | 1.5        |
| Other European                                | 1,133         | 3.8        | 25,635         | 6.9        |
| Other   | 887           | 3          | 5,007          | 1.4        |
| <b>Total</b>                                  | <b>29,978</b> | <b>100</b> | <b>369,006</b> | <b>100</b> |

**Note:** Respondents were able to identify with multiple ethnic groups

\*As at Census 2018 (Source: Statistics New Zealand)

## What do submitters want us to do?

### Full Sample

The majority of submitters (77%) are supportive of investing up to an additional \$150 million so that the project can proceed as planned. Just under a quarter of all submitters (23%) are not supportive of investing up to an additional \$150 million, with 15% indicating that they think that we should stop the project altogether and 8% wanting to pause and re-evaluate the project.

| Response  | Count          | %          |
|---|----------------|------------|
| Invest up to an additional \$150 million to enable the project to continue as planned | 23,216         | 77         |
| Stop the project altogether   | 4,375          | 15         |
| Pause and re-evaluate the project   | 2,387          | 8          |
| <b>Total</b>  | <b>29,978*</b> | <b>100</b> |

\*Note that there were submissions that did not state a stance however did provide attachments and were included in the total valid submissions.

### Territorial Authority

Christchurch City results generally align with the overall result, although support for investing up to an additional \$150 million is slightly lower than the result from all submitters. Submitters from Selwyn, Waimakariri, Hurunui, Timaru and Kaikoura show greater support than submitters from the City for investing the additional money for the arena. Submitters from Ashburton District had the greatest support for investing the additional money, at 97%.

| Territorial Authority | Invest up to an additional \$150 million |           | Stop the project |           | Pause and re-evaluate |          |
|-----------------------|--|-----------|------------------|-----------|-----------------------|----------|
|                       | Count                                    | %         | Count            | %         | Count                 | %        |
| Christchurch City     | 19,418                                   | 75        | 4,129            | 16        | 2,215                 | 9        |
| Selwyn District       | 1,751                                    | 90        | 118              | 6         | 83                    | 4        |
| Waimakariri District  | 1,124                                    | 91        | 64               | 5         | 45                    | 4        |
| Hurunui District      | 118                                      | 90        | 6                | 5         | 7                     | 5        |
| Ashburton District    | 147                                      | 97        | 3                | 2         | 2                     | 1        |
| Timaru District       | 68                                       | 92        | 4                | 5         | 2                     | 3        |
| Kaikoura District     | 13                                       | 93        | 1                | 7         | 0                     | 0        |
| Waimate District      | 6  | 75        | 2                | 25        | 0                     | 0        |
| Rest of New Zealand   | 365                                      | 88        | 29               | 7         | 20                    | 5        |
| <b>Total</b>          | <b>23,010</b>                            | <b>77</b> | <b>4,356</b>     | <b>15</b> | <b>2,374</b>          | <b>8</b> |

### Ward

Ward breakdowns show that there are differing opinions across the city. Submitters from Central, Coastal, Halswell, Hornby, Riccarton and Waimairi wards tend to mirror the city-wide results (75%

want to invest up to an additional \$150 million), while those from Burwood, Fendalton, Harewood and Papanui wards tend to be more supportive of investing up to an additional \$150 million to see the project continue as planned. Submitters from Banks Peninsula, Cashmere, Heathcote and Linwood wards tend to be the least supportive of investing up to an additional \$150 million, with less than half of submitters from Banks Peninsula agreeing that we should invest the additional money.

| Ward                 | Invest up to an additional \$150 million |           | Stop the project |           | Pause and re-evaluate |          |
|----------------------|--|-----------|------------------|-----------|-----------------------|----------|
|                      | Count                                    | %         | Count            | %         | Count                 | %        |
| Banks Peninsula Ward | 360                                      | 48        | 293              | 39        | 95                    | 13       |
| Burwood Ward         | 1,159                                    | 81        | 181              | 13        | 94                    | 7        |
| Cashmere Ward        | 1,424                                    | 64        | 493              | 22        | 292                   | 13       |
| Central Ward         | 1,099                                    | 75        | 241              | 16        | 121                   | 8        |
| Coastal Ward         | 1,427                                    | 78        | 299              | 16        | 114                   | 6        |
| Fendalton Ward       | 2,010                                    | 82        | 253              | 10        | 180                   | 7        |
| Halswell Ward        | 1,934                                    | 79        | 327              | 13        | 193                   | 8        |
| Harewood Ward        | 1,519                                    | 84        | 181              | 10        | 112                   | 6        |
| Heathcote Ward       | 1,559                                    | 67        | 504              | 22        | 257                   | 11       |
| Hornby Ward          | 768                                      | 77        | 150              | 15        | 82                    | 8        |
| Innes Ward           | 1,418                                    | 82        | 201              | 12        | 107                   | 6        |
| Linwood Ward         | 841                                      | 68        | 281              | 23        | 119                   | 10       |
| Papanui Ward         | 1,023                                    | 83        | 133              | 11        | 81                    | 7        |
| Riccarton Ward       | 895                                      | 76        | 177              | 15        | 107                   | 9        |
| Spreydon Ward        | 814                                      | 71        | 212              | 18        | 126                   | 11       |
| Waimairi Ward        | 1,168                                    | 78        | 203              | 13        | 135                   | 9        |
| <b>Total</b>         | <b>19,418</b>                            | <b>75</b> | <b>4,129</b>     | <b>16</b> | <b>2,215</b>          | <b>9</b> |

### International

Of the 49 international submissions received, 92% would like to see up to an additional \$150 million invested in the arena. This is considerably higher than result across all submitters (77%).

|               | Invest up to an additional \$150 million |    | Stop the project |   | Pause and re-evaluate |   |
|---------------|--|----|------------------|---|-----------------------|---|
|               | Count                                    | %  | Count            | % | Count                 | % |
| International | 45                                       | 92 | 0                | 0 | 4                     | 8 |

### Organisations

The majority of organisations (86%) who submitted tended to support investing up to an additional \$150 million so that the project can continue as planned. This position was particularly prevalent among organisations in the construction, hospitality, events and entertainment,

investment and property developers, retail and sports categories. Those in the interest, lobby and community groups tended to have more mixed views, while submissions from political organisations and groups fell into the pause and stop categories.

| Category  | Invest up to an additional \$150 million |            | Stop the project |           | Pause and re-evaluate |           |
|---|--|------------|------------------|-----------|-----------------------|-----------|
|   | Count                                    | %          | Count            | %         | Count                 | %         |
| Construction Industry                                   | 15                                       | 83         | 1                | 6         | 2                     | 11        |
| Hospitality, Events & Entertainment                     | 41                                       | 95         | 1                | 2         | 1                     | 2         |
| Interest, Lobby, Industry & Community Groups            | 9  | 53         | 4                | 24        | 4                     | 24        |
| Investment Companies, Property Developers & Real Estate | 17                                       | 89         | 2                | 11        | 0                     | 0         |
| Political Groups & Organisations                        | 0  | 0          | 1                | 50        | 1                     | 50        |
| Retail  | 14                                       | 100        | 0                | 0         | 0                     | 0         |
| Sports  | 15                                       | 100        | 0                | 0         | 0                     | 0         |
| Other   | 48                                       | 86         | 7                | 13        | 1                     | 2         |
| <b>Total</b>  | <b>159</b>                               | <b>86%</b> | <b>16</b>        | <b>9%</b> | <b>9</b>              | <b>5%</b> |

#### Age (Full Sample)

Age breakdowns show that there were varying opinions across age groups. Submitters aged under 25 years tended to be the most supportive of investing up to an additional \$150 million, followed by submitters aged 25 – 49 years. The response from 50 – 64 year olds more or less aligned with results from all submitters. Submitters aged 65 years and over tended to be less supportive of investing the additional money compared to other age groups.

| Age            | Invest up to an additional \$150 million |           | Stop the project |           | Pause and re-evaluate |          |
|----------------|--|-----------|------------------|-----------|-----------------------|----------|
|                | Count                                    | %         | Count            | %         | Count                 | %        |
| Under 18 years | 237                                      | 89        | 16               | 6         | 12                    | 5        |
| 18 – 24 years  | 1,336                                    | 88        | 137              | 9         | 53                    | 3        |
| 25 – 34 years  | 3,946                                    | 84        | 536              | 11        | 224                   | 5        |
| 35 – 49 years  | 6,294                                    | 81        | 955              | 12        | 543                   | 7        |
| 50 – 64 years  | 6,701                                    | 77        | 1,266            | 15        | 712                   | 8        |
| 65 – 79 years  | 4,040                                    | 69        | 1,147            | 20        | 686                   | 12       |
| Over 80 years  | 479                                      | 64        | 177              | 24        | 90                    | 12       |
| <b>Total</b>   | <b>23,033</b>                            | <b>78</b> | <b>4,234</b>     | <b>14</b> | <b>2,320</b>          | <b>8</b> |

Gender (Full Sample)

Submitters who identify as male are more likely to support the additional investment of up to \$150 million. Results from submitters who identify as a woman are in line with the results from all submitters. Submitters who identify as non-binary or another gender are less likely than other genders to support the additional investment, and more likely to say stop the project altogether than other genders.

| Gender                      | Invest up to an additional \$150 million |    | Stop the project |    | Pause and re-evaluate |    |
|-----------------------------|--|----|------------------|----|-----------------------|----|
|                             | Count                                    | %  | Count            | %  | Count                 | %  |
| As a man                    | 13,745                                   | 80 | 2,242            | 13 | 1,267                 | 7  |
| As a woman                  | 8,972                                    | 76 | 1,833            | 16 | 1,010                 | 9  |
| Non-binary / another gender | 71                                       | 47 | 55               | 37 | 24                    | 16 |
| Total                       | 22,788                                   | 78 | 4,130            | 14 | 2,301                 | 8  |

Ethnicity (Full Sample)

Submitters who identified their ethnicity as New Zealand European, Māori and Pacific Peoples were more supportive of up to an additional \$150 million compared to other ethnic groups. Those who identified their ethnicity as Asian, MELAA, other European and other ethnic groups were less supportive of investing the additional money into the arena. These submitters were also more likely to say stop the project compared to other ethnic groups.

| Ethnicity                             | Invest up to an additional \$150 million |    | Stop the project |    | Pause and re-evaluate |    |
|---------------------------------------|--|----|------------------|----|-----------------------|----|
|                                       | Count                                    | %  | Count            | %  | Count                 | %  |
| NZ European                           | 20,840                                   | 79 | 3,544            | 13 | 1,969                 | 8  |
| Māori                                 | 1,428                                    | 83 | 183              | 11 | 111                   | 6  |
| Pacific Peoples                       | 277                                      | 83 | 28               | 8  | 27                    | 8  |
| Asian                                 | 346                                      | 65 | 134              | 25 | 56                    | 10 |
| Middle Eastern/Latin American/African | 94                                       | 65 | 31               | 21 | 20                    | 14 |
| Other European                        | 748                                      | 66 | 253              | 22 | 132                   | 12 |
| Other                                 | 581                                      | 66 | 184              | 21 | 122                   | 14 |
| Total                                 | 24,314                                   | 78 | 4,357            | 14 | 2,437                 | 8  |

**Invalid & Removed Submissions**

Where we received multiple submissions from an individual or on behalf of an organisation, the majority were in support of investing up to an additional \$150 million. A total of 924 duplicate submissions were identified, of these 499 were removed prior to analysis (see methodology). Submitters in support of the additional investment accounted for 76% of the submissions which were merged and removed.

| Category     | Invest up to an additional \$150 million |           | Stop the project |           | Pause and re-evaluate |          | Blank     |           | Total      |
|--------------|--|-----------|------------------|-----------|-----------------------|----------|-----------|-----------|------------|
|              | Count                                    | %         | Count            | %         | Count                 | %        | Count     | %         | Count      |
| Invalid      | 23                                       | 25        | 9                | 9         | 7                     | 6        | 48        | 60        | 87         |
| Removed      | 382                                      | 76        | 70               | 14        | 25                    | 5        | 24        | 5         | 501        |
| <b>Total</b> | <b>405</b>                               | <b>69</b> | <b>79</b>        | <b>13</b> | <b>32</b>             | <b>5</b> | <b>72</b> | <b>13</b> | <b>588</b> |

## Thematic Analysis of Feedback

### How to use this analysis

The purpose of the thematic (qualitative) component of this document is not to provide analysis on everything that submitters commented on, but rather to provide a summary of key topics and issues identified by multiple submitters.

The thematic analysis is based on the opinions of submitters, whether they are factually correct or not.

Given the large volume of submissions, analysis has been carried out at the key theme level for each of the three positions and with a general indication as to the quantum of submitters who addressed each sub-theme given in the analysis.

While the proportion of submitters who commented on each theme has been provided, these have been rounded to the nearest 10. Comments from submitters can feature in multiple themes. The proportions have been calculated based on the number of submitters who supported each option, not the total number of submitters.

### Invest up to an additional \$150 million to enable the project to continue as planned (All submitters)

There was very much a sense from submitters who support investing up to an additional \$150 million so that the project can proceed as planned that we should just get on with it and that the city and wider region deserve to see this project come to fruition.

Other themes covered by these submitters include the financial impacts and funding options, economic impacts and benefits, event attraction, the design and design elements such as the size and capacity and the roof, future proofing and the governance arrangements

#### Get on with it (60% submitters)

For those in support of investing additional money to continue the project, there was an overwhelming sense of just wanting to see the facility built without further delay. Many were frustrated with how long it has already taken, thought that it should already have been completed by now, and stated that costs would only increase as time went on.

Submitters who support investing the additional money commonly highlighted that as New Zealand's second largest city, we need a world class arena that will bring many benefits to the city and wider region. It was felt that this will be a key asset for the city. Submitters also pointed out that the city is missing out on hosting significant events because we do not currently have the appropriate facilities.

There was a sense from some submitters that we deserve this after the earthquakes and other disruptive events over the past decade. These submitters feel that a new arena is a key component



of the rebuild and city's recovery, and some noted that we have waited over a decade for this after being promised it as an anchor project in the Central City Recovery Plan. Others also suggested that the arena would merely be replacing what we lost in the earthquakes.

#### **Economic Impacts & Benefits (50% submitters)**

Submitters commonly mentioned that Christchurch is currently missing out on hosting large events, such as international rugby games and concerts, because of inadequate facilities and capacity. They feel that we needed an arena that would entice bigger events to the city, resulting in increased international and domestic visitors to the city and associated revenue for local businesses. Some noted that they are having to travel to large events outside of Christchurch at great expense and would prefer to spend their money locally.

Many felt the arena will bring employment opportunities and vibrancy to the city, could help attract people to live and stay in Christchurch, bring global exposure, and will benefit many local businesses. Some submitters highlighted that they have already invested in businesses and property in the central city on the premise and expectation that the planned arena will be built there.

There is a feeling from some that the facility will pay for itself over the long-term. Others feel that the economic and social benefits to the city would outweigh any long-term debt burden. Some submitters feel that we simply need to accept the costs of the project just as we do with other Council facilities, such as libraries and pools, which are not expected to make a profit but provide many other, non-financial benefits to the communities that they service.

#### **Financial Impacts (30% submitters)**

There was an acknowledgement from some submitters that an arena with a full roof will be a significant cost for the city, but even taking this into account they still feel that we should proceed with the project as planned.

Suggestions were offered for how we could offset or mitigate some of these costs, primarily through alternative revenue sources such as selling naming rights to the arena, selling certain Council assets, ticket surcharges, fundraising campaigns, and other sponsorship opportunities.

There were some suggestions that sporting bodies who are likely to benefit from the arena should be contributing towards the build, as they will be the main beneficiaries of an arena, while others thought the government should be approached for more funding.

Submitters commonly raised deferring or diverting money intended for other purposes and projects to fund a full roof on the arena. Key areas suggested for cost-savings included cycleways and the Cathedral.

Generally, submitters in support who mentioned rates contributions are prepared to pay an increase in rates in order to fund the additional costs. Those who supported the extra \$150 million spending, but were opposed to rates increases, suggested the money either comes from

elsewhere within Council or from other sources, as they had concerns for those who would not be able to afford such an increase to their rates or cost of living.

Some of these submitters blame the Council for the current shortfall in funding due to under-insuring the old AMI Stadium prior to the earthquakes and feel that ratepayers should not be penalised because of this. Others questioned what has happened to the insurance money received after the earthquakes, and how this has been incorporated into the current arena budget.

#### **Future Proofing (20% submitters)**

Submitters commonly highlighted that they feel we should be thinking long-term, and that we have one chance to build an asset that will be fit for future generations. Some of these submitters mentioned that they want to see this facility built for their children and grandchildren.

There was a general view that we should do this once, and do it right, as it is a long-term investment for the city and its people. Largely the current plans for a roof and 30,000 seat capacity were seen as essential by those who support investing up to an additional \$150 million, and many thought we would regret not taking the opportunity to incorporate these elements if they were abandoned due to cost cutting. However, a small number of submitters suggested we proceed with a design where a roof, increased seating, or other improvements could be added in the future. Some submitters thought that the current debate and tensions about costings would be long forgotten about in years to come.

#### **Governance & Decision Making (10% submitters)**

There was a sense among these submitters that the Council (both elected members and staff) are responsible for the lack of progress on the project and perceived mismanagement of the process. Key areas of dissatisfaction include the inability to make decisions, delays leading to cost escalations, funding arrangements, inexperience with large infrastructure projects, and the processes used to award contracts.

Many submitters implored the Council to be brave, bold and to just get on with it.

Some submitters wanted greater scrutiny and transparency of costings, with some noting that they feel that the team tasked with delivering the project could be getting better value for money for ratepayers and the city. Some submitters feel we should be using local companies to manage, design and build the facility, as they have local knowledge and expertise, and the money spent would stay in the city.

A small number of submitters blame various successive governments for inadequately funding the project following the 2012 decision from the Christchurch Earthquake Recovery Authority to include a multi-use arena in their Central City Recovery Plan.

#### **Regional Investment (10% submitters)**

Submitters commonly noted that the arena will be an asset for the whole of the South Island, particularly the Canterbury area. It was felt that residents of the Greater Christchurch area would be likely users of the facility and neighbouring councils would also benefit financially from the arena, so should therefore contribute towards the costs of the arena. Some of the submitters who were happy to contribute via their rates were residents of Selwyn and Waimakariri districts.

Some submitters feel Council should have approached neighbouring councils many years ago to discuss contributions and were disappointed that this had not been done already.

#### **Events (10% submitters)**

Many submitters in favour of proceeding with the current design feel that we needed a world-class, modern facility to attract a range of events to the city.

Many submitters in favour of investing up to an additional \$150 million are annoyed with the city missing out on hosting international sporting events and games, with some reluctantly travelling elsewhere to attend matches. Submitters highlighted our city's proud sporting identity and successes and mentioned how sport unites us and contributes to the wellbeing of many. Others pointed out the opportunities that we are missing out on to host concerts and other events in the city because we do not have a facility that is up to the right standard to attract big international artists and events. As with sporting events, submitters highlighted that they are sick of having to travel to other cities to attend these types of events, and feel that the city deserves a facility that can accommodate these events.

Submitters pointed out the shortcomings of the current temporary stadium, with some no longer attending events held there due to unpleasant experiences.

A smaller number of submitters, particularly younger submitters, mentioned the arena would be a reason for them and their peers to stay in the city and could act as a drawcard for others to move here. Some submitters stated that although they are not sports fans, they would still like to see the arena built. Although rugby was the most mentioned sport, some submitters noted there could be opportunities for new sporting events to be held. A small number of submitters noted that an arena would bring international exposure to our city.

#### **The Design & Design Elements (10% submitters)**

There is strong support for a covered arena from these submitters, with many saying it needs a roof as the cold weather that Christchurch experiences in winter makes the spectator experience unpleasant and puts many off attending events in the current stadium. Comparisons were made with the stadium in Dunedin and the benefits it has brought to the city. A small number of submitters who support the additional investment think that a roof is unnecessary.

Many submitters do not want any changes made to the proposed design, noting that this would likely result in further delays and cost increases. In comparison, a small number of submitters

think that cost savings could be achieved by simplifying the design and removing some design elements.

There were mixed views about the multi-use nature of the arena, with some submitters believing this will compromise the overall experience for users. Some want the arena to be truly multi-use, while others feel it should primarily be a sporting venue. Those concerned about a multi-use arena providing a compromised experience are worried that by trying to provide a facility that is suitable for a wide range of uses, we will end up with an arena that provides an average experience regardless of the type of event. A guarantee of good sound acoustics is desired by some submitters.

A small number of submitters feel there was not enough consideration given to people with disabilities in the design of the arena, or to sustainable design and environmental impacts.

#### **Size & Capacity (10% submitters)**

Generally submitters who support the additional investment agree that the fully covered arena should have at least 30,000 seats, with people feeling this is about right for a city of our size. Some submitters believe that a smaller arena would not be of much use, particularly when compared with other New Zealand stadia. Others are concerned that a smaller facility would compromise our ability to attract events.

Those who do not agree with the 30,000 seats were more likely to suggest an increase rather than decrease. Some feel that 30,000 is short-sighted and would not allow the city to compete for large events or allow for population growth and is less than what the city previously had. A small number of submitters suggested at a minimum the new arena should have in the region of 35,000 to 50,000 seats.

A smaller number think that seating could or should be reduced in order to save on costs, with some suggesting that we could take a staged approach and add additional seating later when budgets allowed.

## **Stop the project altogether**

Most of the feedback from submitters who would like to see the project stop altogether fell into the category of financial impact and implications. Submitters also commented on a small number of other topics, including priorities, the location and capacity and attendance.

### **Funding & Financial Implications**

#### **Financial Impact (80% submitters)**

For those wishing to stop the project altogether, by far the main reasons are financial, with many indicating that they think that there are more pressing issues and needs that we should be investing the money in.

Many submitters feel that the financial cost and debt burden of the project is just too high to justify, and it would be financially irresponsible to continue with the arena. Submitters noted that we are in a period of increased financial uncertainty and hardship, and that now is not the time to be undertaking such a large project or taking on such a significant amount of additional debt. Submitters feel that ratepayers and particularly low-income households will be unfairly burdened for many years to come with the costs for a facility that for many, attending events at will be out of reach. Some mentioned the stadium in Dunedin, highlighting the long-term financial costs to the city and the sacrifices and compromises that the city had to make as a result.

Other submitters noted that the final project costs are still uncertain, with some questioning whether \$650 million will even be enough to complete the project or whether there will be further cost increases that rate payers will also be asked to finance.

Some submitters highlighted concerns that we will also be required to provide operational subsidies on top of the increased capital costs, and that the cost of this will inevitably be passed onto ratepayers, which would further increase the financial pressure that the facility is likely to put on households. Some indicated that they would not be happy about making significant ongoing financial contributions to the cost of running a facility that will for the most part sit idle or empty.

Some submitters indicated that they feel that investing in this project is a waste of money which will result in the city ending up with a facility that is in essence a white elephant. As with the submitters who are concerned about the financial impacts on households, these submitters also highlighted that there are more pressing issues and needs across the city that need to be addressed.

#### **Investment Case & Benefits (< 5% submitters)**

There was a small amount of discussion from submitters who want to stop the project altogether that the project does not stack up in terms of return on investment and cost-benefit ratios. There is some concern that the Council will invest in an arena that will have what is perceived to be poor return on investment. Many think that if the project was put through a rigorous cost-benefit analysis process, it would not survive and that it would be a financially irresponsible decision for

the Council to approve investing such a significant amount in a facility where the numbers do not stack up.

### **Other Themes**

#### **Priorities (20% submitters)**

Many submitters feel that spending hundreds of millions of dollars on a new arena is an extravagance that cannot be justified, particularly when there are other pressing needs in the community that could potentially have wider benefits. Some submitters noted that there are already sufficient facilities throughout the city that could cater for most events.

Key areas where many submitters feel that the money would be better spent largely related to “the basics” including upgrading Council roading and water infrastructure, community wellbeing projects, health, education, and housing.

There was concern from some submitters about some of the ideas that have been floated to help fund the additional up to \$150 million required for the project to proceed as planned. Generally, these submitters did not want to see the Council selling assets to fund the cost escalation, and there was also little appetite from these submitters to see other projects delayed and funding deferred or diverted to the arena.

Some submitters were concerned about climate change and environmental impacts and feel that a new arena was incompatible with our climate change commitments and goals.

#### **Upgrade Orange Theory Stadium (10% submitters)**

Although the consultation document made it clear that upgrading the temporary stadium at Addington would not be feasible over the long-term, some submitters indicated that they think that this option should still be considered and explored. They feel that the existing stadium is generally sufficient for the city’s needs and could be turned into a permanent venue at a much lower cost than the proposed arena.

#### **Location (10% submitters)**

Some submitters wanting the project stopped did not feel that the central city location was appropriate for the arena. The main reason for this was that submitters thought the central city location was too residential in its nature, and that the structure would be too dominant and overbearing - particularly in the context of the residential area around it. It was felt that events, noise and crowds would have a negative impact on residents' quality of life. Others thought the land could be put to better use as housing.

Some submitters were concerned that congestion would be an issue, and that transport links and parking options would not be suitable. Alternative locations suggested for a new arena included Lancaster Park, Addington, or the outskirts of the city.

Submitters raised concerns about the impacts of having a large facility in the central city that will for the most part sit idle or empty, and that it will end up having a detrimental impact on the activation of this part of the central city when it was not being used. Others think we would be better off investing in something that would bring activation and life to the central city on a day-to-day basis, while some questioned how much the central city location would really contribute to the council's goal of having a vibrant central city.

#### **Capacity & Event Attendance (5% submitters)**

Submitters raised concerns about falling crowd attendance at events and the frequency in which the arena would be filled to capacity.

They noted concerns that it would likely sit un-used for large parts of the year, and some mentioned that even a 30,000 seat arena would struggle to attract major rugby games. Some submitters feel that there is not value in building an arena of the capacity that we have planned for the sake of a few events each year.

Although some submitters indicated that they want to stop the project altogether at this point, they still acknowledge that the city needs some sort of stadium or arena – just not this one. Capacity was the main concern for these submitters, who feel that we should stop and take another look at the facility that the city needs, as opposed to the one that we are building in light of public pressure.

Alongside concerns about the scale and size of the planned arena, submitters also highlighted concerns about challenges with attendance. There are concerns that we are already seeing declining attendance, particularly at sporting events, and that this is likely to continue as people adjust to new ways of living and consuming entertainment. Others had concerns that providing a larger arena with more seats came with no guarantee of good attendance at events.

## Pause and re-evaluate the project

The majority of feedback provided from submitters who think that we should pause and re-evaluate the project largely falls into two categories:

1. Design and design elements, including the overarching design and purpose of the facility, whether there is really the need for a full covered roof, and the size and capacity of the arena.
2. Funding and financial impacts, including the financial impact of the proposed arena, investigating regional investment, private shareholders, user pays and contributions from other interested parties, and re-evaluating the total budget.

A small number of other issues were raised by submitters, including the location, other city priorities, governance and decision making, and timing and delays.

### The Design & Design Elements

#### Overarching Design & Purpose (5% submitters)

There was a desire from some submitters that we pause and take another look at what the overarching purpose of the facility is and ensure that we are going to invest in and deliver the facility that the city really needs. Some feel that the proposed facility is far outside the scope of what the city really needs at this point (essentially a venue for live sports) and we should go through a process of going back to the basics and scaling back the arena to provide the right facility for the city.

Others pointed out that we already have several facilities that provide a similar level of service (particularly from the multi-use point of view) and questioned the value of providing a second facility that essentially serves the same purpose as facilities we already have.

#### Size & Capacity (20% submitters)

Submitters who think that we should pause and re-evaluate the project provided feedback on the proposed size and capacity of the arena, which tended to highlight concerns that we were going to end up with a facility that is much bigger than the city needs.

Feedback from submitters on the size and scope of the arena ranged from; we should build a smaller arena that is right sized for the city, scaling back the size of the arena but retaining the roof, staging and developing the arena in a way where the capacity can be scaled up in the future (with similarities drawn to how the stadium at Lancaster Park was developed), to a small number of submitters who indicated that they would like to see us scale up the size of the arena to ensure it would meet the future needs of the wider Greater Christchurch area.

Some believe we should be building an arena that is right sized for the events that it will be used for most often, as opposed to building a larger arena that will rarely be sold out or at full capacity, with some noting that they feel that it is inappropriate to build an arena of this size for the sake of one or two events each year and that we should revisit what we actually need. These submitters tend to indicate that they would prefer a smaller, well considered arena or facility that would meet the needs of the city without unnecessarily burdening ratepayers financially. There were some



questions raised as to the advantages of developing a bigger arena when we will still need to bid to host events in Christchurch.

#### **Roof (10% submitters)**

Some submitters questioned the value of the arena having a roof. Many feel that the facility could still be successful without a full roof and provided a range of examples of successful stadia and facilities that are not covered.

For many, they are concerned about the additional costs being driven by the roof, while others highlight that a lack of a roof is not a barrier to concerts at other similar facilities and stadia around the country.

#### **Funding and Financial Implications**

##### **Financial Impact (20% submitters)**

A significant number of submitters discussed the financial impacts that the proposed spend and additional up to \$150 million would have on not only household finances but also city finances.

For many the ongoing costs associated with the arena, both capital and operational, would represent a further increase in rates at a time when households are already under significant pressure with ongoing increases to the cost of living, with some raising concerns that the cost of living in Christchurch could become unsustainable. Many thought that the ongoing demands on ratepayers to fund projects such as this was unreasonable, and that the council needs to live within its means as ratepayers are required to.

Some signalled that with the rates impact it would have, they would struggle to afford tickets to any events being held at the arena. Others highlighted that they feel that all ratepayers are being asked to contribute a significant amount to a facility that they feel only a small number will get the benefit from. There was a strong desire from many of these submitters that we press pause and figure out what we can deliver within the existing allocated budget instead of asking households to fund an additional up to \$150 million.

In terms of the capital expenditure to develop the facility, submitters highlighted concerns that it would have significant, long-lasting impacts on council debt, the cost of which would continue to be passed onto ratepayers through rates. Some submitters also raised concerns around the ongoing operational costs associated with the arena.

There are concerns about the other opportunities and projects that we would need to forgo in order to support the financial impact of the arena, with one submitter describing it as “quite literally putting all the rate payer's investment eggs into one stadium basket”. There were concerns that in forgoing other projects and opportunities, we would also miss out on the social, cultural and economic benefits that they would bring, which could ultimately have more of an impact on Christchurch residents' quality of life. Some submitters raised concerns that funding the arena would lead to reduced levels of service in other areas and services that residents value.

### **Funding Options (20% submitters)**

There was significant discussion from submitters about alternative funding options, including investment from our neighbouring territorial authorities and the wider Canterbury Region, the option of private shareholders, asset sales and exploring user pays options.

Regional investment was raised by many submitters who want us to pause and re-evaluate the project, with there being general agreement that Christchurch City ratepayers and residents should not be solely responsible for funding the build of the arena. Submitters noted that Christchurch residents would not be the only ones to use and benefit from the arena, and that residents from our neighbouring territorial authorities would be just as likely to attend the events held there. Some submitters noted that they would like to see funding agreements in place with other territorial authorities before the project proceeded any further.

A large number thought that certain sporting groups and organisations would ultimately get the most benefit from the arena, and that it would be appropriate for them to contribute financially to the development of the facility. Others suggested a 'user pays' approach so that more of the financial impact falls with those who support and will use the arena, as opposed to all rate payers with some signalling that they are not likely to ever attend an event at the arena.

The prospect of private shareholders was raised by some submitters, however many noted that if the arena really was a viable investment that would provide a return, then the private sector would have taken on the project, as opposed to it being a public asset funded by ratepayers and central government investment.

### **Investment Case and Benefits (10% of submitters)**

For many who indicated that they would like us to pause and re-evaluate, there are concerns about whether the city will see enough return on investment to make the project viable, particularly in the context of needing to invest up to an additional \$150 million in the project.

There was a sense from many of these submitters that there is mounting evidence that points towards arenas and stadia not being sound economic investments, and that it is common for them to lose more money than they make. Some highlighted that there would be a limited group who would see most of the benefit, however all ratepayers would be required to help fund the significant costs associated with the development of this facility. While some of these submitters agreed that we needed a facility of this nature, there was a desire for it to be a facility where there will be a reasonable return on investment.

Some submitters pointed to the challenges that Dunedin has faced as a good example of what we can expect to happen in Christchurch if we don't right size the facility based on what we really need and undertake sound return on investment analysis.

There were suggestions that the level of funding should be revisited, and that it should be funded in a way where the level of funding is proportional to the benefits that the city is likely to see. Others thought that we would be able to achieve the same or similar benefits with an arena or facility that fits within the current budget.

### **Location (5% submitters)**

Submitters provided a range of feedback on the location but mostly agreed that we should review whether the central city location is the right one for the facility. They expressed concern that the arena would be an imposing and dominant structure on the planned central city site and would ultimately reduce the quality of life for residents living in areas surrounding it. Some had concerns about the quality and suitability of the land from a geotechnical point of view, while others questioned whether the appropriate transport connections would be in place. A number thought that the central city land would be better used for providing housing.

A range of alternative locations were proposed by submitters, including the current Addington site, Lancaster Park, the Red Zone and other areas further afield.

### **Priorities (5% submitters)**

A range of feedback was provided on other priorities that submitters thought we would be better to spend up to an additional \$150 million on, including road maintenance and repairs, providing housing, and continuing to invest in our three waters infrastructure, among others. Some indicated that they thought the arena was a luxury item when there are many other issues and challenges that the city is facing.

There was concern from some of these submitters that investing in the arena would come at the detriment of other projects, activities and services that residents value, with some noting that they would like to understand what the impacts may be on other projects.

### **Timing (5% submitters)**

There was some feedback from submitters which addressed the proposed timing of the project. Some submitters indicated that they think previous delays are what have landed us in this position in the first place, while others think that we should pause and wait for the heat to come off the construction industry before proceeding with the project.

While some of those who thought that we should pause the project thought that it would indeed be an asset for the city, they were concerned that at this point in time it is a luxury that we cannot afford. There was a desire from some submitters that we pause until there is a guarantee of funding from our neighbouring territorial authorities or the wider Canterbury region, or until there is more certainty about what the financial impact will be for city ratepayers. Others thought that we would be better to wait until we see more favourable economic conditions to be undertaking a large scale infrastructure project.

There was a handful of comments from submitters who thought that the decision should be delayed until after the local government elections and made by the new council.

### **Governance and Decision Making (5% submitters)**

There was a general sense from the pause and re-evaluate submitters who commented on governance and decision-making issues that they wanted to see an evidence-based decision that

considers all the information provided. There was a feeling from some that we are now in a very different position to when the decision was first made to invest in the project in 2012, and that this should be considered when a decision is made. Many of the submitters who commented on governance and decision-making thought that it would be appropriate to delay the decision until after the election in October.

Some submitters expressed concerns about how political the decision has become and were worried about suggestions that certain projects could be deferred or cancelled and assets sold to fund the project. There was a desire from these submitters to see the Council make an evidence-based decision that considers both the feedback from submissions and the wider community context. In some instances, submitters feel that Councillors were going to make emotional or politically popular decisions, as opposed to making the right decision based on the information available.

A few pointed out that the arena did not feature in the Central City Recovery Plan until the development of the plan was handed over to the Christchurch Earthquake Recovery Authority and indicated that they feel the decision to include an arena in the Recovery Plan was a political decision right from the onset.

### **What do we need to re-evaluate?**

Submitters who want us to pause and re-evaluate were asked to provide feedback on which specific aspects of the project they would like us to take another look at. Again, most of the feedback fell into the design and design elements and funding and financial impacts categories, and there was a fair degree of overlap with themes discussed above.

### **The design & design elements**

#### **Size & Capacity (40% submitters)**

Submitters who indicated that they would like to see the size and capacity of the arena re-evaluated generally feel that an arena with 30,000 seats is much bigger than we need. These submitters tend to feel that an arena with 20,000 – 25,000 seats would be big enough, with many indicating that they would like to see the size and capacity adjusted to fit within the current budget.

Others suggested that we should look at further staging of the arena, getting the core structure built with the ability to scale up aspects such as the number of seats at a later stage. Some submitters indicated that they would prefer to see the overall size and scale of the arena reduced, but the roof retained.

In several instances submitters suggested that a smaller arena where events are consistently sold out or close to capacity would lead to a better atmosphere at events. There were concerns that an arena of 30,000 seats would regularly have a large number of unsold seats, which are not effectively utilised or providing economic return on the investment in a larger arena. Submitters also expressed concerns about future attendance as people review and change how they are consuming entertainment and spending their money.

### **Roof (30% submitters)**

Generally, submitters who want us to re-evaluate the arena having a roof questioned whether there was the need for a roof of the scale proposed. For many, their concerns were driven by the additional cost of the proposed roof and were looking for ways to reduce the financial impact that the arena will have. A number also questioned the inherent value of the arena being fully covered. Many felt that providing cover over the seats (a dripline roof) would be more than adequate and urged the council to look for more cost-effective solutions and ways to reduce the cost of the arena and reduce the financial impact that it will have on Christchurch residents.

Submitters provided a range of examples of other successful stadia and arenas both in New Zealand and globally, specific examples included Auckland (with some pointing out the sold-out Super Rugby final at Eden Park which is not fully covered), Wellington, Sydney, Melbourne, and more generally facilities across Britain, Europe and North America. There was a general sense from these submitters that the arena being fully covered would have very little impact on the success of the facility.

### **Entire Design (5% submitters)**

A small number of submitters feel that we should re-evaluate the design in its entirety, including the scale, number of seats, the need for a roof and ultimately what we are trying to achieve, and what a successful, future-proofed stadium or arena for the city would really look like.

Some submitters signalled that they would like to see us look further at how the arena will integrate and interact with the public spaces around it, while others indicated that they would like to see us explore opportunities to include leasable spaces that could generate additional revenue.

In some instances, submitters questioned whether the multi-use nature of the facility would put the performance of the facility in jeopardy, citing instances where multi-use facilities have not been able to deliver the same acoustics and level of amenity as facilities which have been purpose built.

### **Sustainability (< 5% submitters)**

A small number of submitters also addressed concerns around the sustainability and environmental impacts of the proposed arena. Most were concerned that sustainability had not been considered during the design phase, and with the carbon footprint of the arena.

## **Funding and Financial Implications**

### **Financial Impact (40% submitters)**

Generally, there was concern expressed about the ongoing cost escalations of the arena and the financial impact that it will have on city ratepayers. Many indicated that they expect us to “live within our means”, which includes building a facility which fits within the planned budget. Others are concerned that the additional \$150 million will not be the last cost escalation that we see for this project, particularly given the current climate in the construction industry and world events outside of our control.

Many of these submitters questioned whether we are focusing on the basics, or whether the arena design includes “nice to haves” that we may be able to do without. Often these comments were accompanied by comments about reducing the scale of the arena and whether it needed a roof.

Others questioned the overall cost of the project, and whether we are going to end up with a facility that the city cannot afford. These comments were usually coupled with concerns that the financial impact on ratepayers is going to be greater than it needs to be because we have not taken a step back to assess what the city really needs at this point, versus what was put in the Central City Recovery Plan twelve years ago.

The rates impact was regularly addressed by submitters concerned about the financial impact of the arena. Some indicated that it will have impacts on households that they simply cannot afford, particularly as households face rising costs of living across the board. Others felt that they would end up contributing significant amounts to a facility that they personally would not receive any value or benefit from.

Several submitters were concerned about balancing investment in the arena with the other needs, expectations and priorities of residents, with some posing questions about the opportunity cost of funding the extra \$150 million for the arena. There was a sense from these submitters that if we are going to spend an additional \$150 million that is not currently on budget, we should also be considering other community projects and whether investing in them would provide more community and public good for the very people who are being asked to fund the project.

#### **Funding Arrangements and Options (10% submitters)**

Many submitters indicated that they would like us to pause and re-evaluate the funding arrangements and options for the arena. These comments primarily focused on other funding options including contributions from significant stakeholders (for the most part the Crusaders and NZRU) and neighbouring territorial authorities.

There was a sense from a number of these submitters that the financial burden should not rest only on city ratepayers, but rather a “regional” approach should be taken to funding. Many of these submitters highlighted that residents in other parts of Canterbury, particularly Selwyn and Waimakariri districts, and in some cases the wider Canterbury region, would receive significant benefits from an arena in the city and that it would be appropriate for neighbouring territorial authorities to contribute.

Others feel that we are letting other parties and organisations with particular interests and opinions “call the shots”, despite these organisations clearly signalling that they are not in a position or willing to contribute. There is a sense from these submitters that as a result city ratepayers are being expected to continue to pick up a growing tab for a facility which private entities will receive significant financial benefits from.

A small number of submitters indicated that they would like us to pause and revisit the funding arrangements with the government, both the overall contribution from the government to the project and the key deliverables required to ensure the government’s contribution. These comments often went hand in hand with suggestions that we should revisit the size and scope of the arena.

### **Investment Case and Return on Investment (10% submitters)**

There was discussion from some submitters about pausing and re-evaluating the investment case before we proceed with the project. Many of these submitters signalled that they would like us to take another look at whether the economic benefits still stack up and whether it is going to be a good use of such a large sum of public money.

Suggestions that we pause and revisit the investment case tended to focus on the fact that given the significant sum of extra investment required, we should be doing our homework and ensuring that there will be enough benefits (both economic and social) returned to the city and ratepayers to justify the additional investment.

Others discussed some of the fundamental design elements agreed upon with the government to secure their contribution, and whether delivering an arena that ticks these boxes is still the right thing to do for the city. There was a sense from these submitters that we should reconsider what the city really needs, the size and scale of the proposed arena, and the users who will benefit, and focus on delivering a facility that is affordable, sustainable, and will maximise our return on investment.

Questions were raised as to the public benefit that the facility would really provide for the significant investment that rate payers are being asked to make. Others pointed out that the investment case based on the initial investment had indicated that there would not be a positive return on investment, and that this will only have been exacerbated by the need to invest up to an additional \$150 million.

### **Deliver within Current Budget (< 5% submitters)**

Some submitters indicated that they would like to see us pause and consider how an arena could be delivered within the current planned budget, without the need to add an additional \$150 million. In many instances suggestions to bring the arena back within the current planned budget included reducing the size and scope and reconsidering whether it should be covered with a full roof.

Again, submitters indicated that they expect the Council to “live within our means”, and if this means reducing the scale of the arena or going without a full roof then so be it.

### **Other Themes**

#### **Uses (20% submitters)**

There were some suggestions that we should review what the primary use for the arena will be. Many who made this suggestion indicated that they feel that by trying to provide a facility that ticks every box, we may end up with a facility that delivers a mediocre experience across a range of uses, as opposed to narrowing the focus and developing a facility that is outstanding either as a sports stadium or a true multi-use arena. There was a sense from some of these submitters that we are going to get a sports orientated facility that ends up having limited multi-use potential, so we should just focus on building an excellent facility for live sport.

Some submitters raised questions about the relationship that the arena would have with our other facilities, and whether adding another multi-use facility would essentially be “robbing Peter to pay Paul”, while others felt that it was only worth investing the proposed budget into a facility that would be truly multi-use.

A number of submitters indicated that they feel that needs and wants of rugby franchises and fans are being prioritised more than they would like to see, particularly when they will not be making any financial contribution to the development of the arena. There was a sense from these submitters that we should review the scope of the project and focus on what the city really needs, as opposed to what rugby franchises and fans want. A number of these submitters highlighted already declining attendance rates at live sporting events and questioned whether we will ever really see the return on investment required to justify the significant spend associate with the arena.

#### **Timing & staging (10% submitters)**

There was a desire from some that we re-evaluate whether now is the right time to be progressing with this project. A number of these submitters highlighted that current economic climate and global supply chain conditions are causing delays and uncertainty in the construction industry and questioned whether this is the right time to be embarking on such a large-scale project. In many instances submitters thought that it would be prudent to push pause and wait until conditions improve and there is more certainty in the construction industry.

Others questioned whether we would be better to look at how we could stage the project, particularly to help mitigate some of the financial impacts associated with the current economic climate and global supply chain conditions. Some suggested that we should focus on delivering what the city needs right now (essentially a live sports venue), and that aspects such as a roof and/or additional seating could be completed as future stages.

#### **Location (10% submitters)**

There were some suggestions from submitters that we should re-consider the location of the arena. Some suggested that the Lancaster Park site would be more appropriate, while others thought that we should continue to utilise the land at Addington and in some cases the existing stadium at Addington. Submitters who thought that we should continue to make use of the Addington stadium also pointed out the cost savings associated with this. Some thought that locating the arena elsewhere and using the current site for housing would have more significant long-term benefits for central city businesses than proceeding with the facility on this site.

Submitters expressed concerns about the ground conditions of the central city site, the visual impact that it would have, connections with transport links and potential conflicts with neighbours. Some discussed the impacts that the location was going to have on the range and scale of events that could be held at the arena (particularly from a noise point of view) and suggested that an alternative site would enable us to use the venue more widely, improving the economic returns on investment.

In some instances, submitters thought that we should consider locations further afield where land values are lower, including locations around the airport, or further afield in neighbouring territorial authorities.



### **Priorities (< 5% submitters)**

Thoughts on priorities tended to fall into two categories. Those who feel that we have more pressing priorities and should look for ways to avoid further spending on the arena, and those who think that we need to review the priorities for the project. The latter tended to raise questions about the size and scale of the proposed arena and the need for a roof.

Some submitters feel that we could be investing in other projects that would have a greater impact on residents' day to day lives and well-being. Primarily these include focusing on “the basics”, key infrastructure in the transport and three waters space, and initiatives which improve social-well-being of our residents.

### **South Island Approach (< 5% submitters)**

Taking a South Island focused approach and building a facility that would complement Forsyth Barr in Dunedin was discussed by some submitters.

Some of these submitters pointed out that in trying to cater for both rugby and the arena events, Dunedin have ended up with a stadium that works for rugby but does not function as well as a multi-use arena, highlighting that that if we focus on developing a true multi-use arena with great acoustics, then the South Island would have access to two great facilities.

Others feel that having two facilities of a similar size and functionality in such close proximity will lead to us competing for the same events and put the success of both facilities in jeopardy. These submitters support taking a South Island view and approach when deciding on the size, scale and functionality of the facility in Christchurch.

### **Governance & Contractor (< 5% submitters)**

There were a small number of submitters who would like us to re-evaluate the governance arrangements and the contractor appointed to complete the arena.

In some instances, submitters questioned whether the contractor is prioritising the best interests of Christchurch residents and ratepayers, with some calling for us to revisit the contractor and look for someone local. Others felt that the company should be looking for ways to ‘sharpen the pencil’ a lot more than they are.

Others felt that the governance and management structures of the delivery company needed to be reviewed to drive improved collaboration and ultimately a better result for the city.

## Additional Analysis | Subgroups

### Neighbouring Territorial Authorities and Wider Canterbury

There was strong support for investing up to an additional \$150 million to enable the project to continue from both our immediate neighbours (Selwyn and Waimakariri districts) and areas across the wider Canterbury.

#### Selwyn District

*90% of submitters from Selwyn District support investing up to an additional \$150 million, 6% think that we should stop the project altogether and 4% think that we should pause and re-evaluate.*

Feedback from Selwyn residents who supported investing up to an additional \$150 million (90%) sent a clear message that they think this project should have been completed a long time ago and they would like us to get on and get the arena built. There was some agreement from these submitters that other areas should help to fund the facility and indicated that they would be happy to contribute to the cost of the arena, with some indicating that it would be fair to split the cost across the Greater Christchurch area. There was a sense from these submitters that the city and wider region deserved this facility, and that we should just get on with it.

Those who supported stopping the project altogether thought that the costs were likely to outweigh the benefits and that there were more pressing issues that we should focus on sorting before we make this level of investment in a perceived nice to have. Some thought that project would benefit a relatively small number of people, which didn't justify the significant financial investment, while others highlighted cost of living pressures and were concerned that the project would further exacerbate these.

Submitters who would like us to pause and re-evaluate the project provided a range of feedback which covered topics such as the financial impact and funding options, the type of facility the city and wider region really needs, the need to still pay bid fees to secure large events, and whether residents from other territorial authorities should be asked to contribute. Generally, submitters who addressed funding from other territorial authorities did not support contributions from outside of Christchurch, and in some instances indicated that they also thought the financial burden on Christchurch residents will be unreasonable.

#### Waimakariri District

*91% of submitters from Waimakariri District support investing up to an additional \$150 million, 5% think that we should stop the project altogether and 4% think that we should pause and re-evaluate.*

There was a strong sense from the 91% of submitters from the Waimakariri district who support investing up to an additional \$150 million that we just need to "get on with it". Many highlighted that the longer we leave it the more it will end up costing and highlighted that it will be an asset for not only the city but the wider region.

Those who wanted to stop the project tended to feel that we do not need an arena of the size and scale proposed, and that there would be better uses for both the land and money. There was a

reluctance from some of these submitters for Waimakariri to contribute to the cost of developing the arena. There was concern from these submitters about the ongoing financial burden that this facility would have on ratepayers, and that this would not be the final cost increase associated with the project.

Those who indicated that we should pause and re-evaluate the project provided mixed feedback, but a number signalled that they would not like to see a contribution to the facility on their rates bill. They raised questions about whether the size and scale needed to be as big as is proposed, ground conditions of the central city site, and whether it was a necessity and a priority for the region or a nice to have.

### **Rest of Canterbury Region**

*On average, 89% of submitters from across the wider Canterbury Region support investing up to an additional \$150 million, 9% think that we should stop the project altogether and 2% think that we should pause and re-evaluate.*

Feedback from submitters across the rest of Canterbury generally reflected that of Selwyn and Waimakariri residents. There was a sense from those who support investing up to an additional \$150 million that we just need to get on with it and “stop wasting time”, with submitters reiterating that the longer we leave it the more it will cost, and there was a sense from submitters that the city and region both need and deserve the facility. Others highlighted the likely economic and social benefits. Some indicated that they feel it would be appropriate for the wider Canterbury region to contribute to the costs.

Those who think that we should stop the project altogether tended to be concerned about the financial implications, while those who want to pause and re-evaluate provided feedback on funding options and potential staging options.

### **Young People (Under 18 years, 18 – 24 years of age)**

*On average 88% of young people who submitted support investing up to an additional \$150 million, 7% think that we should stop the project altogether and 4% think that we should pause and re-evaluate.*

Generally, the young people that we heard from were supportive of investing up to an additional \$150 million so the project can proceed as planned. As mentioned earlier in this report, submitters between the ages of 18 – 24 years were the most likely to support investing up to an additional \$150 million.

Feedback covered a range of opinions and issues, with some highlighting that they have missed out on experiencing the large events that arenas like this bring to a city. Others indicated that they thought it would contribute to the atmosphere of the city, making Christchurch a more vibrant and exciting place to live. As with other submitters there was a strong message from these submitters that we should just “get on with it” and that the benefits will outweigh the financial impacts.

Those who thought that we should stop the project altogether generally felt that the benefits would not outweigh the financial impact, with some signalling that young people will shoulder most of the burden from the debt required to fund the build. There was mention of the cost-of-living crisis and pressures that households and individuals already face, while others thought that there were other ways that we could spend the money that would bring more benefit to the community.

Feedback from young people who thought that we should pause and re-evaluate tended to focus on the design and design elements, including the roof and seats. Those who provided feedback on the size and capacity of the arena tended to feel that we should be developing something even bigger than planned to cater for future population growth. There were a range of comments on funding options, including contributions from the sporting bodies who will benefit and mixed feedback on deferring or diverting funding from other planned projects to fund the development of the arena. A number thought that we should consider alternative locations for the arena.

### International Submitters

*92% of international submitters would like to see up to an additional \$150 million invested in the arena. This is considerably higher than proportion across all submitters (77%).*

Submissions from those living overseas echoed what we heard from other submitters who support investing up to an additional \$150 million so the project can proceed as planned. There were questions about why it has taken so long for work to begin on the arena, with some indicating that they moved away from the city because of how long the rebuild has taken. A number mentioned that Christchurch is their home, and they wanted to see the Council make bold decisions and have a strong vision for the future of the city.

A small number indicated that they are looking at returning Christchurch, and that they would like to see the arena proceed. It was not clear as to whether the decision about the arena would have any bearing on their decision to move back to Christchurch, but they did agree that the arena was required to make Christchurch an attractive place to live.

## Appendix One: Submissions received by suburb

(Please note that the suburb information was self-reported by submitters)

| Suburb          | Count | %     | Suburb             | Count | %     | Suburb             | Count         | %          |
|-----------------|-------|-------|--------------------|-------|-------|--------------------|---------------|------------|
| Addington       | 228   | 0.9   | Gebbies Valley     | 2     | 0.01  | Pigeon Bay         | 15            | 0.06       |
| Aidanfield      | 194   | 0.8   | Governors Bay      | 73    | 0.3   | Port Levy          | 12            | 0.05       |
| Akaroa          | 76    | 0.3   | Halswell           | 1,420 | 6     | Prestons           | 7             | 0.03       |
| Allandale       | 11    | 0.04  | Harewood           | 239   | 0.9   | Puaha Valley       | 1             | 0.004      |
| Aranui          | 118   | 0.5   | Heathcote          | 189   | 0.7   | Purau              | 7             | 0.03       |
| Ataahua         | 5     | 0.02  | Heathcote Valley   | 47    | 0.2   | Queenspark         | 18            | 0.07       |
| Avondale        | 138   | 0.5   | Hei Hei            | 114   | 0.4   | Rapaki             | 9             | 0.03       |
| Avonhead        | 729   | 3     | Hickory Bay        | 1     | 0.004 | Redcliffs          | 288           | 1          |
| Avonside        | 75    | 0.3   | Hillmorton         | 140   | 0.5   | Redwood            | 528           | 2          |
| Barrington      | 9     | 0.03  | Hillsborough       | 193   | 0.7   | Riccarton          | 505           | 2          |
| Barry's Bay     | 1     | 0.004 | Hoon Hay           | 403   | 2     | Richmond           | 252           | 1          |
| Beckenham       | 266   | 1     | Hornby             | 285   | 1     | Richmond Hill      | 22            | 0.09       |
| Belfast         | 246   | 1     | Huntsbury          | 305   | 1     | Robinsons Bay      | 15            | 0.06       |
| Bexley          | 3     | 0.01  | Ilam               | 614   | 2     | Russley            | 126           | 0.5        |
| Birdlings Flat  | 6     | 0.02  | Innes              | 2     | 0.01  | Saint Martins      | 280           | 1          |
| Bishopdale      | 510   | 2     | Islington          | 48    | 0.2   | Scarborough        | 44            | 0.2        |
| Bottle Lake     | 22    | 0.09  | Kainga             | 13    | 0.05  | Shirley            | 326           | 1          |
| Broken Run      | 1     | 0.004 | Kennedys Bush      | 108   | 0.4   | Sockburn           | 221           | 0.9        |
| Bromley         | 108   | 0.4   | Ladbrooks          | 3     | 0.01  | Somerfield         | 457           | 2          |
| Brooklands      | 15    | 0.06  | Landsdowne         | 3     | 0.01  | South New Brighton | 154           | 0.6        |
| Broomfield      | 97    | 0.4   | Le Bons Bay        | 4     | 0.02  | Southshore         | 86            | 0.3        |
| Bryndwr         | 377   | 1     | Linwood            | 386   | 2     | Spencerville       | 37            | 0.1        |
| Burnside        | 582   | 2     | Little Akaloa      | 2     | 0.01  | Spreydon           | 453           | 2          |
| Burwood         | 530   | 2     | Little River       | 30    | 0.1   | St Albans          | 1,370         | 5          |
| Casebrook       | 427   | 2     | Longhurst          | 1     | 0.004 | St Andrews Hill    | 9             | 0.03       |
| Cashmere        | 802   | 3     | Lyttelton          | 265   | 1     | Strowan            | 481           | 2          |
| Cass Bay        | 33    | 0.1   | Mairehau           | 483   | 2     | Styx               | 5             | 0.02       |
| Central City    | 833   | 3     | Marshland          | 481   | 2     | Sumner             | 423           | 2          |
| Charleston      | 3     | 0.01  | Merivale           | 564   | 2     | Sydenham           | 313           | 1          |
| Charteris Bay   | 24    | 0.09  | Middleton          | 26    | 0.1   | Takamatua          | 7             | 0.03       |
| Church Bay      | 14    | 0.05  | Moncks Bay         | 66    | 0.3   | Tailors Mistake    | 1             | 0.004      |
| Clifton         | 92    | 0.4   | Mt Pleasant        | 472   | 2     | Teddington         | 6             | 0.02       |
| Corsair Bay     | 9     | 0.03  | New Brighton       | 341   | 1     | Templeton          | 135           | 0.5        |
| Coutts Island   | 1     | 0.004 | North New Brighton | 270   | 1     | Upper Riccarton    | 212           | 0.8        |
| Cracroft        | 89    | 0.3   | Northcote          | 59    | 0.2   | Waimairi Beach     | 167           | 0.6        |
| Dallington      | 103   | 0.4   | Northwood          | 435   | 2     | Wainoni            | 97            | 0.4        |
| Deans Bush      | 1     | 0.004 | Okains Bay         | 1     | 0.004 | Wainui             | 10            | 0.04       |
| Diamond Harbour | 98    | 0.4   | Opawa              | 168   | 0.7   | Waltham            | 141           | 0.5        |
| Duvauchelle     | 4     | 0.02  | Ouruhia            | 23    | 0.09  | Westmorland        | 266           | 1          |
| Edgware         | 211   | 0.8   | Papanui            | 475   | 2     | Wigram             | 382           | 2          |
| Fendalton       | 555   | 2     | Parklands          | 788   | 3     | Woolston           | 430           | 2          |
| Ferrymead       | 14    | 0.05  | Phillipstown       | 140   | 0.5   | Yaldhurst          | 106           | 0.4        |
| French Farm     | 3     | 0.01  |                    |       |       | <b>Total</b>       | <b>25,769</b> | <b>100</b> |

## Appendix Two: Organisations

### Construction Industry

2Tracks Contracting Ltd  
Build Green Limited  
CBRE  
Co-Studio Stephenson & Turner limited  
Fahey Fence Hire  
Hadley Holdings Ltd  
Hepburn Joinery 1972 ltd  
Inline Architecture Ltd  
KiwiFibre Innovations  
Laing Properties Ltd  
Projects Ltd  
Mott MacDonald  
PDP Group  
Pegasus Engineering Ltd.  
Southbase Construction  
Stanley Builders  
Thom Craig Architects  
Tuatara Structures

### Hospitality, Events and Entertainment

306 Motel Apartments  
Airport Gateway Motor Lodge  
Airport Palms Motel Ltd  
Akaroa Criterion Motel  
Aldara enterprises Ltd  
Alpine Ice Sports & Entertainment Centre  
Banh Mi EM  
Bohemian Bakery Limited  
Brook Serene  
C Motel  
C1 Espresso  
Cafe285  
Canasta George Limited  
Casino court motor lodge  
Castro Tapas & Bar  
Charing CrossCheesery  
Christchurch Attractions  
Christchurch Casino  
Commodore Airport Hotel Ltd  
Cream Events  
Dux Hospitality group  
Garden City Motel  
Goldi group

### Political Groups & Organisations

Green party of Aotearoa New Zealand  
Waimakariri District Council  
Retail  
Colony Aotearoa Ltd.  
FreshChoice city market  
JBEES honey  
Mischief Ltd  
My Fathers Barbers  
Profile Shoes Limited  
Pure Oil NZ Ltd  
Riverside Ltd and 181 High Ltd  
Riverside Market  
Sergios Retail Group  
Shopology  
Team Hutchinson Ford  
The Cosmetic Clinic  
Windsor Gallery

### Sports Groups

Cantabrian Rugby Club  
Canterbury Jockey Club Inc.  
Canterbury Lacrosse Association  
Canterbury Rugby  
Canterbury Rugby Football Union  
Canterbury Rugby Supporters Club  
Crusaders LP  
Halswell Wigram Rugby Club  
Lincoln University Sport  
Mainland Tactix  
New Zealand Rugby League  
Proactive martial arts  
Sport Canterbury  
Tinwald Rugby under 11s team  
Touch Canterbury

### Other

All Weather Sportscover Ltd  
AMT Mechanical Services Ltd  
Carey Electrical  
Christchurch motorcycles ltd  
CHRISTCHURCH OPD  
Christchurch Park Physio  
Clinical Genetics Nz Ltd  
Computopia Limited

|  |                                      |
|--|--------------------------------------|
| Hotel 115  | Concentrate                          |
| Inkster Company Limited  | Congress Rental New Zealand          |
| Kids Club  | CPI                                  |
| Kiwi Motorcycle Rentals  | Create Prime Ltd                     |
| M&L Investments Limited (Singapore)                                | Custom D                             |
| Maia Foods   | Digital Fusion Limited               |
| MC Christchurch Holdings Limited T/A Crowne Plaza Christchurch     | Duraplan Systems                     |
| Ministry of works Bar & Eatery                                     | Eden Networks Ltd                    |
| Novotel Christchurch   | Electro-Tech Services                |
| Recreation Station Ltd   | Enterprise Recruitment               |
| Rydges Latimer Hotel   | Estate C E Donaldson                 |
| SALT District (SALT Collective Charitable Trust)                   | Five Star Products                   |
| Scenic Hotel Group   | Flow Kayaks 2017 Ltd                 |
| Smokey T's   | FORMULA FOODS CORPORATION LTD        |
| Spagalimis LTD   | Gooses Screen Design                 |
| Springfield motel  | Grays fitness                        |
| Strawberry Fare Restaurant   | Hastie Chartered Accountants Limited |
| The Eco Villa  | HuntingHQ                            |
| The Terrace Christchurch Ltd                                       | iTops Limited                        |
| Venues Otautahi  | Jack walsh Personal Training         |
| <b>Interest, Lobby, Industry and Community Groups</b>              | John Wong & Associates Limited       |
| Better Ancestors   | K&M Burt Partnership                 |
| Canterbury Employers' Chamber of Commerce                          | Leys.co.nz                           |
| Catholic Worker movement   | Mackley Carriers (2008) LTD          |
| Central City Business Association                                  | Media source solutions               |
| Christchurch Civic Trust   | MIROTONE (NZ) LTD                    |
| Christchurch youth council   | MogoLabs                             |
| Coalition for Safe Accommodation in Christchurch                   | Monkeytoe Group                      |
| Foster A Forest  | Pacific Invoice Finance              |
| Home & Family Charitable Trust                                     | Parts Overnight NZ Ltd               |
| NBRA   | Phantom Billstickers Ltd             |
| New Regent Street Business Association                             | Pulzar FM                            |
| Pacific Youth Leadership and Transformation                        | Rd petroleum                         |
| Property Council New Zealand                                       | Renaissance Networks Ltd             |
| Rerenga Awa   Canterbury Youth Workers Collective                  | Roimata Reading Group                |
| Tagata Moana Trust   | Sealco Ltd                           |
| The Canterbury Tukumovakili Charitable Trust                       | Simply Signs                         |
| The Gama Foundation  | Stake Glass                          |
| <b>Investment Companies, Property Developers &amp; Real Estate</b> | Strategic People Group               |
| 152 Hereford Ltd   | The Embedded Network Company         |
| AB Investments Limited   | Toltec Scale Ltd                     |
| ASHER PROPERTIES LTD   | Total Fitness                        |
| Braziers Limited   | Transport Software Limited           |
| Brehon Group Ltd   | Turbo Care NZ Ltd                    |
| Brighton Beach Ltd   | Virtual Bridge Limited               |

|  |             |
|--|-------------|
| Canterbury Property Investments            | Vorb Online |
| City Owners rebuild Entity                 | Vynco       |
| Delo Property Limited                      |             |
| Dunedin Realty Limited                     |             |
| Growcott Freer Property Limited            |             |
| Infinity Investment Group Holdings Limited |             |
| Kitson Family Trust                        |             |
| Kiwi Investment properties                 |             |
| Maxcon Investments Ltd                     |             |
| PMG Funds                                  |             |
| Stockman Group Limited                     |             |
| The property factory limited               |             |
| Westbury Developments                      |             |



## Attachment B

# TE KAHA PROJECT DELIVERY

Te Kaha Project Delivery Limited

Advice on Design & Construct Contract

11 July 2022

### 1. Purpose of the Report

- 1.1 The purpose of this report is to recommend the execution of the Design and Construct (D&C) contract with BESIX Watpac NZ (CMUA) Limited (BESIX Watpac).
- 1.2 This report has been written by David Kennedy, Chief Executive of Te Kaha Project Delivery Limited, and approved by the Board of Te Kaha Project Delivery Limited (the Board).

### 2. Te Kaha Project Delivery Limited Board Recommendations

That the Council:

1. Appoint BESIX Watpac NZ (CMUA) Limited to carry out the Design and Construct contract for the Te Kaha project for the contract sum and details as set out in Detailed Project Costings (Attachment D (Confidential)).
2. Delegate authority to the Christchurch City Council Chief Executive to execute a Letter of Acceptance to BESIX Watpac to enable work to proceed and to execute the Design and Construct contract once all the contract documentation has been completed.
3. Approve the overall Total Project Budget of \$683,165,830 including the BESIX Watpac D&C Contract and other project costs, including Governance, Project Team, Insurance, Enabling Works, PCSA Phase Consent Fees, Other Works outside BESIX Watpac's contract, Design & Construct Contingency (P85 QRA) and Council Project Contingency, as set out in Detailed Project Costings (Attachment D (Confidential)).
4. Approve the Delegations to the Board and Contingencies as set out in Detailed Project Costings (Attachment D (Confidential)).
5. Acknowledge confirmation from the Crown via The Treasury Te Tai Ōhanga that the Project Assurance Points 2 & 3 as set out in the Funding Agreement with the Crown have been satisfied, subject to Council approving the additional funding required for the project and providing the required Delegations and Contingency to the Board as noted above.

### 3. Reason for Report Recommendations

- 3.1 BESIX Watpac have completed the Developed Design phase of the Pre Contract Services Agreement (PCSA) for the Te Kaha project and have now submitted a Final Bid Price for the D&C Contract that the Board can recommend to the Council for acceptance.
- 3.2 It is critical that the D&C Contract Price be approved by Council on 14 July 2022 to allow a Letter of Acceptance to be issued to BESIX Watpac which will allow them to accept their subcontractors by 15 July 2022 when the fixed pricing that they have negotiated with many of their major subcontractors and suppliers will expire.

# TE KAHA PROJECT DELIVERY

## 4. Detail

### Funding Agreement

- 4.1 In September 2020 the Funding Agreement with the Crown was signed and identified the key fundamentals as:
- a roof that covers the entire arena;
  - a minimum of 22,500 permanent seating capacity;
  - multi-use being that the predominant “mode” is an indoor arena, not a sports field or a stadium within which other events need to be tolerated, and capable of hosting turf-based sports, non-turf based sports and events and non-event day functions.
- 4.2 Regular meetings have been held with The Treasury throughout the development of the design to advise them of progress and potential issues on the project, and a very constructive working relationship has been developed with them.

### Canterbury Multi Use Arena (CMUA) Project Delivery Ltd

- 4.3 In September 2020 the Council set up a company and the CMUA Project Delivery Ltd Board to manage the build of the CMUA as the project was called at that stage.

### PCSA

- 4.4 A Request for Proposal document was issued by the Council for a main contractor to work collaboratively with the Council, the Board and Venues Ōtautahi to develop the design for the CMUA. This included developing a Project Brief, Final Bid and programme under a Fixed Price D&C Contract, with the contractor fully responsible for cost escalation, known risks and programme risk.
- 4.5 Tenders closed on 29 January 2021 and Council approved BESIX Watpac NZ (CMUA) Ltd as the D&C contractor (in partnership with Southbase Construction and Fulton Hogan) for the PCSA phase at its 25 March 2021 meeting.
- 4.6 The approved Project Budget at that stage was \$483,165,830 excl GST, made up of \$230m from the Crown (\$220m from the Christchurch Regeneration Acceleration Facility (CRAF) plus \$10m for site decontamination approved under the cost-share agreement), and \$253,165,830 from the Council. (The approved Project Budget excluded the cost of the land procured by the Crown.)
- 4.7 Following advice from BESIX Watpac in late June 2021 that the project could not be constructed for the available budget, the Council was advised and alternative concept design options were developed.
- 4.8 On 20 July 2021 Council adopted option RT1 with a minimum sports mode seating capacity of 25,000 in sporting mode.

## TE KAHA PROJECT DELIVERY

- 4.9 The Council revisited its July decision and on 12 August 2021 Council approved an additional \$50m, which increased the project budget to \$533,165,830, and instructed BESIX Watpac to develop a Preliminary Design:
- Within the agreed Maximum D&C Contract Price;
  - With design fundamentals, including an ethylene tetra fluoro ethylene (ETFE) roof, permanent in-situ natural turf, quality acoustics, level 1 concourse, and multipurpose functionality; and
  - With minimum seating capacity of 30,000 in sporting mode (including a minimum of 25,000 permanent seats).
- 4.10 BESIX Watpac and their Kōtui team, prepared the Preliminary Design and on 9 December 2021, the CMUA Project Delivery Board presented to Council an update on the status of the Preliminary Design work and a recommendation, which was adopted by Council, to carry out an Early Works package in response to supply chain cost escalation and delivery delays. (The Early Works package included the procurement of detailed design consultants, materials & sub-contractors, and limited on-site construction works.)
- 4.11 At the same meeting Council accepted the name Te Kaharoa that had been gifted by Ngāi Tūāhuriri to the Christchurch City Council for the whenua (land) surrounding and within the Canterbury Multi-Use Arena.
- 4.12 The design for Te Kaha continued to be progressed and the Preliminary Design was approved by Council on 27 January 2022. At that same meeting, Council accepted the name Te Kaha that had been gifted by Ngāi Tūāhuriri for the Canterbury Multi-Use Arena. CMUA Project Delivery Limited subsequently changed its name to Te Kaha Project Delivery Limited on 15 February 2022.
- 4.13 The Site Blessing and Sod Turning ceremony took place on 8 April 2022, and Early Works begun on site in June 2022.

### Design & Construct Contract Final Bid Price

- 4.14 The original D&C Contract Final Bid submitted by BESIX Watpac on 27 May 2022 was considerably higher than the available budget, and not all of their Final Bid price was fixed i.e. some trades were still subject to cost escalations.
- 4.15 Council was advised of the likely cost of the project and decided on 9 June 2022 to undertake Public Consultation on the required additional budget of up to \$150m. The consultation commenced on 10 June and closed on 5 July.
- 4.16 Discussions took place with BESIX Watpac on their original D&C Contract submission, together with Value Management to reduce the Final Bid Price and negotiations with them on obtaining a lump sum Final Bid Price.
- 4.17 BESIX Watpac submitted a revised D&C Contract Final Bid Price on 30 June 2022. Following negotiation with BESIX Watpac, an agreed D&C Contract Price has been agreed (refer Detailed Project Costings (Attachment D (Confidential))).

# TE KAHA

## PROJECT DELIVERY

- 4.18 The D&C Contract Final Bid Price is now compliant in that it is for a lump sum price. This means that BESIX Watpac have included in their price for all cost escalations and also provided allowance for inclement weather and for high wind events affecting craneage.
- 4.19 The Final Bid Price also includes for known ground risks e.g. water table and contamination.
- 4.20 Normal contractual Variations, including identified ground risks, will be covered by the Design & Construct Contingency held by Te Kaha Project Delivery Limited) as set out in (refer Detailed Project Costings (Attachment D (Confidential))).
- 4.21 BESIX Watpac's Final Bid also includes for them having the single point of responsibility for all D&C Contract risks.
- 4.22 This form of contract with the contractor providing a lump sum price without the ability to claim for escalations is unusual in the current market environment.

### Closing PCSA Phase and starting Design & Construct Phase

- 4.23 Te Kaha Project Delivery Limited have approved the Developed Design and the Board have now delivered the PCSA Phase.
- 4.24 Venues Ōtautahi and the Board have reconciled the current design (at completion of Developed Design) back to the Te Kaha (CMUA) Investment Case design fundamentals, the August 2021 additional design fundamentals and the strategic design fundamentals and are comfortable the current design delivers across all.
- 4.25 Strategic design fundamentals are detailed as follows:
  - 4.25.1 Commercial Viability
    - Competitive and able to attract multi-faceted and large-scale events
    - Design considers the future of events and will be ahead of the game
    - Design enables the attraction of commercial partnerships
  - 4.25.2 Operational Functionality
    - Design delivers excellent operational functionality
    - Smooth ingress and egress for clients and guests
    - Good number of well located amenities
  - 4.25.3 Guest experience
    - Design delivers enhanced guest and client experience
    - Quality acoustics, industry best practice comfort and sightlines
    - Quality, variety and consistency of food and beverage offering
  - 4.25.4 Accessibility and Inclusivity
    - Design enables access to the same experience for all
  - 4.25.5 Multi-Use
    - Genuinely multi-use maximising the opportunity for the region, competitive point of difference and future proofed venue

# TE KAHA PROJECT DELIVERY

## 4.25.6 Sustainability

- Sustainability inherent in design and enables a sustainable operation
- 4.26 Where we can celebrate innovation in design and an enhanced experience is around sustainability, and accessibility and inclusivity, and these are particularly referenced in more detail below.
- 4.27 AECOM have verified the submitted Final Bid price to the proposed D&C contract provided the Council approves on 14 July 2022 the additional \$150m required to fund the project.
- 4.28 Council have verified the turf design, and Venues Ōtautahi have verified the Food & Beverage design.
- 4.29 RCP has reviewed the Programme and Lewis Bradford Consultants have reviewed the Structural Developed Design.
- 4.30 Te Kaha Project Delivery Limited has completed regular risk workshops on the project, with the final risk workshop being held on 4 July. The risks are understood and are allocated between BESIX Watpac and the Council. Risks owned by BESIX Watpac, including the programme, will be proactively monitored, and risks owned by the Council will be proactively managed.
- 4.31 Council will meet on 14 July 2022 to consider the results of the Public Consultation and consider this tender evaluation and recommendation report on the D&C Contract, including deciding whether to approve the additional funding of \$150m required for the project. This would take the approved Project Budget to \$683,165,830 excl GST.
- 4.32 If the Council approves the appointment of BESIX Watpac to carry out the Design and Construct contract for the Te Kaha project on 14 July 2022, a Letter of Acceptance signed on 15 July 2022 by the Christchurch City Council Chief Executive will be issued to BESIX Watpac to enable work to proceed, and, once all the contract documentation has been completed, the contract will be executed.
- 4.33 This will close the PCSA Phase and start the Design & Construct Phase of the project.

## Programme

- 4.34 The programme contained in BESIX Watpac's Final Bid shows the Due Date for Completion as 17 April 2026 and Operation/Establishment/Operator Training/Familiarisation being complete on 20 April 2026.

## 5. Engagement with Mana Whenua

- 5.1 Mana Whenua for the area is Ngāi Tūāhuriri. The Te Kaha Project Delivery team have been actively engaged with Ngāi Tūāhuriri.
- 5.2 Mana Whenua have gifted the name Te Kaha to the Multi Use Arena, and have gifted the name Te Kaharoa to the precinct. They have also blessed the site, prior to any activity being undertaken on site.

# TE KAHA PROJECT DELIVERY

- 5.3 Through Ngāi Tūāhuriri, Whitiora have been engaged as consultants to partner with the Project Delivery Team to:
- Provide a cultural narrative for the precinct and site;
  - Advise on design and colouring for the finishes of Te Kaha; and
  - Advise on design and layout of hard and soft landscaping within the precinct.
- 5.4 The Project Delivery team will continue to work with Mana Whenua throughout the project, including for cultural support and advice, further blessings and as part of the opening.

## 6. Sustainability

- 6.1 The Te Kaha Project Team aims to support measurable action in climate change and reduction of whole of life and embodied carbon.
- 6.2 This includes recognition and incorporation of quadruple bottom line (environments, economic, social and cultural) benefits.
- 6.3 Carbon impacts were considered on a Whole of Life basis and the Project Team focused on sustainability in design to support holistic operational efficiency.
- 6.4 Sustainability has been a key component of the contractor selection process and the design management strategy.

Three separate sustainability workshops were held including contractor and relevant consultants. This has enabled design decisions to consider construction and whole of life and operational sustainability issues. The aim was and is to take care with resources that are used and avoid waste, while producing a positive cultural and social facility for the region.

Key outcomes include:

- Sustainability Strategy developed;
  - An inquiry and interview was undertaken with the City Rail Link (CRL) project in Auckland to learn about sustainability initiatives in a large infrastructure project; and
  - At Developed Design stage an independent audit of sustainability strategy, design activities, construction and operating phases was completed to determine quality of work and thought processes (Aecom Sustainability Team).
- 6.5 At Detailed Design stage, a summary report will be completed covering:
- Embodied Carbon and the reductions achieved through each step of design from Concept, to Preliminary, to Developed and Detailed Design;
  - Operational energy and carbon – measurement and targets;
  - Water consumption – measurements and targets;
  - Mana Whenua engagement and design integration; and
  - Customer experience.

# TE KAHA PROJECT DELIVERY

- 6.6 The project has sustainability experts from Mott MacDonald and AECOM as consultants. Both of these parties have assisted major infrastructure projects in New Zealand and internationally to invest in leading edge initiatives, which are benchmarked and measured. We are setting project specific goals in conjunction with these experts rather than utilising a rating system (such as Green Star).

## Construction Phase Reporting

### 6.7 Construction phase carbon emissions

During construction a sustainability report will be completed three monthly, measuring performance against benchmarks and targets. Mott MacDonald are developing the benchmarks and metrics for this reporting. The project can have this peer reviewed by AECOM.

This report format, benchmarks and targets should be agreed before the main contract works begin.

- Benchmark electricity, gas, diesel, transport to/from site to a reference project (North Queensland Stadium); and
- Report percentage decrease against benchmark and target.

### 6.8 Waste generation and landfill diversion

- Benchmark against other South Island projects; and
- Report percentage decrease against benchmark and target.

### 6.9 Local economic benefits

- Percentage local subcontractors;
- Percentage hours by Canterbury region people;
- Number of staff being put through training and upskilling;
- Percentage hours from local iwi/Maori/Pasifika;
- Community engagement with local schools;
- Living wage; and
- Covered cycle shelters for on-site workers.

### 6.10 Health Safety and Wellbeing

- Mental health initiatives; and
- Lost time injury reporting.

### 6.11 Water consumption

- Benchmark against similar and South Island projects; and
- Report percentage decrease against benchmark and target.

# TE KAHA

## PROJECT DELIVERY

### 7. Accessibility and Inclusivity

- 7.1 Provision of safe, dignified and easy access for all users is a design fundamental for Te Kaha.
- 7.2 Critical accessibility and inclusivity considerations are inherent in all aspects of design and will also be captured in the operation of the facility.
- 7.3 As part of realising this aspiration, the design includes a number of features which exceed the minimum requirements of the New Zealand Building Code, these include:
- Provision of five connection routes to the venue;
  - Bike racks and bins set back from pedestrian routes;
  - Drinking fountains set back so as not to be an obstacle for the visually impaired;
  - Drainage grate openings not to exceed 13mm;
  - Level accesses at entries and egress points;
  - Warning tactiles at the top and bottom of stairs with 300mm setbacks;
  - Edge rail and mid rail to outside ramps;
  - Changing Places standard room and facilities;
  - Additional accessible seating;
  - Wide corridors and entrance doors;
  - Door opening times exceed the 5 second minimum;
  - Additional accessible car parking located in close proximity to accessible entry points; and
  - Pictogram signage.
- 7.4 In addition to the items in 7.2, design has otherwise sought to maximise equitable access through approaches such as:
- Tactile ground surface indicators;
  - Provision of lifts for patrons with accessibility issues – three all within 20-30m of main entrances;
  - Self service shelves - 2 of 3 self service shelves at an accessible level assuring equal access to food and beverage offerings;
  - Provision of accessible toilets within each main toilet block;
  - These toilets are located throughout Level 1 GA concourse to minimise travel distance for accessible patrons;
  - Main first aid room equipped with accessible toilet and shower facility;
  - Long spanning terraces in the West stand offer accessible spectators sufficient space to integrate with other users creating a vibrant and inclusive atmosphere;
  - Ensuring ease of access for accessible patrons within event overlays;
  - Provision of multiple parenting rooms;
  - All stairs including fire escape designed with accessible step profile and supporting accessible features - greatly enhance guest experience;
  - Signage to align with best practice from Blind and Low Vision NZ;
  - Generous seat sizing; and
  - All corporate toilets gender neutral.



# TE KAHA PROJECT DELIVERY

## 8. Legal Implications

- 8.1 The D&C Contract has been negotiated with BESIX Watpac and verified by Simpson Grierson, acting as the Te Kaha project's legal advisors (refer Detailed Project Costings (Attachment D (Confidential))).
- 8.2 Simpson Grierson is one of New Zealand's leading commercial law firms and also one of the largest. Their legal team on Te Kaha has been led by Partner Michael Weatherall who is one of New Zealand's pre-eminent construction lawyers.
- 8.3 Michael Weatherall was a member of the Standards New Zealand Committee which drafted the New Zealand Standard Conditions of Contract for Construction and Engineering Projects, NZS3910:2013, and associated suite of contracts including NZS3916:2013 (Design and construct) which is being used on Te Kaha.
- 8.4 Prior to qualifying as a lawyer Michael was a structural engineer and project manager and remains a Chartered Professional Engineer (CPEng). He has provided legal services on many of New Zealand's largest construction projects including the Central Interceptor Project (\$1 billion+ underground tunnelling project), the Auckland City Rail Link - lead adviser to City Rail Link Limited (and previously Auckland Transport) on the procurement for the \$3.5 billion City Rail Link project, and the \$1 billion+ Kawarau Falls development in Queenstown.
- 8.5 The Council's Legal & Democratic Services Unit has also been involved in overseeing the formulation of the D&C Contract.

## 9. Risk Management

- 9.1 A D&C Contract has been negotiated with BESIX Watpac with a lump sum price which transfers the majority of the D&C risk to the contractor.
- 9.2 Key cost risks remaining with the Council, and addressed by the D&C Contingency to be administered by the Te Kaha Project Delivery Limited Board include:
  - 9.2.1 Ground related risks:
    - Contamination;
    - Dewatering;
    - Archaeology; and
    - Soft spots/obstruction.
  - 9.2.2 Scope gaps i.e. detail within design that was not apparent at time of Contract signing.
  - 9.2.3 Programme related risk:
    - Covid-19 disruption;
    - Supply chain issues; and
    - Contractor/subcontractor productivity/capacity.

## TE KAHA PROJECT DELIVERY

- 9.3 Key risks not included in the D&C Contingency, and to be addressed by Council held Contingency as/if required:
- 9.3.1 Commercial claims made against the Contract terms; and
- 9.3.2 Known risks above P85 QRA.
- 9.4 Risks will be proactively managed by the Project Team throughout the project. This will include:
- 9.4.1 Maintenance of Client and Contractor side risk registers;
- 9.4.2 Monthly Quantitative Risk Analysis (QRA) updates;
- 9.4.3 Agenda items at site, Project Control Group and Te Kaha Project Delivery Board meetings;
- 9.4.4 Site inspections;
- 9.4.5 Health & Safety Audits;
- 9.4.6 Regular progress/reporting reviews;
- 9.4.7 Review of management plans and design documentation

### Attachment

| Document Name               | Location / File Link        |
|-----------------------------|-----------------------------|
| • Detailed Project Costings | Attachment D (Confidential) |

Barry Bragg  
Te Kaha Project Delivery Limited  
Board Chair

David Kennedy  
Te Kaha Project Delivery Limited  
Chief Executive

Council  
14 July 2022

## 0. Council Finance Report in relation to Te Kaha Capital Project

Reference / Te Tohutoro: 22/881007

Report of / Te Pou

Leah Scales –General Manager Resources/CFO

Matua:

General Manager /

Pouwhakarae:

Leah Scales –General Manager Resources/CFO

### 1. Brief Summary

- 1.1 The purpose of this report is to provide information regarding the financial implications for Council in relation to the decision whether or not to progress with the Te Kaha Project.
- 1.2 This report has been written in response to advice from Te Kaha Project Delivery Ltd (the company tasked with delivering Canterbury's multi-use arena) that the cost of the project has increased by up to \$150 million.
- 1.3 The decision whether to proceed with this project is of high significance in relation to the Christchurch City Council's Significance and Engagement Policy, and as such this report is included to inform along with expert advice and follows public consultation which sought the views of the community on the increase to the budget.

### 2. Officer Recommendations Ngā Tūtohu

That the Council:

1. Receive the information in the Finance Report on implications on the Council's financial position to inform the decision to either:
  - a. Accept the cost increase and increase the budget up to \$150 million.
  - b. Stop the project.
  - c. Pause and re-evaluate the arena project.

### 3. Reason for Report Recommendations Ngā Take mō te Whakatau

- 3.1 The Council and Crown have made a number of decisions regarding the scope and cost of Te Kaha over the last 12 years.
- 3.2 In the Long Term Plan FY2021-2031 (LTP), the Council approved the inclusion of \$483m on budget to construct a multi-use arena in conjunction with Crown funding of \$230m.
- 3.3 In August 2021, the Council agreed to increase seating capacity of the arena to 30,000 and increase the cost by \$50 million. As a result, \$50 million was added to the Long Term Plan financial modelling for payment in FY24/25.
- 3.4 When making the decision to increase the capacity and cost, the Council was informed that there was a risk of escalation (estimated at that time to be a further \$57.8 million). That risk has materialised and Te Kaha Project Delivery Ltd has advised Christchurch City Council the cost of the project will increase up to \$150 million to a total project cost of \$683 million. The opening date has also moved out to April 2026.

- 3.5 Te Kaha Project Delivery received the final Design and Construct (D&C) submission from the lead contractor, BESIX Watpac, on 27 May 2022. Further work by Te Kaha Project Delivery with BESIX Watpac has now resulted in a fixed price agreement.
- 3.6 Due to the significant change in the financial cost, the Council consulted with the public to seek their input prior to a decision being required to commit to the new cost.
- 3.7 The financial models that follow reflect the impact on Council's budgets by increasing the project cost by an additional \$150m to reflect the total project cost of \$683m.
- 3.8 Our key strategic financial goals as agreed in our Long Term Plan (LTP) are a key consideration in all Council decisions. Whilst these goals often appear in conflict with each other, all need to be considered to ensure the right outcomes are achieved.
  - 3.8.1 *Build long-term financial resilience* - the financial impacts on the Council from the 2010/11 earthquakes, and lately the COVID-19 pandemic, have reconfirmed the need for the Council to be in a financial position to respond to unexpected events. Maintaining a balanced budget and a minimum debt headroom are ways we restore and maintain this resilience.
  - 3.8.2 Provide cost-effective infrastructure and facilities – this requires the Council to balance the quality and reliability of infrastructure and facilities with what the Council can afford. This goal ensures the Council maintains and renews its existing assets effectively whilst providing infrastructure and facilities that support the expected growth, but limiting the investment to what is needed, what is deliverable and what is affordable.
  - 3.8.3 Ensure rates are affordable and sustainable –this requires the Council to always consider the effects its decisions will have on rates requirement to fund investment.

#### 4. Financial implications on Councils Budget

- 4.1 Council prepares a LTP every three years, which includes a 10 year financial forecast including proposed rates increases. Every year we also prepare and consult on an annual plan which details changes to the LTP forecast for the following year. Whilst the annual plan is only approved for the following year, during our decision making process, we always consider and highlight the impact on the following years, especially if they differ significantly to the LTP. On 23rd June the Council adopted their FY23 annual plan following consultation in March/April.
- 4.2 The Council's next LTP will be effective from 1 July 2024, during the next 18 months discussions will be held around priorities for new and existing capital projects. Considerations around the impact of delays caused by supply chain and COVID-19, global and economic impacts like inflation, interest rates and the Ukraine war, and the impact of the three waters reform on the Council's financial position will inform those discussions.
- 4.3 Due to the significant capital programme undertaken by the Council each year, it is not unusual for the financial forecasts to change each year, generally due to timing issues caused by matters outside the Council's control. This does not mean the capital programme or funding requirements necessarily change, but the timing of when that funding is required does. This is why an annual plan that might not change significantly what is included in the capital programme, or levels of service, may change:
  - the financial forecasts,
  - tracking against financial benchmarks, and
  - proposed rates increases.

Council  
14 July 2022



- 4.4 For all options provided below there is a comparison to the LTP position as agreed in FY21, and the Annual plan position commencing FY23.
- 4.5 The financial modelling below assumes the additional \$150m required will be funded solely from debt and increase our current forecast debt levels. This may not be the case, as other funding options or surpluses may be achieved prior to the Council funds are required for the project, or the capital programme is reprioritised as part of the LTP.
- 4.6 Debt is a key funding tool for the Council as it enables capital investment in infrastructure to be paid for by both today's ratepayers and those of the future. This approach provides intergenerational equity, a key principle that underpins the Council's Revenue and Financing Policy.
- 4.7 While the Council use debt as a beneficial tool to promote equity, there needs to be a balance between what the Council would like and what the Council can afford. This ensures balance is in place in both the short and the longer term.

#### Option 1 - Accept the Cost Increase

- 4.8 If the Council accepts the cost increase, the project would proceed with the scope agreed by Council in August 2021. The key fundamentals and benefits outlined in the business case would be realised. It would be consistent with the key deliverables in the Funding Agreement with the Crown.
- 4.9 However, there would be a financial impact. The tables below show the financial impact on current projections and are based on the revised project cost estimate and timing. These changes largely impact the period in which most of the Council's contribution has been allocated in the Long Term Plan. Any change to this timing would impact the financial projections summarised below.
- 4.10 The change in delivery date to April 2026 means the annual operating contribution from Council would not fully "kick in" until January 2026 on the current operating model. This results in operational cost savings until the second half of 2025/26. This is partly offset by the need to extend support for Orangetheory Stadium operations through the Venues Ōtautahi operating grant for a further year at \$0.5 million in 2025/26.

*Rates impact:*

- 4.11 Due to the timing changes noted above there is a small reduction in rates in the next two years but overall there would be a net 1.24% increase in rates driven largely from servicing the higher debt requirements. The peak rates impact is felt later than forecast in the Long Term Plan as a result. The additional debt drawn is modelled to be repaid over a 30 year period.

| Rates Increase % | 2022/23 Annual Plan | Additional Cost plus revised cost profile | Proposed Increase - \$150m more | 2021/31 LTP |
|------------------|---------------------|---|---------------------------------|-------------|
| 2022/23          | 4.66%               | 0.00%                                     | 4.66%                           | 4.97%       |
| 2023/24          | 4.96%               | 0.00%                                     | 4.96%                           | 5.42%       |
| 2024/25          | 5.79%               | 0.05%                                     | 5.84%                           | 5.37%       |
| 2025/26          | 8.06%               | 0.42%                                     | 8.48%                           | 5.45%       |
| 2026/27          | 4.93%               | 0.75%                                     | 5.68%                           | 5.03%       |
| 2027/28          | 3.82%               | 0.02%                                     | 3.84%                           | 3.62%       |

- 4.12 Assuming our current assumptions on interest rates, inflation and rating base growth, and that this is funded from the general rate, the approx. increase to the average residential property for the additional \$150 million would be \$39 per annum in today's dollars, based on a 1.24% rates requirement increase. This increase would occur progressively over the period 2025 - 2027.
- 4.13 The total Council contribution (cost) for Te Kaha, including an additional \$150 million, translates to \$144 per annum per average residential property occurring progressively between 2025 and 2027. These amounts would decline slowly over 30 years as debt was repaid.

*Debt Headroom:*

- 4.14 Council's Financial Strategy describes the approach to securing the revenue to support investment that will sustainably and responsibly fund the services and activities, specific projects and programmes of work are provided for in the Long Term Plan.
- 4.15 Carrying a relatively high level of debt means that we must focus on retaining our financial resilience and having access to funds at short notice in order to respond to unexpected events. A key feature of the Financial Strategy is to keep minimum available borrowing (headroom) to \$400 million to provide for this. The purpose of the debt headroom is to have the ability to borrow in the event of an emergency and remain within debt covenant limits.
- 4.16 The LTP had Council maintaining a debt headroom minimum of \$400m. The table below shows the impact on our debt headroom of adding \$150m debt over the period FY25-FY27. The Council is in an improved starting position (from LTP) because of the impact of COVID-19-supply chain having delayed delivery of the full capital programme and operational surpluses giving us the ability to not borrow/early repay the balance of the planned COVID-19 borrowing.

| Debt Headroom (\$m) | 2022/23 Annual Plan | Additional Cost \$150m | 2021/31 LTP |
|---------------------|---------------------|------------------------|-------------|
| 2023/24             | 1,271               | 1,271                  | 627         |
| 2024/25             | 646                 | 622                    | 502         |
| 2025/26             | 563                 | 436                    | 451         |
| 2026/27             | 565                 | 446                    | 491         |
| 2027/28             | 562                 | 450                    | 500         |
| 2028/29             | 610                 | 502                    | 532         |

#### Net Debt to Revenue

- 4.17 The Council's ability to borrow is limited by the willingness of lenders to provide credit and the ability and willingness of ratepayers to service interest costs and principal repayments.
- 4.18 The debt to revenue ratio is an indicator of debt affordability. The Council maintains several covenants with lenders which set specific limits on borrowing – most importantly, that total net debt may not exceed 295 per cent of total operating revenue in FY23, then dropping 5 per cent a year before settling at a new longer term limit of 280 per cent from 2026.
- 4.19 A prudent debt strategy should restrict planned borrowing to materially less than this covenant limit, to provide budget flexibility in the event of unexpected adverse changes to our financial position or operating environment.
- 4.20 Gross debt is the total debt we are carrying. Net debt has cash holdings and debt (advances) owed to us deducted.
- 4.21 The debt affordability ratio is only one of the ratios that Standard and Poor's (S&P) consider as part of their annual review of the Council credit rating. In the Council's review last year the credit outlook was revised to positive with the following comments:

*"The positive outlook reflects Christchurch's improving budgetary performance compared with Historical levels. The council is benefitting from diminishing after-capital deficits and a plateauing debt ratio over the next few years due to the tailing off of the major earthquake reconstruction works.*

*Supporting Christchurch's ratings are its track record of robust financial management, its liquidity coverage, and the city's wealthy economic profile. Our ratings are also underpinned by the country's excellent institutional framework. We have updated our analysis for Christchurch through to fiscal year 2024 (ending June 30, 2024) following the publication of the council's 2021-2031 long-term plan.*

*We could raise our ratings on Christchurch if the council achieves moderate after-capital deficits as it embarks on a large multiuse arena. This could be indicative of more fiscal flexibility than in the past.*

*We could revise our outlook to stable if the council's budgetary performance and debt trajectory were to underperform our forecasts. This could occur with additional capital expenditure spending, necessitating higher borrowing. S&P Global Ratings December 2021*

- 4.22 The Council debt programme over the term of the LTP has not changed significantly, however the timing of that funding requirement has due to delays in the capital programme. In addition, financial surpluses has allowed the Council to not borrow all of the planned COVID-19 borrowing and allowed for the early repayment of the debt borrowed. The Council had planned to borrow approx. \$72m (repayable over 5 years), ended up borrowing \$26m and will have repaid all actual COVID-19 borrowing within 2 years. This has allowed the Council to

manage the impact of the additional \$50m added into the budget last year for the increase to the seating for Te Kaha as can be seen in the below table when comparing the LTP to Annual Plan.

| Debt Ratio<br>(limit 280%<br>from 2026) | 2022/23<br>Annual Plan | Additional Cost<br>\$150m | 2021/31<br>LTP |
|---|------------------------|---------------------------|----------------|
| 2023/24                                 | 170%                   | 170%                      | 224%           |
| 2024/25                                 | 221%                   | 223%                      | 234%           |
| 2025/26                                 | 227%                   | 239%                      | 237%           |
| 2026/27                                 | 229%                   | 240%                      | 235%           |
| 2027/28                                 | 232%                   | 242%                      | 236%           |
| 2028/29                                 | 229%                   | 238%                      | 235%           |

#### Operational Costs

- 4.23 Venues Ōtautahi has refreshed the forecasts in the operating business case based on developed design elements to include updated lifecycle cost estimates, increased insurance on higher capital values, revised operating revenues and costs including facility maintenance. The revised annual operating contribution noted above is still comparable to the original business case of \$4.2 million per annum updated to \$4.38 million in today's dollars. The business case identified the need for an operational bid fund. This has not been incorporated into the annual operating budget. This will be considered as part of the FY24/34 LTP.

#### Option 2 – Stop the Project

- 4.24 If the Council discontinues the project it would avoid the financial impact, including potential rate increase and the impact on Council's debt headroom. The Council would also be able to decide if the remaining Te Kaha budget should be allocated for other projects and/or be used to reduce forecast borrowing and rates.
- 4.25 However, there would be \$40 million sunk cost (investment already incurred that could not be recovered). This is the money spent on design development, the Pre-Contract Services Agreement and enabling works. The Council may be liable for some further costs because of agreements that it already has in place, and it is likely the Crown would seek to recover some of these costs, as to date it is their funding that we have used.
- 4.26 Large sport and entertainment events would have to continue using the temporary stadium in Addington. The temporary stadium is made of a scaffolding structure originally intended to have a life of around five years. Constructed in 2012, the venue is now 10-years-old and, whilst structurally sound and subject to quarterly structural assessments, it will in due course require decommissioning.
- 4.27 On this basis, if Te Kaha is not built, there will be no venue in Canterbury suitable for large sporting or entertainment events in the medium to long-term.
- 4.28 The Crown investment would be withdrawn. In addition, the Crown could seek to recover the land that it has given us for the arena site. This currently has a carrying value of \$55.8 million.
- 4.29 Council is responsible for the design and delivery of improvements to the adjacent and nearby transport assets and streets access networks to Te Kaha, in accordance with the AAC programme principles. The roading and transportation changes required to the adjacent and



nearby streets are not funded from the Te Kaha anchor project budget. They have been identified as part of the AAC programme of transport and streets works as part of the Christchurch Central Recovery Plan. To this end funding has been allocated for these regeneration and revitalisation projects as part of the 2021-31 Long Term Plan. These projects were identified as necessary projects in the Central City Recovery Plan. If the stadium did not proceed these projects may change focus and would need to be reviewed.

- 4.30 Assuming the removal of all Crown funding and repayment of 50% of the contributions received to date to the Crown the following impact on the debt headroom, and rates increases are:

| Rates Increase % | 2022/23 Annual Plan | Project Cancelled | Revised Annual Plan projected rates | 2021/31 LTP |
|------------------|---------------------|-------------------|-------------------------------------|-------------|
| 2022/23          | 4.66%               | 0.09%             | 4.75%                               | 4.97%       |
| 2023/24          | 4.96%               | 0.10%             | 5.06%                               | 5.42%       |
| 2024/25          | 5.79%               | -1.05%            | 4.74%                               | 5.37%       |
| 2025/26          | 8.06%               | -1.95%            | 6.11%                               | 5.45%       |
| 2026/27          | 4.93%               | -0.43%            | 4.50%                               | 5.03%       |
| 2027/28          | 3.82%               | 0.14%             | 3.96%                               | 3.62%       |

- 4.31 Compared to the projections in Option 1 the rates impact of cancelling the project is a net 3.1% reduction over the next six years. The increase in the next two years is a result of the assumed refunding of 50% of Crown contributions. The resulting impact on debt headroom is summarised in the following table:

| Debt Headroom (\$m) | 2022/23 Annual Plan | Project Cancelled | 2021/31 LTP |
|---------------------|---------------------|-------------------|-------------|
| 2023/24             | 1,271               | 1,055             | 627         |
| 2024/25             | 646                 | 877               | 502         |
| 2025/26             | 563                 | 801               | 451         |
| 2026/27             | 565                 | 782               | 491         |
| 2027/28             | 562                 | 769               | 500         |
| 2028/29             | 610                 | 808               | 532         |

### Option 3 – Pause and re-evaluate the arena project

- 4.32 The Council could pause and re-evaluate the key fundamentals and the priorities for the project, along with the associated costs and benefits. These were last fully assessed in the Investment Case in 2019 and the context and expectations may have changed along with the affordability issues.
- 4.33 There is a possibility that the re-evaluation could identify an option which reduces the quantum of the cost overrun and still delivers the identified priorities. At this stage it is not possible to anticipate what this could be.

- 4.34 An estimated \$30 million would be spent on review and redesign. It would push out the completion date for the arena by 9 to 12 months to 2027, as, given the extent of the required changes, we would need to go back to the start of the three-stage design process. Even reverting to a 25,000 seat capacity would require a 9 to 12 month delay for redesign and the Project Team have advised the construction cost would be over budget.
- 4.35 As it is likely that prices will continue to rise, delaying the project for redesign is likely to result in further escalation during the design period even if the rate of price escalation reduces.
- 4.36 If an option compromised the key deliverables in the Funding Agreement, the Council would need to attempt to renegotiate the Funding Agreement with the Crown. If the Crown did not agree to this change and withdrew its funding, the Council would be unable to proceed with the project.
- 4.37 Venues Ōtautahi, who will operate the arena, has advised that reducing the scope would impact on the arena's financial viability and likely necessitate additional funding for annual operating costs.
- 4.38 There is a risk that the contractor would not be in a position to dedicate another 9 to 12 months to further design. This would delay the project further as the project would have to go back to the market for design.
- 4.39 Without understanding the fundamentals of what a rescope/redesign option would look like we have not provided financials options for this. If a reduced scope could be agreed with the Government and retain their funding, it is likely that the financial implications would be less than Option 1 and would delay the financial impacts on the LTP.

## 5. Risks and uncertainty

- 5.1 Whilst the above financial models provide the impact of a decision today on the future budget, it is only based on the information known today, and that may change tomorrow. The following are things that are impacting the Council now, and will continue to influence the decision making abilities on the whole capital programme over the next few years.
- 5.2 The global policy response to COVID-19 has successfully supported economic activity and minimised job losses, but it has also created inflationary pressures that are greater and less transitory than originally expected. This has been compounded by the Ukraine invasion, which has reduced the supply of a number of important commodities and increased risk in global markets.
- 5.3 The shift in inflation perceptions from "transitory" to "entrenched" has led to a fundamental recalibration of global monetary policy, resulting in the sharpest increase in global interest rates since at least 1994 and unusually high volatility in illiquid markets as most participants try to reduce their activity until the fog clears. This has had the desired initial effect – globally, equity markets have fallen by more than 20% so far in 2022; domestically, house prices have dropped 10% from their November 2021 peak and confidence indicators are now below their 2008 Global Financial Crisis lows.
- 5.4 Such global adjustments spell potential disaster for poor countries with large amounts of USD-denominated debt. However, for most countries (and for the global economy as a whole) the outlook is more sanguine, albeit still highly uncertain: At this stage, the most likely outcome is for a significant slow-down (including relatively mild recession for most richer countries), but with only modest increases in unemployment compared with previous business cycles. Interest rates will very likely peak below the levels implied by current market prices, but inflation may be slower than expected to return to "mid-point" targets due to longer-lasting wage pressures (in a New Zealand context, this means inflation getting stuck

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- around 3% rather than the targeted 2%). Key uncertainties are the extent to which governments balance the need to reduce COVID-19 stimulus with the desire to support vulnerable households, plus the longer term trends of increasing geo-political tensions (which pre-dates COVID-19) and a reorganisation of global supply chains to focus on “robustness” rather than “efficiency” – all of these uncertainties will tend to be inflationary and negative for economic growth.
- 5.5 The impact of all this on the Te Kaha project has been to significantly increase construction costs compared with original (and even quite recent) budgets – in part due to currently elevated input prices, but also because of the increased uncertainty around future input prices as the facility is actually built.
- 5.6 A key risk for Council is that the most recent budget increase has been based on input price assumptions that inappropriately extrapolate current conditions into the budget’s multi-year future price assumptions. Steel prices provide an example: Chinese steel prices actually peaked in September 2021 and have now fallen to around their pre-COVID-19 levels, but this is not reflected in New Zealand steel prices.
- 5.7 It is not clear that New Zealand steel prices will reduce to match current Chinese prices during the construction period, particularly as there is likely to be on-going domestic demand for steel from construction and other infrastructure projects over the period despite the expected economic slow-down.
- 5.8 Construction costs have other significant inputs, including labour costs, which are unlikely to fall materially unless there is a significant recession (which is not expected). The likely on-going (albeit milder) inflationary pressures on these inputs will tend to off-set any savings generated by lower steel prices.
- 5.9 These risks are challenges Council will need to manage across its wider capital programme over the next few years, of which Te Kaha is only one.
- 5.10 Reform programme – Three Waters reform is currently expected to impact our financial year beginning 1 July 2024. That means it will be the first year of the new LTP. At this stage there is no detail around what will be transferred, and how much in relation of the Council debt will be transferred to the new Entity. If the forecast 3W debt is transferred in full this will likely improve the key financial ratios, however getting significantly less could be problematic.
- 5.11 Future for Local Government Reform, RMA, and Climate Change will all likely to have significant impacts on the next LTP.

## Attachments / Ngā Tāpirihanga

There are no attachments to this report.

In addition to the attached documents, the following background information is available:

| Document Name | Location / File Link |
|---------------|----------------------|
|---------------|----------------------|

## Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).  
(a) This report contains:

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- |   |
|---|
| (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 / Ngā Kaiwaitohu

|             |  |
|-------------|--|
| Authors     | Peter Langbein - Finance Business Partner<br>Leah Scales - General Manager Resources/Chief Financial Officer |
| Approved By | Leah Scales - General Manager Resources/Chief Financial Officer  |