



# Analysis of relevant consultation processes used to inform the Greater Christchurch Urban Development Strategy Update

He Rautaki Whakawhanake-ā-tāone mō Waitaha

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## Executive Summary

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The 2007 Greater Christchurch Urban Development Strategy (the Strategy) is being updated to reflect the significant events and changes that have occurred in Greater Christchurch since its release. These include the direct and indirect effects of the earthquake sequence which began in September 2010.

The Guiding Principles and Strategic Directions are being reviewed as part of the update project, to ensure these important parts of the document appropriately reflect the new context and strategic needs of Greater Christchurch.

As part of understanding what the context and needs are, an understanding of the views of the Greater Christchurch community is needed. A range of consultation processes have been undertaken since the release of the Strategy, particularly since the earthquakes. Therefore, analysis of relevant consultation process outputs has been undertaken. The outputs of consultation on the following have been included within this analysis:

- Christchurch City, Selwyn District, Waimakariri District, and Environment Canterbury Long Term Plans 2015 - 2025
- Selwyn 2031
- Land Use Recovery Plan and the Land Use Recovery Plan Review
- Natural Environment Recovery Programme
- Share an Idea
- Recovery Strategy for Greater Christchurch
- 100 Resilient Cities
- Christchurch Central Recovery Plan - An Accessible City and A Liveable City
- Christchurch Economic Development Strategy

An analysis process was used to associate the consultation responses with the Guiding Principles and Strategic Directions of the Strategy. This has been summarised and presented in the report in table format.

In terms of the Guiding Principles, it was determined there is still support for sustainability as part of a high level principle, and particular support for Leadership, Resilience, and Integration as supporting principles. There is less support identified through the selected consultation response information for Adaptability (although this could be interpreted as coming under or part of Resilience) and Responsibility. Sustainability and communication were noted as particularly important principles for respondents to consultation on the Recovery Strategy for Greater Christchurch. The potential consideration of equity and recovery/regeneration as principles was also noted.

In terms of the Strategic Directions, there have been many consultation responses associated with many of the Strategic Directions, with a few exceptions. There are some Strategic Directions where the consultation responses may indicate adjustments could be made to better align these with community aspirations.

There are some gaps that have been identified in the Strategic Directions through the consultation analysis process, these are:

- Natural Hazards
- Earthquake Recovery
- Business and the Economy
- Accessibility
- Funding and Finance
- Council Processes

The information provided by the analysis will be used to help inform the update of the Principles and Strategic Directions, along with other information on the current situation in Greater Christchurch, and the content of existing plans and strategies.

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# Introduction

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## Purpose

This report sets out the results of analysis of recent consultation processes undertaken to inform a range of planning documents and instruments. This report aggregates and summarises the analysis against the Guiding Principles and Strategic Directions of the 2007 Greater Christchurch Urban Development Strategy. The information presented will be used to inform the update of the Greater Christchurch Urban Development Strategy document, specifically amendment to the Guiding Principles and Strategic Directions.

## Format

The report firstly provides background on the Greater Christchurch Urban Development Strategy ('UDS' or 'the Strategy') and then provides detail on the consultation processes which were used to inform the analysis. The methodology used is then detailed in the next section.

The results are split into sections covering Guiding Principles and Strategic Directions. They are presented in tables with the summarised information provided against the relevant Guiding Principle or Strategic Direction.

Some potential gaps in the UDS Strategic Directions are set out in the following section, with some concluding comments and next steps.

## Background

The Strategy was released in 2007. It took a growth management approach to urban development in Greater Christchurch, and set out a desired development pattern developed through extensive community consultation and agreed on by the Strategy partners.

Underpinning the document was a Vision, Guiding Principles (one overarching principle and eight supporting principles) and a number of Strategic Directions. The Strategic Directions were listed under six themes

- Enrich Lifestyles
- Enhance Environments
- Encourage Prosperous Economies
- Manage Growth
- Effective Governance and Leadership
- Integrate Implementation

In 2010 and 2011 the greater Christchurch area was significantly affected by a sequence of earthquakes. The Strategy helped in the recovery planning stage as a good basis and source of information for land use and other recovery planning projects. Following the earthquake events and the changes to the planning and regulatory environment, an Update to the Strategy is being prepared.

A significant number of consultation processes have been undertaken since 2007 to inform a range of Resource Management Act 1991 (RMA), Local Government Act 2002 (LGA) and earthquake recovery planning processes. This has created a wealth of information that is valuable in understanding the needs and aspirations of the greater Christchurch community for future strategy development. This information is isolated in separate reports and databases. The analysis undertaken and information presented in this report therefore draws together that information and presents it in a usable manner.

## Consultation Processes Included in Analysis

A large number of consultation processes have been undertaken since the release of the UDS in 2007, particularly since the start of the Canterbury earthquake sequence in 2010. For various reasons, only a limited number of these processes have been included within this analysis.

In selecting the consultation processes to be included in this analysis, a number of factors were considered, including:

- Geographic coverage
- Strategic and long-term nature
- Extent and relevancy of topics covered
- Availability of information
- Time of consultation

The documents for which the consultation processes were undertaken, and the sources of consultation responses or summaries of those responses, are listed in Table 1 below.

**Table 1. List of Consultation process included in analysis and sources of responses**

<b>Document for which consultation process undertaken</b>	<b>Consultation Response/Summary Source</b>
Christchurch City LTP 2015 - 2025	Thematic Analysis of Submissions on the Christchurch City Council Long Term Plan 2015-25
Selwyn District LTP 2015 - 2025	Selwyn District LTP 2015 - 2025 Our response to your submissions (pg. 10)
Waimakariri LTP 2015 - 2025	Summary of submissions by topic and officers comments
Environment Canterbury LTP 2015 - 2031	Draft Long Term Plan 2015-25 – Summary of submissions and staff recommendations
Selwyn 2031	Draft Selwyn 2031: District Development Strategy - Report on Submissions
Land Use Recovery Plan	Consultation Report (Round 1 – targeted stakeholder workshops November/December 2012) Consultation Report (Round 2 Consultation April 2013)
Land Use Recovery Plan Review	Land Use Recovery Plan Review - Decision Report with Recommendations (Appendix 2: Summary of comments received in April - May consultation and Appendix 3: Summary of comments received in August consultation)
Natural Environment Recovery Programme	A report on a stakeholder workshop for Environment Canterbury Monday 8 October 2012
Share an Idea	Central City Plan Technical Appendix A — Public Consultation — Share an Idea Summary
Recovery Strategy for Greater Christchurch	Recovery Strategy for Greater Christchurch - Summary and analysis of written comments
100 Resilient Cities	Christchurch Resilience Strategy Preliminary Engagement Workshops report
Christchurch Central Recovery Plan - An Accessible City	Summary of submissions – March 2013
Christchurch Central Recovery Plan - A Liveable City	Christchurch Central Recovery Plan A Liveable City: Analysis of Comments September 2014
Christchurch Economic Development Strategy	Business Environment, Infrastructure, Innovation, and Labour Market workshops - summary notes

## Analysis Methodology and Limitations

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As noted above, the analysis of the outputs of the selected consultation processes was based on information provided in available summary reports. Because of this, the analysis is limited by the information provided in those documents.

The analysis of the consultation responses used a spreadsheet database to code the summary information against the relevant Strategic Directions listed in the 2007 UDS.

The information was coded at two levels, the six overarching themes (Enrich Lifestyles, Enhance Environments, Encourage Prosperous Economies, Manage Growth, Effective Governance and Leadership, and Integrate Implementation), as well as the 42 strategic directions that sit under these. The consultation summary information was also organised at two levels, 'issues' and 'specific matters raised'. The document to which the consultation responses were associated was also included in the spreadsheet.

The database was then filtered according to the 42 strategic directions. The aspects of the consultation responses relevant to each strategic direction were then analysed and summarised, with the resulting summaries presented in the tables below. Where consultation responses were not considered to be relevant to the Strategic Directions, these were also identified.

In relation to the Guiding Principles simple text-based filters were applied to the database spreadsheet containing the collated consultation summaries. The information provided by the analysis for the Strategic Directions was interpreted and summarised into the table below.

## Results

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The results of the analysis are presented below in Tables 2 – 8.

### Guiding Principles

#### *Overarching Principle – Sustainable Prosperity*

Sustainability is supported as a high-level principle. Consultation on the Recovery Strategy included people stating a desire to recover from the earthquakes with a long-term, sustainable and resilient perspective, and that having sustainability as a principle is critical for effective recovery. The balance between environmental concerns and economic development expressed by the overarching principle is reflected in people’s concern of too great a focus on economic recovery and not enough on environmental recovery.

Being innovative in a sustainable way, sustainable buildings, development, and built form design, and sustainable farming practices are also all supported.

#### *Supporting Principles*

**Table 2. Analysis against the supporting principles**

Principle	Description in 2007 UDS	Relevant Consultation Responses
<b>Leadership</b>	providing good governance, making decisions, taking action and accepting responsibility, ensuring the impacts and outcomes are monitored, reviewed and managed effectively.	Leadership has been raised in consultation responses with a desire for strong leadership to be shown, coordinated decision making, and certainty for who is in charge and making decisions. The importance of strong, decisive, and quality leadership for the recovery was raised, with quality defined as clear, transparent and well-communicated. People have also requested more hands-on, community-inspired, transparent leadership with clear goals and timelines. Well-coordinated leadership was also noted as being required for collaboration between agencies. The context of the earthquakes elevating non-traditional leaders has also been raised, with positive benefits for social capital, but also challenges for the traditional structures. Leadership is considered to underpin other dimensions of resilience.
<b>Partnership</b>	working in a collaborative and coordinated manner with one another, the community,	The importance of partnerships have been raised through consultation. This has included the need for council partnerships with the community to build trust, as well as



	strategic partners, government, and other organisations through short-term actions based on long-term goals and continued commitment to effective engagement in respect of strategy development and implementation.	the potential benefits of public-private partnerships, and collaboration and coordination. The relationship between councils and Ngāi Tahu has been noted as important.
<b>Responsibility</b>	continually working towards ensuring our communities are great places to live, work and play, and are safe and economically secure, and are physically and socially healthy.	This principle has not been specifically raised through the consultation responses analysed. Some related points have been raised, such as the responsibility of councils to address certain matters, such as the regional council's role in water management.
<b>Resilience</b>	managing risk and uncertainty through strategy and implementation frameworks that enhance how individuals, communities and organisations respond to hazards and the unexpected.	Resilience has been raised through multiple consultation processes, with generally greater community resilience being desired. This related to broad areas such as hazard management and preparedness, long-term planning, psychosocial issues, equity of access to services and facilities, leadership and relationships between agencies, and infrastructure.
<b>Adaptability</b>	taking into account the past and anticipating the future, putting in place strategy and implementation frameworks that are adaptable to change.	Few relevant consultation responses, but generally related to ideas of resilience, and specifically the adaptation of policies to reflect new and evolving information.
<b>Innovation</b>	strategic partners and the community collaborating to find creative, pragmatic, cultural and resourceful approaches and solutions.	Innovation is considered to be desirable for finding solutions in the sometimes difficult post-earthquake context. In particular, in terms of design of housing and transport, and innovation by businesses for economic growth.
<b>Integration</b>	integrating environmental, land-use, infrastructure, social, cultural, economic and governance goals in all decision-making, policies, plans and activities by recognising the connections between systems, giving effect to the regional and local metropolitan context.	Integrated approaches are widely supported throughout various aspects, including environmental recovery, natural hazard strategies and plans, public transport modes and transport networks, and in particular integration of land use, infrastructure and transport as part of earthquake recovery. The need to integrate all recovery work and programmes was also noted.
<b>Restoration</b>	ensuring our natural systems are valued and protected through restoring and enhancing biodiversity and ecological integrity.	Valuing and protecting natural areas is well supported, particularly freshwater and biodiversity. In terms of restoration, there is a focus on urban and major waterways such as the Avon River/Ōtākaro and Heathcote River/Ōpāwaho, wetlands, drinking water quality, and habitats and biodiversity.

In terms of making changes or additions to the principles, the summary of the consultation on the Draft Recovery Strategy for Greater Christchurch states that the comments received generally supported the principles outlined by CERA, while emphasising the need for greater communication (Kotahitaka/work together), and sustainability (Kaitiakitaka/Look to the future) as critical for effective recovery. Further analysis against those principles may therefore be beneficial. In addition, equity has been raised by some people, particularly in relation to rates, funding and infrastructure provision.

It should also be noted that while many of the consultation processes have been undertaken in relation to recovery planning processes, earthquake recovery is not reflected in the Strategy principles. Additionally, 'recovery' is now also being overtaken by the term 'regeneration'. This needs to be reflected on further in any consideration of the Strategy principles.

## Strategic Directions

**Table 3. Enrich Lifestyles**

<p><b>Ensuring that the Greater Christchurch area is a liveable, safe, prosperous and healthy place.</b></p>	<p>This strategic direction is particularly broad. Analysis was focused on responses considered relevant to the components; liveability, safety, prosperity and health.</p> <p>In terms of liveability, the consultation responses included noted that eastern Christchurch is being neglected; there is a need for more people-focussed design to create communities and great places and spaces which are people-friendly, inclusive and instil a sense of pride; communities need to be provided with adequate amenities; and that planning decisions need to provide for quality of life for individuals and communities. Responses through the Share an Idea consultation raised many aspects of the central city area that contribute to liveability. Accessibility was also raised.</p> <p>In terms of safety, consultation responses included addressing flooding risk and avoiding or mitigating natural hazards. The safety of pedestrians, cyclists, and safe routes or areas for horse riding were also raised. Safety in the central city area was also raised, particularly in relation to lighting.</p> <p>In terms of prosperity, consultation responses included noting the benefits of tourism, and the development of key activity centres and local centres. Small and medium enterprises and job creation were also identified as priorities for recovery.</p> <p>In terms of Greater Christchurch as a healthy place, consultation responses included a concern for the effects of land use practices on the quality of surface freshwater, and particularly on drinking water sources and recreational areas. Other responses requested prioritisation of infrastructure repairs based on public health risk, maintaining personal and community health during rebuilding and development, incorporating public health needs in all aspects of recovery, a focus on determinants of health rather than services, and supporting community and public health and safety as a recovery priority.</p>
<p><b>Recognising and protecting cultural identity and enhancing a sense of place.</b></p>	<p>Cultural identity was recognised as important through various consultation processes, including identifying that communities have a sense of ownership and that consultation is needed with community representatives.</p> <p>Of particular relevance was the desire to see greater acknowledgement and expression of Māori culture and history, particularly in the central city. In relation to the NERP, this was identified as being able to be advanced through use of Māori place names, wāhi tapu memorials, and landscape design.</p> <p>Consultation relevant to the central city included a desire to remember the earthquakes, including through a memorial, green spaces, places for reflection, acknowledging lost heritage, art works, and an earthquake museum or display. Other responses relevant to the central city included identifying the Avon River/Ōtākaro as a key place for public art and increased use. The opposition of people to redevelopment of Victoria Square also</p>

	<p>raises the need to acknowledge the connection of people and communities to places and spaces.</p> <p>Protecting the sense of identity for townships, particularly in relation to growth, was also identified as important in consultation processes.</p>
<b>Improving community safety and encouraging neighbourhood design that makes people feel safe.</b>	<p>This strategic direction had comparatively fewer relevant consultation responses. Of the responses that were relevant, the major themes were the safety of transport options, particularly pedestrians and cyclists, and the design of the rebuilt Christchurch central city to enhance personal safety, particularly at night, with lighting and other security measures, and the perception of safety from seismic activity with lower building heights.</p>
<b>Increasing the supply of well-located, affordable housing.</b>	<p>The supply of affordable housing is an issue that has been raised through a number of consultation processes at various time periods, indicating that this remains an important concern for people in Greater Christchurch. This has included raising this issue through a human rights perspective.</p> <p>Support for council involvement through various mechanisms in social housing and affordable housing supply has been raised, including incentives. The desire for a range of housing styles, sizes, and choice has also been raised, including for social and affordable housing.</p> <p>Issues affecting housing affordability that have been raised include the ability to build smaller housing types, relocating dwellings to new subdivisions, and private covenants.</p> <p>Related to housing supply and location is land supply. A view has been expressed that land supply is not an issue, but other barriers and constraints add costs, while other people would like further greenfield land identified for development.</p>
<b>Planning for a more equitable distribution of community infrastructure.</b>	<p>Consultation responses acknowledged the importance of equitable access to services and facilities for people's health, well-being and resilience. This included council facilities, particularly meeting places, being important for community resilience, and the benefits of community facilities for adding appeal and vibrancy to the central city. The issues of the closure of community facilities and infrastructure in Christchurch's eastern suburbs, particularly New Brighton, has been raised, with concern that financial imperatives are over-riding community well-being. An issue was raised with the public transport service, with statements that it is not servicing people's needs. Other areas noted as requiring focus was recreational and open space, and areas or facilities for youth activities. The funding models for community infrastructure were also discussed, with effects on the equity of distribution, variability of quality, local control, and planning for provision, identified.</p>
<b>Developing a strong cultural environment and increasing community access to arts, recreation and other cultural facilities.</b>	<p>With the strategic direction above focusing on cultural identity and sense of place, the analysis of this strategic direction focused on the provision of facilities.</p> <p>Recreational and open space was identified as important, and an opportunity exists through the recovery process to create more green areas, walkways, and cycle-ways. Recreation hubs or shared facilities were identified as having benefits for efficiency, social benefits and vibrancy. A comment on a specific recreational</p>

	<p>sport facility proposal noted the social and health benefits of encouraging sport.</p> <p>The funding of arts, recreation and cultural facilities was raised, with a desire by some for greater funding for arts to attract visitors, residents and business, and consideration of large scale projects, while others questioned the affordability and need of such facilities. Public-private partnerships were raised as an option.</p> <p>The link with the cultural environment was made, with the restoration of wetlands raised as creating opportunities for recreation as well as improving cultural values, and that the recognition of cultural heritage and the community sense of ownership of their environment is important.</p> <p>The priorities for recovery and early wins considered important included development of new arts and culture facilities, sports and recreational facilities, and inner city cultural precincts, integrated family health facilities, and community centres for emergency contact.</p> <p>Specifically for the Christchurch central city area, more services and community facilities are desired to attract residents, who in turn add vibrancy, as well as enhance the experience for visitors. These included new recreation opportunities, outdoor performance venues, performing arts precincts, wide range and number of green spaces, venues and space for artists, providing for a range of events, creating a 'cultural hub', making art accessible, and informal learning opportunities.</p> <p>Other comments included noting the need to provide for activities for youth, and the provision of community facilities within residential areas.</p>
<p><b>Ensuring buildings and homes are energy-efficient, warm, well-built, aesthetically pleasing and affordable.</b></p>	<p>The consultation responses included expressing a desire for a safer built environment, with buildings able to withstand future seismic events, and a feeling of safety created by lower building heights.</p> <p>There is also a desire for high-quality building design, appearance and streetscapes, to create a proud legacy, with buildings that are people friendly, incorporate open space, set back from the streetscape and interact well with the surrounding environment. There is a view that more guidelines and control, including urban design requirements in planning documents, are required, with a lack of confidence in the market achieving the desired outcomes alone. Developers are noted as expressing a view that design approval processes add cost and delays.</p> <p>Green technology, renewable energy, sustainable design principles and building design, and building efficiency were all raised as desirable and important, and seen as an opportunity, for the rebuild.</p> <p>In relation to housing in particular, views have been expressed supporting council involvement in housing, including social housing and affordable housing initiatives, and have raised housing issues through a human rights perspective. Earthquake recovery processes have been raised as an opportunity to improve housing quality, and also raised the importance of providing affordable housing. The ability to build smaller housing types, relocating dwellings to new subdivisions, and private covenants have been raised as issues affecting housing affordability.</p>

	<p>Accessibility for all people, including in particular those with disabilities, has also been raised in relation to buildings and housing.</p>
<p><b>Promoting good urban design to make our communities more liveable and attractive with good connectivity.</b></p>	<p>In terms of urban design, there has been a perception of poorly designed subdivisions, rules that are too favourable to developers, and poor design and amenity outcomes, with stronger guidelines and rules needed. Conversely, developers have expressed a view of processes and design approval not adding value, but increasing cost and delays. Additionally, some people would like more people-focused designs that create communities, places and spaces, retention of urban design standards and building height rules in the central city that result in building form diversity, sensitivity to existing buildings and neighbourhoods, and less shading. The need for quality urban design when increasing density has been noted. A higher density of green spaces was noted as a recovery priority.</p> <p>In terms of connectivity, the provision of cycle-ways and integration with public transport modes is desired. Walking and cycling connectivity has been an important theme for central city focused consultation, with desire for a greater pedestrian focus, integrated green walkway networks, enhanced walking environments and connections, more pedestrian and cycle bridges over the Avon/Ōtākaro, integrated and separated cycle network connecting with the suburbs and wider city with safety as a focus, and the provision of good cycling facilities.</p> <p>The need to provide for people with disabilities was raised in relation to urban design and connectivity, particularly in relation to the redevelopment of the Christchurch central city, and the opportunities presented by other rebuild activities in Greater Christchurch, and the benefits this also has for an aging population.</p> <p>Provision for private vehicle in central Christchurch was raised, particularly parking, with some wanting no parking buildings in the heart of the central city, while others stated that parking options must be competitive with the free parking options at suburban shopping malls. Different parking options depending on times and a park and ride system were also raised as options.</p> <p>Many other responses for central city based consultation related to this strategic direction, including the desire for European style squares, the redevelopment of Cathedral, Latimer and Cranmer Squares, and noting the Victoria Square works well, improvements to the central city streetscape, more social gathering places, protection from inclement weather, utilising and enhancing the Avon River/Ōtākaro as a key asset, supporting way-finding initiatives, and noting the need to ensure safety of users of cycle lanes and shared spaces.</p>
<p><b>Developing an open space network.</b></p>	<p>The importance and provision of open green space is a common theme for consultation responses, particularly for the central Christchurch, but also for other parts of Greater Christchurch. A higher density of green spaces was noted as a recovery priority, and abundant open green areas as a recovery 'early win'. The range of sizes, locations and usability of the spaces are factors addressed in responses. The residential red zone in Christchurch was identified as an opportunity to develop parks and open space, and provide for sport and</p>

	recreational.
<b>Providing additional recreational opportunities in parks and natural areas.</b>	<p>Recreational opportunities in parks and natural areas has been a strong theme in multiple consultation processes. The development of parks, and sports and recreational facilities was considered important as a recovery priority. Associated with this has been the suggestion for recreation hubs through natural environment recovery, and opportunities for recreation through restoration of wetlands. The use of residential red zone land for walking tracks, parks and open space, and sport and recreational areas has been suggested. The link between recreational opportunities and addressing the issue of obesity has been made.</p> <p>Green and recreational space was a significant theme for Christchurch central city consultation responses.</p> <p>Specific requests for facilitates has included safe off-road routes for horse riding, a North Beach promenade, and an off-road cycleway from Tai Tapu to Lincoln.</p>
<b>Maintaining and protecting the heritage values of established suburbs, rural towns and settlements.</b>	<p>Retention and restoration of heritage buildings and sites is supported, particularly in Christchurch city. This includes earthquake-proofing heritage buildings and facades, restoring iconic heritage buildings, and incorporating and being sensitive to heritage features in future development. In the smaller surrounding urban centres, the maintenance of character and function, identification of areas of special character, and retention of small village characteristics is desired.</p>

**Table 4. Enhance Environments**

<p><b>Protecting the quality and quantity of groundwater in the aquifers and natural catchments as a top priority.</b></p>	<p>Concerns for water quality and quantity are common themes across consultation processes.</p> <p>There is a desire to protect aquifers and the quality of groundwater, including replacing rather than repairing infrastructure to reduce contamination risk, and a concern of groundwater contamination and depletion of aquifer from new wells. The concern for groundwater quality includes a desire to maintain drinking water quality and restore where degraded, and reduce pressure on those sources.</p> <p>There is also concern for surface water quality, and observations that this is deteriorating. There is a view of a need to flush, protect, and enhance waterways and restore wetlands, including through fencing, setbacks and riparian strips. This includes cleaning and restoring urban waterways. The desire to maintain, restore and improve water quality includes its use for recreational purposes.</p> <p>The concerns for water quality are linked with concerns for and desires to reduce discharges into water bodies, including nitrogen discharge limits, ongoing dairy conversions, expansion, irrigation and agricultural intensification, and discharges and contamination from urban land uses. Farm practices and operational improvements to make them more environmentally sustainable were noted.</p> <p>Funding and cost of water, cleaning up water pollution, and water quality improvements were noted, with suggestions for polluters paying for clean-ups, and different funding sources such as targeted rates, user-pays water charges, rural water charges, and linking water usage with paying for biodiversity improvement supported.</p> <p>Collaborative approaches to water management are supported, along with the implementation of the CWMS. In relation to the CWMS, there is a stated need for resources and funding for this to occur, as well as primary sector expert advice, direct consultation of affected people, community capacity for engagement, providing adequate information, greater detail in ZIPs of scientific analysis, and a desire for zone committee members to be elected.</p> <p>The role of ECan was noted and an observation that it has failed to protect water quality, along with a need to support community groups and greater use of enforcement to ensure water quality standards. There is also a desire for greater understanding through research, investigation and availability of data.</p>
<p><b>Protecting and enhancing indigenous vegetation and the ecosystems they contain.</b></p>	<p>There is general support through a few specific consultation processes for biodiversity initiatives, including supporting pest control, and opposing funding reductions for biodiversity projects. Requests were made for support for community biodiversity initiatives and increased funding. This was supported by a desire for community engagement and collaboration on biodiversity issues, an empowered community with increased understanding of systems and ecological processes, the involvement of business, increased awareness of the environment, and cultural values represented and interpreted</p> <p>The protection of natural habitats and biodiversity is supported, along with a focus on natural corridors and</p>



	<p>connections. Some noted that all remaining habitats should be protected and the prevention of further loss of biodiversity should be a priority, and greater consideration to the positive effects of reintroducing and enhancing biodiversity. The linking of habitats, a larger area of protection, and high quality aquatic environments and ecosystem functioning were also noted.</p> <p>There was some concern for biodiversity being addressed at the zone committee level, with a region-wide perspective requested. The effects of vehicles on areas of ecological value was noted, particularly braided rivers, and the need to restrict access.</p>
<p><b>Recognising the value of, and protecting the coastline, estuaries, wetlands and waterways.</b></p>	<p>As noted above, there is community concern for the water quality in lakes and rivers, and observations that this is deteriorating, with a further observation that the regional council has a leadership role, but had failed to protect water quality. The need to support community groups and greater use of enforcement to ensure water quality standards was also noted.</p> <p>Also noted above, there is a desire to protect and enhance waterways through methods such as fencing, setbacks and riparian strips. The implementation of the CWMS and the collaborative approach is supported. There is concern about the effects of ongoing dairy conversions, expansion, irrigation and agricultural intensification, with many wanting this to be limited or discouraged, and stronger enforcement, and a desire to reduce or not increase the nitrogen discharge limits.</p> <p>There is some concern for sedimentation in rivers, including effects on flooding and contamination, and a view that sediment removal would improve benthic diversity and habitats. Linked to this is a desire to increase the quality of and link freshwater habitats with other habitats and protect larger areas.</p> <p>The link between water quality in waterways and recreational use was made, as well as cultural values including mahinga kai.</p> <p>There has also been a desire for greater understanding through research, investigation and availability of data, and education campaigns. For coastal areas in particular, there is a desire for greater understanding of what will happen to beaches over a long term, and a realistic appraisal of coastal dynamics, along with creating buffer zones against coastal hazards. There is some opposition to the tidal barrier proposal.</p> <p>There is a desire to reduce effects from urban activities on waterways, including stormwater and wastewater discharges. Ngai Tahu in particular support reduced wastewater in harbours due to cultural significance and mahinga kai values. Flood mitigation and stormwater management through the use of wetlands was supported.</p> <p>The Avon River/Ōtākaro was specifically identified as a key asset, and one which people support improving the quality of, along with the Heathcote River/Ōpāwaho.</p>

<p><b>Ensuring development protects and enhances natural systems and environmentally sensitive areas.</b></p>	<p>In relation to earthquake recovery, it has been accepted that new areas will be developed for rebuilding, but along with this is a need to maintain the natural environment. People see a need for greater appreciation and respect for land and water systems, and stress not rebuilding on unsuitable land.</p> <p>Improvements to wastewater, stormwater and other urban infrastructure, including more environmental designs, have been raised to ensure less effects on the natural environment, cultural values, and resources such as drinking water.</p> <p>In relation to the coastal environment, people oppose the tidal barrier proposal, and in relation to planning for climate change and sea level rise some support planned retreat over engineered solutions. This links with the view to avoid natural hazards, including within existing urban areas, and looking at hazard mitigation options such as flood mitigation by using residential red zone land.</p> <p>Biodiversity improvements link with this strategic direction, with a desire to protect, maintain and connect areas important for biodiversity.</p> <p>The Avon River/Ōtākaro was specifically identified as a key asset for protecting and enhancing.</p> <p>The need to build for the future was also raised, not only considering the earthquakes, but also climate change and fossil fuel supplies. Sustainable building design has been raised, with people noting that Christchurch has the opportunity to become a world leader, and a desire to use more renewable energy such as solar and wind.</p>
<p><b>Promoting energy and water conservation and ensuring clean air.</b></p>	<p>In relation to clean air generally, the timeframes and achievability of the NESAQ requirements were questioned, as were funding arrangements for air quality initiatives and ECan enforcement actions, while other people supported greater funding for air quality initiative and a firmer line on air quality.</p> <p>The use and regulations around log burners is a somewhat controversial issue, with some wanting to lift the restrictions, while others would like them banned outright. Related issues raised included the quality of firewood, expedited ultra-low emission wood burners, opposition to wood burner replacement based on age, the importance of winter warmth to health, resilience benefits of wood burners, support for people on lower incomes, and a recognition of the pollution caused by open fires and older log burners.</p> <p>People have also raised issues in relation to rural air quality from burn-offs and effluent spraying, and requested a greater focus on the effect of industrial emissions. Air quality effects from diesel vehicles and dust have also been raised. In addition, people see active transport as a means of reducing emissions from transport.</p> <p>More sustainable building design is viewed as an opportunity through the rebuild to achieve energy and water conservation, with more energy efficient buildings, renewable energy generation, green roofs, rainwater collection and reuse, and reducing stormwater runoff. People would also like water conservation education campaigns and reductions in leakage through water systems.</p>

**Protecting outstanding landscapes such as the Port Hills and iconic rural outlooks.**

Very few consultation responses related to this strategic direction. Those that did included a desire for the consideration of historic and cultural landscapes in managing rural and natural resources.

**Table 5. Encourage Prosperous Economies**

<p><b>Maintaining a secure and productive resource base, including minimising the loss of productive land.</b></p>	<p>Very few consultation responses related to this strategic direction. Those that did included a strong focus on the protection of freshwater resources, including groundwater, as noted above.</p> <p>The desire for avoidance of development on versatile soils, and increasing minimum rural lot sizes to protect productive land, was also noted through one consultation process.</p>
<p><b>Protecting and enhancing strategic regional infrastructure, including utility hubs and corridors, Christchurch International Airport and Lyttelton Port.</b></p>	<p>The importance of Lyttelton Port for economic development and the rebuild has been noted. Related to this, people have raised the importance of trade and export and a desire for better understanding of how infrastructure can be and is used for business growth. The challenge for the recovery has been noted as achieving infrastructure investment up front without the data normally required for infrastructure planning.</p> <p>There is concern for the pressure on roading and transport infrastructure, and desire to use rail as a public transport mode, particularly to Rolleston and Rangiora, as a means to reduce congestion.</p> <p>Protecting strategic infrastructure from reverse sensitivity effects has been noted, including through the identification of greenfield areas, the potential for effects on strategic infrastructure from intensification of existing urban areas, and specific zoning changes to ensure compatible development near existing activities.</p> <p>Resilience of hard infrastructure has been noted, including the interdependence at local, national and global scales, the need for redundancy in hard infrastructure, and household and business level resilience planning. It has been stated that there is no consensus that we have fully developed an understanding of which assets are critical.</p> <p>In relation to Christchurch International Airport some submitters requested that the Airport Noise Contour be reviewed and remodelled.</p>
<p><b>Ensuring adequate and appropriate land for commercial and industrial uses.</b></p>	<p>Some consultation responses have requested further business zoning, including around urban areas in Selwyn, and related to this were requests for changes to zoning or the projected infrastructure boundary so that particular areas of greenfield land can be developed for commercial or industrial land uses. Some responses have stated that there is not enough land identified for development, particularly wet industry business owners who felt that (prior to the development of the LURP) there was a lack of supply of unconstrained and serviced land hampering recovery.</p> <p>Conversely, infrastructure providers (three waters, transport, community services, open space, electricity and others) stated that the UDS growth pattern should be maintained and followed.</p> <p>Some felt that greater control on development of malls is needed as they result in car-based, unsympathetic design, and need to be better integrated with commercial centres of activity and the community.</p> <p>Commercial and industrial land uses in the Christchurch central city raised concerns, including a desire to not have commercial and administrative uses on ground floors as they lead to less vibrant areas, and some</p>

	<p>suggestions to keep industrial activity out of the central area due to adverse effects and safety issues. Travellers' accommodation was supported in the central city.</p>
<p><b>Ensuring the connection between homes, jobs, recreation and environment through mixed land uses and integrated transportation modes.</b></p>	<p>There is recognition that land use planning and infrastructure needs to be considered as a whole, and requests for 'transit-orientated development' with better integration of land use and transport. Related to this, there was a strong desire to consolidate growth within limits, but others identified that people generally don't want to live in apartments.</p> <p>People are supportive of urban areas in Selwyn being more self-sufficient, but also held a view that not all factors are in council control, and the number of residents employed in Christchurch makes this difficult. However, people supported having adequate amenities for communities to support themselves - cycleways, integration of housing, shopping and roading, open space between properties, schools, and public transport.</p> <p>People supported mixed residential, retail and commercial uses that contribute to the vibrancy of the Central City through both mixed land use and building design that provides mixed uses. Larger commercial uses were desired to be discouraged from ground floors, and there was support for non-residential activities in residential areas which support the local community and do not adversely affect residents.</p> <p>In relation to integrated transport in particular, there is support for more active and public transport, integrated cycleways, park and ride facilitates, extension of the public transport network to outlying towns, as well as light rail or trams as part of the public transport network. This is discussed further under transport related strategic directions.</p>

**Table 6. Manage Growth**

<p><b>Defining and maintaining clear boundaries between urban and rural areas using networks of open space.</b></p>	<p>There were mixed responses provided through consultation processes that relate to this strategic direction. There is some support for consolidating growth within limits, including in Christchurch City and around surrounding townships. However, the identification of greenfield priority areas through the LURP has some people concerned about the development of greenfield areas, and expressing a view that there is a need to limit suburban growth, with others concerned that the LURP prevents subdivision of rural land. A number of people have requested additional greenfield areas to be identified, zoning changes, or changes to the projected infrastructure boundary so that particular areas of greenfield land can be developed for residential, commercial or industrial land uses. Some people have stated that, in Waimakariri District in particular, there is not enough land identified for development and the council is taking an overly conservative approach to population growth projections. Associated with this, there is a recognition of a need for certainty about future development, growth, and market demand.</p> <p>In relation to rural development in particular, people have stated that there is a need for more rural residential type development, flexibility in residential densities in rural areas, ability to implement development rights transfers, development of historic subdivisions and existing titles, and that a balance is needed between urban and rural areas. As noted above, people have also expressed a desire to protect productive and land versatile soils from development.</p>
<p><b>Redeveloping existing urban areas in a more concentrated form.</b></p>	<p>This strategic direction is strongly linked with the one above, and as such there are also some mixed views. There is some support for greater housing supply through more mixed use, medium density development in and around commercial centres, and increasing residential densities within the existing urban area. This was linked with some concern about the emphasis of current growth provision through greenfield development, and a stated need to limit greenfield development and suburban growth. However, there are also some people who would like provisions for greater greenfield development.</p> <p>In relation to intensification, people have stated a desire for a more proactive approach and strong leadership, for intensification to be accompanied by quality urban design, further developed incentives, and amendments to the Christchurch City Plan CHRM provisions.</p> <p>In terms of intensification and infrastructure, some people noted the need to align intensification with supporting infrastructure and services, concerns with the potential effect of residential intensification on strategic infrastructure, in particular intensification within the airport noise contour, and the additional cost of infrastructure and environmental effects associated with greenfield development. The Christchurch central city was noted as needing more services and community facilities to attract residents, who will add vibrancy.</p> <p>In relation to the challenges of urban intensification, it has been stated that the complexity, constraints and</p>

	<p>profit margins are holding back necessary brownfield redevelopment and revitalisation of suburban centres and towns, and that greenfield development is easier to deliver, particularly as the development industry is not 'geared towards' other development forms.</p>
<p><b>Providing for new urban development that is well integrated with existing urban areas and towns.</b></p>	<p>As noted above, there are differing views on the identification of greenfield land for new urban development. This discussion is also related to this strategic direction. There is also a link with the strategic direction below relating to the integration of land use and infrastructure.</p> <p>However, in particular for this strategic direction, there is a view that new growth needs to ensure the compatibility of land uses and the retention of amenity values, the sense of identity, character and function in townships and small village characteristics, and that a range of allotment sizes need to be provided in proximity to townships.</p> <p>In relation to greenfield development there were contrasting views, with some stating a need for stronger guidelines or rules in response to a perception of many poorly designed subdivisions, while some developers state that the design approval process does not add value to the outcome but does add costs and delays. Following the implementation of the LURP, some people have stated that the requirements for ODPs for greenfield areas, intended to address integration of new urban development with existing areas, are onerous and are an unnecessary impediment on development.</p>
<p><b>Obtaining greater efficiencies from the transportation infrastructure.</b></p>	<p>People recognise the importance of having an efficient and effective transportation network, including noting that there is pressure on roading and transport infrastructure, and a need to reduce congestion and cost for road networks. The integration of land use planning and infrastructure also relates to this strategic direction, including 'transit orientated development' and considering transport and land use as a whole.</p> <p>There is generally good support for initiatives to enhance public transport and active transport modes, particularly in Christchurch central, including park and ride facilities, and therefore relieve pressure on roading infrastructure.</p> <p>People have expressed a view that post-earthquake changes to the bus based public transport system have led to adverse outcomes, as well as raising concerns that bus patronage will not be able to be increased, with some noting that the system needs to be more convenient, better planned, is not currently people-friendly or gets people to where they want to go, or that people simply do not want to use public transport. A number of people have suggested that increased efficiency could be gained from using smaller buses with greater frequency, particularly during off-peak times.</p> <p>The use of rail as a public transport mode, particularly to Rolleston and Rangiora has been a significant area of comment. People often consider this to be a means to reduce congestion on road infrastructure.</p>

<p><b>Creating an urban form that minimises the use of energy and water.</b></p>	<p>It is recognised that land use and infrastructure need to be considered together and that residential growth away from centres and in greenfield areas can have a significant impact on future transport, other infrastructure and environmental costs. The resulting ‘urban sprawl’ from this type of growth will see the costs increase over time, especially as fuel costs increase, making travel more expensive.</p> <p>In addition, people would like sustainable design principles in new building design, including renewable energy generation in the form of solar and wind power, and rain water reuse, along with green roofs and walls.</p>
<p><b>Ensuring the integration of land use, infrastructure and funding.</b></p>	<p>This is a significant area for responses to consultation processes. Generally, there is agreement that land use planning and infrastructure need to be considered as a whole and integrated, particularly as part of earthquake recovery. Also that provision of infrastructure is important for future development and growth.</p> <p>As part of the development of the LURP, infrastructure providers stated that the UDS growth pattern should be maintained and followed. In relation to recovery, it was also noted at that time there was a need for unconstrained and serviced industrial land, and that there is a challenge in gaining investment in infrastructure in a recovery context where data and trends may not exist at levels normally required.</p> <p>In relation to funding, there were a number of areas where funding and cost were raised as issues, including public transport, water infrastructure, traffic generation and road use, sewerage, and community facilities. There are various views on how such infrastructure should be funded or costs distributed.</p>
<p><b>Delivering a vibrant and diverse city and town centres, in which to live work and play, and which support safer and healthier communities with access to community facilities.</b></p>	<p>Consultation processes have attracted a large number of responses in relation to the Christchurch city centre. These responses included:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Being people focussed with a range of leisure activities and things to do including spaces and events for children and young people, and not just focused on commercial activities.</li> <li><input type="checkbox"/> A large range and number of green open space for socialising, leisure, recreation, entertainment and aesthetic appeal, incorporated into building design, using the Avon River/Ōtākaro as a key asset, Cathedral Square as a focal point</li> <li><input type="checkbox"/> Environmentally conscious building design and infrastructure</li> <li><input type="checkbox"/> Incorporating cultural identity, particularly local Maori identity</li> <li><input type="checkbox"/> Encouraging more people in the central city area for vibrancy</li> <li><input type="checkbox"/> Creating a safe night-time destination, with longer business opening hours</li> <li><input type="checkbox"/> Encouraging residents with more services and community facilities and making the city a desirable residential area</li> <li><input type="checkbox"/> Creating a hub for performing arts and well-connected entertainment/hospitality, ethnic, retail, arts/culture precincts</li> </ul>



	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creating a unique retail area different to suburban malls, with affordable retail space, and limiting commercial uses on ground floors, limiting industrial uses, collaborative small business environments</li> <li><input type="checkbox"/> Mixed uses for vibrancy</li> <li><input type="checkbox"/> Quality entertainment experiences</li> <li><input type="checkbox"/> Guidelines and control over development type and on building design</li> <li><input type="checkbox"/> Attractions for tourists, with a range of accommodation, but balanced with the needs and appeal to locals.</li> </ul> <p>People’s response to consultation processes included addressing the Christchurch Central Recovery Plan Anchor Projects, including that; they should be prioritised according to community needs, deferment of projects including the stadium and convention centre, avoiding selling assets or raising rates to fund them, renegotiating the cost sharing agreement and reprioritising central government funding, putting infrastructure repair and community facilities (people’s needs) first, and linking investment of social outcomes rather than just economic outcomes.</p> <p>In relation to activity centres, there was a desire for development of local centres, the key activity centre network, and detail in the function and extent of these key activity centres. Consultation and dialogue in the development of the activity centres has also been requested.</p> <p>The need to control malls has also been noted, specifically to address their car-based unsympathetic design, and integration with the surrounding commercial centres and the community. Related to this, the issue of creating a thriving central city without regulating current businesses in the suburbs has been raised, as well as the need to provide diversity of business land choice.</p> <p>People have also noted the importance of council facilities as meeting places for creating a strong and resilient community, recreational opportunities and open space, and activity and recreational areas for youth.</p> <p>People have also requested: affordable car parking in the Christchurch central city, and in surrounding centres; assisting existing tenants and residents and making living and working in the Christchurch central area affordable to increase high density housing.</p> <p>Specifically in relation to Selwyn centres, there is agreement that self-sufficiency is desirable with access to a range of services and activities, a desire for provision for events, increasing demand for services, providing for local employment identification of additional land for business, and actively promote growth and development. It has been noted that with the number of Selwyn residents employed in Christchurch, self-sufficiency will be difficult to achieve.</p> <p>In relation to Town Centre public improvements in Kaiapoi and Rangiora, there has been a question of necessity and cost, equity of rates, acknowledgement of the benefits, and desire for good urban design,</p>
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	plantings, seating and smokefree areas.
<p><b>Providing an effective and efficient transport system to people and businesses.</b></p>	<p>The provision of an effective and efficient transport system is a very significant area of response to a number of consultation process.</p> <p>In general there is acknowledgement of the importance of an efficient and effective transportation network, and the need for a strategic plan, as well a request for transit orientated development, with better integration between land use and transport, planning for transport in a sustainable and resilient way, changes to transportation with more active transport, public transport, and less trucks and cars. In relation to rebuilding, people would like efficient and quality outcomes to be achieved through opportunities taken to do things better through coordination and collaboration.</p> <p>There is support for improved public transport and related projects. Specifically in relation to the bus services, there is concern over adverse outcomes of changes since the earthquakes, including loss of routes and the need to use two buses, leading to the use of other modes. There are also concerns that bus patronage will not be able to be increased. People say that the system needs to be more convenient, better planned, that it is not currently people-friendly or gets people to where they want to go, or that people simply do not want to use public transport. The safety of buses and bus shelters, and accessibility for mobility-impaired people are also concerns. Additional services to outlying towns and areas have also been requested. People have stated that the use of smaller buses could increase efficiency, as well as a desire for a central city free of big buses.</p> <p>People would like rail to be used as a mode of public transport, in particular for commuters from Waimakariri and Selwyn. An investigation into an integrated tram and light rail system in central Christchurch and connected to outer suburbs, has also been requested, along with protection of land for future infrastructure such as stations and corridors.</p> <p>Integration and coordination between high quality and efficient public transport services, organisations, and modes has also been raised, to encourage use of modes other than cars. This is connected to a desire for ease of travel around the central city, with linked public transport, road, cycle and pedestrian networks.</p> <p>The funding and cost of transport was also raised, including incentives for using public transport, the cost of public transport with free or subsidised bus services advocated for some groups, the funding of public transport with targeted rates advocated.</p> <p>Accessibility of transport modes was raised, with people requesting consideration of those with mobility issues and people with disabilities, as well as stating that there is an opportunity for Christchurch to be an example of best practice design for accessibility. Safety was also a concern for people with impaired mobility, particularly in shared spaces and in relation to way-finding. Limiting the number of bus transfers, and the affordability of</p>

	<p>public transport were also important considerations for people with disabilities.</p> <p>Park and ride facilities were advocated by some, including at Rolleston and Belfast.</p> <p>Active transport was a significant component of what people desire for the transport system, including encouraging cycling, increasing the safety of cycling, providing separated cycleways including a cycle network connecting the central city to the suburbs, good facilities for cyclists with safe and plentiful cycle parking, and integration with public transport modes. People also requested additional footpaths and pedestrian crossings as well as off-road cycleways. In particular, a pedestrian-focused central city was desired, with an enhanced walking environment.</p> <p>There was some support for reduced heavy traffic in some areas, including on main streets.</p> <p>There have been differing views on car parking and the general provision for cars in the central city, with some wanting a return to pre-earthquake levels, additional parking, or more limited parking. Some feel that the central city may be too car focused, while others feel a lack of parking will deter shoppers, businesses and visitors. There were requests for provision of mobility parking and parking for tourism operators.</p> <p>General roading infrastructure requests included additional bridges on key rivers, widening highways, reducing congestion, additional roading infrastructure projects, a Rangiora ring road, and perceived inequalities for the east of Christchurch in relation to road repairs.</p> <p>Safety was another significant area of consultation responses that cut across other areas, including active transport, particularly cycling including the design of off-road cycle lanes and shared spaces, accessibility for people with mobility impairments or disabilities, and public transport. People thought that the central city would be safer if there were fewer cars and large buses. Also related is the request of emergency services for resilient networks which provide enough space for them to access buildings.</p>
<p><b>Ensuring public passenger transport, cycling and walking are part of the way of life for Greater Christchurch residents.</b></p>	<p>There were many areas where consultation responses are relevant to both this strategic direction and the more generic transport strategic direction above.</p> <p>General comments that are relevant include a need to plan transport in a sustainable and resilient way, and good support for public transport projects and improved public transport. There is support for mixed transport modes, including provisions for cycling, walking and commuter travel, not just cars. People also see a need for a strategic plan that includes public and active transport links and infrastructure, as well as having incentives for using public transport. People would also like high quality, efficient and integrated public transport using a mixture of modes that encourages people to use alternatives to cars, and prioritisation of public transport ahead of private motor vehicles.</p>

	<p>In relation to the bus services people noted adverse outcomes as a result of changes to routes and services, with the loss of particular routes, the need for two buses, and a concern that patronage will not increase as a result. There is a feeling that the service is not as good as pre-earthquake, and that improvements are needed. Waimakariri residents feel they are not well serviced and improved facilities are required. People say that the system needs to be more convenient, better planned, is not currently people-friendly or gets people to where they want to go, or that people simply do not want to use public transport. The safety of buses and bus shelters has also been raised, as well as accessibility for people with mobility issues. Requests for additional services to outlying towns have been made, as well as statements that greater efficiency could be gained through the use of smaller buses off-peak. Related to this, people would like less big buses in the Christchurch central city as they are noisy, polluting and not pedestrian friendly, as well as limiting the number of bus movements through the central city, while being concerned about the adequacy of bus services in some areas within the Avenues.</p> <p>The provision for and encouragement of active transport, including walking and cycling, is a significant area of comment, and one for which many it appears people were supportive. This included increasing safety for cyclists, providing cycleways and separating these from other traffic, providing facilities such as cycle parking and showers, and integration with public transport modes. Cycleways were desired within the Christchurch central city, connected to the suburbs, as well as cycleways in outer areas such as between Tai Tapu and Lincoln. Better provision for pedestrians was also desired, particularly in the Christchurch central city, but also in the smaller centres, particularly for safety reasons, and some particular routes were identified as important. People also considered that making better provision for pedestrians and cyclists would help to reduce car dependence and associated emissions, benefiting air quality. The prioritisation of active transport modes above all others was noted.</p> <p>The cost and funding of public transport were raised, in particular the cost of public transport for older people, with free or subsidised bus services advocated. Affordability of bus services was also commented on more generally, and in particular was also a concern for people with disabilities.</p> <p>The possibility of using rail as a public transport mode, particularly to Rolleston and Rangiora has been a significant area of comment, with support for investigating light rail, and having a rail system that links the central city with suburbs and beyond to outlying towns, and integrating this with other modes. People asked for the protection of land for future rail infrastructure.</p> <p>Integration of public transport and better coordination between services, organisations and modes was also requested.</p> <p>Park and ride facilities have been discussed, with some wanting these to be developed and prioritised,</p>
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	<p>particularly at Rolleston, Belfast, and the periphery of the Christchurch central city. Others feel more data is required before decisions are made on such facilities.</p> <p>Accessibility of public and active transport modes, particularly for people who are mobility impaired or have disabilities, was also seen as important. This was discussed in relation to slow-speed zones, restrictions on parking, providing for people with disabilities in overall transport planning, and limiting the number of bus transfers and providing bus stops and an interchange designed for the needs of people with disabilities.</p> <p>Safety is also an area important to people, particularly in relation to pedestrians and cyclists and their relationship with other road users, the feeling of safety being important to increase the use of these modes, and for people with mobility impairments or disabilities.</p>
<p><b>Identifying and safeguarding future transport corridors.</b></p>	<p>There were few relevant areas of comments related to this strategic direction. The main areas of comment included noting the opportunity of the rebuild to replace infrastructure with future proofed designs, and the request to protect land for future rail infrastructure such as stations and corridors to provide for commuter rail services.</p>
<p><b>Ensuring infrastructure is provided in a timely and affordable manner with an environmental focus.</b></p>	<p>General comments relevant to this strategic direction include a view of infrastructure providers that the UDS growth pattern should be maintained and followed, and that coordination and collaboration should be leveraged to ensure efficient and quality outcomes from infrastructure rebuilding. Resilience of infrastructure was also noted, including the interdependence with local, national and global context, the need for redundancy, and a view that there is not a fully developed understanding of which asserts are critical.</p> <p>Integration was again a relevant idea, with integration needed across spatial land use and infrastructure planning, the need for groups and processes to ensure long term integration, and the number of infrastructure agencies throughout the region making it a challenge to developing connected and overarching strategies. The elements of infrastructure integration were considered to be deployment, controlled access to networks, governance, and strategy for investment and management.</p> <p>In relation to transport infrastructure, there is a view that transport needs to be planned for in a sustainable and resilient way, with a move to sustainable transport modes. There is a view of inequity for eastern suburbs in relation to the repair or roads. There is support for more environmental transport modes, but funding for facilities and services is an issue.</p> <p>Water infrastructure is also an area commonly raised, with support expressed for more environmentally focused water infrastructure, including the use of wetlands for stormwater management, as well as concern over the cost and funding sources for water infrastructure. The prioritisation of water infrastructure repair was raised, based on risk to public health, as well as a request to replace rather than repair due to risk of</p>

	<p>contamination and concerns for groundwater contamination and depletion of aquifers. Associated with this is a request to decommission certain wastewater outfalls due to cultural significance of the areas and mahinga kai values.</p> <p>Flooding and sea level rise were also raised, with concern for ensuring adequate funds are available to address risks from flooding, as well as for property values due to flooding. For sea level rise, some people proposed planned retreat, and questioned the value of engineered solutions.</p> <p>Rating and funding for new infrastructure were raised as issues, with people questioning rating increases and the effect of proposed activities on individual and cumulative rate rises, as well as council priorities. Some suggested that infrastructure to new greenfield areas could not be afforded.</p> <p>In terms of business, infrastructure and servicing of industrial land was raised as a concern, particularly for recovery, as well as implication on infrastructure from business relocations. Coordination of ultra-fast broadband and rural broadband is needed.</p> <p>The link between the provision of infrastructure and economic development was made, with processes and mechanisms to ensure constituent buy-in needed, as well as identifying a challenge in the lack of normal levels of economic data and trends in a recovery context to support infrastructure investment, and stating that the timing of deployment of infrastructure investment is not well coordinated and that increased coordination could achieve better economic efficiencies, funding alignment, minimised disruption and workforce management.</p>
<p><b>Protecting and enhancing strategic regional and sub-regional infrastructure and service hubs including Christchurch International Airport, Lyttelton Port and road and rail corridors.</b></p>	<p>This is addressed under the very similar strategic direction listed under Encourage Prosperous Economies.</p>

**Table 7. Effective Governance and Leadership**

<p><b>Continuing to work together in partnership, with the community, Tangata Whenua, strategic partners and central government.</b></p>	<p>There has been a number of issues raised in relation to engagement with the community in decision-making processes. People want to be included in decisions and be listened to by decision makers. There is a need for quality interaction and two-way communication. There is a need to be working in partnership, and building trust with the community. To build trust, decision makers need to engage more with the under-represented, and get to know the communities more. A more empowered community is desired, as well as planning processes that include appropriate public input from communities. A move towards 'transformational' engagement styles is desired, with community dialogue moving from informing to becoming co-creational.</p> <p>Democracy was also raised, which relates to this strategic direction, with dismay and anger that Environment Canterbury has not yet been returned to democracy, and requests for completely democratic elections. Related to this is a sense of loss of control due to asset sales.</p> <p>Council cooperation has also been raised, with some local bodies expressing approval for the improvement in co-operation between councils, and others urged the need for the adoption of a long-term view for growth and development. Information sharing was raised as being important, along with being joined-up and agreeing outcomes.</p> <p>Council processes were noted, with better processes stated as being required with increased strategic planning, and integrated approaches.</p> <p>Collaboration was a commonly used term, with requests for strategies to support collaboration, greater collaboration between agencies, and a comprehensive collaborative approach adopted in the decision making process. The collaborative approach to the CWMS was supported.</p> <p>Responses related to leadership and decision making, with being bold and providing strong leadership desired, along with coordinated decision making, certainty about who is in charge and making decisions, more transparent leadership, and noting that the earthquakes and recovery have raised non-traditional leaders which has increased social capital but can also challenge traditional structures.</p>
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<p><b>Ensuring that the Strategy is integrated into:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Long-Term Council Community Plans</li> <li><input type="checkbox"/> Regional Policy Statements and Plans</li> <li><input type="checkbox"/> Regional Land Transport Strategy</li> <li><input type="checkbox"/> City and District Plans, and</li> <li><input type="checkbox"/> Long term plans of Transit NZ<sup>1</sup>, Land Transport New Zealand and other agencies</li> </ul>	<p>There were very few relevant responses to this strategic direction. One area that did relate was a statement that certainty around development, growth and market demand was needed, and a need to ‘de-risk’ investment decisions through providing certainty. There was also some questioning of council priorities through Long Term Plan submissions.</p>
<p><b>Preparing the Strategy’s implementation framework to translate vision into actions, monitor and review progress at agreed milestones and adapting to change over the long-term.</b></p>	<p>In terms of vision, consultation on the development of recovery plans showed that people consider there is a need to create and work towards a long term vision for greater Christchurch.</p> <p>In addition, in relation to monitoring and reporting, people wanted more specific, certain and measurable targets, goals or objectives, and an independent monitoring agency. People also wanted communication and engagement on monitoring and for it to be collaborative, participatory, open, honest, transparent, regular, high quality and accessible.</p> <p>In relation to adapting to change over the long term, people want consideration of long term consequences of decisions, for new knowledge to be built into regulations and continually upgraded and implemented, and for a planning framework that is not overly prescriptive and has flexibility.</p>
<p><b>Ensuring Individuals and groups in the community, organisations and central government agencies are effectively engaged and participate in implementation.</b></p>	<p>People have raised issues of engagement, local democracy and decision-making. People want communities to be included and engaged in decision making processes through collaboration, particularly for issues that will affect their lives and the development of plans, and leading to an empowered community. Communication is important, with the need for representation from all parts of the community. In simple terms, people want to be included in decisions, and listened to by decision makers.</p> <p>Some particular issues that have been identified include bureaucracy, which is stated as putting off public participation and slowing recovery, and a lack of detail in or misleading and poor consultation processes and</p>

<sup>1</sup> Now NZ Transport Agency



	<p>methods. There is a desire for more transformational, co-creational engagement styles. There is also an identified need for councils to build more trust with the community, and engage the under-represented.</p>
<p><b>Enabling private and public partnerships to support the implementation of the Strategy.</b></p>	<p>Some consultation responses were relevant to this strategic direction. One noted the public-private partnership opportunity provided by a particular recreational facility development. Mainly, the link between public and private partnerships and innovation was expressed.</p>
<p><b>Putting in place mechanisms to assist in resolving different points of view and approaches to issues, to achieve collaborative action.</b></p>	<p>Responses considered relevant to this strategic direction included a focus on community involvement, with greater opportunities to make decisions and manage issues, with quality interaction and two-way communication, and a desire for consultation in the development of communities.</p> <p>Collaboration has been also been a significant area of focus, with greater collaboration between agencies supported, though it has been cautioned that this will not be easy to be achieved. A comprehensive collaborative approach is advocated, as well as a transformational, co-creational style of engagement with communities. Collaborative networks are also advocated for economic sectors, mentoring and collaboration between businesses, and increased cooperation between economic development agencies.</p> <p>The provision of education and information is sought, as well as a good understanding of issues that are underpinned with sound data, processes to support data sharing, and making public data available to facilitate business.</p> <p>Building trust is also sought, including working in partnership with and getting to know the community. The under-represented also need to be engaged in an open and transparent way.</p>
<p><b>Using collaborative and innovative approaches to support implementation involving Tangata Whenua, strategic partners including central government, the wider community and partner councils</b></p>	<p>Collaborative and cooperative approaches have been advocated as producing better outcomes. The collaborative approach to the implementation of the CWMS has been supported. Collaboration between councils and the community has been desired, as well as between agencies, and a comprehensive collaborative approach that including investors, land owners, interest groups, community boards and organisations in the decision making process.</p> <p>Innovation is also supported in some areas, including consenting and building processes to ensure new buildings are earthquake resilient without slowing down industry, and using private sector thinking in public investment to achieve innovation through capital investment.</p>

**Table 8. Integrate Implementation**

<p><b>Ensuring the integration of environmental, social, health, cultural, and economic matters in all policies, plans and activities and working in partnership with surrounding communities, to achieve the strategic outcomes.</b></p>	<p>Integrated approaches have been advocated, including integrated planning. This includes integration of recovery planning. There has also been concern expressed that some recovery planning processes have focused too much on economic factors and not enough on social or environmental recovery. Related to this was a call to include particular plans into the process of developing economic recovery plans to assist in effective assimilation of social, cultural and environmental well-being in economic growth.</p> <p>Public health is an additional factor that has been advocated as needing to be incorporated into all aspects of recovery.</p> <p>Also, it has been stated that in terms of resilience, health, wellbeing, infrastructure, environment, economy and society are all interdependent dimensions, underpinned by the need for strong and effective leadership.</p>
<p><b>Improving the coordination and timing of the installation of services and infrastructure.</b></p>	<p>This strategic direction has taken on new importance with the rebuild and recovery. People have commented widely on the repair of infrastructure, including a need to prioritise repairs, deferment of the repair programme and non-essential works, and deferment or stopping Anchor Projects.</p> <p>Integration of land use and infrastructure was noted as important.</p> <p>The pressure on current roading and transport infrastructure has also been raised, along with opposition to a wastewater harbour outfall in Akaroa Harbour due to cultural and mahinga kai values.</p>

## Responses not associated with Strategic Directions

There were a number of areas of responses to consultation processes which are not considered to be adequately associated with the strategic directions in the Strategy. These are summarised below.

### *Natural hazards*

It is noted that, although the UDS principle of Resilience is highly relevant to natural hazards and there was consideration of natural hazards in identifying the preferred settlement pattern and in the Action Plan, there are no strategic directions which relate directly to natural hazards. Natural hazards have been a particularly important aspect of responses to recent consultation processes, including those related to seismic activity, such as people wanting new and existing buildings to be safe in future earthquake events, and risk from and planning for other significant natural hazard events such as flooding.

People have requested a different planning approach, learning from the events that have occurred, and thinking about the next events and preparing for those, as well as how multiple hazards relate to each other. This relates to the request for integrated hazard planning, with the concept of resilience incorporated, the reduction of the social and financial effects from natural hazard events, the efficient and effective use of resources, skills and knowledge, and a willingness to adapt policy to new and evolving information. Integrated hazard planning would include the consideration of natural hazards as a normal part of natural systems.

### *Earthquake Recovery*

It is noted that the Strategy was produced well before the Canterbury earthquake sequence, and therefore does not take account of or deal with the specific effects of these events in any way. However, much of the recent consultation processes undertaken have been focused on recovery planning, and therefore responses often dealt with earthquake recovery issues.

Consultation responses recognise the earthquakes as having changed many aspects of the wider context and situation of greater Christchurch. This includes the needs of the community, a changing workforce, and changes in location of residents and businesses. The need for clear, transparent and well-communicated leadership has also been stated as important for recovery. People have also raised the ongoing psychosocial issues for people, and the need for connecting people to their community for resilience.

There has been responses noting the need for greater assessment and information in the post-earthquake environment, including relating to population and geotechnical matters.

People have noted the opportunity for creating a point of difference for greater Christchurch through the rebuild, as a green city building on the Garden City theme.

'Future-proofing' greater Christchurch through the rebuild has also been desired, which related to the principle of resilience.

The legal effect of the LURP has also been raised, with clarity on this requested. Some would like its statutory effect to end after the completion of the CRDP process, while others consider that expedited processes for earthquake recovery are still required.

### *Business and the Economy*

There is a lack of strategic direction relating to the development of businesses and the economy. While this may be reasonable in terms of the focus of the Strategy on ensuring appropriate land use and infrastructure to support economic activity, there have been a number of consultation responses which address economic and business issues.

While the strategic directions address the provision of infrastructure, and protection of particular infrastructure, consultation responses have also linked the provision of infrastructure with business and economic development. One clear example is the provision of Wi-Fi in the central city.

More generally, people have requested additional support for small businesses, better coordination and optimisation of inputs into the rebuild, and an increase in the visibility of things happening. In addition, people have commented on the need to create a city image to promote, attract and retain business growth, a focus on export growth, investment, a value adding economy, and the regulatory environment, a business friendly culture, and supporting key sectors (knowledge intensive manufacturing and IT, business and professional services, and agricultural technology). Collaboration between businesses and mentoring was also raised as an opportunity. Development of centres of expertise, consideration of the regional context, and the benefits of, and investigation into, infrastructure development and investment.

Innovation has been raised as important for businesses and the economy, including increasing connections between public and private, acknowledging that innovation can be anything and is about doing things differently that has positive change, accepting failure as a potential risk, and engaging young people.

The labour market was also raised as an important consideration, particularly as a result of the earthquakes with attracting and retaining migrants for the long term, aligning business and education, and recognising the downstream effects of the rebuild on businesses.

In terms of the central city, people have desired a quality retail experience with a difference from suburban shopping malls, providing for tourism through a range of visitor accommodation, incorporating precincts for different sectors, and providing for fresh food and produce markets. People also would like businesses development to be supported in the central city through lowering regulatory barriers and creating a quality environment to draw businesses in.

### *Accessibility*

Providing for and increasing accessibility for people with disabilities or mobility impairments is not specifically addressed by the strategic directions, noting though that an effective transport system is a means of providing access for people to places. The need to increase accessibility has been raised through various consultation processes and relating to multiple areas of people's lives, and areas addressed by the Strategy, including transport, public spaces and buildings, and homes.

### *Funding and Finance*

The responses related to funding are expected due to the inclusion of consultation on Long Term Plans, which have a significant focus on the financial aspects of council planning. The only strategic directions considered partially relevant to these responses relate to the provision of infrastructure in an affordable manner, and integrating the Strategy into Long Term Plans. However, there are some important aspects of the responses which are relevant for the consideration of the strategic direction.

People largely wanted to keep costs under control and rates increases to a minimum. Targeted rates were advocated by some, while other people saw the benefit of the use of more general rates for some areas. Associated with this was a sense of issues around equity, both at the regional level between rural and urban residents, and for people in the east of Christchurch who feel their assets are being removed or not repaired or replaced equitably.

The allocation of funding was also raised as an issue, for example the opposition to the CCC reduction in grants funding through the Strengthening Community Fund.

In addition, some people have commented on the need to review development contributions. It is noted that there were no clear themes provided by responses to consultation on the CCC Development Contributions Policy.

## *Council Processes*

Council processes have been raised as issues through some consultation processes. This includes general comments on better processes being required with increased strategic planning, a lack of certainty and consistency in decision making, and in some cases a desire for a stronger stance on non-compliance with swifter and harsher action by council.

Consenting processes have been a particular area of comment, with people wanting these to be timely, take into account reverse sensitivity, and be streamlined for some activities. Cost is an issue. Notification processes have also been raised, with some wanting to be able to be involved in development proposals, while others wanting faster and less costly processes. Some have stated that consenting processes do not add value to outcomes, and that RMA processes have adversely affected recovery.

In addition, people have expressed concern for asset sales, feeling that there is a loss of community control and local democracy.

## *Clarity of Documents*

Although not specifically relevant to the strategic directions, it is important to note that consultation on the development of the Recovery Strategy supported a document that was less wordy, and easier to understand and navigate. More specific detail, well-explained terms and plain language were desired. It was considered that a more accessible document would benefit community engagement and response.

## Concluding Statements

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A significant number of consultation processes have been undertaken within the last few years to inform a range of RMA, LGA and earthquake recovery planning processes.

The outputs of a selection of the most significant consultation process have been analysed as part of the update of the 2007 Greater Christchurch Urban Development Strategy through a process to associate these responses with the Guiding Principles and Strategic Directions of the Strategy.

In terms of the Guiding Principles, there is still support for sustainability as part of a high level principle, and particular support for Leadership, Resilience, and Integration as supporting principles. There is less specific support identified through the selected consultation response information for Adaptability (although this could be interpreted as coming under or part of Resilience) and Responsibility. That is not to say that these are not desired as principles by the community, but only that these have not been identified as being as important to the community through the analysis process.

In terms of the Strategic Directions, there have been many consultation responses associated with many of the Strategic Directions, with a few exceptions. There are some Strategic Directions where the consultation responses may indicated adjustments could be made to better align these with community aspirations.

There are some gaps that have been identified in the Strategic Directions through the consultation analysis process, these are:

- Natural Hazards
- Earthquake Recovery
- Business and the Economy
- Accessibility
- Funding and Finance
- Council Processes

In some cases it may not be appropriate to include the gaps identified above within the Strategy, particularly in the Strategic Directions. That is not a question to be addressed in this report. In addition, it is noted that the community could benefit from greater clarity of public documents produced by agencies.

## Next Steps

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The Principles and Strategic Directions are to be updated through the Strategy Update project.

The material presented above will be used specifically to help inform the update of the Principles and Strategic Directions.



