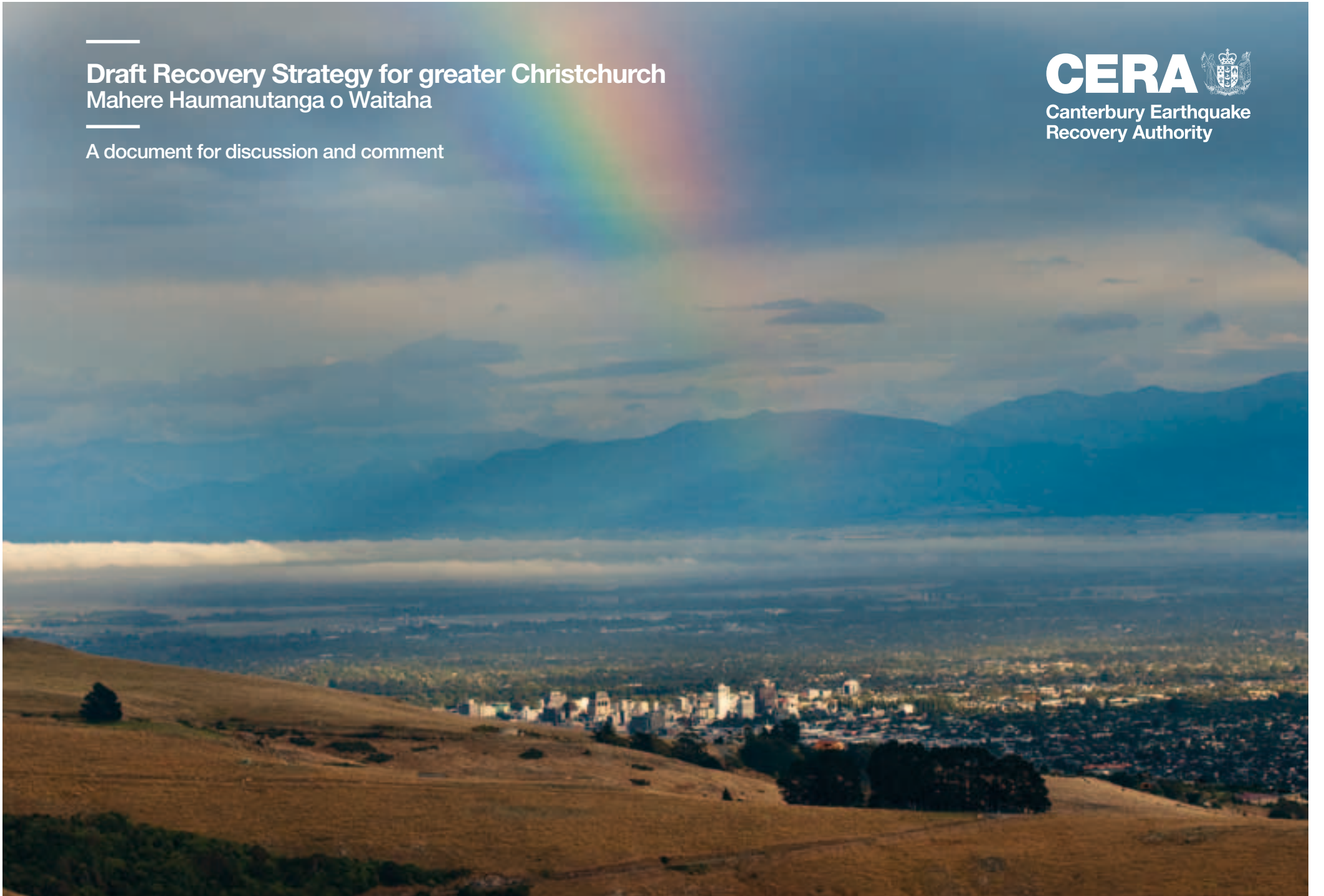

Draft Recovery Strategy for greater Christchurch Mahere Haumanutanga o Waitaha

A document for discussion and comment

CERA 
Canterbury Earthquake
Recovery Authority





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Ministerial Foreword

The recovery of the greater Christchurch area after the devastating earthquakes of 2010 and 2011 is the biggest challenge faced by New Zealand in living memory.

The loss of lives, the destruction of buildings, and the on-going aftershocks have taken a terrible toll on the greater Christchurch community and the nation. Recovering from natural disasters on this scale has never been tackled before and is uncharted territory for the affected communities, the councils, business and government.

The government recognised the enormity of the task and passed legislation to establish the Canterbury Earthquake Recovery Authority (CERA) to lead and co-ordinate the recovery efforts. CERA is working with Te Rūnanga o Ngāi Tahu, Environment Canterbury, Christchurch City Council, Selwyn and Waimakariri District Councils, central government agencies, local businesses and organisations, community groups and people to identify priorities, prepare plans and set directions for recovery activities. The community has provided important advice to CERA which has been used in developing this discussion paper.

While government has a distinct role to play, it is clear both the public and private sectors are integral to the success of the recovery. In the immediate aftermath of the earthquakes community groups, business organisations, government and non-government groups all worked together, responding swiftly and effectively providing essential services and support for vulnerable people and businesses around the area. The easy way people and organisations came together in partnership to face a common threat provides us with great hope for both the recovery and the future of our area.

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

Recovery is already under way. Since the first earthquake on September 4, the Government, local councils, business and community organisations, developers and house owners have been making decisions about recovery. Recovery plans are being prepared for a range of activities and areas, and will all contribute to the region-wide recovery.

Ensuring recovery is sustained and successful requires leadership and co-ordination – and that's what the Government is delivering with this Recovery Strategy.

This document sets a proposed direction for a co-ordinated, collaborative and sustained recovery. Community input has already enabled the crafting of a vision and goals that give us all something to work towards, to create a more resilient and vibrant future for ourselves and our families. A series of plans have been identified to achieve the vision and goals, and work is under way on many of them. This Recovery Strategy is now out for consultation. I encourage everyone to have their say and influence the final strategy for recovery.

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



A handwritten signature in blue ink that reads "Gerry Brownlee". The signature is written in a cursive, flowing style.

Hon Gerry Brownlee
Minister for Canterbury Earthquake
Recovery

Message from the Chief Executive

Rebuilding and recovering the greater Christchurch area, and the hearts and minds of the people who live here, is no easy task. It's still hard to comprehend the devastation and destruction we have suffered, and we are all still dealing with the impact it has had on our lives on a daily basis. But this Recovery Strategy represents a huge step forward in the journey of putting our city and its people back together.

I am heartened by the way so many individuals and organisations – public sector and private; regional and national; business and community focused – have already acknowledged how important the recovery planning process is and have contributed their time and energy to help us reach the point we are at today.

Of course, this Recovery Strategy document is still in draft form, and is now out in the public arena for consultation. The series of plans that have been identified already give us a good foundation and structure for the recovery process, and will have been significantly progressed or completed before the final document is approved later this year. Finalising this document will be a significant milestone, the timing of which should coincide with the residents of greater Christchurch having more certainty and clarity about those areas that are currently zoned orange and white.

During this consultation phase I strongly urge each and every one of you who has a vested interest in the future of Christchurch – no matter where you live in New Zealand or overseas – to make the most of this chance to have your say and voice your opinions. This is a unique opportunity to influence the new look and feel of the place we all love so much, and all of your input will be considered. For more information about how to make your views known visit the CERA website at www.cera.govt.nz

I want to thank you for your participation so far, and your continuing commitment to the wider recovery process. I can assure you that CERA is working with people in many and various organisations to help get this recovery process right and achieve the best outcome we possibly can for everyone who lives in greater Christchurch, and for those who will in the future. I will personally be driving the work that is needed as hard as I can to reach milestones and ensure that recovery is as fast and efficient as possible.



Roger Sutton
CERA Chief Executive



Mihi whakatuwhera

Nei te pōhakahaka a te tini
Tēnā a puna roimata, kua kōrengarenga
Tēnā a kākau, kua pūkatokato
Tēnā a manawa, kua hōripi
Auē te mamae huri kino nei!

He aha rā te rokoā
Hei whakamaurutaka mō manawa?
He whakawhirinaki i te whakaaro
He rā anō ki tua me he raki ka paruhi

Nā reira me pēhea tō tātou waka e tae ki tua
Kia pae te ihu waka ki tōna ihu whenua?
Kāore mā te tōtara wāhi e rua
Ekari ia mā te rāraka
He korowai kanorau mā te katoa
Mā tēnā ka pae te waka ki uta rā

Nā reira ki koutou katoa kei Ōtautahi
Kia rewaina te waka whakamāui e tōkihi whakamua
Hoe atu, hoe atu he haumanu
Nā reira kei ōku kiritata Ki te hoe!

Here is the lament of the people
Those who have shed many tears
Those overcome with grief
Those of wounded heart
Alas the agony of loss!

What is the remedy
To abate the pain of my heart?
To trust in the knowledge
There is a brighter day tomorrow

So how can we reach promised shores
And reach the heights of our aspirations?
Not through division
But through uniting together
Weaving an unequalled cloak to shelter all
Through unity our waka shall reach the shores of our ambition

So to you all, the people of greater Christchurch
Let us launch the waka of our recovery forward
Each paddle moving us closer to a reawakening
And so to you neighbour
Our journey begins!

Executive Summary

The scale of the destruction from the series of earthquakes that have shaken the greater Christchurch area since September 2010 (in particular the 22 February 2011 event) led the government to set up the Canterbury Earthquake Recovery Authority (CERA) with the task of leading, directing and co-ordinating recovery activities. CERA is required to produce a Recovery Strategy (s. 11 CER Act) in consultation with Te Rūnanga o Ngāi Tahu (Ngāi Tahu), Environment Canterbury (ECan), the Christchurch City Council, (CCC) Selwyn District Council (SDC) and Waimakariri District Council (WDC), and in discussion with other stakeholders. The role of government and this strategy is to provide leadership and ensure recovery work and decisions are co-ordinated and integrated across all sectors – social, economic, built infrastructure and the natural environment, with the community being central to all.

This Recovery Strategy provides overarching direction for the reconstruction, rebuilding, and long-term recovery of greater Christchurch. The aim of the strategy is to:

- (i) provide direction and clarity to public and private agencies who have a role in recovery activities;
- (ii) instil confidence in the greater Christchurch community (particularly the business community) that recovery is well planned and progress is being made; and
- (iii) maximise opportunities for the restoration, renewal, revitalisation and enhancement of greater Christchurch.

The strategy will:

- Set an agreed vision for the recovery of greater Christchurch and supporting goals to direct recovery plans, programmes and activities, illustrated in the diagram below.
- Undertake recovery at a steady pace with set timelines and milestones.
- Prioritise:
 - the safety and well-being of people;
 - re-establishment of conditions for investment, business activity and employment;
 - permanent repair and rebuilding of essential infrastructure, lifeline utilities, major transport links and facilities;
 - timely provision of new quality housing and business development;
 - re-establishment of a functioning Central Business District and other key activity centres;
 - identification of ‘early win’ projects.
- Apply common principles to guide recovery decisions by the private sector, local and central government, leaders and decision-makers.
- Act collaboratively and engage with the community.
- Optimise public and private investment in the rebuild; expect prompt EQC and insurance settlements; use central government funds to support recovery investment; and use alternative funding models, such as public private partnerships for funding rebuilding.

- Use, after review, the objectives and goals of the existing strategies, policies and plans for greater Christchurch as the foundation for growth and enhancement to people’s quality of life; and investigate and support new approaches and initiatives to maintain and enhance economic growth.
- Set the agenda for recovery plans, programmes and activities.
- Track and report on progress.

Regional and local authorities, Ngāi Tahu, Canterbury District Health Board, NZ Transport Agency and utility companies are undertaking recovery work through their existing responsibilities and using their powers under existing legislation. CERA will continue to explore ways in conjunction with regional and territorial authorities to effectively utilise its powers to provide for a timely and community supported recovery. The Recovery Strategy directs the preparation of Recovery Plans and programmes, as leading methods to achieve the vision and goals. The *Finance and Funding*, and the *Land, Building and Infrastructure Recovery Plans* are central to a number of other recovery plans and activities, as they set the framework for investment in recovery, the spatial plan for greater Christchurch and the programme for major infrastructure repair and future provision. Other critical Recovery Plans include the *Central City Plan*, the *Economic Recovery Plan*, the *Education Renewal Recovery Plan* and the *Built Heritage Recovery Plan*.

LEADERSHIP AND INTEGRATION

Effective Central Government Services Programme

Finance and Funding Recovery Plan

Economic Recovery Plan

ECONOMIC

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

Built Heritage Recovery Plan

Education Renewal Recovery Plan

SOCIAL

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

Worst Affected Suburbs Programme

Building Community Resilience Programme

Sports, Recreation, Arts and Culture Programmes

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

BUILT

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

Land, Building and Infrastructure Recovery Plan

Central City Plan (CBD Recovery Plan)

Local Neighbourhood Plans and Initiatives

NATURAL

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

Environmental Management Programmes



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1 *How the earthquakes changed our lives*



1.1 When the worst happens

Life in the Canterbury region changed forever when a 7.1 magnitude earthquake struck west of Christchurch on 4 September 2010, causing destruction to land and buildings. A 4.9 magnitude aftershock on Boxing Day damaged commercial buildings in the central city. Worse was yet to come. On 22 February 2011, a 6.3 magnitude earthquake erupted on what became known as the Port Hills fault line, causing substantial destruction of buildings, widespread land damage and rock falls, and led to the loss of 181 lives with many more seriously injured. Then on 13 June two large aftershocks in quick succession (of magnitude 5.7 and 6.3) brought further destruction, though no further loss of life.

By August 2011, more than 7,000 aftershocks had shaken the greater Christchurch area. Communities have been significantly impacted, interrupting day-to-day life and damaging the infrastructure and services that communities rely on to function. In the worst affected suburbs, after each major quake, houses and facilities were without power, water and sewerage for days on end, and roads were damaged and unsafe for travel. Liquefaction caused flooding of houses, punched holes in roads and covered the ground with tonnes of silt. Some schools were forced to relocate, and hundreds of students have left secondary and tertiary education facilities many not returning to the facilities they were using in September 2010.

More than 100,000 houses have been damaged requiring repair or rebuilding. A significant number of properties will not be able to be redeveloped in the short to medium term due to serious land damage. Many homeowners and occupants will move to new locations. More than 60% of the 5,000 businesses in the CBD and their 50,000 employees were displaced, although overall unemployment levels were largely unaffected. More than one third of central city businesses are unable to operate, with another third operating from makeshift premises. The earthquakes closed many swimming pools, historic buildings, museums, churches and sports clubs, with many facing demolition or extensive restoration work. Organisations and community services have been dislocated and the large volunteer networks that run activities and organisations have been disrupted.

The natural environment has been impacted as raw sewage and silt was discharged into the rivers and estuary. This destroyed habitats, contaminated water, restricted the gathering of kaimoana from usual sites, and disrupted water-based recreation such as surfing, fishing and swimming. Special places such as Rapanui/ Shag Rock were also badly affected and the change has resulted in permanent changes to the landscape. Large parts of the Port Hills are now inaccessible to recreational cyclists, walkers and hikers due to rock falls, debris inundation and cliff collapse.

“

Rūaumoko, known in Māori tradition as the god of earthquakes, woke beneath us all and reminded us of the awesome power of nature.

”

Did you know there were?

- 124kms of water mains damaged
- 50,000 road surface defects
- 300kms of sewer pipes damaged
- 205 11kV power cables damaged
- More than 50% of the Central City buildings severely damaged
- 390,000 claims to EQC
- 12 schools, or parts of schools were relocated
- 55% of secondary students site sharing
- 24 of 45 school swimming pools damaged
- 10 performing arts venues out of action

1.2 What we did and what we've achieved

Immediately following the 4 September 2010 earthquake a state of emergency was declared and existed until 16 September 2010. Following the 22 February event, a state of national emergency was declared and stayed in force until 30 April 2011. Under the national state of emergency, Civil Defence and Emergency Management (CDEM) was responsible for locating and rescuing trapped people, provision of medical care for the injured and welfare support for affected communities, and evacuation of injured, aged and visitors. CDEM then began demolition of dangerous buildings, and maintained safety and security around cordoned areas. Community groups provided support in local neighbourhoods, while business groups worked together to assist displaced businesses, and fund-raising succeeded in providing financial aid. Councils and government agencies and the private sector provided services and support to the most vulnerable people and damaged properties, and repaired essential infrastructure. A more detailed summary of what was done is included in Appendix 1. Activities focused on restoring a sense of 'home' for all, as quickly as possible, involving the following (in order of priority):

- **caring for the most vulnerable people and ensuring people were safe from dangerous buildings and natural hazards**
 - EQC fully inspected 81,775 properties and paid out 49,098 claims by 21 February – value \$898 million
 - community assistance activities including counselling and social support, housing option advice and temporary accommodation
 - at 9 August 2011, of the 498 demolitions requested, 271 demolitions were completed or were under way
- **providing temporary housing and ensuring damaged homes still occupied are kept weather tight**
 - Department of Building and Housing constructed temporary housing on Kaiapoi and Linwood parks
 - 25,000 heating units ordered of which 9,642 were installed as at 22 July
- **repairing basic infrastructure and lifeline utilities**
 - 100% of Christchurch (excluding CBD) has access to normal reticulated water (as of 5 August)
 - CCC delivered chemical toilets to 30,000 residents after 22 February quake
 - 100% of the city has access to functioning sewerage systems/chemical toilets/portaloos (as of 5 August)
 - 8.7km of new wastewater pressure mains installed (as of 26 July)
 - removal of about 473,000 tonnes of silt since 22 February from roads and properties (as of 5 August)
 - sewage discharges reduced from 47,000m³/d in June to about 19,000m³/d (as of 5 August)
- Orion repaired 95% of known underground cable faults (as at 8 August)
- CCC has completed 80% of urgent repairs to roads, and 50% of repairs to footpaths to make them safe and usable
- **providing interim solutions for displaced businesses**
 - Recover Canterbury assists businesses to relocate, and provides information and support for business recovery
 - Canterbury Employment and Skills Board established
 - More than 92,000 financial assistance payments made (\$17.7M) and about 40,000 Earthquake Support Subsidy and Job Loss Cover payments (\$38.3M)
- **providing options for homeowners in severely damaged areas to find new homes and recover**
 - government provides purchase package for Red Zone homeowners
 - Housing Expo held on July 30–31 attracts 14,000 people

The extent of land damage resulted in much greater and in-depth analysis of the nature of the land that sits underneath communities and is requiring decisions about where people can rebuild in the short and medium terms across greater Christchurch. As a consequence, four “zones” have been identified based on the severity and extent of land damage, and the cost-effectiveness and social impacts of land remediation:

- Green Zones, where repairs and rebuilding can occur subject to new building standards and codes, based on current knowledge of seismic activity. These areas have lesser damage to their infrastructure, and will support other areas through the recovery.
- Orange Zones, where further analysis is required to determine if land repair is practical and suitable for rebuilding in the short-to-medium term.
- White Zones which are still being mapped or include significant non-residential properties (including the Port Hills and the CBD).
- Red Zones, where rebuilding is unlikely to occur in the short-to-medium term because the land is damaged beyond economic, practical and timely repair. Most buildings are generally so badly damaged they require rebuilding, and these areas are at high risk of further damage to land and buildings from low-levels of shaking (e.g. aftershocks), flooding or spring tides; infrastructure also needs to be rebuilt. Here the government is offering to purchase insured residential properties, to provide certainty and confidence to property owners, enabling them to start the process for rebuilding elsewhere.

These decisions are unique in New Zealand, and are enabling greater certainty about where and when to rebuild.



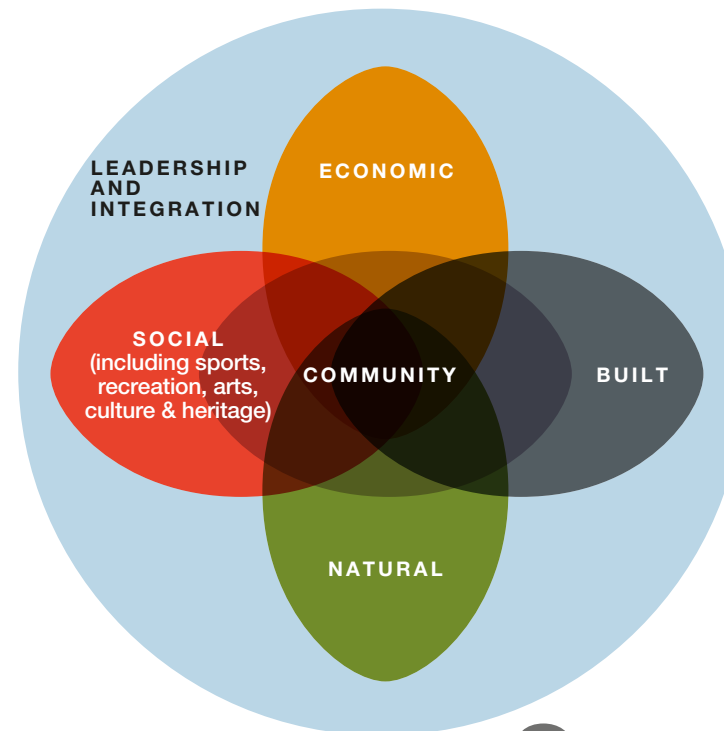
1.3 What we've learnt

Recovery activities, under way since September 2010, continue to expand and evolve. Based on local and international experiences, a number of key aspects have emerged as being critical to a successful recovery. These factors include the importance of:

- building on the capacity, momentum, and initiative of community-led responses
- building on the strengths of the region and creating innovative solutions to problems of the past
- the innovative and resilient nature of the business community contributing private sector investment for recovery
- communicating between all parties
- decision making at the local level where possible
- focusing recovery work on the health and wellbeing of those most affected; relocation breaks up established neighbourhoods and creates additional hardship for people, families and businesses, and impacts on schools, shops and community facilities
- restoring cultural, sporting and recreational life as part of community wellbeing, providing a sense of continuity with the past and a sense of shared identity
- government agencies working in a more innovative, flexible and collaborative manner, and in a more 'joined-up' approach with the private and volunteer sector
- co-ordinating recovery efforts and planning strategically
- the seismically active environment and other natural hazards being a key determinant in future land-use decisions.

In summary, recovery requires leadership and integration across all components of the environment as represented below, with the community central to all.

Figure 1: Components of the recovery environment



? **Questions to think about:**
We've highlighted the most important lessons we've learnt since the earthquakes began – but are there others?

1.4 *The issues and challenges ahead*

Key issues and challenges faced in recovery, including working around the continuing aftershocks, are grouped under the four environments set out above, along with a fifth activity area of leadership and integration that applies to all four environments.

ACTIVITY AREA	CHALLENGE
Leadership and Integration	<ul style="list-style-type: none"> • Creating and maintaining confidence and seizing opportunities, including collaborative partnerships, for the future of greater Christchurch. • Achieving timely recovery, balanced with the need for good decision-making that endures beyond the recovery.
Economic	<ul style="list-style-type: none"> • Promoting regional economic prosperity by sustaining a robust job market and continuity of income for residents. • Removing obstacles to economic recovery, such as insurance claims payment delays, availability of insurance for new and repaired properties, and clarity on land issues. • Retaining and attracting new capital to rebuild the city and the region's economy, to provide confidence and lower risk for investors creating jobs and further supporting economic growth. • Central and local Government working collaboratively with private interests to ensure the recovery is business friendly. • Ensuring labour market resources are available to get momentum in the rebuild and recovery.
Social <i>(including sports, recreation, arts, culture and heritage)</i>	<ul style="list-style-type: none"> • Restoring and enhancing community health and wellbeing, including repair, renewal and supply of housing. • Ensuring public and private sectors, community organisations, individuals and families, central and local government all work in a more innovative, collaborative and co-ordinated way. • Ensuring greater Christchurch is a vibrant and attractive place for residents, businesses and visitors, with a range of social, cultural, recreation and sporting activities.
Built	<ul style="list-style-type: none"> • Facilitating the rebuild and repair of damaged infrastructure, housing, strategic and community buildings through the provision of sufficient machinery, materials and skills in the labour market. • Understanding and responding to land damage sustained across greater Christchurch (including rock fall hazards) by providing certainty in a timely manner about where and when the rebuild will occur.
Natural	<ul style="list-style-type: none"> • Restoring healthy and functioning ecosystems to support biodiversity and economic growth, and enabling safe opportunities for outdoor recreation and social and cultural activities.

2 *Strategy for recovery*



2.1 A new approach

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

Recovery is an expensive and complex undertaking. Co-ordination and collaboration are essential to ensure the recovery is affordable, efficient, effective and creates a better greater Christchurch than before the earthquakes began.

By setting a vision, providing direction and listing priorities for the reconstruction, rebuilding, and long-term recovery, this strategy aims to ensure all the organisations engaged in recovery, work towards the same agreed purpose and outcomes. Co-ordinating financial, physical and human resources deployed for recovery is critical for maximising the gains from public sector expenditure and restoring confidence in the private sector to actively participate in the recovery.

This strategy provides a strong foundation for the community and support agencies to build upon recovery efforts and actions already under way. The strategy aims to:

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

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

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

This strategy identifies the necessary Plans, such as the *Land, Building and Infrastructure Recovery Plan* that contain the detailed actions and methods essential to achieve recovery and the vision. It is these Plans, listed elsewhere in this document, that contain the detail of how the recovery of individual houses, streets, neighbourhoods, communities, businesses, education, the arts, sports and recreation, heritage buildings, the natural environment and other aspects of life in greater Christchurch will be implemented and achieved. An important component of the recovery is quality housing.

Delivering recovery will be largely the responsibility of the private sector. That includes banks, insurers, institutional investors, commercial building owners and developers but also every homeowner in the greater Christchurch area. Local authorities will play their part repairing and restoring the essential infrastructure, but everyone has a role to play in making the recovery real by reinvesting in their future in the region. Co-ordination will be achieved through recovery Plans, programmes and initiatives identified in this strategy.

These Recovery Plans, programme and initiatives are being developed in separate but linked processes. More information about the development of these Plans and programmes will be made available so people can participate in both consultation and implementation processes.

The layout of this document follows the four components set out in section 1.3 (social, built, economic, natural) to connect the challenges, goals and methods.

3 *Vision and goals for the recovery*

The Strategy is to:

Set an agreed vision for the recovery of greater Christchurch with supporting goals to direct recovery plans, programmes and activities.



3.1 *Why invest in greater Christchurch*

Christchurch is New Zealand's second largest city, with a population of half a million people, and the gateway to the South Island.

Much of greater Christchurch functions effectively and safely and is open for business. Communities have pulled together to support each other becoming stronger and better prepared for future challenges, businesses have relocated, schools have shared facilities, and temporary housing has been constructed.

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

The greater Christchurch business community demonstrates strong business and institutional leadership, and resilience.

Primary production continues to generate much of the wealth of the region, with agriculture, horticulture, forestry, viticulture and aquaculture activities all thriving.

Manufacturing, electronics and software development are all growth sectors; attracting international investment, an educated and innovative workforce to the region, and exporting products and services globally.

The city's newly upgraded domestic and international airport is the main air transport hub in the South Island. Lyttelton Port is functioning effectively.

The rebuilding of Christchurch's Central City, community facilities and affected suburbs provides an exciting opportunity for investment and job creation. A stronger and more resilient city and region will emerge from the recovery.

Sports, arts, dining and shopping are vital parts of the vibrancy of Christchurch with some successfully operating in new locations. Heritage and links to Ngāi Tahu history reinforce greater Christchurch's distinctive character.

Residents of the greater Christchurch area are intensely proud of the place they call home.

“

Ka oi Rūaumoko, ara ake Waitaha.

Despite the heaving earth, Canterbury will rise again.

”

3.2 Vision

The vision is that:

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

Vision statements have already been developed for greater Christchurch and the Canterbury Region, in respect of urban development, economic development, community wellbeing, health, and the environment. The vision statements included within existing strategies are still well founded despite the impact of the earthquakes and challenges ahead. The recent events have created an opportunity to make greater Christchurch better while restoring and rebuilding the basics. The vision is founded on why it is, and will be, a greater Christchurch.

3.3 Goals

Supporting this vision are the goals to:

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

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

- developing and implementing solutions to obstacles to economic recovery through collaboration between local and central government and the business sector
- attracting early and substantial local and international investment
- recreating the region's reputation and brand as a desirable destination to invest and visit.

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

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

- acknowledging losses and creating spaces to remember, while embracing changes to the city's character and urban form
- restoring and improving participation levels in a range of sport, recreational and cultural activities.

3.3.3 ... develop resilient, sustainable and integrated strategic and community assets, housing, infrastructure and transport networks, by:

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

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

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

The vision and goals will be achieved through everyone contributing to recovery supported by a range of existing and new plans, programmes and activities.

? *Questions to think about:*

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

4 Phasing and pace of recovery

The Strategy is to:

undertake recovery at a steady pace to ensure decisions and activities reflect the principles of the strategy and recovery is focused on the priorities and 'early win' projects.

set timelines and key milestones for recovery plans, programmes and activities.



Recovery has timing and phasing choices, whereby some actions must be done to support people early in the recovery and other actions require investigation and planning before they can be undertaken. While a fast recovery is necessary, trying to go too fast will create competition for resources between projects, drive up costs, create pressure on existing services and facilities, and may not give the best long-term outcomes. The speed of recovery is likely to be strongly influenced by the availability of skilled construction industry workers and construction machinery, as there are not enough of these in New Zealand, let alone Christchurch, to work on all recovery tasks at the same time. The provision of additional trade workers may accelerate timeframes, but would also create even greater demands for housing and

other services. At each stage the demand for services needs to be assessed to ensure investment is optimised. It is therefore necessary to phase recovery activities across as many recovery processes as possible. The availability of land for rebuilding and suitable insurance cover will impact investment and building decision timing.

Recovery also requires a collaborative programme of action from local, regional and central government; community groups and individuals; land owners and property developers; house builders; infrastructure providers; and the insurance and finance sectors. Recovery activities are large and small and will be undertaken in a variety of formal and informal ways over the immediate, short and medium to long term.

Figure 2: Phases of recovery

Immediate (September 10 and 2011) – repair, patch and plan

- Basic human needs and support services provided
- Health and safety issues addressed
- Make safe or demolish unsafe and damaged buildings and structures
- Recovery Plans, programmes and initiatives developed and implementation commenced
- Opportunities for supporting new subdivisions will be identified so some building can occur in the 2011–12 construction season
- Ongoing programme of investigation and research to understand the geotechnical issues arising and seismic conditions to guide recovery activities, and decisions on all zones made

Short term (2012–2013) – rebuild, replace and reconstruct

- Established and newly formed communities engaged and informed in ongoing rebuilding and future planning
- New social support and service delivery models being established
- Repair and rebuild continues
- Early wins projects delivered to instil confidence
- Replacement activity starts
- Begin restoration and adaptive re-use of heritage features
- Significant business reinvestment in the central city
- Productive partnerships between Government and private sector become ‘business as usual’
- Recovery Plans continue to be implemented and are monitored and reviewed accordingly

Medium to long term (2014 and beyond) – construct, restore and improve

- Resilient communities
- Reconstruction continues
- Major construction projects under way
- Complete restoration and adaptive reuse of heritage features
- CERA phased out and new ‘business as usual’ arrangement in place
- Economy is in growth and businesses are sustainable
- Labour market is active, with Canterbury a desired employment destination

The diagrams in section 7 provide some key timelines and milestones for Recovery Plans, programmes and activities.

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

The Strategy is to:

use the objectives and goals of existing strategies, policies and plans for greater Christchurch as the foundation for growth and enhancement to people's quality of life;

review existing documents to ensure their validity in post-earthquake greater Christchurch with priority given to the review of the Greater Christchurch Urban Development Strategy and Christchurch Economic Development Strategy, and their subsequent implementation; and

investigate and support new approaches and initiatives to maintain and enhance economic growth.

Strategic directions are already in place across regional, local and central government and within the community and private sector, to guide, inform and direct recovery (see diagram below). This strategy builds on, and is to be read alongside, existing key strategic and planning documents (s.15 and 26 CER Act).

The objectives and goals within the existing strategies and plans continue to be relevant, and there is an opportunity to achieve many of these as greater Christchurch recovers.

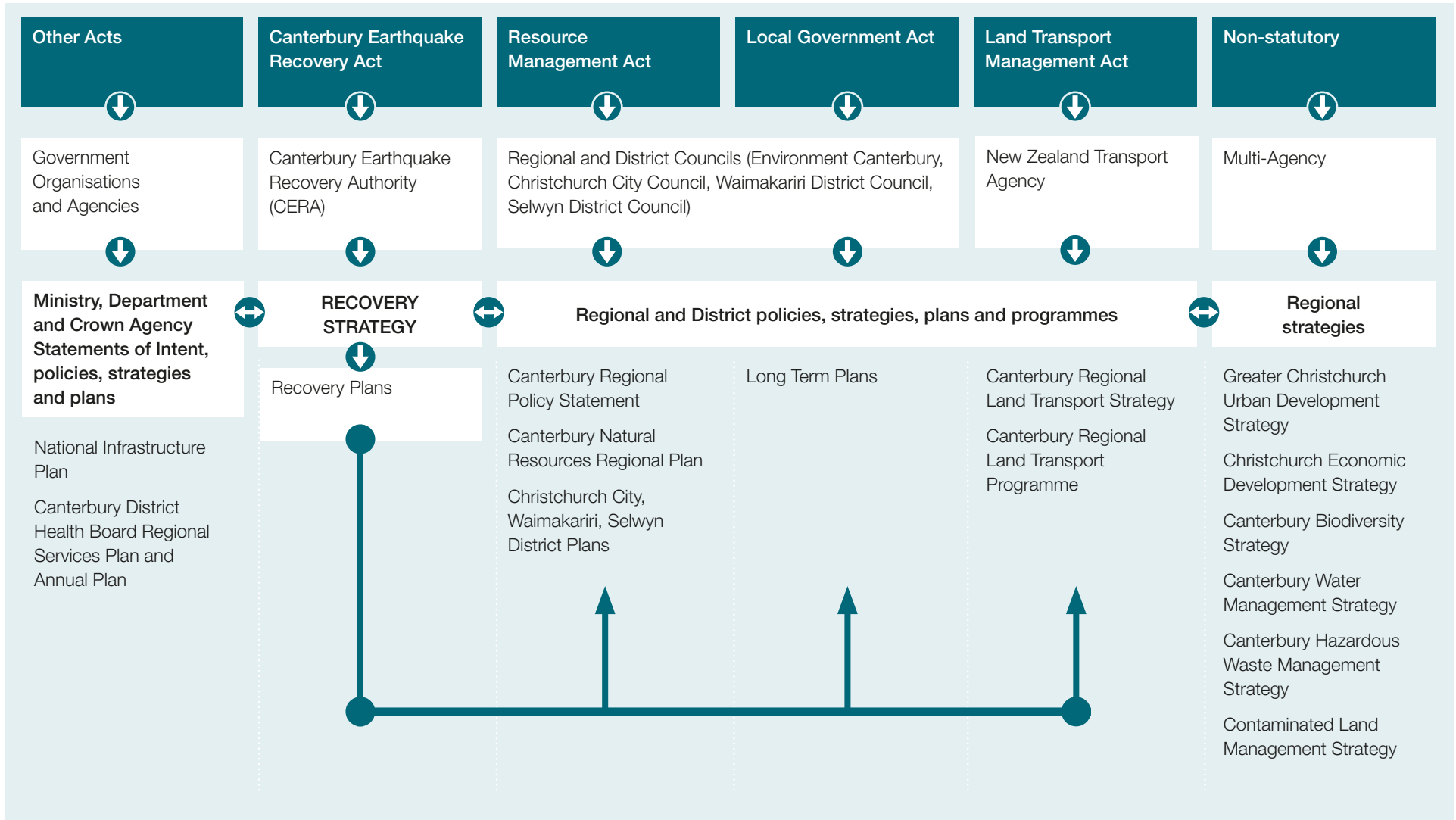
There is no major shortage of identified land to accommodate growth, but there is a need to: review timing and sequencing for the development of this land; reconfirm the suitability of identified land for development; consider including additional land areas if required; and review the mechanisms to rebuild or redevelop existing, or create new, communities. The Greater Christchurch Urban Development Strategy and its implementation through the Canterbury Regional Policy Statement, District Plans, Council Long Term Plans and the Canterbury Regional Land Transport Programme, provide a strong basis for developing solutions to the current challenges and issues, and how the growth and enhancement of the greater Christchurch area can be achieved. New areas for land development, and the redevelopment and intensification of parts of the existing urban area, have been planned for some time.

Since the earthquakes, local and regional authorities are considering some changes to the urban limit under the Proposed Change 1 to the Regional Policy Statement to provide additional new housing options.

The Christchurch Economic Development Strategy (CEDS) identifies a range of initiatives that enable a globally competitive city and region. The framework and analysis underpinning CEDS and the economic plans for Selwyn and Waimakariri District Councils will be fundamental to the development of an *Economic Recovery Plan*.

New approaches and initiatives will be developed to ensure economic growth is not only maintained, but enhanced. These approaches may take the form of new collaborative partnerships to lead and direct the review of existing key strategic planning documents, and oversee the implementation of recovery plans and programmes. There will also be a review of how government services are delivered in the future to support recovery activities and enhance client experiences.

Figure 3: The relationship between the Recovery Strategy and existing strategies and plans



6 *Priorities and opportunities for early wins*

The Strategy is to:

Prioritise the safety and wellbeing of people by:

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

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

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

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

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

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

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



? *Questions to think about:*
Given demands on resources, do you support the priorities identified above? Why?

7 Setting the agenda for recovery activities

The Strategy is to:

Develop an Economic Recovery Plan to provide a framework for recovery to ensure the future economic prosperity of the region by identifying and maximising the benefits of growth-enhancing activities.

Optimise public and private investment in the rebuild by developing a holistic approach in a Finance and Funding Recovery Plan, and set investment priorities

Support individuals and communities, including the most vulnerable, by providing comprehensive and co-ordinated support; developing new and innovative models of service delivery; building resilience, leadership and capacity so local communities can play a key role in recovery.

Develop and implement policies for the “worst affected suburbs” based on geotechnical and area-wide land assessments, to provide options for homeowners to find new homes and recover.

Take the opportunity to find creative solutions and implement innovative ways of delivering more effective and efficient government services.

Develop a Land, Building and Infrastructure Recovery Plan to provide certainty in regard to the settlement pattern for greater Christchurch. This Plan identifies where, when and how rebuilding can occur including the tools to prioritise rebuilding, and where possible, enhancement of the built environment. It co-ordinates

land remediation, house repair and rebuild, and infrastructure programmes for the Green Zone.

Finalise a Central City Recovery Plan to guide the rebuilding and redevelopment of the central city of Christchurch (as defined by the four avenues) in accordance with community aspirations to improve urban design, public facilities, community services, commercial use, and create a vibrant heart.

Develop an Education Renewal Recovery Plan to reassess the provision of education, from early learning to tertiary, to achieve a future learning network that gives Canterbury social, cultural and economic advantages.

Develop a Built Heritage Recovery Plan to ensure the built heritage remains an important part of greater Christchurch's identity and viable options for the future adaptive reuse and restoration of heritage buildings are considered.

Develop a programme to ensure an integrated and co-ordinated approach to addressing the needs and interests of Ngāi Tahu, Mana Whenua and Māori communities and to ensure such needs and interests are considered where relevant in each Recovery Plan.

7.1 Methods to achieve the vision and goals

Following is a summary of the priority recovery work CERA and other agencies are progressing to restore quality of life in greater Christchurch, however not all recovery activities under way are listed. This section includes proposed plans, programmes and activities or statutory Recovery Plans under sections 16 and 17 of the CER Act 2011. Other plans use the existing powers available to the agency/s leading the work.

Recovery programmes and activities

Regional and local authorities, Ngāi Tahu, Canterbury District Health Board, NZ Transport Agency and utility companies are undertaking recovery work through their existing responsibilities and using their powers under existing legislation. The strategies, plans and policies that set out future plans and processes, funding, timelines and reporting requirements may need to be amended to suit the required recovery activities. The decisions about these changes will be made in the usual way by these organisations who are encouraged to apply the decision-making factors outlined in section 4 of this strategy. The CER Act provides mechanisms for changes to existing strategies, plans and policies and the associated processes through Recovery Plans and other powers, including an Order in Council process that can change legislation, necessary to meet the purposes of the CER Act. CERA will continue to explore ways in conjunction with Ngāi Tahu, regional and local authorities to effectively use its powers to provide for a timely and community supported recovery. This includes more effective and timely use of existing strategy, policy and planning frameworks,

and merging central, regional and local government approaches for the common good of greater Christchurch.

Recovery Plans

The CER Act enables the development of recovery plans and identifies the need for one specific plan, namely the *Central Business District Recovery Plan (Central City Recovery Plan)*. The Act does not include specific criteria to identify any additional recovery plan(s) and therefore the following criteria have been developed. A Recovery Plan may be appropriate when recovery work requires:

- significant co-ordination between delivery agencies;
- significant co-ordination within a geographically defined area;
- significant sequencing and/or entails expenditure of significant public funds;
- intervention of a type, or within a timeframe, not able to be accommodated by other mechanisms;
- alignment and planned statutory intervention; and/or
- public confidence and certainty for a stream of work.



Questions to think about:

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

7.2 The Recovery Plans and programmes

Following is a summary and alphabetised list of the Recovery Plans, programmes and initiatives proposed in this strategy. More detailed descriptions are located in Appendix 2. The summary includes proposed statutory Recovery Plans under sections 16 and 17 of the CER Act 2011. The six key priorities have been noted above and are marked with an * below. The greatest guidance for the future will come through the *Land, Building and Infrastructure Recovery Plan*.

Building Community Resilience Programme

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

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

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

***Built Heritage Recovery Plan**

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

Who? MCH leads planning with, CCC, NZHPT, in consultation with key stakeholders including other local authorities, funders, local heritage organisations and building owner representatives.

When? Scope of plan approved by Minister for Canterbury Earthquake Recovery by October 2011.

***Central City Plan (CBD Recovery Plan)**

What? The plan provides the framework to rebuild and redevelop the central city of Christchurch (as defined by the four avenues) as a thriving cosmopolitan community; vibrant and prosperous area for residents and visitors; and with a distinct modern urban identity that will champion business and investment and cherish the past. Features of the plan include abundant green space along the Avon River Park/Papawai Ōtakaro and greening of the Cathedral Square; a more compact CBD with high-quality, people friendly streets and spaces; light rail link from the Central City to Canterbury University; a new metro-sports hub; Central library and convention centre; and greater transport choice.

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

When? January 2012 to Minister for Canterbury Earthquake Recovery for approval.

Christchurch Demolition Programme

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

Who? CERA.

When? Demolitions completed and cordon removed by April 2012.

***Economic Recovery Plan**

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

Who? CERA leads working with CCC, CDC, SDC, WDC, ENC, Ngāi Tahu, business organisations, and other key stakeholders including business support agencies and ECan.

When? Draft plan to be finalised by December 2011.

***Education Renewal Recovery Plan**

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

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

When? December 2011 to Minister for Canterbury Earthquake Recovery for approval.

Effective Central Government Services Programme

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

Who? MSD leads the programme, with support from the Canterbury Central Government Leaders Group.

When? Programme prepared by June 2012.

***Finance and Funding Recovery Plan**

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

Who? CERA leads, supported by CCC, WDC, SDC, ECan, Ngāi Tahu, NZTA, Canterbury Development Corporation, and organisations representing the private sector

When? Draft plan prepared by April 2012.

Green Zone Land Remediation and House Repair/Rebuild Programme

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

Who? Led by CERA supported by DBH, CCC, WDC, SDC, EQC, and insurance companies.

When? Timeframes to be confirmed.

Iwi Māori Recovery Programme

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

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

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

***Land, Building and Infrastructure Recovery Plan**

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

7.2 The Recovery Plans and programmes *Continued*

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

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

Local neighbourhood plans and initiatives

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

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

When? As required.

Seismic and Geotechnical research and investigation

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

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

When? On-going.

Sports, Recreation, Arts and Culture programmes

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

Who? MCH, SPARC, DIA, CCC, WDC, SDC, ECan, Ngāi Tahu, Sport Canterbury, Creative NZ, Te Papa, in consultation with local museums, interest groups and local communities.

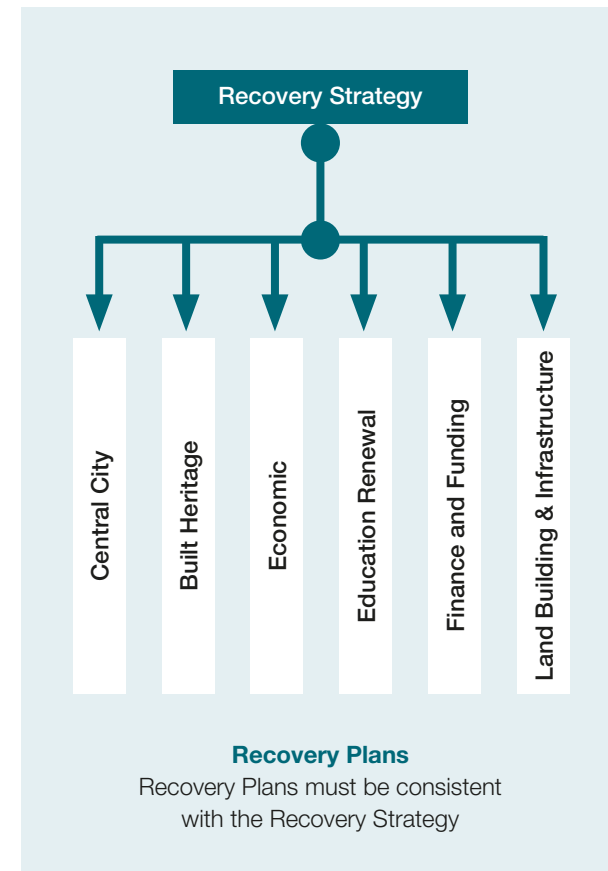
When? Draft programme finalised by December 2012 and 'early wins' projects identified by March 2012.

Worst Affected Suburbs Programme

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

Who? CERA.

When? Purchases settled by April 2013.



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Creating a competitive city.

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

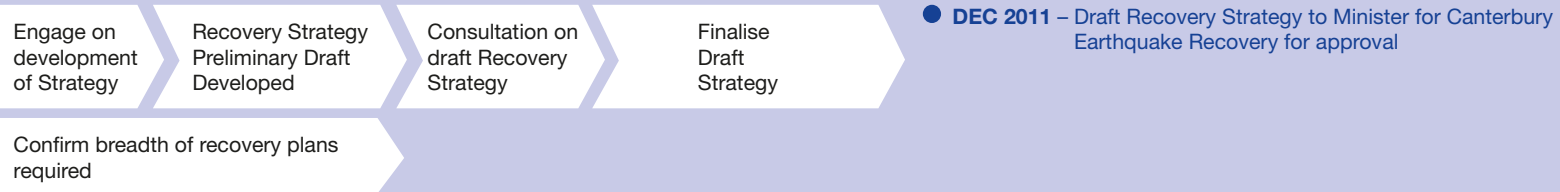
The following diagrams illustrate the key timelines and milestones for the recovery actions that are under way and those indicated to occur through this strategy.



Leadership and integration

SEPT 2010 – JUNE 2011	JUL	AUG	SEPT	OCT	NOV	DEC	2012	2013	2014	2018	2019
IMMEDIATE (Sept 10 – 2011)							SHORT-TERM		MEDIUM TO LONGER TERM 2014 ONWARDS		

RECOVERY STRATEGY – CERA



FINANCE AND FUNDING RECOVERY PLAN – CERA

Develop a Funding and Finance Management Plan to manage the Canterbury Earthquake Recovery Fund

- Global Finance Reference Group established

Framework for maximising the potential of other earthquake funds

Develop a methodology for building a Christchurch Investment Prospectus

Develop a methodology for creating investment ready business cases

Economic

SEPT 2010 – JUNE 2011	JUL	AUG	SEPT	OCT	NOV	DEC	2012	2013	2014	2018	2019
IMMEDIATE (Sept 10 – 2011)							SHORT-TERM		MEDIUM TO LONGER TERM 2014 ONWARDS		

ECONOMIC RECOVERY PLAN – CERA, CCC, CDC, SDC, WDC, ENC, NGĀI TAHU, BUSINESS ORGANISATIONS

- **MARCH 2011** – Recover Canterbury established
- **JULY 2011** – North Hagley Entertainment hub opens
- **APRIL 2011** – Canterbury Employment and Skills Board
- **29 OCTOBER 2011** – Cashel Mall access restored (Early start programmes)
- **MID-DECEMBER 2011** – Draft Economic Recovery Plan completed
- **APRIL 2012** – Full access to CBD restored

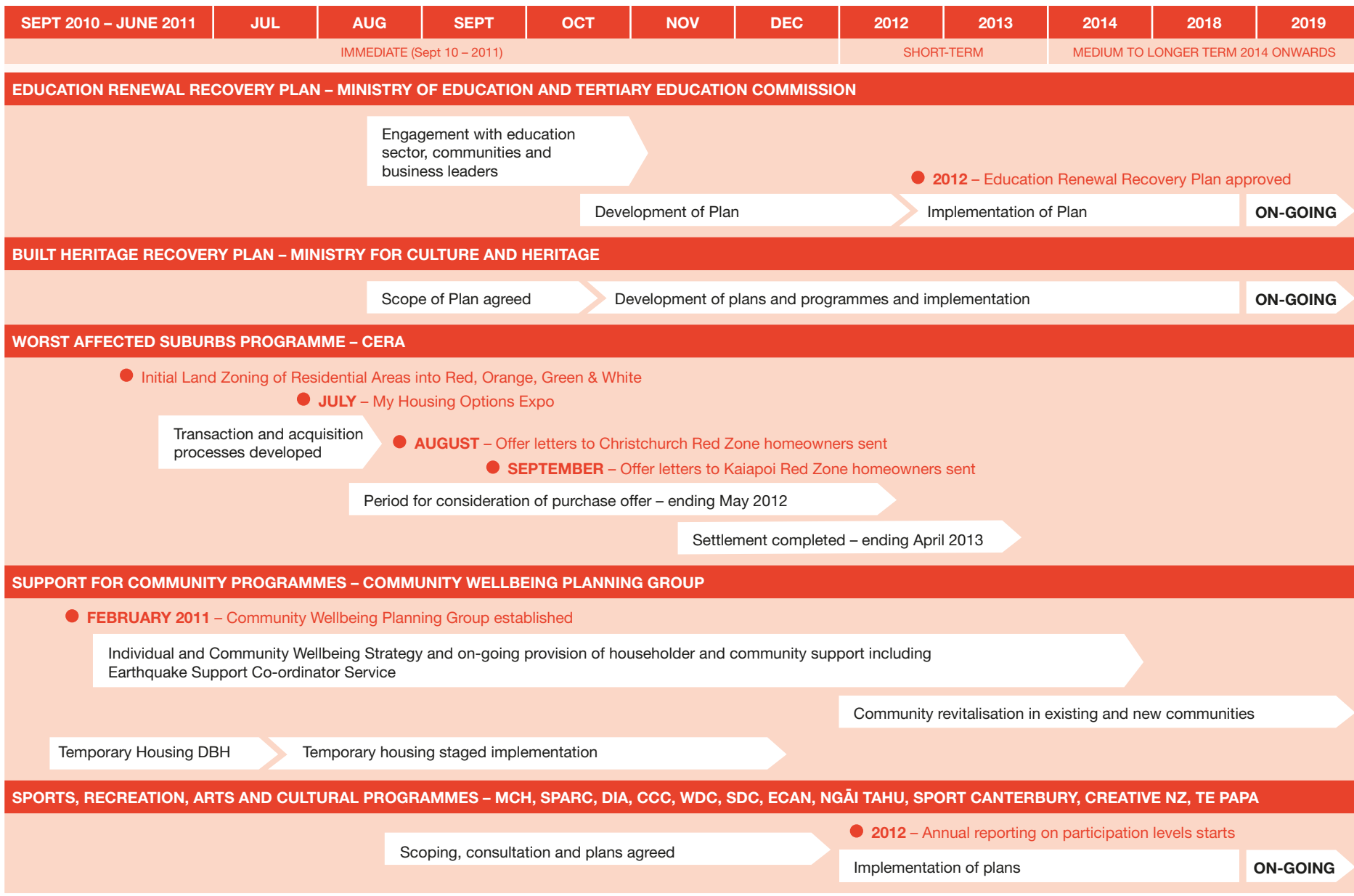
Labour Market Strategy

Programmes developed in consultation with key public and private sector stakeholders, and implemented:

- Specialised sector plans – e.g. Tourism and Construction
- Business support services
- Investment attraction and retention

ON-GOING

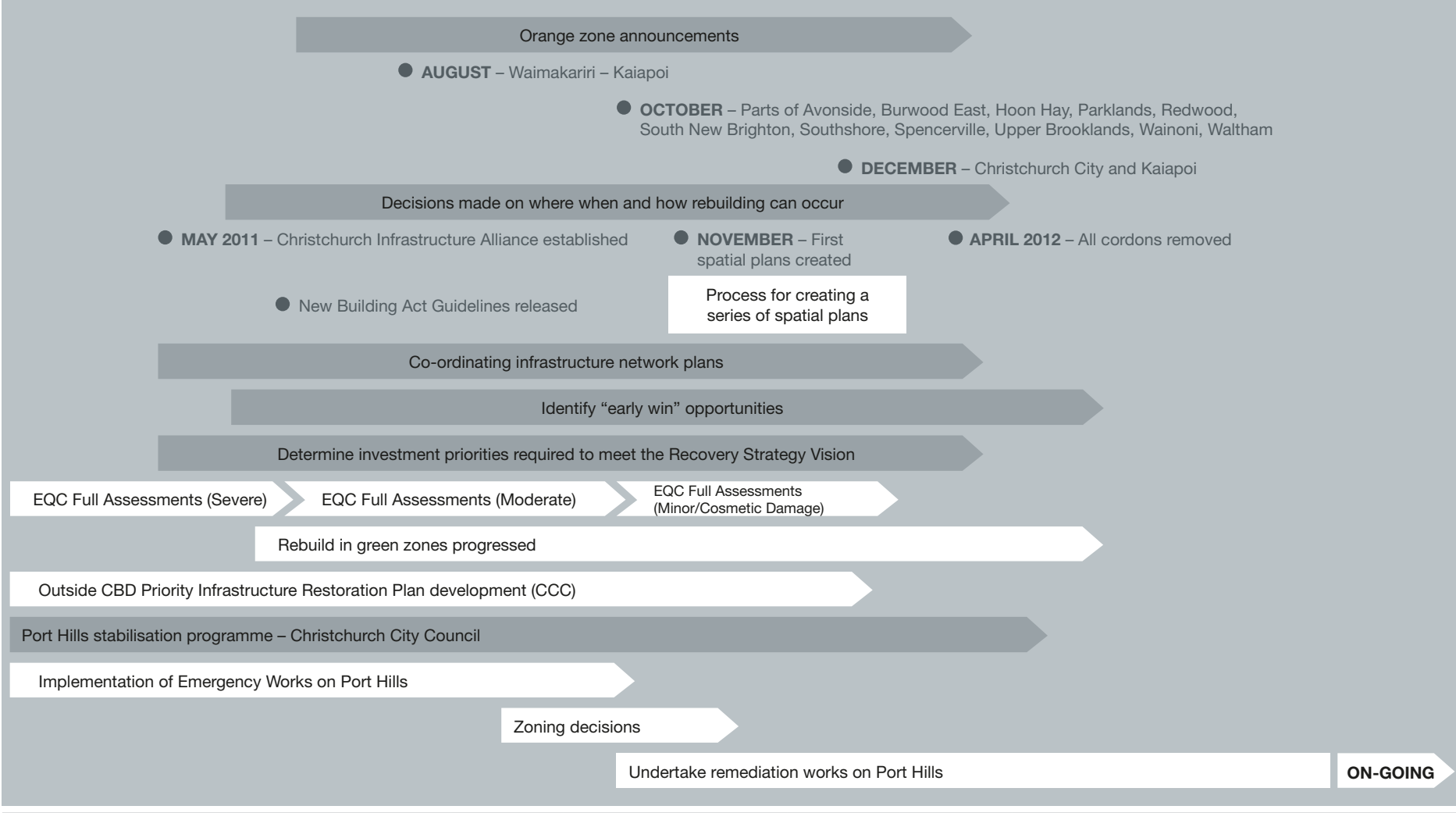
Social



Built

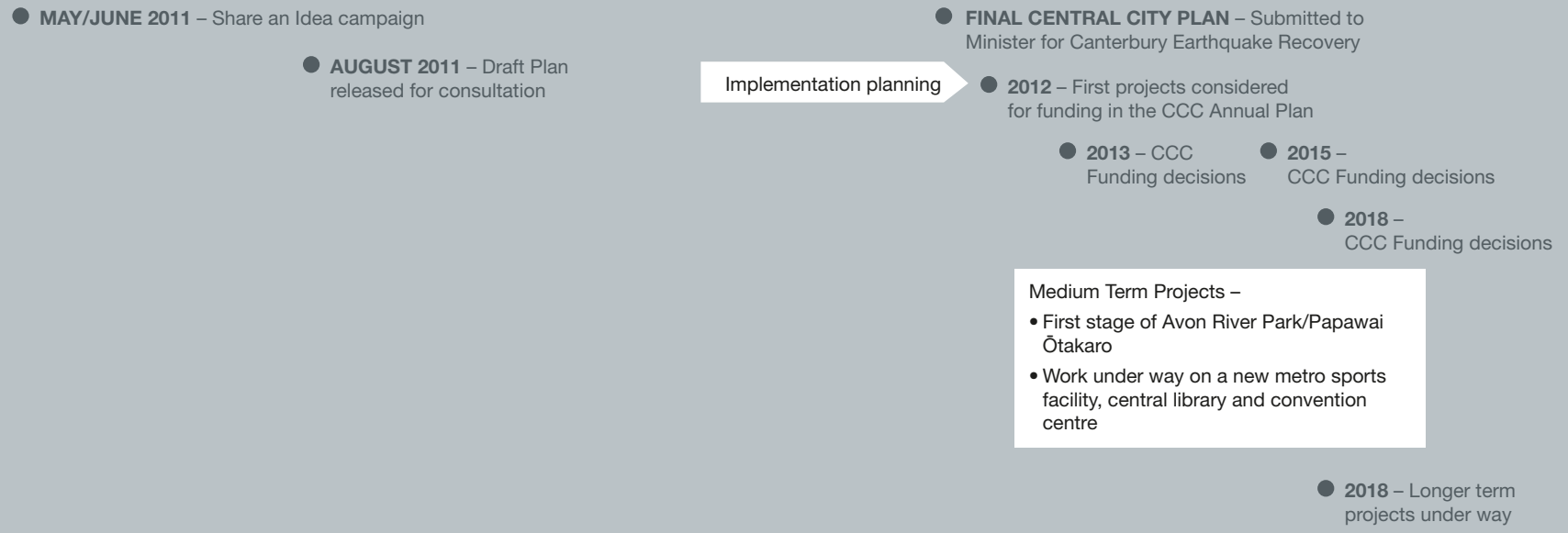
SEPT 2010 – JUNE 2011	JUL	AUG	SEPT	OCT	NOV	DEC	2012	2013	2014	2018	2019
IMMEDIATE (Sept 10 – 2011)							SHORT-TERM		MEDIUM TO LONGER TERM 2014 ONWARDS		

LAND, BUILDING AND INFRASTRUCTURE RECOVERY PLAN – CERA



SEPT 2010 – JUNE 2011	JUL	AUG	SEPT	OCT	NOV	DEC	2012	2013	2014	2018	2019	
IMMEDIATE (Sept 10 – 2011)							SHORT-TERM		MEDIUM TO LONGER TERM 2014 ONWARDS			

CENTRAL CITY RECOVERY PLAN – CHRISTCHURCH CITY COUNCIL



Natural

SEPT 2010 – JUNE 2011	JUL	AUG	SEPT	OCT	NOV	DEC	2012	2013	2014	2018	2019
IMMEDIATE (Sept 10 – 2011)							SHORT-TERM		MEDIUM TO LONGER TERM 2014 ONWARDS		

ENVIRONMENTAL MANAGEMENT PROGRAMMES – LEAD BY CCC, WDC, SDC, AND ECAN

Programmes developed and implemented for freshwater quality and repair of riparian margins, coastal/harbour water quality and air quality, including:

- restoring flood carrying capacity to pre-earthquake levels in greater Christchurch rivers
- stop banking for lower river urban areas prone to flooding
- air quality management projects

ON-GOING

8 *The financial impact and funding*

The Strategy is to:

Optimise public and private investment in the rebuild by a coordinated approach in a Finance and Funding Recovery Plan.

Expect prompt EQC and insurance settlements.

Use central government funds to support recovery investment.

Utilise various funding models, including public private partnerships, for funding rebuilding.

At the time of the 2011 Budget, Treasury estimated the combined financial cost of the damage caused by the September 2010 and February 2011 earthquakes to be around \$15 billion, about 8% of GDP and 2.5% of the nation's capital stock. The Government has asked Treasury to update this estimate based on recent information since the Budget that costs will be higher. Although there will be a significant boost to economic activity during the rebuild, it is clear New Zealand's wealth and living standards have suffered as a result of these earthquakes. Resources will be used to rebuild the capital stock rather than grow it and to repair, replace or renew damaged properties from the public and private sector over the next seven years. It is estimated the impact of the earthquakes means GDP will be lower in 2011 than it would be otherwise though this is difficult to quantify exactly.

Insurance

A significant amount of the financial costs associated with the damage and rebuild will be covered by private and public (in the form of the EQC) insurance, with the majority of the insurance claims subsequently covered by international reinsurers. The timing of settlement of insurance claims therefore has significant impacts on the rate of recovery. Given the number of natural disasters around the world insurance premiums are expected to increase over time. The ability of households, businesses and local government to continue to secure insurance is critical in determining how recovery occurs.

Crown

At the time of the Budget, the estimated total cost to the Crown was \$8.8 billion, covering the core Crown, State-owned enterprise and Crown entity sectors, mainly via the EQC, with the vast majority of this figure expected to occur within the 2010/11-2014/15 period. To help manage the costs of the earthquakes a Canterbury Earthquake Recovery Fund (CERF) of \$5.5 billion has been set up for the reinstatement of local infrastructure, repair of State-owned assets, provision of a financial support package for AMI insurance (which may not need to be used) and for any additional costs flowing from current obligations or decisions, as well as for policy decisions still to be made.

In allocating the CERF investment proposals will be assessed against the National Infrastructure Unit's Better Business Case (BBC) Guidelines¹. The BBC guidelines are predicated on a one or two-stage business case process depending on the risk profile of projects, and reflecting the investment size and risk. CERA will work with the National Infrastructure Unit to assess how guidelines might apply to investment proposals.

Local government

Local government is an important financial contributor to the recovery, particularly through repair and reinstatement of infrastructure such as stormwater, sewerage and water supply infrastructure, roads and transport networks. Ratepayers' contributions to recovery are therefore an important contribution and are likely to remain a key spending focus of communities for a considerable period.

Private sector

An important role of public sector investment is to establish a foundation to build community and economic confidence. Confidence is necessary for the private sector to invest in greater Christchurch and build on the infrastructure provided and create businesses, employment and housing for example. Public sector investment occurs early in the recovery process and is vital to secure subsequent private sector investment. Private sector investment is anticipated to be the greater proportion of recovery investment and occur slightly later in the recovery process.

Establishing business and investor confidence is therefore critical. Without private sector investment, recovery will not occur in a timely manner, many of the goals and aspirations the community has for the greater Christchurch region may not be achieved, and opportunities may remain unrealised. Public and private sector relationships will be managed through the *Finance and Funding Recovery Plan* and *Economic Recovery Plan*.

¹ <http://www.infrastructure.govt.nz/publications/betterbusinesscases>.

9 Principles, collaboration and engagement

The Strategy is to:

Apply common principles to:

guide recovery decisions by the private sector, local and central government, leaders and decision-makers;

act collaboratively; and

engage with the community throughout the recovery process.



9.1 Principles to guide and lead recovery

A diverse range of people and organisations will lead different aspects of the recovery including the development and implementation of plans and activities for recovery. Leaders and decision-makers should first think about some key factors to help make the recovery successful. Although these factors cannot all be mandatory, if used they will help to achieve better recovery outcomes, and should be reflected in the detailed recovery plans. The following principles can be used to support decisions on projects, activities, actions, and investments.

- **Kotahitaka/Work together** – communities work together through good communication and strong partnerships, and recognise everyone can contribute to the recovery.
- **Manaakitaka/Care about each other** – the recovery utilises integrated and collaborative approaches that leverage, enhance and promote stronger, more supportive and connected communities.
- **Inspire** – decisions inspire people to participate in recovery and contribute to the future of the region.
- **Innovate** – encouraging new ideas and creative, cultural and resourceful approaches to solve problems.
- **Kaitiakitaka/Look to the future** – development and recovery initiatives are undertaken in a sustainable manner and take account of climate change, to meet the needs of future generations.
- **Enhance** – opportunities are embraced to enrich people's quality of life, and recovery builds on established knowledge and aspirations set out in existing strategic planning documents.

- **Balance** – decisions must balance the need for positive action, speedy responses and providing certainty, against the risk of short-term economic, environmental and social hardship, and compromising long-term objectives.
- **Prepare** – building more resilient communities and infrastructure to better prepare for future disasters, and ensure community safety and wellbeing now and in the future.
- **Efficiency** – resources are used wisely to ensure the recovery is affordable, happens in a timely manner and delivers value for money.
- **Holistic** – all aspects of people's needs, psychological, physical and social are taken into account and seen as a whole; and decisions consider connections and dependencies to ensure recovery happens in an integrated manner.
- **Keep it simple** – the issues are complex, therefore communication must be clear and stick to the facts and give landowners, residents, and businesses the information they need.
- **Best available information** – information, including spatial information, is shared and reused, to support better decision-making, allow more transparent processes, and enable greater public participation.
- **Best practice** – use leading national and international evidence and guidance.

“

*Ka oi Rūaumoko, ka piri
a Waitaha.*

*Despite the heaving earth,
Cantabrians unite together.*

”

9.2 Collaboration

Collaboration is essential among all who have a role in recovery including Ngāi Tahu, all local authorities (CCC, WDC, SDC, and ECan), central government, business group representatives, the arts, culture and heritage sectors and the community in general (including the volunteer and NGO sector) to ensure a successful recovery. No one agency or group alone will be able to achieve recovery. Establishing and maintaining constructive and collaborative relationships is essential to ensure timely, appropriate and enduring recovery focused initiatives. All agencies and group should seek to act collaboratively. Collaborative approaches include:

- No surprises – being upfront and open
- Being inclusive and co-operating to address issues
- Acting in good faith in meeting recovery obligations
- Focusing on the issues
- Offering solutions as part of raising issues
- Committing to sharing information
- Committing to not apportioning blame but to resolving issues.



9.3 Engagement

The draft Recovery Strategy has been developed following consultation with the wider community in greater Christchurch, with input from CCC, WDC, SDC, ECan and Ngāi Tahu, business and community interests, and learning from strategic planning previously undertaken by local government agencies, central government initiatives and community and private sector actions. This document is a draft, and subject to further consultation. The final version will reflect community and stakeholder feedback and may be different to this version.

Community engagement extends well beyond the development of this Recovery Strategy, and a spirit of collaboration and ongoing engagement is required when implementing the Recovery Strategy. In particular, community engagement will be undertaken during the development of the plans or programmes for recovery as many of the recovery details will be determined in these documents. In many instances communities already have well developed networks and ideas for recovery and these initiatives must be considered when developing plans or programmes for recovery. How community engagement is undertaken will vary depending on the nature of the issues being addressed and the communities who have an interest in the issues. Community engagement does not necessarily need to include written submissions or public hearings though either or both may be appropriate. The Community Forum has been established primarily to provide information and advice to the Earthquake Recovery Minister, but may be approached for advice and information during the development of Recovery Plans and management/action plans.

The following principles² should be considered when involving communities in the development of plans or programmes for recovery:

- **Kōrero kanohi ki te kanohi, tētahi ki tētahi** – recognising the importance of ‘face-to-face’ engagement and relationship building
- **Inclusivity** – recognising a diversity of community members should have opportunities to engage
- **Accessibility** – the provision of a diverse range of opportunities for participating should be encouraged using, where possible, community and neighbourhood hubs and existing social networks
- **Local empathy** – recognising the circumstances the community is facing when developing and undertaking engagement
- **Continuity** – recognising engagement will likely involve an on-going dialogue
- **Efficiency** – engagement processes need to be efficient and timely while recognising timeframes for plan and programme development along with the time needed to ensure effective communication
- **Influence** – engagement opportunities are genuine and have the ability to influence decisions
- **Transparency** – openness, transparency and sharing of information

Consideration should also be given to how engagement processes will be resourced and evaluated.



Questions to think about:

What will ensure decision – makers deliver the recovery we want, as soon as we need it, at a cost we can afford?

² Derived from the Rebuild Christchurch Charter on Community Engagement <http://www.rebuildchristchurch.co.nz/blog/2011/6/charter-on-community-engagement>

10 *Monitoring, reporting and review*

The Strategy is for:

CERA to co-ordinate monitoring the progress of recovery across greater Christchurch and to regularly report on milestones achieved.

CERA to work with the local authorities, Ngāi Tahu, the business sector and community organisations to ensure there is a smooth handover, after CERA ceases to exist.



10.1 Monitoring

The Recovery Strategy requires the development of a monitoring plan by February 2012. This plan will contain three types of monitoring provisions:

- *Monitoring of outcomes outlined in the Recovery Strategy* – Indicators for monitoring the Recovery Strategy will be developed to measure progress towards each of the outcomes identified within the Recovery Strategy. There will be a small number of indicators identified at a high level.
- *Monitoring of implementation of Recovery Plans* – Recovery Plans will contain specific targets and key programmes to facilitate recovery. The development and implementation of these plans will be monitored to assess progress of actions taken to support recovery.
- *Monitoring and reporting by central, regional and local government* – as part of the accountability and transparency of spending public funds and providing information about forward work programmes
 - a) Central government Vote appropriations quarterly reporting – programme and activity spend (actual and projected) on greater Christchurch earthquake recovery
 - b) Regional and Local government reporting under the Local Government Act programme and activity spend (actual and projected) on greater Christchurch earthquake recovery

The monitoring plan also contains responsibilities for monitoring and funding.



Questions to think about:

What else needs to be assessed when monitoring the Recovery Strategy?

10.2 Reporting and review

A reporting programme will be developed to ensure the results of monitoring are accessible to decision makers and the community. A review will be undertaken as required to ensure the Recovery Strategy remains a current and relevant document. The following are instances when a review may be required:

- If another significant seismic event occurs forcing changes to the recovery programme after the response period.
- If monitoring shows a need to change approach.
- If other influences or risks having a significant impact on recovery activities occur, for example, availability of finance or changes in other strategic documents that influence the recovery.



Questions to think about:

Are there other circumstances in which a review of the Recovery Strategy may be required?

10.3 Transition

CERA was established on 29 March 2011 by the State Sector (Canterbury Earthquake Recovery Authority) Order 2011. On 19 April 2011 the Canterbury Earthquake Recovery Act 2011 came into force giving CERA the functions and powers to assist in the recovery and specifying the requirement to develop a Recovery Strategy. The CER Act expires 5 years after the day it commenced (i.e. 19 April 2016).

A transition plan is required to ensure there is a smooth transfer between the period in which CERA has a role in the recovery of greater Christchurch (April 2011 – April 2016) and after CERA ceases to exist. This transition plan is required to be developed by April 2015 to ensure there is a smooth transfer and continuity of the recovery effort.

1 Some examples of response and recovery activities

Many people and organisations contributed in responding to the earthquakes by setting up and undertaking recovery activities. Below are some examples of the range of the activities undertaken, the list is illustrative not exhaustive.

Community spirit alive and well with:

- local communities responding to provide essential support for affected people and families
- the Student Army, Farmy Army, Māori Wardens and many other groups assisting communities with cleaning up of silt
- community groups banding together, such as Canterbury Communities Earthquake Recovery Network (CANcern) and the Māori Recovery Network, to ensure community voices are heard in the recovery
- Ngā Hau e Whā Marae used as a community recovery centre and as a court facility
- many community groups providing financial and emotional support, housing, transport and food
- community-initiated arts, sports and recreation events, such as “Gap Fillers” to assist recovery.

A nation and our international friends pitch in by:

- sending Police, USAR, and other professionals and volunteers from overseas and around the country to provide support such as going around neighbourhoods checking on people’s welfare and clearing buildings
- fund-raising by the Red Cross after the 4 September 2010 earthquake, raising over \$67 million by July 2011. Over \$48 million distributed, to help pay transport, food and heating bills
- the Salvation Army and iwi from around the country supply food, clothing and shelter for vulnerable people.

The funds flow in by:

- the government launching the Christchurch Earthquake Appeal, a global fund-raising campaign, on 27 February 2011. Funds raised are to be spent on Recreation, Education, Hardship Relief, Environment, Economic Revitalisation, Heritage and Culture, Spiritual and Faith
- the government providing temporary funding and grants to individuals and businesses who suffered hardship
- setting up the Christchurch Earthquake Mayoral Relief Fund to provide money for rebuilding social infrastructure and relieving hardship of individuals, groups, community organisations and businesses

- setting up the Canterbury Business Recovery Trust Fund with seed funding of \$2.5 million from government
- Government supporting businesses to re-engage with international partners and customers.

Local businesses keep working by:

- creating Recover Canterbury, (set up by Canterbury Development Corporation and Canterbury Employers’ Chamber of Commerce) and supported by government departments
- establishing a call centre, website, and information portal for business, with over 4,000 businesses registering
- sharing accommodation and resources creatively and generously
- activating their networks and support organisations
- employees being flexible, working in less than ideal circumstances
- employers looking out for staff and their needs.

Lwi Māori respond by:

- setting up the Lwi Māori Recovery Network (established by Ngāi Tahu through a collaboration between a number of Lwi and Māori organisations including Tainui, Te Arawa, Ngati Whatua, Te Ati Haunui-a-Paparangi, Te Rūnanga o Nga Mata Waka, Māori Wardens and Te Puni Kōkiri), to provide a crisis response effort to support Māori and the wider community, particularly those in the Eastern Suburbs
- the Lwi Māori Recovery Network collectively establishing a call and co-ordination centre at Rehua Marae, offering web resources and facilitating the ringing, visiting and assisting of households with information packs, food, water, clothing, bedding, counselling, transport, labour, medical support and hardship grants
- Ngāi Tahu establishing a fund for receiving donations and opening up marae such as Tuahiwi and Rāpaki as welfare centres and temporary accommodation for the wider community as well as supporting other recovery efforts in conjunction with local government, business and non-government organisations.

Regional and Local authorities respond by:

- working together across local, regional and central government to co-ordinate responses
- initiating local civil defence responses, including setting up community welfare centres, debris management, and remediation of rock fall hazards, and flood risk
- setting up the Canterbury Earthquake website with information drawn from, and links to, a range of other government and earthquake sites, such as the Earthquake Commission (EQC) and Recover Canterbury
- restoring critical infrastructure, such as roads, water, sewerage and public transport as soon as possible
- providing interim solutions to supply water, portaloos and chemical toilets, while systems are under repair.

Government and government organisations lead by:

- establishing the Earthquake Counselling support service and the Canterbury Earthquake Temporary Accommodation Service (CETAS) a partnership between the Ministry of Social Development and the Department of Building and Housing
- the EQC paying out more than \$1B in claims for earthquake damage to residential property since 4 September 2010. EQC has received nearly 390,000 claims since September, including over 22,000 for the 13 June 2011 aftershocks

- passing the Canterbury Earthquake Recovery Act 2011, which came into force on 19 April, to provide co-ordinated leadership for the recovery of the region, and the necessary powers for the Minister and the Canterbury Earthquake Recovery Authority (CERA) to:
 - enable a focused, timely, and expedited recovery;
 - facilitate, co-ordinate, and direct the planning, rebuilding, and recovery of affected communities, including the repair and rebuilding of land, infrastructure, and other property; and
 - restore the social, economic, cultural, and environmental wellbeing of greater Christchurch communities
- enabling CERA to take over co-ordinating and leading recovery work from CDEM, including managing and/or supporting community wellbeing activities, infrastructure repairs, business recovery, and building demolitions; and managing the cordon
- co-ordinating work to identify land damage (including the red zones), and zoning land enabling repairs to proceed in Green Zones
- working with Recover Canterbury to ensure appropriate business response and support functions for quake-affected businesses.

2 *Recovery Plans, programmes and activities*

This Recovery Strategy sets the direction and priorities for a co-ordinated, effective and efficient recovery for greater Christchurch. It identifies the essential plans, programmes and initiatives, that will have detailed actions and methods, to implement and achieve recovery. While this Recovery Strategy contains only brief descriptions of these Plans, programmes and initiatives, more information will be made available about each as they are developed.



	THE ISSUES	WHERE TO FIND THE ANSWERS IN THE STRATEGY
Economic		
	What support is there for business?	<i>Economic Recovery Plan</i> , Effective Central Government Services Programme
	When will the CBD reopen?	Christchurch Demolition Programme, <i>Central City Plan</i>
	Who pays for the recovery?	<i>Finance and Funding Recovery Plan</i> , <i>Economic Recovery Plan</i>
	How will education recover its economic contribution?	<i>Education Renewal Recovery Plan</i>
Social		
Housing	Where will Red Zone homeowners relocate?	<i>The Land, Building and Infrastructure Recovery Plan</i>
	When can Green Zone homeowners rebuild?	Green Zone Land Remediation and House Repair/Rebuild Programme
	How do we know it's safe to rebuild?	Seismic and Geotechnical research and investigation
	Will there be enough houses and builders?	<i>Economic Recovery Plan</i>
	What's the plan for housing?	<i>Economic Recovery Plan</i> and <i>Land, Building and Infrastructure Recovery Plan</i>
Community wellbeing	Is there support for Red Zone homeowners?	Worst Affected Suburbs Programme, and <i>the Land, Building and Infrastructure Recovery Plan</i>
	Will we be better prepared for the next disaster?	Building Community Resilience Programme
	How will we build stronger neighbourhoods?	Local neighbourhood plans and initiatives
	Will sports, recreation and the arts be restored?	Sports, Recreation, Arts and Culture Programmes
	What about our Māori cultural heritage and identity?	Iwi Māori Recovery Programme
Built		
	What's the plan to fix roads, sewers and other infrastructure?	<i>The Land, Building and Infrastructure Recovery Plan</i>
	What happens to heritage buildings?	<i>Built Heritage Recovery Plan</i>
	What will the CBD be like?	<i>Central City Plan</i>
	What happens to damaged suburban shops and offices?	Christchurch Demolition Programme, and <i>the Land, Building and Infrastructure Recovery Plan</i>
	What's the plan for housing?	<i>Economic Recovery Plan</i> and <i>Land, Building and Infrastructure Recovery Plan</i>
Natural		
	What happens about water and air quality?	Recovery actions by regional and local government through existing responsibilities and powers
	How will natural hazards such as flooding be addressed?	<i>Land, Building and Infrastructure Recovery Plan</i> and recovery actions by regional and local government through existing responsibilities and powers

A. Leadership and Integration Recovery Plans and programmes

The Recovery Strategy provides vision and direction for the recovery to ensure all the organisations engaged in recovery work towards the same agreed purpose and outcomes. CERA's role is to facilitate, co-ordinate and direct activities to achieve an effective and efficient recovery and rebuilding effort in greater Christchurch. The government and CERA's leadership responsibilities include ensuring that Recovery Plans are integrated both internally and between Plans.

i. Finance and Funding Recovery Plan

Objective: To establish a general approach to optimise public sector investment and to re-establish private sector investment in greater Christchurch as detailed in the *Land, Building and Infrastructure Recovery Plan* for horizontal, strategic and community infrastructure and the *Economic Recovery Plan*.

Outcomes:

- Confidence that public sector investment is used effectively and efficiently.
- Confidence for the private sector to invest in the recovery and growth of greater Christchurch.
- Funding of investment priorities as set out in the *Land, Building and Infrastructure Recovery Plan* and *Economic Recovery Plan*.

Lead agency/support agencies: CERA as lead agency, supported by CCC, WDC, SDC, ECan, NZTA, Ngāi Tahu, Canterbury Development Corporation and other agencies or organisations representing the built environment.

Description: The Plan:

1. Includes a Funding and Finance Management Plan to ensure central and local government funding for the recovery is spent effectively, efficiently and demonstrates value for money. This is managed through the Canterbury Earthquake Recovery Fund (CERF) which aims to co-ordinate central government expenditure related to the recovery. It also acknowledges and supports the role of the private sector in funding and financing the recovery of specific infrastructure network plans.
2. Establishes a framework and guidance for maximising the potential of other earthquake-related funds.
3. Establishes an external finance advisory group that provides advice to CERA on the global financial economy and its impacts on the recovery; and consider aspects of an investment prospectus that answers the question "Why invest in Christchurch?" (in conjunction with the *Economic Recovery Plan*);
4. Sets out the methodology to be used to develop the investment prospectus to give confidence to the private sector to invest in Christchurch. This includes creating a system for linking economic, horizontal and community infrastructure investment priorities and opportunities (as identified in the *Land, Building and Infrastructure Recovery Plan* and *Economic Recovery Plan*) as they arise, with a range of potential funding options such as public-private partnerships and also a methodology for developing investment ready business cases.

Timing and milestones: Draft Plan finalised in April 2012.

Type of plan, project or action: Recovery Plan proposed under section 16 CER Act 2011.

ii. Effective Central Government Services Programme

Objective: To review and redesign government service delivery in light of the changed communities and business needs.

Outcomes: The service delivery will be reorganised to be creative and innovative, enhance client experiences and to maximise recovery activities. People will experience government services that are efficient, effective, transparent and easy to access, and enhance recovery for individuals and the community.

Lead Agency/Support Agency: Led by MSD, with support from the Canterbury Central Government Leaders Group.

Description: Co-ordination and collaboration across government agencies and councils is identified as a pre-requisite to deliver more effective services. This includes joint service delivery, joint accommodation decisions, and new models of community interaction. The central government is a large employer, land and building owner, tenant, service provider and purchaser. Decisions over these factors are significant for the recovery. Joint deliberation, decision-making and prioritising enhances the positive impact.

Timing and milestones: Programme prepared by 30 June 2012 or earlier.

B. *Economic Recovery Plans, programmes and activities*

i. **Economic Recovery Plan**

Objective: To provide a framework for recovery to ensure the future economic prosperity of the region by identifying and maximising the benefits of growth-enhancing activities.

Outcomes: Greater Christchurch recovers to become a nimble, connected region, attracting investment, adding value, generating wealth, driving exports and providing a superior quality of life to all its citizens.

Lead agency/support agencies: CERA, CCC, CDC, SDC, WDC, ENC, Ngāi Tahu, business organisations and other key stakeholders including business support agencies and ECan. A leadership group drawn from local and central government interests and business works with CERA to oversee the development of the *Economic Recovery Plan* and its implementation and monitoring.

Description: A comprehensive plan developed and delivered jointly by central and local government, commercial and business partners. The Plan has clear recovery objectives and also is the foundation of an on-going development and economic growth strategy. The Plan draws heavily from work already completed by the support agencies, building upon and linking to existing regional and local Plans. The Plan addresses investment attraction and retention, business support, sector capability, labour market supply, and may include targeted programmes for specific sectors, for example, the tourism and construction sectors.

The planning and success of other Recovery Plans are significant inputs to economic recovery. The outcomes, timelines and interdependencies will need to be worked through in particular with other specific Recovery Plans, such as the *Land, Building and Infrastructure Recovery Plan*, the *Finance and Funding Recovery Plan*, the *Central City Recovery Plan* and the *Education Renewal Recovery Plan*.

Timing and milestones: Plans to be finalised by end of 2011.

Type of plan, project or action: Recovery Plan proposed under section 16 CER Act 2011.

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

C.1 Recovery occurring through existing responsibilities and powers

Through the Community Wellbeing Planning Group, established social service providers (including CERA, MSD, CDHB, Partnership Health, Christchurch Primary Health Organisation, Rural Canterbury Primary Health Organisation, Ministry of Civil Defence and Emergency Management, Ministry of Education, Housing New Zealand, Department of Internal Affairs, territorial local authorities, Ministry of Pacific Island Affairs, He Oranga Pounamu and Te Puni Kōkiri) have developed a co-ordinated approach to providing support to communities throughout the phases of recovery. This approach includes:

- Creating opportunities for people to access the most up-to-date information so they can make the best decisions possible
- Ensuring individuals and communities continue to receive comprehensive and co-ordinated support in a timely and appropriate way
- Providing housing certainty for people who need to relocate, either permanently or temporarily
- Re-establishing appropriate social services in all areas and creating new innovative service models across government and non-government Organisations service delivery
- Supporting social service providers to re-establish their services and consider growth in services required, including social housing

- Building resilience, leadership and capacity so local communities can play a key role in recovery
- Targeting communications and services to elderly, disabled, children/youth, Māori, Pacific, low income and minority ethnic groups.

C.2 Current and short-term recovery programmes

Policy has, and continues to be, developed and implemented by central government in regard to the “worst affected suburbs”, based on geotechnical and area-wide land assessments. Four “zones” have been identified based on the severity and extent of land damage, and the cost-effectiveness and social impacts of land remediation.

In the Green Zones, repairs and rebuilding can occur subject to new building standards and codes, based on current knowledge of seismic activity. Property owners can work with their insurers to repair and rebuild their properties.

For the Orange Zones, further work is required to determine if land repair is practical and suitable for rebuilding in the short-to-medium term.

The White Zones are unmapped, and include the Port Hills, CBD and non-residential properties.

In the Red Zones, rebuilding may not occur in the short-to-medium term because the land is damaged beyond practical and timely repair; most buildings are generally rebuilt; these areas are at high risk of further damage to land and buildings from low levels of shaking (e.g. aftershocks), flooding or spring tides; and infrastructure needs to be rebuilt. In the Red Zones, the government is offering to purchase insured residential properties, to provide certainty and confidence to property owners, enabling them to start the process for rebuilding elsewhere. It is important affected property owners have access to support and advice and their insurers, lawyers and other parties involved are well informed of the issues. The phasing of the implementation of the Red Zone offer and the management of purchased properties will be considered in light of resources available for demolition, infrastructure rebuild and area-wide land remediation and/or risk mitigation works.

For the Port Hills, the earthquakes on 13 June 2011 caused further extensive damage, which requires mapping and assessment. Over the coming months, the Orange and White Zones will be reassessed so the rebuilding process can begin in these areas where appropriate. Investigations and analysis of the hazard risk on the Port Hills is progressing to inform land use decisions about remediation, reoccupation and retreat. This work is being led by the CCC, supported by CERA, GNS, Port Hills Geotechnical Group, EQC and private insurers.

C.3 Recovery Plans and activities

i. Education Renewal Recovery Plan

Objective: To enable innovative and cost-effective provision of education, from early learning to tertiary, to shape Canterbury's future.

Outcome: A future learning network gives Canterbury social, cultural and economic advantages.

Lead agency/support agencies: Ministry of Education and Tertiary Education Commission.

Description: Education, including early childhood, schooling and tertiary provides an important social, cultural and economic, contribution to the Canterbury region. About 11,000 people are employed in education, and up to 150,000 children and students regularly attend educational activities. This plan renews and enhances the important education contribution into the future, and contributes directly to the overall recovery. The focus of the plan is to improve educational outcomes, and to reflect the aspirations of the people of Canterbury. The Plan guides the redevelopment of education over the medium to long term.

Timing and milestones: Engagement with the education sector, communities and business leaders will be undertaken during September and October 2011. The results of this engagement will inform the development of an education renewal plan considered by Government in December 2011. The plan will be progressively implemented from 2012. More specific milestones will be developed during the engagement phase and as land-use and other relevant decisions are made.

Type of plan, project or action: Recovery Plan proposed under section 16 CER Act 2011.

ii. Built Heritage Recovery Plan

Objective: To ensure the built heritage remains an important part of greater Christchurch's identity.

Outcomes:

- Owners of restorable heritage buildings are able to undertake repairs or make buildings safe in the short term, and restore or redevelop damaged buildings in new creative ways over the medium term.
- The recovery of Christchurch's economy and tourism is supported through ensuring culture and heritage forms part of the region's identity and contributes to a quality urban environment.
- Heritage materials can be safely retrieved to enable their reuse.

Lead Agencies/support agencies: MCH (lead), CCC, NZHPT, in consultation with key stakeholders including other local authorities, funders, local heritage organisations, Ngāi Tahu and building owner representatives.

Description: This Plan aims to enable owners who see a viable future for their heritage buildings to undertake temporary works to ensure safety in the short term, so they can restore or adapt and reuse buildings over the medium term. This will enable innovative and sympathetic restoration and redevelopment of buildings incorporating creative additions and alterations. The Plan will support and revitalise the unique qualities, and attractiveness,

of greater Christchurch. Providing a longer time-frame for the recovery of built heritage also enables a range of financial mechanisms to be explored. Where making buildings safe involves occupying public space (e.g. roads), time-frames for the rebuild may need to be agreed.

Timing and Milestones: October 2011 Scope of the Built Heritage Recovery plan agreed.

Type of plan, project or action: Recovery Plan proposed under section 16 CER Act 2011.

iii. Worst Affected Suburbs Programme

Objective: The primary objectives for the programme are:

- Developing and implementing processes to give effect to Government policy decisions intended to provide, as soon as practicable, certainty of outcome for property owners in particular for insured residential Red Zone homeowners. Co-ordinating activities to support homeowners as they relocate, managing stranded assets until further policy and land-related decisions are made, and gathering information to assist and inform the making of such decisions
- Co-ordinating and providing responsive and flexible support to individuals and households while they make decisions about their own future. Engaging communities on safety and security, whilst instilling a sense of community so they remain strong and resilient throughout the recovery and for future generations
- Enhancing the community's ability to withstand and recover from future disasters.

C. Social (including Sports, Recreation, Arts, Culture and Heritage) Recovery Plans, programmes and activities *Continued*

Lead agency/support agencies: CERA.

Description: The programme will include a framework and processes for:

- purchasing land and property, particularly residential areas where it is unlikely land will be built on for many years
- managing purchases and settlements, claims from insurers and the Earthquake Commission (EQC), communication and engagement, the provision of appropriate support services, and the on-going management of acquired land and property at the lowest possible cost, including demolition and salvage
- connections with other earthquake recovery programmes operating throughout Canterbury (e.g. relating to infrastructure and social services such as health and education and housing).

Timing and milestones: Transaction and acquisition processes developed by August 2011. Process for managing acquired land and property in place by August 2011. Sale and purchase agreements finalised November 2012. Acquired land and properties settled April 2013. Acquired buildings demolished by June 2013.

iv. Iwi Māori Recovery Programme

Objective: To ensure that recovery issues specific to Mana Whenua, Māori and Ngāi Tahu in Greater Christchurch are identified, analysed and implemented in an effective, integrated and innovative manner.

Outcomes:

- That the recovery of greater Christchurch appropriately acknowledges, celebrates and provides for its rich, diverse and unique Ngāi Tahu and Māori cultural heritage, identity and connections.
- Increased focus and support on the development needs of Ngāi Tahu communities in Greater Christchurch, including Kaiapoi Māori Reserve, and such needs (including required zoning changes) addressed in the relevant Recovery Plans.
- Immediate housing needs of Māori whānau identified and addressed.
- Enhanced co-ordination and integration of social, health, employment, business advisory and housing services provided by central and local government for Ngāi Tahu and Māori communities.
- Enhanced resilience and disaster preparedness among Ngāi Tahu and Māori communities.
- Enhanced utilisation, support and servicing of marae disaster and recovery planning, and in ongoing functions that support and build community wellbeing.
- Identification, development and implementation of legacy projects which reflect and celebrate Mana Whenua histories, traditions and legacy stories.
- Restoration of mahinga kai and biodiversity in a manner that supports Mana Whenua rights, interests and aspirations.

- Development and implementation of strategies and interventions to enhance Māori employment outcomes and support Māori enterprise.
- To ensure and provide appropriate processes to enable Ngāi Tahu and Māori contributions on the development and implementation of all Recovery Plans.
- Enhanced resilience and levels of preparedness among Ngāi Tahu and Māori communities.

Lead agency/support agencies: Te Rūnanga o Ngāi Tahu, Nga Papatipu Rūnanga, Mahaanui Kura Taiao, Te Puni Kōkiri, Te Rūnanga o Nga Mata Waka, Taura Here, He Oranga Pounamu.

Description: The programme will cover issues such as housing and re-development on Māori land and reserves, potential development of cultural services and facilities or alignment with other initiatives (such as performing arts venues, sports facilities, health services) and the restoration and recovery of the rivers and other significant natural features. Many aspects of the programme will relate directly to Mana Whenua interests, but may also have relevance for the wider Māori community residing in greater Christchurch. This programme can inform the *Finance and Funding Recovery Plan, Land, Building and Infrastructure Recovery Plan, Economic Recovery Plan* and CCC, SDC, WDC and ECan regional and district plans and Long-Term Plans.

Timing and milestones: Scope and detailed milestones of Iwi Māori Recovery Programme to be developed and confirmed by the end of November 2011.

v. Building Community Resilience Programme

Objective: To build community resilience and confidence.

Outcomes: Increased levels of community preparedness in the event of future civil emergencies.

Lead Agencies/Support Agencies: Led by Police/Fire Service/Ministry of Civil Defence & Emergency Management/CCC, St John Ambulance, CDHB Community Health, Orion and Neighbourhood Watch.

Description: This pilot initiative is based on “Neighbourhood Emergency Response Team” (NERT) and is a community-based training programme for individuals, neighbourhood groups and community-based organisations dedicated to a neighbour-helping-neighbour approach. Through this programme, individuals learn the basics of personal preparedness and prevention. The training includes hands-on disaster skills that help individuals respond to a personal emergency and act as members of a neighbourhood response team.

Timing and Milestones: Pilot programme in Summer and assess the viability of more programmes by September 2011.

vi. Sports, Recreation, Arts and Culture Programmes

Objective: To re-establish broad participation in sports, recreation, arts and culture across greater Christchurch.

Outcomes:

- Participation in sport, arts, recreation and culture at all levels is at least returned to pre-earthquake levels and occurs across all of greater Christchurch.
- Reinvestment reoccurs in the facilities identified by the sports and recreation and arts and culture sectors as vital suburban and central city infrastructure.
- Sustainable major sport and cultural events attract residents and visitors.
- Documentary and moveable heritage is securely and appropriately stored.
- Employment across the sector returns to, or exceeds, pre-earthquake levels.

Lead Agencies/Support Agencies: MCH, SPARC, DIA, CCC, WDC, SDC, ECan, Ngāi Tahu, Sport Canterbury, Creative NZ, Te Papa, in consultation local museums, interest groups, organisations and local communities.

Description: The sports and recreation and arts and culture sectors consider the optimal outcomes for new and repurposed/rebuilt sports, recreation, arts and culture facilities. The sectors are involved in the reviews of current local authority strategies and plans, and the development of the *Land, Building and Infrastructure Recovery Plan*. Consideration is given to options for each facility including the appropriateness for a rebuild following the earthquakes and other options that may achieve the programme’ objectives, such as proximity to public transport and compatible activities including education, retail, related services, and entertainment/dining. Priorities are set for each sector to best achieve the vision and goals of the Recovery Strategy. Business cases are developed in line with the requirements of the *Finance and Funding Recovery Plan* (see below), to ensure facilities are high performers in terms of high levels of use and where appropriate, are multipurpose and they contribute to community wellbeing, economic recovery and growth. The programme also supports desired participation growth and change across the sectors and vulnerable organisations to re-establish their activities on a sustainable basis.

Timing and Milestones: December 2011 plans agreed, March 2012 Kick-start projects agreed in principle, April 2012 to April 2016 Annual reports on participation levels.

D. **Built Recovery Plans, programmes and activities**

D.1 Recovery occurring through existing responsibilities and powers

The Regional Council and three local authorities have recovery activities under way that respond to the earthquake damage. Programmes include water supply, wastewater and stormwater programmes, road repair and traffic management along with waste and hazardous substance management, air quality and natural environment management.

Selwyn District experienced minimal land damage from the earthquakes. The Selwyn District can best aid the rebuild process by ensuring its district land is appropriately zoned and services are available to allow displaced greater Christchurch residents to rebuild close enough to their former home to maintain family, community and employment linkages.

There is earthquake damage throughout Waimakariri District, with most damage to residential land and buildings, social and community infrastructure concentrated in Kaiapoi, Pines Beach and Kairaki communities. The council has developed locally-focused work with affected communities within the district, such as a Green Zone rebuild programme. Kaiapoi-specific programmes include Town Centre Strategy/Business Support and Urban Form. District-wide assessment of community facilities and reserves rebuilding and restoration needs, and a community support and regeneration programme are also under way.

Christchurch City sustained extensive damage to residential, business, and community facilities and has a wide range of recovery programmes under way. Section 17 of the CER Act requires the preparation of the CBD Recovery Plan (known as the *Central City Plan*) by the council. The council is focused on the rebuild and repair of infrastructure and council facilities. The city has initiated other recovery focused plans with communities in the city including the Suburban Master Plans being prepared for Lyttelton and Sydenham.

ECan has a key role in water, waste and hazardous substances management, air quality and natural environment management, transport strategy and programming, public transport planning and operation, and natural hazard planning and management.

D.2 Current and short-term recovery programmes

i. Christchurch Demolition Programme

This CERA led work is to complete the demolition of dangerous Christchurch buildings to enable the rebuild of the city. The plan sets out the workstreams for demolition work controlled by CERA, including buildings in the cordoned area of the inner city, significant buildings (generally buildings over five storeys in the Central City but may include other buildings of significance to the city), suburban commercial buildings, foundations and basements left after the national emergency, and removal of debris from demolition sites. Urgent demolitions take priority over less urgent work and may therefore disrupt planned work. All demolitions are planned to be completed and the cordon removed by 1 April 2012.

ii. Green Zone Land Remediation and House Repair/Rebuild Programme

The programme will be led by CERA and supported by Department of Building and Housing (CETAS) CCC, WDC, SDC, EQC and insurance companies. This programme is linked and co-ordinated with the development of the *Land, Building and Infrastructure Recovery Plan* and *Finance and Funding Recovery Plan*. Timeframes to be confirmed.

iii. Seismic and Geotechnical research and investigation

An on-going programme of research to understand the geotechnical issues and seismic conditions is under way to inform response and recovery decision-making. This work informs decisions on where, when and how rebuilding occurs throughout greater Christchurch, including rock-fall areas. The work is collaboration between GNS, ECan, CCC, SDC, WDC, and CERA. The programme continues as required to ensure recovery decisions are based on robust information.

D.3 Recovery Plans and activities

i. Land, Building and Infrastructure Recovery Plan

Objective: To identify where, when and how rebuilding can occur; to provide the tools to prioritise rebuilding, and wherever possible enhancement of the built environment; and to identify investment opportunities to achieve the Recovery Strategy vision.

Outcomes:

1. An urban form that:

- provides sufficient land for housing, strategic infrastructure and community facilities to meet the needs of all residents and visitors in greater Christchurch, including people displaced from the Red Zone and others seeking to relocate; and the needs of the additional workforce required to facilitate recovery; and short to medium-term population growth
- provides for a mix of land uses at a scale and density promoting compact urban living but maintaining an attractive built environment
- enables people to easily move around the city and region and to access services locally.

2. Timely and co-ordinated repair, replacement and wherever possible, enhancement of built horizontal, strategic and community infrastructure across greater Christchurch as decisions are made about where, when and how rebuilding can occur.

3. Overarching prioritisation and sequencing of investment needs and opportunities, incorporating capital projects and other funding initiatives identified in the following plans and programmes:

- a. *Central City Plan*
- b. *Economic Recovery Plan*
- c. Sports and Recreation and Arts and Culture Programmes
- d. *Built Heritage Recovery Plan*
- e. *Education Renewal Recovery Plan*
- f. local neighbourhood plans and initiatives
- g. Iwi Māori recovery programme
- h. environmental programmes.

4. Enhanced confidence for property owners in the Green Zone; clear direction and timeframes for homeowners; building industry, insurance and financial providers for rebuild and repair of the Green Zone; integrated programmes for house rebuild, land remediation and infrastructure; provision of adequate temporary accommodation to meet demand.

Lead agency/support agencies: CERA leads, supported by ECan, CCC, WDC, SDC, Ngāi Tahu, NZTA, Infrastructure Alliance, EQC, DBH, Kiwirail, Network Infrastructure providers, CDC, and agencies responsible for developing sector-specific reconstruction and reinvestment plans.

Description: The Plan describes:

- Responsibilities for any outstanding decisions on where, when and how rebuilding can occur and any constraints to decisions on these matters.
- Timeframes for making decisions about whether land can be remediated, and a process and timeframe for land remediation.
- Timeframes for making decision on how land unsuitable for residential use is managed and utilised (including consideration of the creation of a network of parks).
- A methodology for reviewing existing national, regional and local strategies and plans, such as the Greater Christchurch Urban Development Strategy, including timeframes, to make sure they are still relevant to inform and provide a basis for this plan and contribute to achieving the vision and goals of the Recovery Strategy.
- An initial spatial plan identifying where redevelopment and new development may occur and where Green Zones provide the foundation for redevelopment, rebuild and new development areas.
- A process for creating a series of bold spatial plans (underpinned by world-leading urban planning and design principles) for strategic infrastructure, social and community assets regarded as a priority for: maintaining the short-term wellbeing of existing communities; achieving long-term recovery and growth aspirations; leveraging existing advantages; and protecting future options for betterment.

D. **Built Recovery Plans, programmes and activities** *Continued*

- A framework to determine priorities based on the current state of horizontal, strategic and community infrastructure. This is informed by the *Economic Recovery Plan*, *Central City Plan*, Sports, Recreation, Arts and Culture Programmes, *Built Heritage Recovery Plan*, *Education Renewal Recovery Plan*, local neighbourhood plans and initiatives and environmental programmes.
- Direction on the sequencing of land areas for rebuilding and development of greater Christchurch, including an area-based programme for home repairs and rebuilds within the Green Zone.
- An ongoing identification and prioritisation of 'early win' projects with potential to significantly improve the social, economic and environmental wellbeing of greater Christchurch, and encourage additional services and businesses to establish. These projects will be co-ordinated within the above framework.
- Mechanisms for facilitating and monitoring robust and co-ordinated strategic network planning by agencies responsible for developing horizontal and transportation infrastructure plans, including the Network Infrastructure Providers, CCC, WDC, SDC, utility companies such as energy and telecommunications companies (including the urban fibre roll-out), and the relevant Government agencies such as the NZTA.
- A process for intervention when the rebuild of key infrastructure is not on track.

Timing and Milestones: Existing plans and strategies reviewed and spatial plan prepared by December 2011. Draft Recovery Plan prepared by April 2012.

Type of plan, project or action: Recovery Plan proposed under section 16 CER Act 2011.

ii. **Central City Recovery Plan (CBD Recovery Plan)**

Objective: To rebuild and redevelop the central city of Christchurch (as defined by the four avenues) in accordance with community aspirations to improve urban design, public facilities, community services, commercial use, and create a vibrant heart.

Outcomes: To make the central city a special place, provide an abundance of green space for a range of activities; create precincts which attract people to live and work; integrate transport networks with pedestrians; create well designed, sustainable buildings that are strong and resilient; create an inclusive, accessible and business-friendly environment; attractive for commercial investment, respects the past, provides for remembrance, ensure people are at the centre of the redevelopment.

Lead agency/support agencies: CCC supported by CERA, Ngāi Tahu, ECan and also NZTA.

Description A spatial and services plan for the centre of Christchurch which sets out how it will address the environment, economy, lifestyle and activities, city character and urban design, transport and implementation.

Timing and Milestones: Plan finalised to the Minister for approval in January 2012.

Type of plan, project or action: Recovery Plan under section 17 CER Act 2011.

iii. **Local neighbourhood plans and initiatives**

These plans may be community or Council initiated and identify important work and components to help a local community recover. These plans can inform and need to be considered within the *Finance and Funding Recovery Plan* and *Land, Building and Infrastructure Recovery Plan*, and CCC, SDC, WDC and ECan Regional and District Plans and Long-Term Council Plans.

E. Natural Recovery Plans, programmes and activities

E.1 Recovery occurring through existing responsibilities and powers

Local and regional councils will review existing policies, plans and initiatives and assess whether they are adequate to facilitate recovery of the natural environment or if alternative methods are required, such as a Recovery Plan.

The natural environment, particularly the Avon, Heathcote rivers and estuary, and to a lesser degree other rivers in greater Christchurch, have been affected by sewage discharges, sediment build up, bank slumping and bed level changes. Hill areas have been affected by slips and rock falls. Work undertaken by the respective Councils to repair the sewerage network and prevent ongoing overflows, repair and improve stormwater systems, and remove silt from upper and lower reaches of some rivers to reduce flooding will substantially resolve issues relating to aquatic ecosystem recovery, water quality and making the coast safe for water-based recreation. Localised restoration of spawning areas for inanga and trout will be needed.

Ngāi Tahu has a long standing association with greater Christchurch through occupation and use of the natural resources provided by rivers, wetlands and the land. Consequently, there are many wāhi tapu and wāhi taonga sites of significance. The above work programmes of Regional and Local Councils, developed in consultation with Ngāi Tahu, will help restore values of importance to Iwi.

There are opportunities to enhance Ngāi Tahu cultural and environmental values through re-establishing or increasing the extent of indigenous flora and fauna as river banks are rehabilitated and by creating river corridors, parklands and wetlands in areas not reused for housing.

Christchurch has a long-standing air quality problem caused primarily by fine airborne particles from domestic open fires and wood burners. The earthquakes damaged many chimneys and caused households to replace existing heating systems. Wood burners installed in preference to cleaner heating systems mean there is a possibility that Christchurch will not meet the 2016 National Environmental Standard for air quality. Non compliance means industries applying for consents to release airborne particles have to provide offsets. Environment Canterbury, through Resource Management Act (RMA) processes, may need to review air quality management controls if the 2016 standards will not be met. Management of the disposal of earthquake-related demolition waste is also important for minimising impacts on the natural environment.



Questions to think about:

Taking into account the recovery programmes and activities undertaken by many organisations, is there a need for any other statutory Recovery Plans?

Glossary

BBC	Better Business Cases (Treasury)	Greater Christchurch	The districts of the Christchurch City Council, the Selwyn District Council and the Waimakariri District Council and includes the coastal marine area adjacent to these districts
Canterbury Business Leaders Group	Collection of business interests from the private sector operating to effect economic recovery	Horizontal infrastructure	Infrastructure that runs horizontally including roads, stormwater, drinking water and sewage pipes, telecommunications, electricity etc
Canterbury Central Government Leaders Group	A group of senior leaders of central government agencies that are Canterbury based operating collaborative to restore and enhance services for recovery	Infrastructure Alliance	Infrastructure Rebuild Alliance includes CERA, the New Zealand Transport Agency, the Christchurch City Council, Fulton Hogan, Downer Construction, Fletcher Construction, MacDow New Zealand and City Care
CBD	Central Business District	MCH	Ministry for Culture and Heritage
CCC	Christchurch City Council	MSD	Ministry of Social Development
CDEM	Civil Defence and Emergency Management	NERT	Neighbourhood Emergency Response Team
CDHB	Canterbury District Health Board	Ngāi Tahu	Te Rūnanga o Ngāi Tahu
CEDS	Christchurch Economic Development Strategy	NGO	Non-government Organisation/s
CER Act	Canterbury Earthquake Recovery Act 2011	NZHPT	New Zealand Historic Places Trust
CERA	Canterbury Earthquake Recovery Authority	NZTA	New Zealand Transport Agency
CERF	Canterbury Earthquake Recovery Fund	Recover Canterbury	The Canterbury Business Recovery Group – a joint venture created using resources from Canterbury Development Corporation (CDC) and the Canterbury Employers' Chamber of Commerce (CECC) for driving Canterbury business recovery following the 22 February 2011 earthquake
CETAS	Canterbury Earthquake Temporary Accommodation Service – a joint venture between the Department of Building and Housing and the Ministry of Social Development	SDC	Selwyn District Council
Community infrastructure	Buildings and infrastructure that benefit and are accessed by the community such as swimming pools, sporting facilities (including sports fields), community halls etc	SPARC	Sport and Recreation New Zealand
Creative NZ	Creative New Zealand	Strategic infrastructure	Facilities, services and installations that are of greater than local importance and sustain the community including horizontal infrastructure, strategic transport networks, port, airport, railway, defence facilities, strategic telecommunication facilities and the Electricity Transmission Network.
DBH	Department of Building and Housing	UDS	Greater Christchurch Urban Development Strategy
DIA	Department of Internal Affairs	WDC	Waimakariri District Council
ECan	Environment Canterbury (Canterbury Regional Council)		
ENC	Enterprise North Canterbury		
EQC	Earthquake Commission		
GNS Science	Geological and Nuclear Sciences		



