

From: Official Information
Sent: Wednesday, 28 February 2018 4:26 p.m.
To:
Subject: LGOIMA 18/013 Response - Minister's Office correspondence
Attachments: AGENDA M-M meeting 3 Nov 2017 .docx; As requested.pdf; Bill.pdf; Briefing on RRZ.pdf; CCC Briefing to the Incoming Minister 2017-12-12.pdf; CGNO Letter from Minister Megan Woods re Greater Christchurch Regeneration 2017-11-20.pdf; CGNO Letter from the Mayor to Minister Woods re Priorities for Christchurch and the CCC 2017-11-30.pdf; FOR MONDAY Meeting Between the Minister.pdf; FW IN CONFIDENCE draft agenda 3 Novemb.pdf; Fwd Presentation.pdf; FYI Mayors correspondence to Mark Belton.pdf; High Performance Sport NZ.pdf; Letter from the Redcliffs School Board o.pdf; MOFM Letter to Minister Woods from Mayor Lianne Dalziel re Multi-Use Arena 2017-12-05.pdf; RE As requested.pdf; RE Christchurch City Council BIM.pdf; RE Christchurch Regeneration Spokes Cant.pdf; RE East Lake Trust.pdf; RE followup from mayorMinister meeting.pdf; RE For the attention of Minister Woods.pdf; RE Framing Mayor and Minister Next Steps.pdf; RE Letter from the Redcliffs School Boar.pdf; RE Letter to Mayor.pdf; RE MayorDep MayorChair Finance and Per.pdf; RE Meeting(3).pdf; RE Meeting.pdf; RE MM meeting 18 January.pdf; RE mm meetings 23 November.pdf; RE MoE divestment of Roy Stokes Hall in.pdf; RE Portfolio Christchurch Regeneration.pdf; RE Potential Councillors Meeting Date.pdf; RE strategy meeting between the Minister.pdf; RE Thursday.pdf; RE Visit to Wellington tomorrow.pdf; RE when are you next in chch.pdf; Tomorrow's meeting with Christchurch City.pdf

Dear

Thank you for your email, received on 16 January. You requested the following information, under the Local Government Official Information and Meetings Act 1987 (LGOIMA):

"All correspondence between Christchurch Mayor Lianne Dalziel and Greater Christchurch Regeneration Minister Megan Woods from October 26, 2017, to date."

You subsequently clarified this to be, *"correspondence between the mayor and minister and their offices"*.

On 14 February, we extended the timeframe on our response to you by an additional 10 working days.

Release of information

Please find attached the information relevant to your request. This includes correspondence on a variety of subjects, between the Mayor and Minister and their offices, from 26 October 2017 to 16 January 2018, inclusive.

The Council has decided to withhold some information under the following sections of the LGOIMA:

- 7(2)(a) – to protect the privacy of natural persons
- 7(2)(b)(ii) – to protect the commercial position of the person who supplied or who is the subject of the information
- 7(2)(f)(i) – to maintain the effective conduct of public affairs through the free and frank expression of opinions
- 7(2)(g) – to maintain legal professional privilege
- 7(2)(h) – to enable any local authority holding the information to carry out commercial activities

In the Council's view the reasons for withholding these details are not outweighed by public interest considerations in section 7(1) favouring their release.

Please note that the Council will be releasing the Briefing to the Incoming Minister on its website in the near future, in full.

You have the right to ask the Ombudsman to investigate and review our decision. Complaints can be sent by email to info@ombudsman.parliament.nz, by fax to (04) 471 2254, or by post to The Ombudsman, PO Box 10152, Wellington 6143.

Yours sincerely,

Katie McFadden

Information Advisor
Office of the Chief Executive

Christchurch City Council
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch, 8154

Please consider the environment before printing this email

From: Official Information
Sent: Wednesday, 14 February 2018 4:40 p.m.
To:
Subject: LGOIMA 18/013 extension - Megan Woods correspondence

Dear

Thank you for your email, received on 16 January. You made the following request, under the Local Government Official Information and Meetings Act 1987 (LGOIMA):

"All correspondence between Christchurch Mayor Lianne Dalziel and Greater Christchurch Regeneration Minister Megan Woods from October 26, 2017, to date."

You subsequently clarified this to include correspondence between the Mayor and Minister, and their Offices.

We have decided to extend the timeframe on our response to you by an additional 10 working days, due to necessary consultations to make a decision on your request.

We anticipate being in a position to respond to you in full on or before 28 February.

You have the right to ask the Ombudsman to investigate and review this extension. Complaints can be sent by email to info@ombudsman.parliament.nz, by fax to (04) 471 2254, or by post to The Ombudsman, PO Box 10152, Wellington 6143.

Yours sincerely,

Katie McFadden

Information Advisor
Office of the Chief Executive

Christchurch City Council
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch, 8154

Please consider the environment before printing this email

From: Official Information
Sent: Monday, 12 February 2018 4:14 p.m.
To:
Subject: RE: LGOIMA 18/013 Acknowledgement - Megan Woods correspondence

Hi

I'm currently working through the material relevant to this request. There is quite a large amount of information/correspondence. In order to facilitate this process, can you please let me know whether there is any specific topic(s) or area(s) that you are particularly interested in? If there is, it would be helpful to understand this.

If you are able to refine at all, we will focus on releasing this information to you.

Thanks,
Katie

From:
Sent: Wednesday, 24 January 2018 6:46 p.m.
To: Official Information
Subject: Re: LGOIMA 18/013 Acknowledgement - Megan Woods correspondence

I'm requesting correspondence between the mayor and minister and their offices.

Thanks,

On Wed, 24 Jan 2018 at 11:33 AM, Official Information <OfficialInformation@ccc.govt.nz> wrote:

Hi

Can I please clarify whether you are requesting correspondence between Minister Woods and Mayor Lianne Dalziel only, or correspondence between their offices as well?

Kind regards,
Katie

From: Official Information
Sent: Wednesday, 17 January 2018 9:47 a.m.
To:
Subject: LGOIMA 18/013 Acknowledgement - Megan Woods correspondence

Dear

Thank you for your email.

We are handling your request under the Local Government Official Information and Meetings Act 1987 (LGOIMA). Your request has been forwarded to the appropriate Christchurch City Council staff, and we will provide a response or update within 20 working days of the date we received your request.

Yours sincerely,

Katie McFadden

Information Advisor
Office of the Chief Executive

Christchurch City Council
Civic Offices, [53 Hereford Street, Christchurch](https://www.ccc.govt.nz/locations)
PO Box 73016, Christchurch, 8154

From:
Sent: Tuesday, 16 January 2018 11:26 p.m.
To: Ritchie, Jocelyn
Subject: LGOIMA request

Hi Joss,

I am requesting the release of the following information under the Local Government Official Information and Meetings Act 1987:

All correspondence between Christchurch Mayor Lianne Dalziel and Greater Christchurch Regeneration Minister Megan Woods from October 26, 2017, to date.

Regards,

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Christchurch City Council
<http://www.ccc.govt.nz>

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City council reporter

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Fairfax Media, 158 Gloucester Street, Christchurch, 8140, New Zealand
PO Box 46



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From: Mike Shatford <[REDACTED]>
Sent: Tuesday, 21 November 2017 5:34 p.m.
To: Shirlaw, Nicola; Ben Cunliffe
Subject: RE: m-m meetings 23 November

Minister wants me to be there.

The first flight gets in at 7.35 - so I wont be there until 8.10.

Any chance we can dealy chat until Im there?

Sent with BlackBerry Work

(www.blackberry.com)

From: Shirlaw, Nicola <[REDACTED]>
Date: Tuesday, 21 Nov 2017, 4:28 PM
To: Mike Shatford <[REDACTED]>, Ben Cunliffe <[REDACTED]>
Subject: FW: m-m meetings 23 November

The Minister's meeting with the Councillors is currently at 8.00 for 30-40 minutes. We will provide in advance discussion points.

This would allow a brief meeting between M-M ahead of the meeting with RC?

From: Shirlaw, Nicola
Sent: Tuesday, 21 November 2017 8:28 a.m.
To: 'Mike Shatford' <[REDACTED]>; Smith, Ariana <[REDACTED]>; 'ben.cunliffe@parliament.govt.nz' <[REDACTED]>
Subject: FW: m-m meetings 23 November

Hi Mike
See below. As discussed yesterday - can we lock these in?
Nicola

From: Shirlaw, Nicola
Sent: Monday, 20 November 2017 3:25 p.m.
To: 'Mike Shatford' <[REDACTED]>; Smith, Ariana <[REDACTED]>>; [REDACTED] <[REDACTED]>>
Subject: m-m meetings 23 November

Hi Mike
The purpose of this email is to check we have a shared understanding of timing and nature of proposed meetings for Thursday. Agendas etc to be landed

- 8.00 - 8.15 Mayor-Minister
- 8.15- 9.00 Minister meeting with whole of Council (mayor's lounge)
- 9.00 - 9.30 Mayor/Deputy Mayor - Minister (ahead of regen meeting and if required)

- 11.00 - 11.15 Mayor-Minister meeting with RC Chair and CE
- Before 12 - mayor and Minister meet and greet with the Board

Nicola Shirlaw | Senior Advisor | Mayor's Office

[REDACTED]
E: [REDACTED] > | W: www.ccc.govt.nz<<http://www.ccc.govt.nz>>
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

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<http://www.ccc.govt.nz>

From: Mike Shatford <[REDACTED]>
Sent: Tuesday, 5 December 2017 6:50 a.m.
To: Smith, Ariana
Subject: RE: MoE divestment of Roy Stokes Hall in New Brighton

Thanks- Ive passed this one to Ben.

He can have a chat with Min Hipkins Office.

Mike

Sent with BlackBerry Work

(www.blackberry.com)

From: Smith, Ariana <[REDACTED]>
Date: Tuesday, 05 Dec 2017, 6:47 AM
To: Mike Shatford <[REDACTED]>
Subject: Re: MoE divestment of Roy Stokes Hall in New Brighton

I should mention that Lianne is responding to the letter in support. Note that we've been in contact with Poto Williams office - she is advocating on behalf of community / Renew Brighton.

A

Get Outlook for iOS<<https://aka.ms/o0ukef>>

On Mon, Dec 4, 2017 at 6:44 PM +1300, "Smith, Ariana" <[REDACTED]> wrote:

Hi Mike

Sorry missed this one - I mentioned it to you last week but failed to hit send. I'm sure you have a lot on right the moment, but this came up in the context of Minister/Council discussions on 23 November re Crown sales of MoE land and general coordination between the Ministry and local community. I think the Minister was receptive to the general messages from Council. But not sure what's happening on this one specifically. Just closing the loop, and note also the Mayor's comment below.

regards
Ariana

Ariana Smith | Chief of Staff | Mayor's Office

E: [REDACTED] > W: www.ccc.govt.nz<<http://www.ccc.govt.nz>>
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Dalziel, Lianne
Sent: Monday, 20 November 2017 2:37 p.m.
To: Smith, Ariana <[REDACTED]>
Subject: Fwd: Roy Stokes Hall soon to go on the market - community meeting this Wednesday

Can you let the Minister's office know about this. Might be good for her to get this put on hold.

Get Outlook for iOS<<https://aka.ms/o0ukef>>

From: Dalziel, Lianne
Sent: Monday, 20 November 2017 1:00 p.m.
To: Shaw, Jodie <Shaw, Jodie <Jodie.Shaw@ccc.govt.nz>>
Subject: FW: Roy Stokes Hall soon to go on the market - community meeting this Wednesday

From: Renew Brighton
Sent: Monday, 20 November 2017 1:00:03 p.m. (UTC+12:00) Auckland, Wellington
To: Dalziel, Lianne; Shirlaw, Nicola
Subject: Roy Stokes Hall soon to go on the market - community meeting this Wednesday
Hi there Lianne and Nicola,

I hope all's well with the both of you!

We've recently heard that the Roy Stokes Hall in New Brighton will be on the open market in the next month or so.

The Hall was built in the 1970s largely as a result of local fundraising and has been a really important part of the community ever since.

We are asking the Government that a stay be put on the sale so that the community can decide what to do with it.

I'm not sure if you're aware that the CCC (via the Community Facilities team) were offered the hall as part of the disposal process and turned the offer down with no community consultation.

We're holding a public meeting about the whole situation this Wednesday should you or any of your staff want to attend. We had to move swiftly given the impending sale! I'm also inviting elected reps and community staff.

Roy Stokes Hall

Wednesday 22nd November
6.30 – 7.30pm

The Facebook event is here: <https://www.facebook.com/events/809013655925939/>

The attached both give you further information about the situation.

Ngā mihi,
Sylvia Smyth
Renew Brighton
[REDACTED]

www.renewbrighton.org<<http://www.renewbrighton.org>>

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From: [REDACTED] <[REDACTED]>
Sent: Friday, 24 November 2017 3:17 p.m.
To: Smith, Ariana
Subject: RE: Portfolio: Christchurch Regeneration FW: Hospital Corner

You weren't to know! Have a good weekend 😊

J

From: Smith, Ariana [mailto:[REDACTED]]
Sent: Friday, 24 November 2017 3:16 p.m.
To: [REDACTED]
Subject: RE: Portfolio: Christchurch Regeneration FW: Hospital Corner

Thanks! I figured it out eventually 😊 😊

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: [REDACTED] [mailto:[REDACTED]]
Sent: Friday, 24 November 2017 2:21 p.m.
To: Smith, Ariana <[REDACTED]>
Subject: RE: Portfolio: Christchurch Regeneration FW: Hospital Corner

Thank you Ariana.

I just note [REDACTED] 😊

Warmly,

[REDACTED] | Office Manager

Office of Dr Megan Woods | Labour Member of Parliament for Wigram

Minister for Greater Christchurch Regeneration | Minister Responsible for the Earthquake Commission | Minister of Energy & Resources | Minister of Research, Science & Innovation

[REDACTED]
Authorised by Dr Megan Woods MP, Parliament Buildings, Wellington.

From: Smith, Ariana [mailto:[REDACTED]]
Sent: Friday, 24 November 2017 9:42 a.m.
To: [REDACTED]
Subject: RE: Portfolio: Christchurch Regeneration FW: Hospital Corner

Hi [REDACTED]

Just closing the loop. This has gone to our Transport Operations Manager who has responsibility for the An Accessible City programme office and the transport stakeholder advisory group established by the Council, which includes representatives from Spokes Canterbury (although [REDACTED] is not the representative) and Otakaro. I suspect that in finding himself landing back with Council, [REDACTED] will feel as though he has come full circle to no avail, so I will provide Mike with some background information in the event that the Minister's Office needs to go back to [REDACTED] with a brief response.

Regards
Ariana

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [mailto:[REDACTED]]
Sent: Monday, 20 November 2017 11:33 a.m.
To: Smith, Ariana <[REDACTED]>
Subject: FW: Portfolio: Christchurch Regeneration FW: Hospital Corner

Hi

Can we please transfer this one to CCC.

It looks like something that Aaron Haymes should respond to.

Could someone let [REDACTED] and [REDACTED] know that it is being looked at.

Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament
[REDACTED]

From: [REDACTED]
Sent: Monday, 20 November 2017 11:15 AM
To: [REDACTED] <[REDACTED]>
Cc: Mike Shatford <[REDACTED]>
Subject: FW: Portfolio: Christchurch Regeneration FW: Hospital Corner

Hi [REDACTED] – Mike is auctioning this one.

Cheers

[REDACTED]

From: Megan WoodsMP
Sent: Monday, 6 November 2017 3:20 PM
To: [REDACTED] <[REDACTED]>
Subject: Portfolio: Christchurch Regeneration FW: Hospital Corner

Hi [REDACTED],

This is both an electorate and Christchurch Regeneration portfolio issue. Needs to be discussed with Megan I would say?

Warmly,

[REDACTED] | **Office Manager**

Office of Dr Megan Woods | Labour Member of Parliament for Wigram

Minister for Greater Christchurch Regeneration | Minister Responsible for the Earthquake Commission | Minister of Energy & Resources | Minister of Research, Science & Innovation

[REDACTED]

Authorised by Dr Megan Woods MP, Parliament Buildings, Wellington.

From: [REDACTED] [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 6 November 2017 9:07 a.m.
To: [REDACTED]; Hon. Dr Megan Woods; [REDACTED]
Subject: FW: Hospital Corner

Kia ora korua Megan and Julie Anne

Congratulations on your new roles in transport and in the Christchurch recovery (amongst others). It is great to have you guys in Government.

I'm writing to you in your new ministerial capacities and, Megan, in your capacity as the Wigram electorate MP.

Currently Otakaro Ltd are set on actioning a very bad plan for our Hospital Corner area and have taken no notice of anything anyone has suggested or highlighted as problematic. They see quite determined that they are right and users who raise concerns are just wrong. The area is a very busy and very critical part of our cycle network and has high levels of pedestrian traffic both as a result of being in the vicinity of Hagley Park and a super bus stop area, and it will be between two major parts of the hospital which will increase the traffic considerably. Of course because it is also next to our main hospital there is (and needs to be) also a lot of car traffic and parking.

Since Otakaro is the replacement for CERA and therefore are part of central Government we really need help from people in Central Government

Many of us in Spokes Canterbury have been jumping up and down for some time about this plan and are at our wits end to get it improved.

Below is some more information that may assist: a copy of what I've sent to the Infrastructure, Transport and Environment committee of the CCC. I am aware that the CCC has also been unable to shift Otakaro on their plan.

Can you help us to get us looked at again?

Kind regards,

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]]
Sent: Monday, November 6, 2017 8:49 AM
To: 'Pauline.Cotter@ccc.govt.nz'; 'mike.davidson@ccc.govt.nz'
Cc: sara.templeton@ccc.govt.nz; Anne.Galloway@ccc.govt.nz; 'Phil.clearwater@ccc.govt.nz'
Subject: Hospital Corner

Kia ora koutou
I regularly ride my bicycle between Hagley Park and the Antigua St bridge as a main route into the central city. Furthermore, because I have elderly parents, I find myself driving them into the hospital pretty regularly. I know this area well and use it often. As a consequence, I'm seriously concerned about the way that Otakaro Ltd are planning to "develop" Oxford Terrace between the Hagley Avenue/ Riccarton Avenue/Tuam Street corner to Antigua Street corner.

I'm writing to request that the ITE committee does NOT approve the plan they are putting up.

I am aware that they have taken no notice of the submissions that have been sent and spend all their time telling us how right they are and how wrong we, the people who use this road, are. It will be appalling for ALL users. It will make for difficult cycling and isn't ideal for pedestrians – particularly those who have disabilities or injuries or who are old and not able to move as quickly as they would prefer or even those who are texting or looking at their phones.

I strongly support Spokes Canterbury on their presentation to you at your meeting this Wednesday. The whole plan needs to be revisited and redesigned with more input from potential and regular users of the area.

If you want more information on this I suggest you look at here: <http://cyclingchristchurch.co.nz/2017/11/05/hospital-corner-redux/>

Kind regards
[REDACTED]

[REDACTED]
Christchurch
Ph [REDACTED]
E: [REDACTED]

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From: Smith, Ariana
Sent: Thursday, 30 November 2017 4:07 p.m.
To: 'Mike Shatford'
Cc: [REDACTED]; 'Ben Cunliffe'; Shirlaw, Nicola; King, Jonathan; Sullivan, Nita; Shaw, Jodie
Subject: RE: Potential Councillors Meeting Date
Attachments: CGNO letter to Minister Woods re Priorities for Christchurch CCC 2017-11....pdf; Attachment to report 17 808185 (Title Proposed Strategic Framework 2017....pdf; CGNO letter to minister Twyford re meeting around Housing issues 2017-11-30.pdf

Thanks Mike.

Apologies for delay. Letter to Minister Woods is attached outlining priorities, along with copy of our strategic framework.

As discussed with Minister Woods on Thursday last week, also attached is a letter to the Minister of Housing and Urban Development. We'd be grateful if Minister Woods could help us to connect with Minister Twyford a potential visit to Christchurch as soon as he is able.

BIM will be with you on Monday.

regards
Ariana

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Thursday, 30 November 2017 2:33 p.m.
To: Smith, Ariana <[REDACTED]>
Cc: [REDACTED] <[REDACTED]>; Ben Cunliffe <[REDACTED]>
Subject: Potential Councillors Meeting Date

Hi Ariana

I've been talking with the Minister and SPS about finding a potential date for a meeting.

The best date is Friday 15 December.

While the office has warned out ministers offices of the potential visit –we have been waiting for some detail on CCC priorities/ information as each office will want to know the purpose –and any background information for their respective Minister before they agree to meet and firm time slots can be set.

I was hoping to have received this information with your BIM or priorities document?

Do you think you could coordinate the necessary information- and pass it to [REDACTED] and me –otherwise diaries will fill up fast.

Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament
[REDACTED]

Proposed Strategic Framework

Council's Vision – Christchurch is a city of opportunity for all.

Open to new ideas, new people and new ways of doing things – a city where anything is possible.

Whiria ngā whenua o ngā papa Honoa ki te maurua tāukiuki

Bind together the strands of each mat
And join together with the seams of respect and reciprocity.

The partnership with Papatipu Rūnanga reflects mutual understanding and respect, and a goal of improving the economic, cultural, environmental and social wellbeing for all.

Overarching Principle

Partnership – Our people are our taonga - to be treasured and encouraged . By working together we can create a city that uses their skill and talent , where we can all participate, and be valued.

Supporting Principles

Accountability	Partnership/Collaboration
Affordability	Prudent Financial Management
Agility	Stewardship
Equity	Wellbeing and resilience
Innovation	Trust

Community Outcomes

What we want to achieve together as our city evolves

Strong communities

Strong sense of community
Active participation in civic life
Safe and healthy communities
Celebration of our identity through arts, culture, heritage and sport

Liveable city

Vibrant and thriving central city, and suburban and rural centres
A well connected and accessible city
Sufficient supply of, and access to, a range of housing
21st century garden city we are proud to live in

Healthy environment

Healthy waterways
High quality drinking water
Unique landscapes and indigenous biodiversity are valued
Sustainable use of resources

Prosperous economy

Great place for people, business and investment
An inclusive, equitable economy with broad-based prosperity for all
A productive, adaptive and resilient economic base
Modern and robust city infrastructure and community facilities

Strategic Priorities

Our focus for improvement over the next three years and beyond

Enabling active citizenship and connected communities

Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city

Climate change leadership

Informed and proactive approaches to natural hazard risks

Increasing active, public and shared transport opportunities and use

Safe and sustainable water supply and improved waterways

Our Targeted Key Strategies and Plans

for making the Council vision a reality

Partnership Strategies and Plans *such as:*

Greater Christchurch Urban Development Strategy
Resilient Greater Christchurch Plan
Canterbury Regional Economic Development Strategy
Canterbury Regional Land Transport Plan
Safer Chch Strategy

Regeneration Plans *such as:*

Ōtākaro/ Avon
Cranford
Cathedral Square
Southshore
South New Brighton
Brooklands
Port Hills

Christchurch District Plan

Policies and rules to promote sustainable land use and development across the Christchurch City Council territorial authority area (including Banks Peninsula)

Council Strategies and Plans *such as:*

Strengthening Communities Strategy
Climate Smart Strategy
Economic Development Strategy
Christchurch Transport Strategic Plan
Integrated 3 Waters Strategy
Public Open Space Strategy
Multicultural Strategy
Housing Policy

Local Plans *such as:*

Community Board Plans
Suburban Master Plans
River Catchment Vision and Values Plans

Getting things done

giving effect to the Council's strategic direction

Long Term Plan and Annual Plan

10 year work programme and budget
Financial Strategy
Infrastructure Strategy

Our service delivery approach

Key challenges
Levels of service
Asset management
Forecast capital & operational expenditure

Monitoring and reporting on our progress

Annual Report
Community Outcomes Progress
Quality of Life
Life in Christchurch

The Council's Strategic Framework

The Mayor and Councillors have undertaken a review of the Council's strategic planning framework.

The Strategic Framework is the basis on which the Long Term Plan 2018-2028 is developed.

The framework has four tiers:

- Council Vision
- Community Outcomes
- Strategic Priorities
- Targeted Strategies and Plans

The four tiers work together to tell a coherent story about what the Council will prioritise and what it will deliver over the coming three years and beyond.

Adoption Process

While the Council has endorsed this Strategic Framework as the foundation for the Long Term Plan 2018-2028, it is still draft pending public feedback on the Community Outcomes and Strategic Priorities through the draft Long Term Plan public consultation process. These will be confirmed when the Council adopts its final Long Term Plan in mid-2018.

The Council's vision

Christchurch is a city of opportunity for all... open to new ideas, new people and new ways of doing things – a city where anything is possible.

The vision links closely with the "Christchurch Story" and looks to clearly communicate to local citizens, the Canterbury region, New Zealand and the world who we are and what we are about. It provides a clear and consistent communication framework to be used when talking about the City.

Community outcomes

The Community Outcomes describe what the Council aims to achieve in meeting the current and future needs of our communities – how we want the city to be.

The Council cannot achieve these outcomes alone – it will require collaboration with other agencies and the community.

The Council's current community outcomes have been reviewed to be more streamlined, providing clear direction to the organisation's work programme. The review has also sought to ensure the community outcomes can be easily and accurately measured and monitored. The revision sees there being 16 community outcomes within four themes.

Strategic Priorities

The Council has identified six Strategic Priorities – areas of the Council's operations where elected members want to see a change in approach or increase in focus over the triennium and beyond.

The Strategic Priorities are not necessarily the most important areas of the Council's business and do not cover all aspects of the Council's business. The Council remains committed to providing outstanding core services and these remain clearly articulated in the community outcomes.

The Strategic Priorities provide us with a new way of focussing on particular aspects of our work programme in a way that will enable us to clearly show the progress we make to achieving the direction statements.

The Council's Guiding Principles

In developing the Strategic Priorities, the Mayor and Councillors identified a set of principles to focus the development of goals and to ensure appropriate processes are used to achieve these goals. These principles will guide the development of the Council's Long Term Plan and will be used as a reference point for all Council planning processes. Actions identified and implemented need to be undertaken in a manner that reflect these principles:

Overarching Principles

Whiria ngā whenua o ngā papa Honoa ki te maurua tāuiki – The partnership with Papatipu Rūnanga reflects mutual understanding and respect, and a goal of improving the social, cultural, environmental and economic wellbeing for all.

Partnership – Working together, we can create a city where we can all participate and be valued. This is based on the concept of reciprocity – the Council is committed to listening to and empowering the people of Christchurch to make decisions and provide solutions and opportunities for the community.

This changes the relationship between the Council and the culturally diverse communities who elected us – they are not merely ratepayers, consumers or customers – they are citizens of Christchurch and active participants in our city.

Supporting Principles

Accountability – Working together, we can create a city where we can all participate and be valued. This is based on the concept of reciprocity – the Council is committed to listening to and empowering the people of Christchurch to make decisions and provide solutions and opportunities for the community.

This changes the relationship between the Council and the culturally diverse communities who elected us – they are not merely ratepayers, consumers or customers – they are citizens of Christchurch and active participants in our city.

Affordability – Maintaining focus on Christchurch being an affordable place to live.

Agility – Responding positively to new information, disruptive changes and emerging technology. We need to be prepared for a range of eventualities and anticipate emergent possibilities, seeing them as opportunities as well as threats.

Equity – Demonstrating that fairness and social justice lie at the heart of who we are as a city.

Innovation – Fostering innovation through promoting an environment which challenges intersecting disciplines, ways of thinking and doing things. Taking opportunities to innovate must be supported by an environment that promotes experimentation and has a tolerance for 'fast failure' (seeing 'failure' as an opportunity to learn and refine).

Collaboration – Proactively leading strong working relationships with government, Ngāi Tahu, our strategic partners and sector leaders in a manner that recognises the local leadership role that the Mayor and Council have.

Prudent Financial Management – Underpinning council decision-making and implementation with careful regard for the balance of rates, debt management, and major capital and level of services changes. A prudent approach may include using pilot trials to test new initiatives before committing significant resources, or using low cost flexible solutions in dynamic environments (instead of 'hard-wired' solutions).

Stewardship – Drawing on the concept of kaitiakitanga, recognising the responsibility to act together as custodians of our natural environment and ecosystems, ensuring a positive legacy for future generations.

Taking a long-term holistic view, considering future community needs, recognising interconnectedness, and acting cautiously when managing risk and irreversible effects.

Trust – Being honest, reliable and responsive will promote trust between the Council and our communities. Having a trust-based relationship frees everyone to focus on issues and building better communities together.

Wellbeing and resilience – Promoting wellbeing ensures connected communities and health promotion are included in our decision-making and policies.

Resilience means ensuring our communities are prepared for adversity and not only have the capacity to withstand, respond to or recover from adversity, but also have the capacity to adapt and thrive.

30 November 2017

Minister for Housing and Urban Development and Transport
PO Box 18 888
Parliament Buildings
Wellington 6160

Dear Minister Twyford

Congratulations on your appointment as the Minister for Housing and Urban Development.

Following my recent meetings with your colleagues, the Minister for Greater Christchurch Regeneration and the Minister for Local Government, they both suggested we invite you to Christchurch to discuss housing issues for the city.

The Christchurch City Council's Housing Policy has as its vision that all people in Christchurch have access to housing that is secure, safe, affordable, warm and dry; it recognises good, adequate housing is a core contributor to the wellbeing of people and communities.

We have initiated a number of projects to achieve that vision and note the alignment between our ambitions for housing in Christchurch and the ambitious programme to deliver on housing outcomes set by your Government.

We also have noted your recently announced independent stocktake of the housing crisis. The Council established the independent Ōtautahi Community Housing Trust in 2016. The Trust acts as the day-to-day tenancy manager, rent-setter and maintainer of 2,300 Council-owned social housing units; and will be a delivery vehicle for new social and affordable housing developments. The Trust has an excellent view of the profile of our stock and the demographics of social housing demand in Christchurch which we would be happy to share.

In addition, we are discussing with the Minister for Greater Christchurch Regeneration a refresh of current institutional arrangements. I believe this could include the creation of an Urban Development Authority capable of delivering on your KiwiBuild objectives for Christchurch.

We would also like to brief you on and discuss with you other mechanisms for supporting our shared objectives towards addressing barriers to home ownership and improving housing outcomes for our most vulnerable residents.

These include:

- options for making earlier distributions from the Christchurch Housing Initiative Fund (a joint Crown-Council affordable home ownership initiative that will assist first-home buyers);

- addressing the anomaly that prevents councils, unlike other housing providers, from accessing the Income Related Rent Subsidy. Access to the subsidy is critical to the financial sustainability of any new social housing initiatives;
- our support for a community-led Housing First proposal for Christchurch under which three community housing providers will work with the city's long-term homeless. All parties are confident the model will end chronic homelessness in the city by 2020. The proposal is currently with the Ministry for Social Development;
- whether the Christchurch Housing Accord still provides the appropriate vehicle for engaging with the Crown; or whether the Accord could be updated to better support the delivery of social and affordable housing.

Given the alignment between us both I would like to invite you to Christchurch to meet as soon as possible to discuss how the city's existing arrangements might support the delivery of our shared objectives.

Yours sincerely



Lianne Dalziel
MAYOR

From: Smith, Ariana
Sent: Monday, 15 January 2018 6:39 p.m.
To: 'Mike Shatford'
Subject: RE: strategy meeting between the Minister and Mayor this Thursday

Ack

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 15 January 2018 5:42 p.m.
To: Smith, Ariana <[REDACTED]>
Subject: RE: strategy meeting between the Minister and Mayor this Thursday

Ok with rough

Sent with BlackBerry Work
(www.blackberry.com)

From: Smith, Ariana <[REDACTED]>
Date: Monday, 15 Jan 2018, 5:17 PM
To: Mike Shatford <[REDACTED]>
Cc: Shirlaw, Nicola <[REDACTED]>, King, Jonathan <[REDACTED]>, Pratima Namasivayam [DPMC] <[REDACTED]>
Subject: RE: strategy meeting between the Minister and Mayor this Thursday

Hi Mike

OK, I'll let Lianne know re attendees.

No material at all though? Not even some rough scribbles on some butcher paper - something for them to push against? And what about a run sheet as well - just to give us a 'lite' structure to the time we have?

A

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 15 January 2018 4:19 p.m.
To: Smith, Ariana <[REDACTED]>
Cc: Shirlaw, Nicola <[REDACTED]>; King, Jonathan <[REDACTED]>; Pratima Namasivayam [DPMC] <[REDACTED]>
Subject: RE: strategy meeting between the Minister and Mayor this Thursday

Hi Ariana

A good starter for 10.

- At this stage we don't intend for there to be anyone else in the room (other than a senior Treasury official) – and very happy if Joanna did that.
- The suggested outputs/outcomes also seem reasonable.
- I think it would be good for us to not prepare any formal information – ahead of the meeting.

Mike

From: Smith, Ariana [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 15 January 2018 1:04 PM
To: Mike Shatford <[REDACTED]>
Cc: Shirlaw, Nicola <[REDACTED]>; King, Jonathan <[REDACTED]>
Subject: strategy meeting between the Minister and Mayor this Thursday

Hi Mike

How's things? Understand that you and Nicola have spoken since your email below and we've got Thursday 1-1:30 locked in. Great!

Ref the run sheet, the Mayor is quite keen to spend a little bit of time on the vision for Christchurch, which provides good strategic context for the items that the Crown and Council want to jointly progress. She is cognisant that the Minister has twice raised the importance of having a joint vision for Christchurch and Mayor agrees with her. [REDACTED]

And then we cascade down from there through to the Council / Crown relationship and activities, three immediate priorities of which you list below. We need the Minister and Council to be agreed on priorities and *why* those priorities. And I think that although the domain of the *how* is usually management, it would be good for the Minister and Mayor to give some reasonably specific direction on this front as well I think.

Agree the need to keep the meeting tight - or we'll never stick to the time we have! [REDACTED]

It would also be good to have a clear idea of the outcomes and outputs from this meeting.....what are they?

Maybe the outcomes are for Minister and Mayor to have:

- General agreement on Christchurch vision
- Agreement on specific priorities for CEs to get onto ASAP and high level agreement on scope of that work, and agreement on other pieces of work that will see action a bit later on down the track

And in terms of outputs, they could issue a couple of clear instructions to the CEs:

- develop a joint work programme by the end of next week covering timeframe [a to b] and including priority pieces of work / projects [1 to 4] (Ideally this joint work programme 'talks to' the vision for Christchurch - in other words, we should be able to tell a story about how what we're doing today links to where we want Christchurch to get to)
- Develop one-pagers for Mayor and Minister describing each of the 4 pieces of work /projects and high level milestones (brief back in other words so we're clear that the CEs have the right end of the stick on what the Minister and Mayor want)

Starter for 10 anyway.

Ariana

Ariana Smith | Chief of Staff | Mayor's Office

E: [REDACTED] W: www.ccc.govt.nz

Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Wednesday, 10 January 2018 11:07 a.m.
To: Shirlaw, Nicola <[REDACTED]>
Cc: Ben Cunliffe <[REDACTED]>; Hayden Munro <[REDACTED]>
Subject: Meeting Between the Minister and Mayor

Hi Nicola

I hope this email finds you well.

As discussed with Ariana yesterday, Minister Woods is keen to meet with the Mayor next week -either Wednesday or Thursday as a follow up to the session on 15 December, 2017 to frame up priorities and work for 2018.

We were thinking that the initial meeting should be reasonably focused – say around an hour.

As a starter, we would want the following items to be included:

- Global Settlement process/framework
- Regenerate Christchurch – expectations
- MetroSports /MuA review

I would envisage we wouldn't want a large meeting –we would want only the key CCC/DPMC official(s) attending.

Cheers

Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament



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From: Smith, Ariana
Sent: Tuesday, 16 January 2018 3:36 p.m.
To: 'Mike Shatford'
Subject: RE: Thursday

Hi

Thanks. We will be: Mayor, Cr Raf Manji (Dep Mayor is still on leave), Karleen, Joanna, me.

Ariana

Ariana Smith | Chief of Staff | Mayor's Office

E: [REDACTED] W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Tuesday, 16 January 2018 12:30 p.m.
To: Smith, Ariana <[REDACTED]>
Subject: Thursday

Hi

We will likely have Dan Marshall attending –as the Treasury lead... and probably Kelvan Smith/Anne Shaw.

Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament
[REDACTED]

From: Ben Cunliffe <[REDACTED]>
Sent: Tuesday, 5 December 2017 7:14 a.m.
To: Smith, Ariana
Cc: Mike Shatford
Subject: RE: Visit to Wellington tomorrow

Hey Ariana,

Apologies for not getting back to you yesterday! Today is going to be quite hectic due to the Cathedral legislation coming up, but I should hopefully have 10 minutes or so to catch up at some point. My number is [REDACTED]. Feel free to flick me a text or give me a call when you're up and we can arrange a time to meet.

Cheers,
Ben

From: Smith, Ariana [mailto:[REDACTED]]
Sent: Monday, 4 December 2017 1:51 PM
To: Ben Cunliffe <[REDACTED]>
Cc: Mike Shatford <[REDACTED]>
Subject: Visit to Wellington tomorrow

Hi Ben

Slightly late notice, but I have a meeting in Wellington tomorrow and it would be good to meet you if you are around. I was also quite keen to meet Craig Renney in Minister Robertson's Office if he had 5 minutes (or longer for a coffee?).

regards
Ariana

Ariana Smith | Chief of Staff | Mayor's Office
P [REDACTED]
E: [REDACTED] W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

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From: Mike Shatford <[REDACTED]>
Sent: Thursday, 7 December 2017 1:07 p.m.
To: Shirlaw, Nicola
Subject: RE: when are you next in chch?

Probably tomorrow- pending throat issues.

And of course!

Sent with BlackBerry Work
(www.blackberry.com)

From: Shirlaw, Nicola <[REDACTED]>
Date: Thursday, 07 Dec 2017, 10:13 AM
To: Mike Shatford <[REDACTED]>
Subject: when are you next in chch?

Got time for a catch-up?

Nicola Shirlaw | Senior Advisor | Mayor's Office
[REDACTED]
E: [REDACTED] W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

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From: Smith, Ariana
Sent: Wednesday, 22 November 2017 11:06 a.m.
To: 'Mike Shatford'
Cc: 'Ben Cunliffe'
Subject: Tomorrow's meeting with Christchurch City Councillors

Hi

Tomorrow morning's Minister/Christchurch City Council meeting might run along these lines?

1. Minister to talk to her letter to the Mayor - main aims, priorities etc
2. Mayor to talk to Council's strategic framework and priorities within this
3. More general discussion re how Council and Crown could work together on joint priorities

Key priorities / topics likely to come up in general discussion are below (in no particular order).

- a. Review of CCRP - in Regenerate Christchurch work programme but not progressed. Suggest an informal joint briefing overview on the CCRP from Blueprint to present
- b. Cost Sharing Agreement - refreshed this year, but not significant in terms of big picture
 - i. [REDACTED]
 - ii. [REDACTED]
 - iii. [REDACTED]
 - iv. [REDACTED]
- c. Urban Development Authority & Legislation
 - i. [REDACTED]
 - ii. [REDACTED]
- d. Manifesto commitment to Royal Commission of Inquiry into EQC
- e. Needs to include Insurance
- f. Repairs aspect needs to include potential risk and liability around 'As Is Where Is' sales into the future with work not done
- g. Note Local Government Risk Agency review and the proposed changes to 60/40 split [CDEM Review]
- h. Lessons Learned - series of workshops to be organised followed by international symposium 2019 or 2020
- i. Other priorities:
 - i. Public transport (including re-prioritising of PT from the Roads of National Significance programme - interested in timing of that work and how cycleways might fare in that work)
 - ii. Housing (Kiwibuild, Homestart Initiative - could we change the terms to get going sooner?, social and affordable housing, infrastructure bonds)
 - iii. Regional immigration
 - iv. Mental health, community wellbeing a resilience
 - v. Coastal hazards
 - vi. Education
- j. [REDACTED]

Broadly I think there are two key messages likely to come from the Council tomorrow. One is that the Council is keen to get clarity on some issues earlier rather than later as this will assist with nailing down the LTP. LDRP is an obvious one, and so what's the process for doing that? The other is that this Council is looking to partner with the Government in a 'new normal' relationship (in due course) i.e. an environment where the Government is not in this extra-ordinary role in Christchurch, but simply working with Christchurch as a key city in New Zealand and contributor to the country. They are keen to explore what this partnership could look like, and note that Christchurch brings very strong regional relationships to the table. The Council wants engage and work with Government on issues that are more BaU in nature - housing, PT, regional development issues etc because Christchurch is open to innovation and experimentation and very keen to work with the Government to see where wins can be had. My words but this is the flavour.

Ariana

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford <[REDACTED]>
Sent: Tuesday, 5 December 2017 2:40 p.m.
To: Shirlaw, Nicola; Smith, Ariana
Subject: Bill
Attachments: Christ Church Cathedral Reinstatement Bill.pdf

Hi Both

First reading today, select committee until 18/12 and then final stages on 19/12.

It will be going to the Environment Committee.

CCC will be very welcome to submit.

Mike

IN CONFIDENCE

Christ Church Cathedral Reinstatement Bill

Government Bill

Explanatory note

General policy statement

The Christ Church Cathedral Reinstatement Bill (the **Bill**) will facilitate the reinstatement of the Christ Church Cathedral (the **Cathedral**). Almost 7 years after the earthquake of 22 February 2011, the Category One Heritage New Zealand site remains significantly damaged and barricaded.

Cathedral demolition works were enabled under Canterbury Earthquake Recovery Act 2011 emergency legislation through a section 38 notice issued in 2011; that is, they were intended to be enabled in the response and recovery phase. Protracted litigation has delayed decision-making, with further litigation threatened if the property owner (the Church Property Trustees) proceeds with any action that is not full reinstatement. The effects of the litigation deadlock and uncertainty have extended beyond the building itself, with an impact on the recovery and regeneration of greater Christchurch, due to its uniquely central location and rich cultural value.

This Bill is part of an offer accepted by the Synod of the Anglican Diocese of Christchurch to provide certainty and confidence to the public, businesses, and investors about the future of the Cathedral.

Purpose

The general purpose of the Bill is to facilitate the reinstatement of the Christ Church Cathedral. It will provide an appropriate regulatory framework to allow for reinstatement by reducing impediments and risks, and providing flexibility where needed to the delivery process. This is important to help maintain recovery and regeneration momentum by providing certainty and confidence that the reinstatement will not be further delayed, unlocking development of Cathedral Square and the surrounding area. It will also protect the Crown's considerable investment in nearby anchor projects and in the recovery and regeneration of the central city as a whole.

Delegated legislation

The Bill creates an Order in Council mechanism (with appropriate checks and balances) that permits the Governor-General to make Orders in Council on the recommendation of the Minister who is responsible for the administration of the legislation. These Orders in Council can grant exemptions from, modify, or extend an enactment, or any provisions of certain enactments.

This process facilitates reinstatement without needing to anticipate every power or statutory provision that may need to be amended to achieve the Bill's purpose.

The nature of the Order in Council mechanism is such that it will be able to address a range of issues affecting the likely pace and trajectory of the reinstatement project.

The Bill has similar controls to the Hurunui/Kaikōura Earthquakes Recovery Act 2016, with appropriate changes, such as more time for review and public comment, and no retrospectivity allowed.

The Bill proposes to impose a time restriction on the right to judicial review. It provides that any application for review under the Judicial Review Procedure Act 2016 that relates to an order or a related recommendation or decision of the Minister must be made to the High Court within 28 days after the making of the order, recommendation, or decision (or such longer time as that court allows).

There are a number of controls in the Bill to provide checks and balances on the process. These checks and balances are as follows:

- the limitation of the geographic scope of the Bill to Cathedral Square:
- the order must be necessary or desirable for the proposed purpose:
- there is a list of Acts that an order can relate to, and some Acts are specifically excluded (for example, the New Zealand Bill of Rights Act 1990 and the Electoral Act 1993):
- a Review Panel, whose members' experience could include legal and other relevant expertise, will review draft orders and provide advice to the relevant Minister:
- the Minister will be required to publish his or her reasons for recommending an Order in Council, to increase transparency:
- providing draft orders to the Regulations Review Committee, or to leaders of political parties if the House is adjourned:
- providing for sunset clauses for both the legislation and any orders.

There is provision to add additional Acts, including regulations and legislative instruments made under them.

Timing

This Bill, including every order made under it, is repealed 15 years after the date of the commencement, to allow for the completion of the Cathedral reinstatement project (at least 10 years).

Departmental disclosure statement

The Department of the Prime Minister and Cabinet is required to prepare a disclosure statement to assist with the scrutiny of this Bill. The disclosure statement provides access to information about the policy development of the Bill and identifies any significant or unusual legislative features of the Bill.

A copy of the statement can be found at [PPU to insert URL and link].

Regulatory impact assessment

The Department of the Prime Minister and Cabinet produced a regulatory impact assessment on 4 December 2017 to help inform the main policy decisions taken by the Government relating to the contents of this Bill.

A copy of this regulatory impact assessment can be found at—

- <https://www.dPMC.govt.nz/publications/regulatory-impact-statement-christ-church-cathedral-reinstatement-bill>
- <http://www.treasury.govt.nz/publications/informationreleases/ris>

Clause by clause analysis

Clause 1 is the Title clause.

Clause 2 provides for the Bill to come into force on the day after the date of Royal assent.

Part 1

Preliminary provisions

Clause 3 provides that the purpose of the Bill is to facilitate reinstatement of the Christ Church Cathedral in Cathedral Square in Christchurch and, in particular,—

- to do so in an expedited manner compared to processes and requirements outside this Act; or
- to provide a cost-effective process for reinstatement compared to processes outside this Act; or
- to achieve earlier or greater certainty for the owner of the Cathedral and the Christchurch community generally as to the reinstatement of the Cathedral than would be likely under processes and requirements outside this Act.

Clause 4 defines terms used in the Bill, including—

- Cathedral area, which means Cathedral Square;
- Minister, which means the Minister of the Crown who, under the authority of a warrant or with the authority of the Prime Minister, is responsible for the administration of this Bill;
- reinstatement, which includes seismic strengthening, and demolition, deconstruction, improvement, enhancement, or repair of any part of the Cathedral.

Clause 5 relates to transitional, savings, and related provisions.

Clause 6 provides that the Bill binds the Crown.

Part 2 Orders in Council

Clause 7 provides for Orders in Council to be made to grant exemptions from, modify, or extend any provisions of an enactment referred to in *Schedule 2*.

An Order in Council (an **order**) can be made only in connection with Cathedral Square.

An order is made on the recommendation of the Minister responsible for the administration of this Bill.

Key restrictions on orders

Clause 8 provides that the Minister must not recommend the making of an order unless certain procedural steps are followed. These include—

- the Minister being satisfied that the order is necessary or desirable for the purpose of this Bill and that the order does not breach *clause 11*; and
- a review of a draft of the order by the Panel appointed under *clause 12*; and
- the provision of a draft of the order to the Regulations Review Committee or, if the House of Representatives is adjourned, each leader of a political party represented in Parliament (unless a leader cannot be contacted after reasonable efforts); and
- the Minister having regard to the recommendations of the Panel and the comments provided by the Committee or a party leader; and
- if applicable, the Minister consulting the Ministers responsible for the administration of the Heritage New Zealand Pouhere Taonga Act 2014 and the Resource Management Act 1991.

Clause 9 specifies how the Minister must conduct the public consultation required by *clause 8*.

Clause 10 requires the Minister to publish the reasons for his or her recommendation.

Clause 11 imposes further restrictions on orders. For example, an order cannot modify a requirement or restriction imposed by constitutional statutes (including the New Zealand Bill of Rights Act 1990).

Christ Church Cathedral Reinstatement Review Panel

Clauses 12 to 14 provide for the Panel. The functions of the Panel are to—

- review draft orders; and
- provide advice on request to the Minister in relation to orders that may be required.

Further provisions about orders

Clause 15 provides that orders are revoked on the close of the period of 15 years beginning on the date of commencement of the Bill (unless sooner revoked).

Clause 16 provides for the validity of orders. No provision is made for retrospective orders.

Clause 17 applies if the High Court holds, on an application for judicial review, that the whole or part of an order under *clause 7* is not authorised or that the whole or part of a related recommendation or decision is invalid. This clause provides that any action taken under, or in reliance on, the order, recommendation, or decision before the court's determination must be treated as valid and effective to the extent that it would have been if authorised or otherwise valid in the first place. However, this protection is subject to the court's power to override the protection if it thinks just.

Other orders

Clause 18 provides that, in limited circumstances, an order can be made adding Acts to the list in *Schedule 2*. The effect of an order under this clause is to extend the application of this Bill by enabling orders to be made under *clause 7* that modify provisions in the added Acts to the extent that those provisions apply to Cathedral Square. The Minister must not recommend that the order be made unless he or she is satisfied that the order is necessary or desirable for the purpose of this Bill and that it does not breach *clause 11(1)(a) to (c)*.

Clause 19 provides that an Order in Council to add an Act to the application of the Bill is revoked if it is not approved by the House of Representatives.

Clause 20 requires the Minister to publish the reasons for his or her recommendation under *clause 18*.

Application of Legislation Act 2012

Clause 21 confirms that Orders in Council made under the Bill are disallowable instruments and legislative instruments under the Legislation Act 2012.

Time restriction on judicial review

Clause 22 provides that any application for review under the Judicial Review Procedure Act 2016 that relates to an order or a related recommendation or decision of the Minister must be made to the High Court within 28 days after the making of the order, recommendation, or decision.

Report on operation of Act

Clause 23 requires the Minister to report to the House of Representatives on the operation of this Bill. A report is required every 12 months.

Cathedral land

Clause 24 cancels restrictions and conditions on the record of title for the Cathedral land that are no longer necessary.

Repeal

Clause 25 provides for the repeal of this Bill after 15 years of operation.

Hon Dr Megan Woods

Christ Church Cathedral Reinstatement Bill

Government Bill

Contents

		Page
1	Title	2
2	Commencement	2
Part 1		
Preliminary provisions		
3	Purpose	2
4	Interpretation	3
5	Transitional, savings, and related provisions	3
6	Act binds the Crown	3
Part 2		
Orders in Council		
7	Governor-General may make Orders in Council	4
<i>Key restrictions on orders</i>		
8	Minister may recommend order only for purpose of Act, etc	4
9	Engagement about proposal	5
10	Reasons for order must be published	6
11	Further restrictions on orders	6
<i>Christ Church Cathedral Reinstatement Review Panel</i>		
12	Christ Church Cathedral Reinstatement Review Panel	7
13	Panel may act by division	8
14	Functions of Panel	8
<i>Further provisions about orders</i>		
15	Orders revoked after 15 years	8
16	Validity of orders	9

17	Actions taken before determination of invalidity	9
	<i>Other orders</i>	
18	Order in Council may specify additional Acts	9
19	Order to add Acts revoked if not approved by House	10
20	Reasons for order must be published	10
	<i>Application of Legislation Act 2012</i>	
21	Application of Legislation Act 2012	10
	<i>Time restriction on judicial review</i>	
22	Restriction on judicial review of Orders in Council and related matters	11
	<i>Report on operation of Act</i>	
23	Report on operation of Act	11
	<i>Cathedral land</i>	
24	Restrictions and conditions relating to Cathedral land cancelled	11
	<i>Repeal</i>	
25	Repeal of this Act	12
	Schedule 1	12
	Transitional, savings, and related provisions	
	Schedule 2	13
	Enactments referred to in section 7	

The Parliament of New Zealand enacts as follows:

1 Title

This Act is the Christ Church Cathedral Reinstatement Act **2017**.

2 Commencement

This Act comes into force on the day after the date of Royal assent.

Part 1

Preliminary provisions

3 Purpose

The purpose of this Act is to facilitate reinstatement of the Cathedral and, in particular,—

- (a) to do so in an expedited manner compared to processes and requirements outside this Act; or
- (b) to provide a cost-effective process for reinstatement compared to processes outside this Act; or

- (c) to achieve earlier or greater certainty for the owner of the Cathedral and the Christchurch community generally as to the reinstatement of the Cathedral than would be likely under processes and requirements outside this Act.

4 Interpretation

In this Act, unless the context otherwise requires,—

Cathedral—

- (a) means Christ Church Cathedral in Cathedral Square in Christchurch; and
- (b) includes all ancillary structures and improvements proximate to, and directly associated with, the Cathedral

Cathedral area means the land that is legally described as Lot 1 DP 39475, Lot 2 DP 39475, Lot 1 SO 6659, and Section 1193 Town of Christchurch, and includes any adjacent land vested in Christchurch City Council as road

enactment has the same meaning as in section 29 of the Interpretation Act 1999, and also includes any plan, programme, bylaw, or rule made under any Act or regulations

Minister means the Minister of the Crown who, under the authority of a warrant or with the authority of the Prime Minister, is responsible for the administration of this Act

order means an Order in Council made under **section 7**

Panel means the Christ Church Cathedral Reinstatement Review Panel established under **section 12**

reinstatement includes 1 or more of the following:

- (a) seismic strengthening of any part of the Cathedral:
- (b) demolition or deconstruction of any part of the Cathedral:
- (c) reinstatement of any part of the Cathedral:
- (d) improvement or enhancement of any part of the Cathedral or the design of any part of the Cathedral:
- (e) repair of any part or materials of the Cathedral:
- (f) reuse of any materials of the Cathedral:
- (g) any activity that is ancillary to any activity described in **paragraphs (a) to (f)**.

5 Transitional, savings, and related provisions

The transitional, savings, and related provisions (if any) set out in **Schedule 1** have effect according to their terms.

6 Act binds the Crown

This Act binds the Crown.

Part 2

Orders in Council

7 Governor-General may make Orders in Council

- (1) The Governor-General may, by Order in Council made on the recommendation of the Minister, grant exemptions from, modify, or extend an enactment, or any provisions of an enactment, referred to in **Schedule 2** in connection with the whole or a part of the Cathedral area.
- (2) An exemption from, modification of, or extension of an enactment or a provision—
 - (a) may be absolute, or subject to terms or conditions; and
 - (b) may be made by—
 - (i) stating alternative means of complying with the enactment or provision; or
 - (ii) substituting a discretionary power for the provision.
- (3) **Subsection (2)** does not limit **subsection (1)**.
- (4) To avoid doubt, the power to make an Order in Council under this section includes the power to amend any Order in Council in force under this section.
- (5) In this Act, **modify**,—
 - (a) in relation to an enactment, includes to add provisions:
 - (b) in relation to an enactment, includes to grant any statutory authorisation or other permission or right under that enactment:
 - (c) in relation to a provision, includes to replace, disapply, or suspend the provision:
 - (d) includes to limit or exclude the jurisdiction of a court under an enactment.

Compare: 2016 No 102 s 7

Key restrictions on orders

8 Minister may recommend order only for purpose of Act, etc

- (1) The Minister must not recommend the making of an order unless—
 - (a) the Minister is satisfied that—
 - (i) the order is necessary or desirable for the purpose of this Act; and
 - (ii) the order does not breach **section 11**; and
 - (b) a draft of the order has been reviewed by the Panel; and
 - (c) a draft of the order has been provided to—
 - (i) the Committee of the House of Representatives that is responsible for the review of disallowable instruments; or

- (ii) if the House of Representatives is adjourned, each leader of a political party represented in Parliament (unless a leader cannot be contacted after reasonable efforts have been made); and
 - (d) the Minister has had regard to—
 - (i) the Panel’s recommendations on the draft order; and
 - (ii) the comments on the draft order (if any) that are provided by the Committee or a leader referred to in **paragraph (c)** and that are provided within 20 working days after the date on which the draft order is first provided under **paragraph (c)** or any longer time allowed by the Minister; and
 - (e) if the order relates to the Heritage New Zealand Pouhere Taonga Act 2014, the Minister has consulted the Minister of the Crown who, with the authority of the Prime Minister, is for the time being responsible for the administration of that Act; and
 - (f) if the order relates to the Resource Management Act 1991, the Minister has consulted the Minister of the Crown who, with the authority of the Prime Minister, is for the time being responsible for the administration of that Act; and
 - (g) the engagement process under **section 9** has been complied with.
- (2) The draft order provided to the Panel and under **subsection (1)(c)** must be accompanied by a draft of the Minister’s reasons for a recommendation under **subsection (1)** (including why the draft order is appropriate).
- (3) Where a draft of the order has been subject to the process under **subsection (1)(b), (c), (d), (e), (f), or (g)**, that paragraph applies to a subsequent draft of the order only if the Minister considers that, given the differences between the drafts, it would be appropriate to repeat the process.

Compare: 2016 No 102 s 8

9 Engagement about proposal

- (1) For the purposes of **section 8(1)(g)**, the Minister must—
- (a) make available a document referred to in **subsection (2)** to—
 - (i) the persons or representatives of persons that the Minister considers appropriate given the proposed effect of the order; or
 - (ii) the public generally; and
 - (b) invite those persons to make written comments about the document; and
 - (c) give those persons 20 working days from the making of the invitation within which to make their comments to the Minister or any longer time allowed by the Minister; and
 - (d) have regard to those comments that are received within the 20-working-day period or within the longer time allowed by the Minister.

- (2) The document must include—
- (a) an explanation of what the proposal is intended to achieve; and
 - (b) a description of the proposed effect of the order; and
 - (c) an explanation of why the Minister considers that the order is necessary or desirable for the purpose of this Act.
- (3) **Subsection (1) and section 8(1)(g)** do not apply, or do not apply to a person or class of persons, if the Minister is satisfied that—
- (a) engagement is impracticable in the circumstances; or
 - (b) the urgency of the situation requires that the order be made as soon as practicable without that engagement.
- (4) If **subsection (3)** is relied on, the Minister's reasons for relying on that subsection must be published together with the order.

Compare: 2016 No 102 s 9

10 Reasons for order must be published

If the Minister makes a recommendation under **section 7**, the Minister's reasons for making the recommendation (including why the order is appropriate) must be published together with the order.

Compare: 2016 No 102 s 10

11 Further restrictions on orders

- (1) Despite anything else in this Act, an order must not—
- (a) grant an exemption from or modify a requirement to—
 - (i) release a person from custody or detention; or
 - (ii) have any person's detention reviewed by a court, Judge, or Registrar; or
 - (b) grant an exemption from or modify a restriction on keeping a person in custody or detention; or
 - (c) grant an exemption from or modify a requirement or restriction imposed by the Bill of Rights 1688, the Constitution Act 1986, the Electoral Act 1993, the Judicial Review Procedure Act 2016, the New Zealand Bill of Rights Act 1990, or the Parliamentary Privilege Act 2014; or
 - (d) contain any provision that has the effect of amending a provision of this Act.
- (2) **Subsection (1)(d)** does not limit **section 18**.

Compare: 2016 No 102 s 11

*Christ Church Cathedral Reinstatement Review Panel***12 Christ Church Cathedral Reinstatement Review Panel**

- (1) The Minister must appoint a Christ Church Cathedral Reinstatement Review Panel of up to 6 persons who have appropriate knowledge, skills, and experience to assist the Panel to perform its functions.
- (2) One of the members must be a former or retired Judge of the High Court (and that member will be the convener).
- (3) In appointing a person as a member, the Minister must consider whether the person has knowledge, skills, or experience relating to 1 or more of the following:
 - (a) law, public administration, or local government:
 - (b) mātauranga Māori (Māori traditional knowledge) and tikanga Māori (Māori protocol and culture):
 - (c) matters relevant to reinstatement of the Cathedral.
- (4) A member of the Panel must be appointed by notice of appointment in writing that—
 - (a) states the date on which the appointment takes effect; and
 - (b) states the term of the appointment.
- (5) If, for any reason, the convener is unable or unwilling to act in relation to a matter or class of matters,—
 - (a) the convener may designate any other member of the Panel to act in the convener's place; or
 - (b) if the convener is unable or unwilling to act under **paragraph (a)**, the Minister may designate any other member of the Panel to act in the convener's place.
- (6) If a person (**A**) is designated to act in the convener's place under **subsection (5)** in relation to a matter or class of matters, references in this section and **sections 13 and 14** to the convener must, in relation to the matter or matters, be treated as references to A.
- (7) An appointed member vacates office if he or she—
 - (a) is removed by written notice given by the Minister; or
 - (b) resigns by written notice given to the Minister.
- (8) The department that is, with the authority of the Prime Minister, for the time being responsible for the administration of this Act must provide administrative support for the Panel.

Compare: 2016 No 102 s 12

13 Panel may act by division

- (1) The convener may determine that the Panel may act in separate divisions of the Panel in relation to any matter or class of matters.
- (2) A division must consist of—
 - (a) the convener; and
 - (b) at least 3 other members of the Panel selected by the convener.
- (3) **Subsection (2)** is subject to **section 12(5) and (6)**.
- (4) For the purposes of acting in relation to any matter or class of matters referred to a division of the Panel, the Panel consists of the division and **section 14** applies with any necessary modifications.

Compare: 2016 No 102 s 13

14 Functions of Panel

- (1) The functions of the Panel are—
 - (a) to review draft orders; and
 - (b) to provide advice on request to the Minister in relation to orders that may be required for the purpose of this Act.
- (2) Within 20 working days after the date on which a draft order is received for review, or any longer time allowed by the Minister, the Panel must—
 - (a) review the draft; and
 - (b) give the Panel's recommendations to the Minister.
- (3) A review by the Panel may be conducted in any manner that the convener thinks appropriate, including by telephone or video conference.
- (4) The convener has a casting vote if there are more than 2 members voting and there is an equality of votes.
- (5) The Minister must ensure that the Panel's recommendations on a draft order are publicly available on an Internet site.
- (6) The Panel's recommendations must include the Panel's reasons for making the recommendations.
- (7) The Minister must, as soon as practicable after receiving the Panel's recommendations on a draft order, present a copy of the recommendations to the House of Representatives.

Compare: 2016 No 102 s 14

*Further provisions about orders***15 Orders revoked after 15 years**

Every order is revoked on the close of the period of 15 years beginning with the date of the commencement of this Act (unless sooner revoked).

16 Validity of orders

- (1) An order may not be held invalid just because—
 - (a) it is, or authorises any act or omission that is, inconsistent with any enactment referred to in **Schedule 2**; or
 - (b) it confers any discretion on, or allows any matter to be determined or approved by, any person.
- (2) So far as it is authorised by this Act, an order has the force of law as if it were enacted as a provision of this Act.
- (3) This section is subject to **section 11**.

Compare: 2016 No 102 s 16

17 Actions taken before determination of invalidity

- (1) This section applies if the High Court determines, on an application for review, that—
 - (a) the whole or part of an order under section 7 is not authorised by this Act;
 - (b) the whole or part of a recommendation or decision under this Act is invalid.
- (2) Any action taken under, or in reliance on, the order, recommendation, or decision before the determination is made must be treated as valid and effective to the extent that it would have been had the order, recommendation, or decision been authorised or otherwise valid when it was made.
- (3) However, if the court considers that it is just to do so, the court may order that **subsection (2)** does not apply (whether generally or in particular circumstances).

Compare: 2016 No 102 s 17

*Other orders***18 Order in Council may specify additional Acts**

- (1) The Governor-General may, by Order in Council made on the recommendation of the Minister, specify 1 or more Acts for the purposes of **Schedule 2**.
- (2) The Minister may make a recommendation for an Order in Council under **subsection (1)** only if—
 - (a) the Minister is satisfied that—
 - (i) the order is necessary or desirable for the purpose of this Act; and
 - (ii) the order does not breach **section 11(1)(a) to (c)**; and
 - (b) a draft of the order has been provided to each leader of a political party represented in Parliament; and

- (c) the Minister is satisfied that there is unanimous or near unanimous support for the order from those leaders.
- (3) The draft order provided under **subsection (2)(b)** must be accompanied by a draft of the Minister's reasons for a recommendation under **subsection (2)** (including why the draft order is appropriate).
- (4) Where a draft of the order has been subject to the process under **subsection (2)(b) or (c)**, that **paragraph (b) or (c)** applies to a subsequent draft of the order only if the Minister considers that, given the differences between the drafts, it would be appropriate to repeat the process.

Compare: 2016 No 102 s 18

19 Order to add Acts revoked if not approved by House

- (1) An Order in Council under **section 18** is revoked on the expiry of the relevant period (unless it is earlier revoked) if no motion to approve the order is agreed to by the House of Representatives within that period.
- (2) The **relevant period** is the longer of the following:
 - (a) the period of 10 sitting days of the House of Representatives after the date on which the order is made;
 - (b) the period of 28 days after the date on which notice that the order has been made is given in the *Gazette*.
- (3) An order under **section 7** that relates to an Act specified by an Order in Council under **section 18** that is revoked under **subsection (1)** is also revoked at the same time.

Compare: 2016 No 102 s 19

20 Reasons for order must be published

If the Minister makes a recommendation under **section 18**, the Minister's reasons for making the recommendation (including why the Order in Council is appropriate) must be published together with the order.

Compare: 2016 No 102 s 20

Application of Legislation Act 2012

21 Application of Legislation Act 2012

- (1) Despite **section 16(2)**, an Order in Council made under this Act is a disallowable instrument for the purposes of the Legislation Act 2012.
- (2) An Order in Council made under this Act is also a legislative instrument for the purposes of the Legislation Act 2012 and must be presented to the House of Representatives under section 41 of that Act.

Compare: 2016 No 102 s 21

*Time restriction on judicial review***22 Restriction on judicial review of Orders in Council and related matters**

- (1) This section applies to—
 - (a) recommendations of the Minister that an Order in Council be made under **section 7 or 18** and the related decisions of the Minister;
 - (b) Orders in Council made under **section 7 or 18**.
- (2) An application for review under the Judicial Review Procedure Act 2016 (or any proceeding required by that Act to be treated and disposed of as if it were an application for judicial review) that relates to any recommendation, decision, or order to which this section applies must be made to the High Court—
 - (a) not later than 28 days after the date of the making of that recommendation, decision, or order; or
 - (b) within any further time allowed by the High Court on application made before the expiry of that 28-day period.

*Report on operation of Act***23 Report on operation of Act**

- (1) The Minister must, at least once every 12 months, present to the House of Representatives a report relating to the operation of this Act since the last report was presented (or, in the case of the first report, since the commencement of this Act).
- (2) The report must, for the period covered by the report, include—
 - (a) a list of the Orders in Council made under this Act during the period; and
 - (b) a brief description of those orders.

Compare: 2016 No 102 s 22

*Cathedral land***24 Restrictions and conditions relating to Cathedral land cancelled**

- (1) The following restrictions and conditions that apply to the Cathedral land, as noted on the record of title CB18K/1392, are cancelled:
 - (a) a restriction imposed under the Cathedral Square Ordinance 1872 on the erection of buildings on part of the land formally held in Certificate of Title 405/151 while holding some land as a site for the erection of the Cathedral;
 - (b) a restriction imposed under section 8 of the Mining Act 1971;
 - (c) a restriction imposed under section 168A of the Coal Mines Amendment Act 1950:

- (d) conditions imposed by Resolution 571660 of the Christchurch City Council, which relates to an application to construct a basement.
- (2) The Registrar-General of Land is directed to do anything necessary to give effect to **subsection (1)**.

Repeal

25 Repeal of this Act

This Act is repealed on the close of the period of 15 years beginning with the date of the commencement of this Act.

Schedule 1
Transitional, savings, and related provisions

s 5

Part 1
Provisions relating to this Act as enacted

There are no transitional, savings, or related provisions relating to this Act as enacted.

Schedule 2
Enactments referred to in section 7

s 7

The enactments referred to in **section 7** are—

- (a) the Heritage New Zealand Pouhere Taonga Act 2014;
- (b) the Resource Management Act 1991;
- (c) an Act that replaces (in whole or in part) an Act referred to in **paragraph (a) or (b)**;
- (d) an Act specified for the purposes of this schedule in an Order in Council made under **section 18**;
- (e) regulations made under an Act referred to in any of **paragraphs (a) to (c)** or specified under **paragraph (d)**;
- (f) any plan, programme, bylaw, or rule made under an enactment referred to in any of **paragraphs (a) to (e)**.

From: Smith, Ariana
Sent: Friday, 1 December 2017 7:36 p.m.
To: Mike Shatford
Subject: Briefing on RRZ

Hi Mike

As per our conversation, [REDACTED] cell phone number

Two things about this briefing in terms of content. Part of it is about the engineering techniques used to redeem problematic land on an area-wide basis. This company has a lot of experience with techniques that haven't been used in New Zealand but which they have used on problematic land elsewhere in the world. Treasure Island in San Francisco Bay is a project they are about to embark on with v similar land issues to the RRZ.

In particular is a technique called vibratory compaction method. It's one of the most cost effective ground improvement methods to mitigate liquefiable soils if the subsurface conditions are suitable. I understand that many parts of the RRZ subsurface are suitable for this technique. (Treasure Island also has climate change risk mitigation techniques which are pertinent.)

The other thing they can talk to is the development model (from their perspective and experience as an engineering firm in large consortiums doing projects like Treasury Island). This is what the Mayor means when she says 'masterplan'.

I haven't had a chance to ask Lianne if she wants to be there for the briefing, but if we going to do it pre-Xmas, calendars might be tricky anyway. I'll get back to you Monday but you just figure out what works for the Minister. [REDACTED] is expecting your call.

Ariana

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Briefing to the Incoming Minister

Minister for Greater Christchurch
Regeneration

December 2017

Dear Minister

Congratulations on being appointed as the Minister for Greater Christchurch Regeneration.

Since the new government was formed, as a Council we have started to imagine what we could do differently that would help the government achieve its ambitious programme, while at the same time benefitting Christchurch, Canterbury, the South Island and, as a result, New Zealand as a whole.

We have set out in our high-level Briefing to the Incoming Minister, the reasons why the Government should see this opportunity to invest in Christchurch, not just for the benefit of the region, but for the nation as well.

Working together, we have an opportunity to develop a shared vision for Christchurch that forms the basis for a successful working partnership between the Government and the City, which will in turn provide certainty for our strategic partners and other stakeholders involved in the regeneration of Christchurch. At the same time, we can enable your Government to test assumptions, trial new technologies and develop new models of working between local and central government which will better prepare New Zealand for future disruption, whether through disaster or new technologies, and build the nation's economic resilience.

This briefing introduces you to our view of the strategic areas of focus for our relationship over the coming term and beyond. It is designed to give you an overview of the challenges we are facing and the opportunities we are exploring. It also covers how we can work together to create a vibrant, dynamic and sustainable 21st-century city.

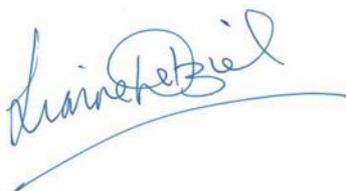
A strong city profile is important. We will always be New Zealand's Garden City, but what that means in the 21st century is so much more than what it meant just a generation ago. Now it speaks to sustainability, ecological values, environmental protection, clean rivers and food resilience, as well as to the parks and gardens that contribute to our international reputation.

There are those who see a challenge in disengaging from what they perceive as the stigma of the earthquakes. But our experience is as much about who we are today, as it is our history as the home of the women's suffrage movement and the home of innovation, science and technology that enabled Christchurch to be New Zealand's leading city for elaborately transformed manufacturing. We are New Zealand's oldest city and as a result of the rebuild programme, we are now becoming New Zealand's newest city. The earthquakes have enabled us to seize opportunities that we may never have otherwise considered, creating the sense that anything is possible. The innovation and creativity that this sense of possibility allows is something we want to embrace.

That is why we describe Christchurch as a city of opportunity for all – we are open to new ideas, new people and new ways of doing things. With that in mind, please also read this initial briefing as an invitation to your Government to explore how we can work together to enable that sense of experimentation and innovation to thrive.

Your Government has set an ambitious programme for your first 100 days; we are confident that Christchurch can help you deliver on many of the goals that have been set.

Welcome to your new role. We look forward to working with you.



Hon Lianne Dalziel
Mayor of Christchurch



Andrew Turner
Deputy Mayor of Christchurch

Executive Summary

Christchurch – given its international status pre- and post-quakes, and as the international gateway to Canterbury and the South Island of New Zealand – is important to this Government’s wider agenda and for building New Zealand’s economic resilience. The investment in Christchurch is by no means a ‘one-way’ spend; the return to the Crown by way of GST and additional tax revenue from earnings has been and continues to be significant. This briefing identifies some immediate priorities that will assist in achieving our shared vision.

Building Momentum in the central city:

Making Christchurch a vibrant, prosperous and sustainable 21st century city is a priority for the Council. Critical to achieving this vision is the successful recovery and regeneration of the central city. We want the central city to be an attractive and affordable place to live; an attractive destination for both residents and visitors, which is capable of supporting a strong and sustainable economy. In order to achieve our vision for Christchurch, there are a number of urgent issues requiring our joint attention:

- A review of the Central City Recovery Plan
- Accelerating the Anchor Projects
- Accelerating inner city residential development
- Progressing the reinstatement of ChristChurch Cathedral

Agreeing a ‘global settlement’:

The transition from the Crown-led recovery to locally-led regeneration is not yet complete. The successful regeneration of greater Christchurch will require us both to continue to invest in the city. Looking forward, a priority for our engagement with you is agreeing how we will resume a ‘new normal’ Crown/Council relationship and what the markers are and associated investment is, along the path to this refocused partnership.

[REDACTED]

- Developing a future-focused partnership between Council and Crown

[REDACTED]

Addressing residual earthquake and legacy issues and ‘Lessons Learned’ symposia:

As well as the Council’s priorities raised in relation to your own portfolios, the Council is keen to engage across the Cabinet to develop an agreed programme of priorities. We set out below some current priorities for Councillors and we would welcome your support for this engagement:

- Public and active transport
- Housing
- Climate Change leadership

- Future funding arrangements for local authorities
- Regional immigration
- Mental health, community wellbeing and resilience
- Education

Why Christchurch

“This is an opportunity for a fresh start with a new government, where our strategic priorities are completely aligned. We should not waste a minute in establishing a new collaborative framework that would enable us to accelerate progress for the benefit of the city, the region and New Zealand as a whole.”

During the International Speaker Series, hosted by the Council as part of ‘Share an Idea’, Doug Ahlers noted that before we took on the challenge of recovery planning, we had to answer the question – Why Christchurch? What is our ‘why’? What is our purpose, who are we, what do we aspire to be? What is our vision?

So, why Christchurch?

- New Zealand needs another major city/region able to act as a strong counter-balance to Auckland, improving the economic resilience of the country as a whole. Christchurch with its relationship to the region and the South Island can provide that balance.
- We offer a unique view of how central and local government can work together. The experience of the recovery arrangements and partnerships established after the earthquake has given Christchurch an enhanced understanding of how central and local government can work together. Many of the challenges requiring our collective attention now:
 - ensuring adequate regional infrastructure and appropriate funding mechanisms;
 - climate change leadership;
 - disruptive technologies and the future of work;
 - community wellbeing and resilience; and
 - responding to natural hazard risks.
- These challenges will require successful and meaningful partnerships between central and local government throughout New Zealand – we can pilot new ways of working on these issues here.
- Christchurch is uniquely positioned as the ‘capital’ of, and international gateway to, the South Island - which is where so many visitors to New Zealand want to be. Christchurch’s role has positive effects on the distribution of benefits across the South Island including facilitating the export of fresh food to global markets.
- We have invested in building strong relationships with our strategic and regional partners. The Council is part of strong regional and sub-regional groups that provide great platforms for engagement. These include the Greater Christchurch Partnership, with our strategic partners Te Rūnanga O Ngāi Tahu, Environment Canterbury, Waimakariri and Selwyn District Councils, and now including the Canterbury District Health Board (CDHB); and the Canterbury Mayoral Forum, which advocates collectively for the region. One of the positive outcomes of the earthquakes has been the strengthening of our partnership with Te Rūnanga o Ngāi Tahu. Although its Treaty relationship is with the Crown, post-earthquake governance models have brought Ngāi Tahu to the table as a strategic partner. The Council and Ngāi Tahu are intergenerational leaders in Christchurch, Canterbury and the South Island. As such, opportunities for collaboration in future projects and investment are currently being considered and this has potential to be factored into our discussions.

- We are one of five international gateway cities to Antarctica and are New Zealand's Antarctic city. We are uniquely placed to capitalise on this strategic opportunity for New Zealand and we will share the Antarctic City Strategy with you once it is completed.

Given all of the above it is critical not only to the local Christchurch economy but also the regional economy that Christchurch realises its potential for creating economic growth and social wellbeing. It is vital to New Zealand that Christchurch, as the Southern 'capital', is adequately capitalised to sustainably grow its contributions to GDP into the future, while contributing to the nation's economic resilience.

Currently the economic outcomes in Christchurch are diverging from the rest of the country. This may be due to the slow progress of achieving the Central City Recovery Plan relative to expectations and negative perceptions about ongoing works. Economic analysis and forecasting indicates a further softening in the rebuild and construction-related economy over the next 12 months, which will be only partially offset by low growth in the underlying economy.

The impact of the Christchurch economy on the South Island regional economy and contribution to the national GDP is significant. An investment in Christchurch, therefore, should be viewed as an investment in the regions and in the country. The risk of not investing in the completion of the rebuild is a further stagnation of the Christchurch economy with demonstrable flow-on impact. Any underinvestment could lead to a further loss of confidence. The uncertainty this would create could deter the private sector from ongoing investment moving forward.

This needs to be tested, and we are committed to undertaking the research and to identify options to remedy any deficiencies.

We want to help the government build new relationships with the South Island

As a major contributor to national economic growth, the South Island must ensure that the regions can maximise their opportunities. Christchurch is uniquely positioned as the 'capital' of the South Island. We see ourselves as being able to bring South Island interests together and forge outcomes through cooperation of effort. Our relationships give us significant reach into the region and beyond.

Canterbury and the South Island's growth, diversity and international linkages drive distinct policy challenges and opportunities. Policy designed solely to address the challenges confronting Auckland can potentially have a detrimental impact on other parts of the country, as we have already seen with changes to immigration and international education settings.

Christchurch and the region provide a major opportunity for determining the future around emerging technologies. The city is the right size for trialling new and emerging technologies – we are big enough to trial initiatives that can be scaled up to larger cities, but also, and more importantly, we are small enough to fail. It is the nature of innovation that in testing assumptions not everything succeeds; the key is to fail fast and move on to the next iteration.

When benchmarked against similar-sized cities, Christchurch already possesses a strong base of innovation assets. These include tertiary education and research institutions, innovative businesses, and wider ecosystem support. The rebuild and regeneration has driven further innovation and entrepreneurship in the city and the region. We produce high levels of innovation outputs – patents, new start-up businesses, and employees in high-value sectors. Supportive regulation, local government support and excellent travel and logistics links are attractive factors to investors.

We have been talking to our strategic and regional partners, and we are ready to engage with you. We aspire to work across our local and regional boundaries to maximise the region's economic contribution, and to assist by leading initiatives that might reduce the burden on the public purse for infrastructure costs, particularly where space capacity exists and can be shared.

Central government needs to see the South Island as a key contributor to New Zealand's economic and social wellbeing. In that regard, the untapped economic potential of the South Island could present an opportunity to the Crown that compares very favourably to what may be achieved in cities, townships or regions elsewhere in the country.

The Council's vision and objectives

Christchurch is a city of opportunity for all – open to new ideas, new people and new ways of doing things – a city where anything is possible.

This Council has developed a new strategic framework to articulate the Council's intended direction, and to support that momentum over the coming three years and beyond.

Our vision above describes the essence and story of the city. The following priorities identify the areas where elected members want to see either a change in approach or an increased focus. Together with our community outcomes they provide the strategic platform for the Long Term Plan.

- Enabling active citizenship and connected communities
- Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city
- Climate change leadership
- Informed and proactive approaches to natural hazard risks
- Increasing active, public and shared transport opportunities
- Safe and sustainable water supply and improved waterways

We have set out some of the innovative approaches we have adopted below, in line with our vision and strategic priorities. We invite you to think about what this means for the government's ambitions in a range of areas.

“Smart City” initiatives

- Technology for accessibility (a world-first mobility parking pilot project, electronically sensing cars parked in disability parks that do not have permits);
- Rapid response to post-earthquake building assessments (leveraging a network of more than 100 critical infrastructure sensors to identify levels of shaking in buildings); and
- Rubbish bin sensors (locally designed and built, provides an electronic notification when bins are full, contributes to improved logistics, reduces fuel costs).

Innovative transport initiatives

- The Smart Bikes' trial which could see Smart Bikes incorporated into the public transport network and the introduction of a full-scale public bike share scheme for Christchurch;
- Shared electric vehicle fleet of 18 at three hubs for use by the Council, government agencies, private businesses and the general public;
- Autonomous Smart Shuttle trial – with our support, Christchurch International Airport has been participating in New Zealand's first on road research trial for a fully autonomous, electric Smart Shuttle.

Ōtautahi Community Housing Trust

The Council has a proud history of providing social housing to low-income tenants. We supported the establishment of the independent Ōtautahi Community Housing Trust in 2016. The Trust has taken over acting as tenancy manager, rent-setter, and day-to-day maintainer of 2,300 Council-owned social

housing units. The Trust has an excellent view of the profile of, and demand for, social housing, which they would be happy to share with your Government.

A key driver for establishing the Trust was to enable access to the government's Income Related Rent Subsidy, allowing a shift to a more financially sustainable model for social housing. The Council believes the Trust is a good model for social housing demonstrably capable of increasing tenant satisfaction, improving the housing stock, and allowing for new housing developments. The Trust has created a development company, which could provide a local vehicle for the Government's Kiwi Build programme.

The Trust has proved to be a good model for the delivery of services providing public benefit. The challenge for us in terms of divestment of assets to the Trust is that in the event of the Trust being wound up, its assets could not transfer back to the Council. This is why we have not transferred the ownership of all our social housing units.

We would like to discuss with your government options for allowing the Council to transfer the social housing to the Trust, but enable those assets to be repatriated to the Council, should the Trust wind up. We recognise that the particular Trust model we have in place may not be the only arrangement we could enter into to achieve this, and are open to a range of possible solutions.

Community Resilience Partnership Fund

Earlier this year, together with the former Minister of Health, the Council launched a \$6 million fund for community resilience and wellbeing initiatives to help Greater Christchurch communities recover from the earthquakes.

One of the consequences of the Canterbury Earthquake Sequence was the uprooting and disruption of communities. Existing social networks developed 'holes' as people moved. Others, particularly in the hard-hit eastern suburbs and residential red-zones, had their lives and social connections severely disrupted, and in addition new communities emerged across Greater Christchurch, as people moved away from the worst affected parts of the city.

Building on strong evidence that social connection is a major factor in promoting wellbeing and preventing mental health problems across all age groups, the first tranche of grants were made to a range of community-led initiatives and projects working to improve social connectedness and encourage active participation. Groups were identified with the assistance of the Psychosocial Governance Group and the Council's own community-based teams. The Council and the Government have each committed to a \$1 million contribution annually over a three year period. We believe this is an excellent model for investing in the wellbeing of communities.

The Christchurch Foundation

The Christchurch Foundation offers corporate and individual donors a city-wide vehicle that will make it easier to contribute to and support a wide range of activities and projects that will provide betterment for Christchurch. The Foundation was launched earlier this year to foster and promote philanthropy, providing for the first time a vehicle for corporate and individual donors and benefactors to give directly to the city. The Council has supported the establishment of the Christchurch Foundation and funds its initial operating costs.

The Council believes the Foundation will create a legacy for the long-term good of Christchurch as well as a vehicle for the promotion of the city.

The Council positioned for local leadership

As Christchurch emerges from the aftermath of the Canterbury Earthquake Sequence, so too does the Council. We have moved from managing the immediate response and recovery issues to a future-looking regeneration focus.

We aspire for the Council to be a great public institution, responsive to the communities it serves and committed to excellence in all that it does. We seek to enjoy the trust and confidence of the people of Christchurch, our strategic partners, private sector investors and central government.

In spite of one of the most challenging trienniums faced by any local authority in New Zealand we are making good progress. The incoming Council in 2013 inherited an unaudited Three Year Plan that included heroic assumptions as to the size of the Council's insurance payout, the contribution of central government to the repair of the horizontal infrastructure, the cost of the Council's rebuild programme in terms of community facilities and the significant uncertainties that existed at the time.

In 2017 we have a much better understanding of the extent of the financial challenges the city continues to face:

- Our insurances are settled. The global settlement, the largest of its kind in New Zealand fell well short of both actual cover and the cost of repairing and rebuilding damaged assets. But its conclusion did provide certainty and was a significant achievement under the circumstances.
- In preparing for the completion of the SCIRT programme and associated transfer of data, we now have an asset management capability well beyond that which existed pre-earthquake, however there are legacy issues, including the public expectation that government would contribute far more to restore what was damaged by the earthquakes.
- For this year's Annual Report the Council received the first clean opinion from the Auditor General since the 2010/2011 earthquakes¹.

Post-earthquake, the Council has had to carry out the 'business as usual' responsibilities delivered by all local authorities, as well as the additional functions required to support the recovery of the city. As part of our investment in the long-term regeneration of the city, and to step up our capacity and capability, we established two entities, with independent boards, to sit alongside the Council.

- **Development Christchurch Ltd** was established in mid-2015 to catalyse new investment and development opportunities to support the regeneration of the central and suburban areas of the city. DCL Ltd, together with Regenerate Christchurch (the joint Crown-Council planning entity), and Ōtākaro Ltd (the company delivering Crown-led anchor projects), make up the eco-system supporting the regeneration of the city.
- **ChristchurchNZ** was established in July 2017 to deliver economic development, tourism, major events and international education functions on behalf of the city and the region. It combined the roles previously performed by Canterbury Development Corporation, Christchurch and Canterbury Tourism and the Council and is now the Regional Tourism Organisation for the Canterbury region.

We would welcome the opportunity to brief you on the role and activities of these organisations, as well as our aspirations for the entities in the medium-long term.

¹ Since 2010/2011 the Council had received modified audit reports from Audit New Zealand (on behalf of the Auditor General) due to earthquake related issues that prevented full compliance with accounting standards.

The Council is currently developing the 2018-2028 Long Term Plan (LTP).² While we now have a better understanding of our financial situation, the Council continues to face significant financial challenges as a direct result of the Canterbury Earthquake Sequence.

To date the Council has spent \$3 billion more in the period 2011-2017 than anticipated by the pre-earthquake 2009-2019 Long Term Plan. This additional expenditure has been funded principally by way of Crown contributions and increased Council debt³. It is currently estimated that the ongoing cost to restore Christchurch infrastructure to pre-earthquake conditions will be \$7.5 billion, with \$1 billion of this due to interest on the increased levels of debt taken on in 2011 to fund earthquake-related repairs and rebuilds.

Immediate challenges facing the Council as we develop this Long Term Plan include:

- earthquake related damage to land, affecting drainage and impacting on the capacity of our waterways to cope with storm events, that was not covered by the Cost Sharing Agreement, but which an independent reviewer concluded there was a good case for a central government funding contribution⁴; and
- the “business as usual” renewal of infrastructure assets postponed whilst earthquake repairs were prioritised.

Our biggest challenge, as we develop this LTP, is to balance outstanding earthquake-related spending and the desirability of re-investing in our city post-earthquake, with the need to reduce costs for our ratepayers, who have experienced significant increases in their rates over the period since the earthquakes. Relying on property values as the basis for raising funds to pay for local services in this environment is unsustainable.

The Council and the Crown have both made significant contributions and investments in the recovery and rebuild of Christchurch. Post-earthquakes, our combined commitment to invest in infrastructure, facilities, and communities, has played an important role in restoring investor and resident confidence to a certain extent. There is however, still some way to go to realising the full potential of the investment that both Crown and Council have already made, and continue to make on behalf of New Zealand taxpayers and Christchurch ratepayers.

² Section 93 of the Local Government Act 2002 requires all councils to have a long term plan. The plans, principally concerned with the prudent management of a council’s resources adopt a 10 year horizon, and are reviewed every three years

³ The additional expenditure also includes smaller contribution from rates collected and capital release from Christchurch City Holdings Ltd

⁴ *The 2015 Independent Assessment of Horizontal Rebuild Work by Elena Trout noted that this remained an outstanding issue for discussion between the Crown and Council.* <https://ccc.govt.nz/assets/Documents/The-Council/Plans-Strategies-Policies-Bylaws/Strategies/CCC-Independent-Assessors-Report.pdf>

Appendix 1: FOR ENGAGEMENT ON CHRISTCHURCH REGENERATION

Building momentum in the central city

Review of the Central City Recovery Plan

The Christchurch Central Recovery Plan (CCRP) was published in July 2012 and was predicated on the case that Christchurch needed to have a well-functioning central city. The Plan included a spatial Blueprint that defined a new urban form for the Central City. The Blueprint included 16 Anchor Projects which were intended to underpin an economic and social recovery in bringing people back into the central city, as well as catalysing private sector investment.

The placement of a significant number of government employees in the rebuilt city was also intended to stimulate confidence in the rebuild process, with second round benefits for demand for retail and hospitality space.

The key aspirations and objectives identified in the CCRP included the following:

- A Green City – a greener, more attractive central Christchurch, which includes measures against climate change and led by the Avon River Precinct project;
- A Prosperous City– a compact core with a distinctive, strong built identity that reflects our sense of place, identity and shared cultural heritage;
- A Vibrant City – anchored by high quality social infrastructure assets, facilities and amenities;
- An Accessible City – with high quality public transport, well designed streetscapes and ease of movement;
- A Liveable City – which is an attractive place in which to work, play, learn and visit, supported by a larger inner city residential population; and
- A Cultural City – a city for all people and cultures in which cultural revitalisation is a catalyst for urban regeneration and prosperity.

The outcomes the CCRP was intended to deliver were explicit from the outset. The Council agrees a review of the CCRP is essential to understanding to what extent these have been achieved and what further action we could take in order to accelerate progress, and also to create innovative ways of partnering to achieve shared outcomes.

Now is the time to decide what is needed to accelerate the central city rebuild programme, in order to achieve the returns that early Crown and Council investment originally foresaw; and to agree the value proposition for further investment in the central city so as to generate economic benefits over and above those envisaged by the CCRP.

Accelerating the Anchor Projects

In order to be competitive, cities and regions need a positive reputation that attracts and retains business, investment, people and visitors, an innovation system and business environment that delivers strong commercial outcomes and employment, and superior amenities and quality of life. The completion of the Anchor Projects is an important component of the strategy to make Christchurch a compelling destination.

Of immediate concern therefore, is the delay to the delivery of some Anchor Projects and the associated impacts on Christchurch's profile, investor decision-making and confidence, and the economy.

A priority for discussion with you is how we can work together to best accelerate the delivery of the outstanding anchor projects, at the same time assessing that the current scope and scale of the outstanding projects are still appropriate for the city, and for advancing the outcomes they were intended to deliver. This might include how your proposed capital acceleration facility might be used to drive momentum. We would like to explore options for funding assets, such as the proposed Canterbury Multi-Use Arena.

ChristChurch Cathedral

The Council is currently consulting with the community on its in principal decision to include a \$10 million heritage grant in the 2018-2028 LTP. We will keep you updated on our decision which is expected to be made before Christmas.

Accelerating central city residential living

We need the central city to be an attractive and affordable place to live. The Council has a bold ambition of accelerating central city living, with a goal of achieving 10,000 residents within the four avenues by October 2019. While we don't hold many levers to enable this to occur, we have allowed for a rebate of Development Contributions that has encouraged some developers to proceed.

We share your concern at the lack of progress to the East Frame development project and whether it is capable of delivering the range of housing options, including affordable housing, that will promote central city living. Residential development in the East Frame has barely begun, despite this being a key component of the strategy to increase the central city's residential population.

We agree with your comments that the delivery of your government's KiwiBuild objectives in Christchurch, particularly in the central city, may require a bespoke solution; and not the immediate creation of an Affordable Housing Authority for the city. As noted earlier, the development arm of the Ōtautahi Community Housing Trust may be a good place to start.

We do however encourage you to consider as a matter of urgency, options, including underwriting, for the acceleration of the East Frame development; and freeing up surplus Crown land to support urban housing projects (such as the Breathe land).

A "Global Settlement" for Christchurch

The transition from the Crown-led recovery to locally-led regeneration is not yet complete. The successful regeneration of Greater Christchurch will require us both to continue to invest in the city. We note Labour's undertaking pre-election to reach a Global Settlement with the Council. Looking forward, a priority for our engagement with you is agreeing how we will resume a 'new normal' Crown/Council relationship and what the markers, and associated investment, are along the path to this refocused partnership.

[REDACTED]

Cost Sharing Agreement

The Council recently concluded a 'refresh' of the 2013 Cost Sharing Agreement with the previous Government. The updated arrangements clarified payments and ownership of the Bus Interchange,

the Margaret Mahy Family Playground and Ōtākaro/Avon River Precinct, and residential red zoned land in the Port Hills, Brooklands, and Southshore.



Regeneration

The Council is collaborating on a wide range of development ideas and regeneration plans.

- With our support, we have tasked Development Christchurch Ltd with developing a series of projects to revitalise and develop New Brighton’s foreshore and commercial core, and they are currently leading the New Brighton Regeneration Project.
- The Council is developing options to expedite regeneration planning for earthquake related damage in South New Brighton. This work will proceed in parallel with Regenerate Christchurch’s development of the Southshore and South New Brighton Regeneration Strategy.

We welcome that the redevelopment of New Brighton is also a priority for your government; and note the intention to amend the Greater Christchurch Regeneration Act by reinstating the related Bill’s Schedule 4 describing the “Regenerate Christchurch area”, removed at Select Committee.

Regenerate Christchurch

We look forward to continuing to meet monthly with the Chair of Regenerate Christchurch (and with the full Board quarterly).

We expect Regenerate Christchurch to continue to provide regular joint briefings on progress towards the development of the Ōtākaro/Avon River Corridor Regeneration Plan, including advice on possible financial uplift from future use options. In addition we will be looking to the Board to provide advice, as requested in their shareholders’ Letter of Expectations, on what might be required to increase momentum and support for the regeneration of the central city.

Refresh of regeneration arrangements

The Council believe it is timely to reconsider the current regeneration arrangements and whether they are delivering the regeneration and delivery outcomes intended. We consider that the economic uplift and social value proposition of the anchor projects is provided by “joining up” the facilities through precinct design and development. The current three-entity model may have been an appropriate response to the recommendations of the Transition Advisory Board⁵ and the Transition Recovery Plan⁶ at the time, but was also in part a compromise arising out of the delays in progressing

⁵ Advisory Board on Transition to Long Term Recovery Arrangements (established December 2014)

⁶ *Greater Christchurch Earthquake Recovery: Transition to Regeneration ; ibid*

transition discussions. Eighteen months on, it is time to check we have the right model to support the acceleration required.

The Greater Christchurch Regeneration Act envisages Regenerate Christchurch transitioning to a wholly owned Council entity in June 2021. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Residual earthquake legacy issues

Unresolved property issues

Seven years after the 2010/2011 Canterbury Earthquake Sequence the progress of the recovery remains uneven; particularly for the most-affected communities and those with unresolved property issues. Research post-earthquake has consistently found that those with unresolved property claims and insurance issues continue to have poorer wellbeing outcomes than the rest of the population.

We are pleased to note your commitment to initiatives to assist those with unresolved property issues, including continued funding for the Residential Advisory Service, an arbitration tribunal and Community Law Canterbury.

Recording information about land and building repairs

The Transition Advisory Board's first report⁷ to the Minister for Canterbury Earthquake Recovery included a recommendation that the legislation to replace the Canterbury Earthquake Recovery Act should include a new power to record and access information about land and building repairs. The government of the time's view was that legislative provisions were not required to address this; instead it "encouraged" the Earthquake Commission to release information it held on individual properties to allow this to be recorded on LIMs.

In your capacity as Minister Responsible for the Earthquake Commission, we suggest you could ask your officials to provide advice on the status and options for addressing this issue.

⁷ Advisory Board on Transition to Long Term Recovery Arrangements: First report to Minister for Canterbury Earthquake Recovery 3 June 2015

“Lessons Learned” symposium

The Canterbury Earthquake “Learn, Prepare, Act” symposium planned for earlier this year did not go ahead. The Council supported this delay and noted that internationally lessons learned exercises usually take place many years after a disaster.

We understand there has been some early planning by your officials for a “lessons learned” symposium tentatively scheduled for 2018. The Council supports in principle, a lessons learned exercise. Rather than a single event we propose a series of workshops be held over the course of next year, drawing on the lessons learned work already undertaken by some sectors, and forming the substantive part of the engagement and analysis intended for the final symposium. Such a programme may mean pushing back the date for a symposium to 2019. We are comfortable with this and note this may allow for the findings of an inquiry into the Earthquake Commission and associated issues to feed into a symposium.

Appendix 2: FOR ENGAGEMENT WITH OTHER MINISTERS

As well as the Council's priorities raised in relation to your own portfolios, the Council is keen to engage across the Cabinet to develop an agreed programme of priorities. We set out below some current priorities for elected officials and we would welcome your support for this engagement.

Public and Active Transport

Travel times at peak times in Christchurch have increased by 15 % since the earthquakes and by 2041, 70,000 more car trips per day in the central city are projected. We believe increasing the use of active and public transport is essential to addressing increasing congestion levels and the social and economic costs associated with traffic congestion.

This Council is seeking to ensure a fully integrated reliable public transport system that is responsive to the needs of citizens, and capable of adapting quickly to new technologies and systems. We believe we are well-placed to trial a new way of delivering 'mobility as a service'. As we have already noted, we are big enough for scale and small enough to fail.

We welcome the alignment between your government's and our Council's policy objectives for transport. We note, in particular, the reprioritisation of the National Land Transport Fund to increase investment in cycling and walking.

We'd like to begin a conversation about how we intend to continue planning initiatives to promote the modal shifts that are required for transport across and through the city.

Housing

The Council's Housing Policy, adopted in 2016, has as its vision that all people in Christchurch have access to housing that is secure, safe, affordable, warm and dry. We want a city where anyone who wants to be housed, can be. As a basic human right, we recognise that good, adequate housing is the building block of individual wellbeing and strong communities, ensuring that all our citizens can be all that they wish to be.

The Council is currently supporting a community-led Housing First proposal for Christchurch. The proposal envisages a partnership model under which three community housing providers, supported by other social service agencies, will work with long-term homeless. The proposal is currently with the Ministry for Social Development and, if accepted, the Council will consider funding or resourcing for the proposal as part of the 2018-2028 Long term Plan. We will keep you updated on progress.

In addition to the proposals to accelerate central city residential living already discussed, the Council would welcome the opportunity to discuss with the Minister for Housing other mechanisms for supporting the delivery of social and affordable housing to break down the barriers to home ownership; and to improve housing outcomes for our most vulnerable residents. These may include:

- addressing the anomaly that prevents councils, unlike other housing providers, from accessing the Income Related Rent Subsidy. Access to the subsidy is critical to the financial sustainability of any social housing initiatives;
- the charitable status of entities such as the Council's new Housing Trust prevent the assets of such trusts to transfer back to the council in the event such a trust was wound up. Is there a conversation about the model, which could resolve that issue, as we would consider transferring our social housing asset base to the Trust should that protection be in place?

- options for making earlier distributions from the Christchurch Housing Initiative Fund (a joint Crown-Council affordable home ownership initiative supporting first home buyers); and
- whether the Christchurch Housing Accord still provides the appropriate vehicle for engaging with the Crown; or whether the Accord could be updated to better take advantage of the alignment between our respective policy goals to support the delivery of social and affordable housing.

Climate change leadership

Climate change is a priority focus area for the Council. We welcome the appointment of a Minister for Climate Change Issues and the bold targets set towards the goal of a net zero emissions economy by 2050.

Real change towards achieving these goals requires leadership at all levels of government, including at the local level. Christchurch is working towards signing the Global Covenant of Mayors for Climate and Energy; a global coalition of cities committed to climate leadership that recognises the important leadership role cities play in the successful implementation of initiatives and commitments made at the national level.

Current actions to support a target date of 2030 for the Council to be net carbon neutral include:

- facilitating the transition to electric vehicles, for example through the provision of infrastructure and the shared fleet initiative; and
- promoting active and public transport, and low carbon or electric options for public transport fleets.

We are also working on developing the City target of 2050, providing scope for real alignment between our respective policy objectives. Our work towards establishing a zero emissions shared fleet, for example, is aligned with the government's policy intent to requiring electric vehicles for government vehicle fleets; and both recognise the importance of demonstrating public sector leadership.

As before, Christchurch is an ideal test bed for trialling new and emerging technologies and in addition already has established technology industries. We will be inviting the Government to build on this and use Christchurch for trialling low carbon industries and other initiatives.

As a result of the earthquakes, the Council has undertaken considerable research into the natural hazards facing the city, including the exacerbation of the risk from coastal inundation and coastal erosion due to climate change and sea level rise. We'd welcome an opportunity to talk about central government's role in providing guidance on adaptation to climate change for low lying coastal communities.

The Canterbury Earthquake Sequence have provided lessons in planning for and responding to natural events. This offers an opportunity for Christchurch to provide leadership to other councils and share the experience we have gained regarding natural hazards.

A priority for this Council is partnering with communities to establish a shared understanding of risk and risk appetite, and developing an all hazards risk framework and ecosystem services framework to inform decisions on managing natural hazards (including the exacerbating effects of climate change). A resilient community, living with natural hazards and responding to both the challenges and opportunities of climate changes, is a key to the success of our coastal settlements.

Regional and local government matters

Review of local government funding

The Council welcomes the government's plans to review local government costs and revenues. We support the Local Government New Zealand view that councils need the "right funding tools" to meet the current and future infrastructure needs of their communities. Revisiting the Shand Report is a timely proposition and one that we support.

We note the proposed introduction of a regional fuel tax to help fund transport infrastructure for Auckland. We believe the proposal should allow other local authorities access to this mechanism of addressing funding shortfalls. Councils need a wider range of funding mechanisms that recognise the different needs and capacities of different communities.

We further note that some parties focused their attention on mechanisms for redistributing the GST earned in different regions, with others focused on departure taxes for visitors and bed taxes. We are very keen to be involved in these discussions as we are a City and a District (former Banks Peninsula District Council was dissolved and merged with the city), and therefore face some of the same pressures as small district councils.

Regional Immigration

Across the Canterbury region the demand for workers will exceed local supply by approximately 74,000 workers by 2031. Migration will be necessary to enable future economic growth, because deferred retirement and retaining young people within the region will not solve our working age challenge in its entirety.

Talent visas are an important tool in attracting talented people to settle in New Zealand. However, we think there is an enormous benefit on extending and regionalising the global talent visa. In a post disaster environment, creative and innovative people aren't necessarily looking to be employees. Globally connected entrepreneurs are looking to places like New Zealand, because we are no longer seen as geographically isolated. We have much to offer in Christchurch and Canterbury, and regionalising talent visas, will give us access to a pool of talent that currently is closed to us. Social enterprise is also coming to the fore and again there is not necessarily a 'skill shortage' or 'employment' outcome that can be associated with these young talented people. We believe we can help the Government resolve the challenges and opportunities that immigration policy offers.

That being said, there is a need to regionalise the focus on skilled migration to meet the needs of our labour market. We expect intense competition for labour between cities, regions and business. Skilled migrant tradespeople have played an important role in the Christchurch rebuild and we continue to be grateful for their contribution to the city. Together with other Canterbury leaders, businesses and communities, the Council recognises that immigration is key to our region's continued prosperity and to maintaining the viability of our towns and communities. The Canterbury Regional Economic Development Strategy has as a goal to recruit at least 100,000 migrants (both domestically and internationally) over the next 15 years.

Measures designed to manage Auckland issues do not well serve our region, businesses or communities. We encourage you to develop immigration policy that meets differing regional needs, and to investigate the option of providing incentives for migrants to settle and remain in the South Island.

Mental Health, Community wellbeing and resilience

The Council has recently initiated regular meetings with the Canterbury District Health Board. A primary shared concern with the DHB is the level of mental health funding in Canterbury under the previous government and the pressures on the DHB from the 'long tail' of mental health issues which have arisen post the Canterbury Earthquake Sequence. These continue to impact, particularly on those with unresolved property or insurance issues, as well as our children.

We therefore welcome your Government's initiative to allocate funding for an extra eighty mental health professionals across primary and intermediate schools in the city and fund primary mental health teams in the Canterbury area.

Councillors also have a number of concerns which cross a number of Ministerial portfolios relating to issues such as the health impacts of warm insulated homes and warrants of fitness for rental accommodation. We would welcome the opportunity to engage with your colleagues on these matters in due course.

Education

We consider that the Christchurch Schools Rebuild Programme needs re-examination, and requires enhanced capacity and capability at the local level of the Ministry of Education supporting its implementation. We are not convinced that the changes in the network are fully aligned with the emerging demographic changes in the city.

There are also property issues that have arisen as a result of school closures and mergers in Christchurch that require careful consideration. We note that Ngāi Tahu are an important part of this conversation.

It is important to get this right for our communities. The Council would welcome a memorandum of understanding with the Ministry and to further these discussions.

Hon Dr Megan Woods

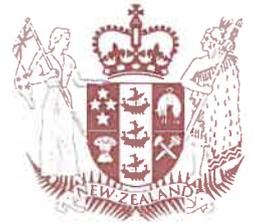
MP for Wigram

Minister of Energy and Resources

Minister Responsible for the Earthquake Commission

Minister for Greater Christchurch Regeneration

Minister of Research, Science and Innovation



20 NOV 2017

Lianne Dalziel
Mayor, Christchurch City
PO Box 73016
CHRISTCHURCH 8154

By email: mayor@ccc.govt.nz

Dear Lianne

RE: Greater Christchurch Regeneration

I very much appreciated the opportunity to meet with you on Friday 3 November 2017, soon after I was appointed Minister for Greater Christchurch Regeneration. Meeting with you early was a priority for me and I felt that at our first meeting we were able to have a very open and constructive discussion about the challenges facing the City; based around our mutual commitment to the regeneration and future of Christchurch.

With this in mind, and looking ahead, I want to build a strong, positive, collaborative and enduring partnership with you and your Councillors. My overarching aims are to drive faster progress for the people of Canterbury where possible, and drive the transfer of ownership of the regeneration of greater Christchurch to local leadership.

The next critical step for Government is to identify its priorities for Christchurch on both regeneration and non-regeneration matters. I am working closely with my Cabinet colleagues on a number of wider priority areas for Christchurch such as mental health, housing and transport. I understand the Christchurch City Council is undertaking a similar exercise. As such, I would like to:

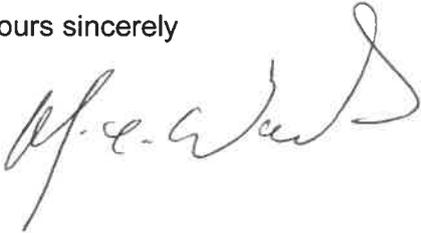
- invite you to come to Wellington to meet with a range of responsible Ministers in December, once you have finalised your priorities for Christchurch; and
- meet with you and your Councillors to strengthen central and local government relationships and discuss thoughts on our mutual priorities for greater Christchurch.

My initial priorities as Regeneration Minister include establishing the Restoration Trust for the reinstatement of ChristChurch Cathedral; establishing the capital acceleration fund to address cost challenges across regeneration; and planning for the Canterbury Earthquakes Whole of Recovery Symposium. In addition, I look forward to you and I meeting the Board of Regenerate Christchurch to communicate our joint priorities, expectations and support for their work programme.

I welcome your views on how we can work together to ensure progress and momentum around the Crown's contribution to the central city in particular, and look forward to receiving the Council's Briefing to the Incoming Minister.

I am pleased to have the opportunity to work with you and together, we have an amazing opportunity to deliver progress in our city. My office will be in touch to arrange regular meetings.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Megan Woods', written in a cursive style.

Hon Dr Megan Woods
Minister for Greater Christchurch Regeneration

30 November 2017

Minister for Greater Christchurch Regeneration
Private Bag 18041
Parliament Buildings
Wellington 6160

By email: m.woods@ministers.govt.nz

Dear Minister

Thank you for your letter dated 20 November 2017. And thank you also for coming to Christchurch to meet with our Council so soon after the election. Meeting with you early was a priority for us and we were very pleased to have been able to have such an open and constructive discussion with you.

Councillors were incredibly impressed with both the range and depth of your knowledge around the myriad of portfolios that provide opportunities for us to work together. As were the Deputy Mayor and I with respect to our meeting with the Minister of Local Government, Hon Nanaia Mahuta. We are encouraged by Ministers' collaborative and cohesive approach to priorities across the Government's ambitious programme.

There are still challenges in Christchurch. But more and more we find ourselves as a Council also discussing the great opportunities that now exist. We believe that transitioning to a locally-led approach, coupled with a proactive and enduring new partnership with Government, is fundamental to addressing challenges and maximising opportunities in Christchurch.

Priorities for regeneration

As a Council we have discussed both our short and longer term priorities. Our immediate priorities are to:

- agree a global settlement which addresses the question of earthquake-related land damage impacting the capacity of our drainage system and waterways (identified in the independent review of the horizontal infrastructure component of the Cost Sharing Agreement);
- determine how best to accelerate progress by reviewing the current programme of public sector interventions in the central city i.e. the Christchurch Central Recovery Plan, focusing particularly on undelivered anchor projects, the commitment to residential redevelopment, and the current institutional arrangements; and
- agree priorities for, and a mechanism to unlock, the capital acceleration fund.

We note that one of your priorities is to establish the Restoration Trust for the reinstatement of the ChristChurch Cathedral. We have given priority to this important project, undertaking a Special Consultative Procedure in order that we can make a decision by the end of 2017 regarding the Council's proposed one-off heritage grant.

Priorities across Cabinet

Transport

We welcome the Government's policy objectives for transport. We would like to discuss our ideas for alternative public transport models in Christchurch that would enable us to better prepare for, and embrace, disruptive technology in this sector.

We consider that transport effectiveness and efficiency are fundamental for a well-functioning 21st century city and critical to taking a leadership role on climate change. Our goal is to deliver an integrated system that is responsive to the needs of our citizens while also making progress towards our climate change goals.

Housing

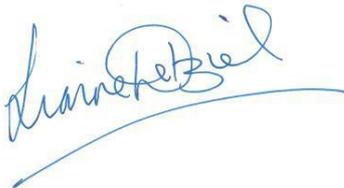
We agree with your comments that the delivery of the Government's KiwiBuild objectives in Christchurch, particularly the central city, may require a bespoke solution and not the immediate creation of an Affordable Housing Authority for the city. We would like to discuss how the city's existing arrangements might support our shared objectives, including accelerating central city residential living (as mentioned above), and the delivery of affordable and social housing.

We would like to invite the Minister of Housing and Urban Development to Christchurch for a discussion as soon as possible. We would be pleased if you could assist us to connect with Minister Twyford in this regard. (I have attached a letter to the Minister for this purpose.) If he were amenable, we could also briefly discuss issues related to the transport portfolio.

Thank you again for your early engagement. As stated last week, I am committed to coming to Wellington to meet with you and as many of the relevant portfolio Ministers as soon as possible for an initial engagement. I attached a copy of our Strategic Framework for your reference and note that our Briefing to the Incoming Minister will be with you early next week. Deputy Mayor Andrew Turner, and the Chair of the Finance and Performance Committee, Cr Raf Manji will accompany me.

We agree that there is significant alignment already in our vision and policy priorities for Christchurch. We look forward to working with you and your Government to further refine these and develop a plan and timelines for achieving our common goals.

Yours sincerely



Lianne Dalziel
MAYOR

From: Mike Shatford [mailto:████████████████████]
Sent: Wednesday, 10 January 2018 11:07 a.m.
To: Shirlaw, Nicola <████████████████████>
Cc: Ben Cunliffe <████████████████████>; Hayden Munro <████████████████████>
Subject: Meeting Between the Minister and Mayor

Hi Nicola

I hope this email finds you well.

As discussed with Ariana yesterday, Minister Woods is keen to meet with the Mayor next week -either Wednesday or Thursday as a follow up to the session on 15 December, 2017 to frame up priorities and work for 2018.

We were thinking that the initial meeting should be reasonably focused – say around an hour.

As a starter, we would want the following items to be included:

- Global Settlement process/framework
- Regenerate Christchurch – expectations
- MetroSports /MuA review

I would envisage we wouldn't want a large meeting –we would want only the key CCC/DPMC official(s) attending.

Cheers

Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament
████████████████████

From: Shirlaw, Nicola
Sent: Wednesday, 1 November 2017 7:54 p.m.
To: [REDACTED]
Subject: FW: [IN CONFIDENCE] draft agenda 3 November 2017

[Ignore my last email. Try this one](#)

The Mayor's Chief of Staff is currently on leave so Jonathan King and I will be attending the meeting with the Mayor

Regards
Nicola

From: Shirlaw, Nicola
Sent: Wednesday, 1 November 2017 5:56 p.m.
To: [REDACTED]
Subject: [IN CONFIDENCE] draft agenda 3 November 2017

Hi Ben
As discussed - draft agenda attached. Can you confirm it is an accurate reflection of our discussions to date



AGENDA M-M
meeting 3 Nov 2...

Regards
Nicola

Nicola Shirlaw | Senior Advisor | Mayor's Office
P: [REDACTED] | **M:** [REDACTED]
E: [REDACTED] | **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Smith, Ariana
Sent: Friday, 15 December 2017 10:15 a.m.
To: 'Mike Shatford'
Subject: Fwd: Presentation
Attachments: image001.png; Presentation v4.pdf

Get [Outlook for iOS](#)

----- Forwarded message -----

From: "**Dunn, Steven**" <[REDACTED]>
Date: Thu, Dec 14, 2017 at 5:19 PM +1300
Subject: Presentation
To: "Smith, Ariana" [REDACTED]

Steven Dunn

Senior Graphic Designer
Editorial Team
Public Information and Participation Unit

DDI [REDACTED]
Mobile [REDACTED]
Email [REDACTED]
Web ccc.govt.nz

Christchurch City Council
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch, 8154

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Resized newsline tile



Christchurch

Who are we and how are we?

- 436,600 people, growing at 5% p/a (Greater Christchurch).
- Sustained and strong net migration.
- 18% of national GDP (\$23B) (Canterbury).
- International gateway to the South Island, destination in its own right.
- Strong South Island counter-balance to Auckland
- Gap between public expectations and what has been delivered.
- The public want accountable agencies that deliver and generate certainty and confidence.
- The detrimental emotional and financial impacts on the earthquakes (and EQC/insurance) will be felt for many years.
- The public wants to be involved and to have influence on the future of their city.

What are our priorities?

- Invest for the future, collaboratively with the Crown.
- Resolve the barriers that are holding back progress.
- Continue strong local, regional and national leadership.

Fast track other projects
ChristChurch Cathedral
Central City living
Public transport

Together we need to:

- Accelerate delivery and generate momentum (Capital Acceleration Fund).
- [REDACTED]
- Divest central city crown land and assets to unlock regeneration potential.

We want to help you with:

- Bespoke KiwiBuild solution to deliver homes.
- Reforming and modernising public transport.
- [REDACTED]
- Refresh of regeneration arrangements, including Regenerate Christchurch and the CGRA (2016).



From: Sullivan, Nita
Sent: Wednesday, 20 December 2017 9:30 a.m.
To: megan.woods@parliament.govt.nz
Subject: FYI Mayors correspondence to Mark Belton
Attachments: MOFM reply to Mark Belton re submission on behalf of Timber Framers Guil....pdf

To whom it may concern,

Please find attached the Mayors reply to Mark Belton regarding the Timber Framers Guild's submission on the ChristChurch Cathedral. Because Mark emailed both the Mayor and the Minister, the Mayor has cc'd you into her reply. Please don't hesitate to contact me if you need anything further.

Kind regards
Nita

Nita Sullivan

Graduate Advisor
Mayors Office

DDI [REDACTED]
Mobile [REDACTED]
Email [REDACTED]
Web ccc.govt.nz

Christchurch City Council
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch, 8154

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18 December 2017

Mark Belton
Permanent Forests NZ Limited
PO Box 34,
Lyttelton 8841

Dear Mark,

Thank you for your email sent 15 November regarding Mack Magee's submission to the Council on behalf of the Timber Framers Guild in support of the ChristChurch Cathedral restoration.

You know how enthusiastic I am about the Timber Framers Guild's very generous offer of reinstating the Cathedral's steeple and spire in wood. However, that is not a decision that will be made by the Council.

I look forward to seeing the proposal advanced. Thank you again for writing.

Yours sincerely



Lianne Dalziel
MAYOR

Cc. Hon Dr Megan Woods, Minister for Greater Christchurch Regeneration

From: Smith, Ariana
Sent: Thursday, 16 November 2017 1:59 p.m.
To: 'Mike Shatford'
Subject: High Performance Sport NZ

HPSNZ has an Acting CE at the moment. Pete Pfitzinger -their new CE hasn't started yet.

Pete is usually a member of the senior management team and responsible for high performance coaching, athlete development, performance planning, innovation and technology. He recently signed an MOU with us on how we were going to work together to make sure we get a great facility.

The more on-the-ground person is Scott Higgins. He's a high performance coach consultant in the Capacity and Expertise Group at HPSNZ. He's not on the Senior Management Team.

I don't have a number for Pete, but Scott's number is [REDACTED]. Scott would be able to connect you with the CE.

Ariana

Ariana Smith | Chief of Staff | Mayor's Office
P: [REDACTED] **M:** [REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Shirlaw, Nicola
Sent: Wednesday, 1 November 2017 9:07 p.m.
To: [REDACTED]
Subject: Letter from the Redcliffs School Board of Trustees.
Attachments: Letter from Redcliffs School BOT 30102017.pdf

Hi Ben
As discussed, attached is a copy of the letter sent from the Redcliffs School BoT to the Ministers Hipkins and Woods. The Mayor was also copied into that letter.

Regards
Nicola

Nicola Shirlaw | Senior Advisor | Mayor's Office

P: [REDACTED] | **M:** [REDACTED]
E: [REDACTED] | **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154



Redcliffs School

Main Road Redcliffs Christchurch 8081 Phone: 03 384 3853
Email: admin@redcliffs.school.nz www.redcliffs.school.nz

Hon. Chris Hipkins and Hon. Dr. Megan Woods
Ministers of Education and Greater Christchurch Regeneration
PO Box 18 888
Parliament Buildings
Wellington 6160

30 October 2017

Dear Mr. Hipkins and Dr. Woods,

The Redcliffs School Board of Trustees is extremely pleased to welcome such passionate and informed Ministers to your new roles within Government.

We have been living and breathing the campaign to return Redcliffs School to Redcliffs for the last five years. MP Ruth Dyson has been a fantastic support to our community throughout, and has suggested that we provide you with a summary of our case to date, and our thoughts on the next steps in the best interests of our school community.

The background to a return to Redcliffs

We ran a very public campaign to keep our school open and return it school to Redcliffs. During this period, we spent a significant amount of time and energy undertaking the analysis required to demonstrate firstly our original site was safe, then that a simple solution could be found that removes the risk of disruption, and then that any negative psycho-social impacts could be mitigated.

Our community and the wider community showed their support of our school remaining open through almost 3,000 submissions in favour of the school returning to Redcliffs and 0 against. 15,000 postcards were sent to parliament supporting our schools return and 6,000 people signed the petition to Hekia Parata.

Despite all of this work, the Ministry of Education still advised the Minister in their Education Report that an alternative site was the best option for our return to Redcliffs. In the last month, senior Ministry staff have reiterated that even with a new government and Minister, their advice has not changed, and is in fact even stronger because of all the work already done on the new site.

We no longer support a return to the original site

Ministry of Education advice is that reversing the decision now would considerably slow down the process. Consequently, any desire politically to revisit the decision would be of concern to us.

Redcliffs School has been operating out of Redcliffs for over six years and the timeliness of our return is very important, particularly to the morale of our school community and our staff.

We have been progressing with the new school build process, with the architects due to be commissioned at the beginning of November, detailed design to be complete by the middle of 2018 and build complete by middle of 2019. The designation process will be running in parallel to this and we're working closely with the Ministry and Council to achieve the best outcome we can for our

community. The old school has been stripped out in as ethical manner as possible, and is ready for demolition.

The Ministry of Education have informed us that the timeframe for our return to Redcliffs would be extended by some years if they were to build on the original Main Road site. They believe that complications with revisiting the ownership of Redcliffs Park would slow down the whole process of returning our school to Redcliffs.

Our goal has always been to get our school back in Redcliffs as quickly as possible, and building on Redcliffs Park still appears to be the only option that the Ministry will commit to so that we can achieve this goal. Relitigating the process would slow things down and remove the certainty that we currently have. 78% of Council submissions supported the swap of Redcliffs Park and Redcliffs School for a new school and park and a very robust consultation process took in the views of Redcliffs residents.

Given all the information we have, we are fully supportive of continuing with the new build on Redcliffs Park. This has been an extremely stressful and exhausting process for the whole of our community, not least for our Board members and senior school staff, and there is no appetite amongst our school community to return to uncertainty and delays.

The certainty that the Ministry have provided of returning our school to Redcliffs on Redcliffs Park by mid-2019 has helped keep us going.

Seeking Ministerial support on the new school build

Redcliff School's focus on performing arts, music, and culture is legendary. Performance is an important part of what we do and who we are at Redcliffs, fostering confidence in our students as well as connection with our community.

We are seeking your support with regards to the school hall. Ministry of Education policy is currently to provide a smaller "multi-purpose space" rather than a space where the whole school can congregate (a traditional hall).

Our original hall is 674m² (built when the roll was 420) but the Ministry's current proposal is to fund a multi-purpose space of only 274m², based on our forecast role of 400.

We believe that a larger multi-purpose space of 550m² is a reasonable compromise given the community and arts focus of our school. The Board of Trustees is committing as much funding as we can afford, including our insurance payment from the original hall, to reduce the gap but we are still going to be well short.

We are applying for a large number of grants and lobbying the Christchurch City Council to use some of the proceeds of the Redcliffs Park land sale to boost the size of the hall in order to make it a whole of community facility.

We have also asked the Ministry of Education to pursue all avenues they can to increase the available funding given the previous Minister's assurances that Redcliffs School wouldn't be any worse off by moving to the new site, and that it would provide community opportunities. This was a significant factor in our decision to accept the move to Redcliffs Park.

With the design process commencing in November we are eager to have as much immediate certainty as possible from all avenues on what funding will be available.

To summarise, the Redcliffs School Board of Trustees does not support a return to the original school site. We have progressed too far down the path of rebuilding the school on Redcliffs Park and we are increasingly concerned about the further delays that relitigating the decision would cause. Six years is a long time to sustain a successful school, and we are simply ready to come home.

Your advice and support in this respect would be significant. We are available to talk to you further and respond to any questions you have about our position.

Yours sincerely,



Darren Fidler
Chair, Board of Trustees



Rose McNerney
Principal

Cc:

Hon Dr Megan Woods

Councillor Sara Templeton

Mayor Lianne Dalziel

Hon Ruth Dyson

Coralanne Child

Redcliffs School Board of Trustees

5 December 2017

Minister for Greater Christchurch Regeneration
Private Bag 18041
Parliament Buildings
Wellington 6160

By email: m.woods@ministers.govt.nz

Dear Minister Woods

I am writing to advise you of a meeting I had on 24 November 2017 with [REDACTED], the owner of [REDACTED], Christchurch. I understand that [REDACTED] intends to meet with you to discuss his opinions on the location of the Multi-Use Arena.

[REDACTED] is a property that is within the designated area for the Stadium/ Multi-Use Arena under the Christchurch Central Recovery Plan. It is one of the few remaining private properties in that area. The purchase of those properties is the responsibility of Land Information New Zealand.

[REDACTED] has been in dialogue with CERA /CCDU in the period since the Canterbury Earthquake Sequence of 2010/2011. He has consistently advocated for retaining his building on heritage grounds, and against the proposed location of the Multi-Use Arena.

He recently received an Official Information Act response from the Department Of Prime Minister and Cabinet (DPMC Ref OIA-2017/18-0101). He highlighted a recommendation by DPMC officials [MGB/15-16/ 353 refers] that the Crown shouldn't seek to acquire his property "until such time as the design of the Stadium is progressed and it becomes clear that the land is needed".

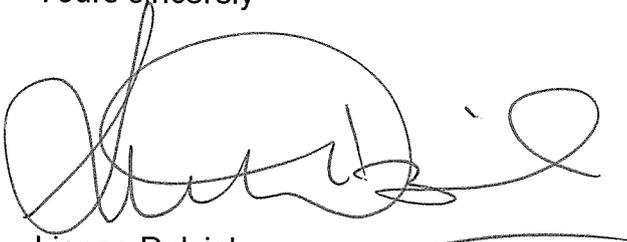
[REDACTED] is seeking certainty over the future of his property and is therefore interested in the review of options for the Metro Sports Facility, including whether it would be beneficial to combine all or part of the facility with the proposed new Multi-Use Arena. He raised a number of arguments for relocating the Multi-Use Arena to the current location of the Metro Sports facility, including:

- The benefits to a 'regional' facility of being:
 - located on a major arterial roadway with the potential for on - site parking;
 - The proximity to future public transport options (the Railway Station)

- The potential lower cost compared to the current Multi-Use Arena location of acquiring other land if necessary
- The potential benefits of freeing up the current Multi-Use Arena location for residential development.

I advised him that there is no Council position on the suggestions he raised, ahead of the review.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Lianne Dalziel', written in a cursive style. The signature is positioned above the printed name and title.

Lianne Dalziel
MAYOR

From: Mike Shatford <[REDACTED]>
Sent: Wednesday, 29 November 2017 9:48 p.m.
To: Shirlaw, Nicola
Subject: RE: As requested

Yes please!

Sent with BlackBerry Work
(www.blackberry.com)

From: Shirlaw, Nicola <[REDACTED]>
Date: Wednesday, 29 Nov 2017, 9:08 PM
To: Mike Shatford <[REDACTED]>
Subject: RE: As requested

Thanks Mike
If it hasn't been already shared between council/DPMC officials -can I share this with one of the legal staff at Council?

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Wednesday, 29 November 2017 7:25 p.m.
To: Shirlaw, Nicola <[REDACTED]>
Subject: As requested

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Christchurch City Council
<http://www.ccc.govt.nz>

From: Smith, Ariana
Sent: Tuesday, 12 December 2017 5:31 p.m.
To: 'Mike Shatford'
Subject: RE: Christchurch City Council BIM
Attachments: CCC Briefing to Incoming Minister 2017.pdf

...Or you could use this version that has a "Confidential" watermark on it. ☺

A

Ariana Smith | Chief of Staff | Mayor's Office
P: [REDACTED] **M:** [REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Smith, Ariana
Sent: Tuesday, 12 December 2017 5:18 p.m.
To: 'Mike Shatford' <[REDACTED]>
Cc: Shirlaw, Nicola <[REDACTED]>; Sullivan, Nita <[REDACTED]>; King, Jonathan <[REDACTED]>; Hemmingsen, Sarah <[REDACTED]>; Anstiss, Brendan <[REDACTED]>; Dickson, Murray <[REDACTED]>; Bruorton, Adair <[REDACTED]>
Subject: Christchurch City Council BIM

Hi Mike

Please find attached our Briefing to the Incoming Minister. Although most of this document is releasable, we will start reviewing for any redactions we think might be needed before public release.

We are looking forward to the meeting with Ministers on Friday and would like to thank Minister Woods for making these arrangements. To confirm, the Mayor will be accompanied by Deputy Mayor Andrew Turner, Chair of the Finance and Performance Committee Raf Manji, CCC CE Karleen Edwards, and ChristchurchNZ CE Joanna Norris. I'll also be there and it would be great to sit down with you after the meetings and take stock of next steps.

Kind regards
Ariana

Ariana Smith | Chief of Staff | Mayor's Office
P: [REDACTED] **M:** [REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

Subject: FW: Portfolio: Christchurch Regeneration FW: Hospital Corner

Hi [REDACTED] – Mike is auctioning this one.

Cheers

[REDACTED]

From: Megan WoodsMP

Sent: Monday, 6 November 2017 3:20 PM

To: [REDACTED] <[REDACTED]>

Subject: Portfolio: Christchurch Regeneration FW: Hospital Corner

Hi [REDACTED],

This is both an electorate and Christchurch Regeneration portfolio issue. Needs to be discussed with Megan I would say?

Warmly,

[REDACTED] | Office Manager

Office of Dr Megan Woods | Labour Member of Parliament for Wigram

Minister for Greater Christchurch Regeneration | Minister Responsible for the Earthquake Commission | Minister of Energy & Resources | Minister of Research, Science & Innovation

P: [REDACTED]

Authorised by Dr Megan Woods MP, Parliament Buildings, Wellington.

From: [REDACTED] [mailto:[REDACTED]]

Sent: Monday, 6 November 2017 9:07 a.m.

To: [REDACTED]; Hon. Dr Megan Woods; [REDACTED]

Subject: FW: Hospital Corner

Kia ora korua Megan and Julie Anne

Congratulations on your new roles in transport and in the Christchurch recovery (amongst others). It is great to have you guys in Government.

I'm writing to you in your new ministerial capacities and, Megan, in your capacity as the Wigram electorate MP.

Currently Otakaro Ltd are set on actioning a very bad plan for our Hospital Corner area and have taken no notice of anything anyone has suggested or highlighted as problematic. They see quite determined that they are right and users who raise concerns are just wrong. The area is a very busy and very critical part of our cycle network and has high levels of pedestrian traffic both as a result of being in the vicinity of Hagley Park and a super bus stop area, and it will be between two major parts of the hospital which will increase the traffic considerably. Of course because it is also next to our main hospital there is (and needs to be) also a lot of car traffic and parking.

Since Otakaro is the replacement for CERA and therefore are part of central Government we really need help from people in Central Government

Many of us in Spokes Canterbury have been jumping up and down for some time about this plan and are at our wits end to get it improved.

Below is some more information that may assist: a copy of what I've sent to the Infrastructure, Transport and Environment committee of the CCC. I am aware that the CCC has also been unable to shift Otakaro on their plan.

Can you help us to get us looked at again?

Kind regards,

[REDACTED]

Ph [REDACTED]

From: [REDACTED] [mailto:[REDACTED]]

Sent: Monday, November 6, 2017 8:49 AM

To: 'Pauline.Cotter@ccc.govt.nz'; 'mike.davidson@ccc.govt.nz'

Cc: 'sara.templeton@ccc.govt.nz'; 'Anne.Galloway@ccc.govt.nz'; 'Phil.clearwater@ccc.govt.nz'

Subject: Hospital Corner

Kia ora koutou

I regularly ride my bicycle between Hagley Park and the Antigua St bridge as a main route into the central city. Furthermore, because I have elderly parents, I find myself driving them into the hospital pretty regularly. I know this area well and use it often. As a consequence, I'm seriously concerned about the way that Otakaro Ltd are planning to "develop" Oxford Terrace between the Hagley Avenue/ Riccarton Avenue/Tuam Street corner to Antigua Street corner.

I'm writing to request that the ITE committee does NOT approve the plan they are putting up.

I am aware that they have taken no notice of the submissions that have been sent and spend all their time telling us how right they are and how wrong we, the people who use this road, are. It will be appalling for ALL users. It will make for difficult cycling and isn't ideal for pedestrians – particularly those who have disabilities or injuries or who are old and not able to move as quickly as they would prefer or even those who are texting or looking at their phones.

I strongly support Spokes Canterbury on their presentation to you at your meeting this Wednesday. The whole plan needs to be revisited and redesigned with more input from potential and regular users of the area.

If you want more information on this I suggest you look at here: <http://cyclingchristchurch.co.nz/2017/11/05/hospital-corner-redux/>

Kind regards

[Redacted]

[Redacted]

Christchurch

Ph [Redacted]

E: [Redacted]

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Christchurch City Council

<http://www.ccc.govt.nz>

From: Smith, Ariana
Sent: Monday, 20 November 2017 12:52 p.m.
To: 'Mike Shatford'
Cc: Shirlaw, Nicola; Ben Cunliffe
Subject: RE: East Lake Trust.

Hi Mike

Noted. Thanks.

Ariana

Ariana Smith | Chief of Staff | Mayor's Office
P: [REDACTED] **M:** [REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 20 November 2017 11:37 a.m.
To: Smith, Ariana <[REDACTED]>
Cc: Shirlaw, Nicola <[REDACTED]>; Ben Cunliffe <[REDACTED]>
Subject: FW: East Lake Trust.

Can you note this one. Would need t be a joint MM meeting me thinks...

I've left plenty of breathing space for consideration of Regen, further chats etc around funding and priorities before both of them meet with Eastlake....

Mike

From: Marie Morgan
Sent: Monday, 20 November 2017 11:35 AM
To: Mike Shatford <[REDACTED]>
Subject: RE: East Lake Trust.

I've scheduled this as a TBC for Friday, 15 Dec, 4pm-4.30pm.
Given the Minister is meeting with the Mayor 3pm-4pm at Council offices, David Goodman can come to the CCC for the meeting.
Will you go back to him or do you want me to?
Cheers

From: Mike Shatford
Sent: Wednesday, 1 November 2017 5:17 PM
To: Marie Morgan <[REDACTED]>; Danielle Hannan <[REDACTED]>
Cc: Ben Cunliffe <[REDACTED]>
Subject: FW: East Lake Trust.

Portfolio related.

Probably with the Mayor and after meeting with Regenerate Chch. Priority- medium.

Dpmc to provide briefing note once meetings locked in.

Mike

Sent with BlackBerry Work
(www.blackberry.com)

From: David Goodman <[REDACTED]>
Date: Wednesday, 01 Nov 2017, 4:52 PM
To: Mike Shatford <[REDACTED]>
Subject: East Lake Trust.

Hi Mike,

I am writing on behalf of the Trust to request a meeting with the Minister, Megan Woods to discuss the East Lake project.

Regards

David Goodman (Chair)

Sent from my iPhone

David Goodman
Partner

Anderson Lloyd

Level 3, Anderson Lloyd House, 70 Gloucester Street, Christchurch 8013
PO Box 13831, Christchurch 8141, New Zealand

e [REDACTED] | al.nz

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From: Mike Shatford <[REDACTED]>
Sent: Thursday, 9 November 2017 10:28 a.m.
To: Shirlaw, Nicola
Subject: RE: follow-up from mayor-Minister meeting 3 November

It's a sign of good luck and future prosperity

-----Original Message-----

From: Shirlaw, Nicola [mailto:[REDACTED]]
Sent: Thursday, 9 November 2017 9:57 AM
To: Mike Shatford <[REDACTED]>
Subject: RE: follow-up from mayor-Minister meeting 3 November

Just checking. Would have been a bad start to the relationship with your office to be spelling everybody's name wrong...

-----Original Message-----

From: Mike Shatford [mailto:[REDACTED]]
Sent: Thursday, 9 November 2017 9:53 a.m.
To: Shirlaw, Nicola <[REDACTED]>
Subject: RE: follow-up from mayor-Minister meeting 3 November

No -it was a compliment- I'm stating that I misspelt your name last time I tried to send you an email.

-----Original Message-----

From: Shirlaw, Nicola [mailto:[REDACTED]]
Sent: Thursday, 9 November 2017 9:51 AM
To: Mike Shatford <[REDACTED]>
Subject: RE: follow-up from mayor-Minister meeting 3 November

I am hoping you are not trying to tell me I spelled someone else's name wrong?!

-----Original Message-----

From: Mike Shatford [mailto:[REDACTED]]
Sent: Thursday, 9 November 2017 9:49 a.m.
To: Shirlaw, Nicola <[REDACTED]>
Subject: RE: follow-up from mayor-Minister meeting 3 November

At least you didn't misspell my name....

-----Original Message-----

From: Shirlaw, Nicola [mailto:[REDACTED]]
Sent: Thursday, 9 November 2017 9:02 AM
To: Mike Shatford <[REDACTED]>
Subject: FW: follow-up from mayor-Minister meeting 3 November

Hi Mike
My apologies - left you off this email

From: Shirlaw, Nicola
Sent: Monday, 6 November 2017 4:53 p.m.
To: [REDACTED]; [REDACTED] <[REDACTED]>
Cc: Shaw, Jodie <[REDACTED]>; Close, Ruth <[REDACTED]>
Subject: follow-up from mayor-Minister meeting 3 November

Hello Marie
At their meeting on Friday afternoon the Mayor and Minister Woods agreed to meet as regularly as their respective calendars will allow. Where possible meetings might be weekly; and options for meetings in Wellington or at weekends were also discussed. In addition the Minister indicated she was keen for a meeting with the whole of Council in Christchurch before Christmas. Possible timings for this include a breakfast meeting on a Thursday morning.

They requested their offices provide options for meeting dates and times along the lines described above. Marie - I have copied Ruth Close into this email. She is EA to both the Deputy Mayor and to the Mayor's Chief of Staff - and is also looking after the mayor's calendar while Jodie is on leave.

Regards
Nicola

Nicola Shirlaw | Senior Advisor | Mayor's Office
P: [REDACTED] | M: [REDACTED]
E: [REDACTED] > | W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch PO Box 73016, Christchurch 8154

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From: Mike Shatford <[REDACTED]>
Sent: Wednesday, 29 November 2017 7:25 p.m.
To: Shirlaw, Nicola
Subject: As requested
Attachments: AIDE MEM DPMC-201718-295 Options to facilitate the relocation of the Citizens War Memorial (Cenotaph).pdf

Aide-memoire



DEPARTMENT of the
PRIME MINISTER and CABINET

Te Tari o Te Pirimia me Te Komiti Matua

To: Hon Dr Megan Woods, Minister for Greater Christchurch
Regeneration

From: Kelvan Smith, Director – Greater Christchurch Group

Date: 22 November 2017

Security Level: IN CONFIDENCE

Report No: DPMC-2017/18-295

Options to facilitate the relocation of the Citizens' War Memorial (Cenotaph)

Purpose

1. This aide-memoire provides you with further information on your options to facilitate the relocation of the Citizens' War Memorial (Cenotaph).

Background

2. As previously advised [DPMC-2017/18-271 refers] and determined from your meeting with the Returned Services Association (RSA) on 21 November 2017, there is both a need and appetite from key parties (the Christchurch City Council (CCC), the RSA, Church Property Trustees (CPT), and Heritage New Zealand) to consider:
 - a. alternative options for the location of, or access to the Cenotaph; and
 - b. alternative processes to facilitate any agreed solution.
3. Constructing an engineered wall between the Cenotaph and the Cathedral to allow access to the current site is likely to be technically feasible but raises a number of additional concerns regarding the:
 - a. inconvenience of the location of the Cenotaph on the progress of Cathedral Works;
 - b. impact of the Cathedral works on the structural integrity of the Cenotaph (i.e. vibrations from construction activity); and
 - c. ongoing disruption from the construction on the use of the Cenotaph as a memorial (i.e. for quiet contemplation).
4. Based on these concerns, temporary or permanent relocation of the Cenotaph is likely to be a more effective interim solution.

5. The Greater Christchurch Regeneration Act (GCR Act) has been identified as an effective process currently available to facilitate relocation.

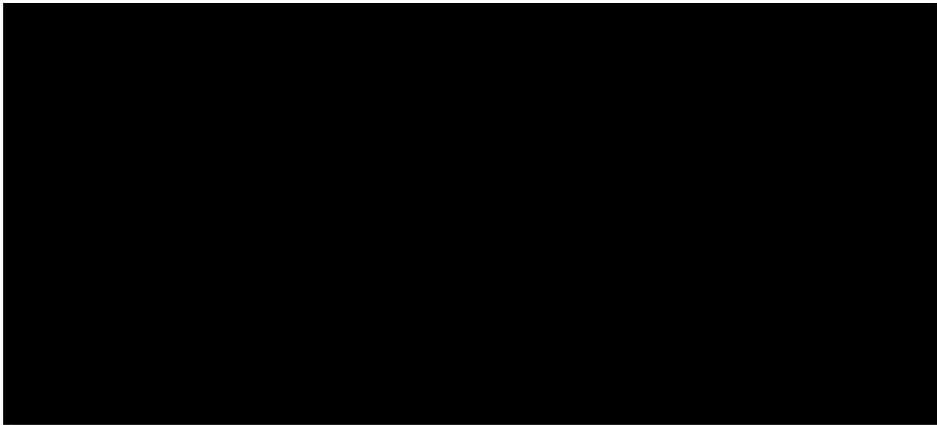
Comment

GCR Act options

6. There are a range of options under the GCR Act to amend the Christchurch District Plan to overcome consenting hurdles and enable the relocation. A brief evaluation of these options is provided below.
 - a. **A proposal to use section 71 of the GCR Act.** Section 71 is generally suited to situations where amendments are required to a discrete set of documents, (i.e. rules in a District Plan), or an isolated issue. It is the quickest process to implement and could be completed in 4-6 months. As the proposal would be developed solely for the purpose of facilitating the relocation of the Cenotaph, it would not be influenced by any other dependencies.
 - b. **Amending the existing Christchurch Central Recovery Plan (CCRP).** As there is an existing recovery plan that applies to the current location and all proposed locations for the Cenotaph, there is an option to facilitate the relocation through an amendment. The process for amending the existing CCRP is the same as developing a new Regeneration Plan. Estimated timing from the preparation of an outline to approval is likely to take 9-10 months.
 - c. **Developing a new Regeneration Plan.** Amendments to the planning documents to facilitate the relocation could form part of a broader range of changes if required to support the Cathedral Square and surrounds strategy in development by Regenerate Christchurch. If it were, estimated timing from the preparation of an outline to approval is likely to take 9-10 months, however it is unlikely this process would be implemented in the immediate future as Regenerate Christchurch are yet to decide whether a Regeneration Plan will be developed.
7. The Regeneration Plan process is more complex than the section 71 process. It involves two rounds of engagement with the key parties, and anticipates a more comprehensive public notification and engagement process.
8. Based on the discrete nature of the relocation activity and required amendments to the Christchurch District Plan, and the desire for relocation to occur as quickly as possible, section 71 is the preferred process under the GCR Act to enable efficient and effective relocation.

Key requirements and considerations for the use of section 71.

Scope of changes	<p>Ability to amend local planning documents to enable both the removal of the Cenotaph from its current location and reinstatement in a new location. E.g. amending rules that restrict the:</p> <ul style="list-style-type: none"> - relocation of heritage items from their listed location, and - alteration of an open space heritage item (i.e. all proposed
------------------	--

	locations to which the Cenotaph would be moved are heritage items in their own right and require resource consent to 'alter' in any way, including erecting new structures).
Requirements	You can only use this power after receiving a proposal from a proponent. The proponent can be a strategic partner, Regenerate Christchurch, or the Chief Executive of the Department of the Prime Minister and Cabinet.
Timing	It is estimated that a proposal would take 4-6 months from start to completion.
Process	<p>Two stage process:</p> <ol style="list-style-type: none"> 1) Development of proposal by proponent – The proponent will need to draft the proposal, which must contain a number of things including, but not limited to how the exercise of power will apply and how the exercise of power is necessary and preferable to any alternatives. The proponent must also consult with strategic partners, Regenerate Christchurch, and DPMC, and provide you with the proposal. 2) Approval of proposal by Minister - You would be required to decide whether to accept or decline the proposal. If accepted you must seek public comment (only on whether the proposal should be approved). Following this, you would make a decision to approve or decline the use of the power.
Additional considerations	

Recommendation

9. It is recommended that you **note** the contents of this aide-memoire.



Kelvan Smith
**Director – Greater Christchurch
Group**

NOTED
Hon Dr Megan Woods Minister for Greater Christchurch Regeneration
Date: / / 2017

AGENDA

Meeting Minister supporting Greater Christchurch Regeneration / Mayor Christchurch City

ATTENDEES

- Hon Megan Woods
- Mayor Lianne Dalziel
- Deputy Mayor Andrew Turner
- Other attendees to be confirmed by Minister and Mayor offices

APOLOGIES:

DATE: Friday 3 November 2017

TIME: 4.00 pm

VENUE: Mayors Office

#	AGENDA ITEM	
1.	Rules of engagement (Council and Crown)	Mayor/Minister
2.	Shareholder engagement with Regenerate Christchurch	Mayor/Minister
3.	Update on Labour's manifesto commitments for Christchurch <ul style="list-style-type: none">• global settlement• capital acceleration facility• residential red zone	Minister/Mayor
4.	Redcliffs School	Minister
5.	Cathedral update (if required)	Minister
	Other agenda items	

From: Smith, Ariana
Sent: Wednesday, 13 December 2017 8:42 a.m.
To: 'Mike Shatford'
Subject: RE: For the attention of Minister Woods

Thanks.

FYI, I double checked and Nicola also had not heard a dicky bird about submission on Cathedral. She was cross when I told her...

A

Ariana Smith | Chief of Staff | Mayor's Office
P: [REDACTED] **M:** [REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Wednesday, 13 December 2017 8:30 a.m.
To: Smith, Ariana <[REDACTED]>
Subject: FW: For the attention of Minister Woods

Fyi.

Sent with BlackBerry Work
(www.blackberry.com)

From: Ben Cunliffe <[REDACTED]>
Date: Tuesday, 12 Dec 2017, 11:05 AM
To: Mike Shatford <[REDACTED]>, Hayden Munro <[REDACTED]>
Subject: FW: For the attention of Minister Woods

Sent with BlackBerry Work
(www.blackberry.com)

From: A Lovatt <[REDACTED]>
Date: Tuesday, 12 Dec 2017, 11:00 AM
To: Ben Cunliffe <[REDACTED]>
Subject: For the attention of Minister Woods

Tena koe Ben

This is old news, but I have not yet provided anything relating to my resignation as Chair of Regenerate Christchurch to the Minister.

Please can you pass the attached to her in her capacity as Minister supporting Greater Christchurch Regeneration?

Regards

Andre Lovatt

From: Smith, Ariana
Sent: Monday, 18 December 2017 4:08 p.m.
To: 'Mike Shatford' <[REDACTED]>
Cc: 'Pratima Namasivayam [DPMC]' <[REDACTED]>; 'Kelvan Smith [DPMC]' <[REDACTED]>; Ben Cunliffe <[REDACTED]>; Shirlaw, Nicola <[REDACTED]>; Anstiss, Brendan <[REDACTED]>
Subject: RE: Framing Mayor and Minister Next Steps

Hi Mike

Thanks for meeting me this morning. That conversation was really helpful. (I think we really took the picture I drew on the plane home on Friday to the next level.)

I agree that at the outset a) we need to make sure we are speaking the same language when we talk about where we are trying to get to and by when and that b) the various pieces of work are coalescing around a strategic framework that comes from the governance level (Mayor/Council and Minister/Cabinet). There are quite a few streams of work and deliverables, and these need to be sensibly sequenced *in pursuit of* an 'end goal/vision'. Doing this will help ensure we have a much higher quality conversation I think.

Although as discussed, time is of the essence. The Mayor is keen that officials get some work underway quickly - namely bringing together the data that will underpin many of the pieces of work that we have ahead, and some initial thinking around the global settlement. Although further thinking from the Mayor and Minister in Jan may result in that work needing a tweak, getting that work underway sooner rather than later is probably best. Mayor and CE are meeting tomorrow to discuss. I'll let you know who are the people on Council side are for those pieces of work.

Pratima, I'll be your POC in the first instance. Let me know when you are free for a chat.

Ariana

Ariana Smith | Chief of Staff | Mayor's Office
P: [REDACTED] **M:** [REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 18 December 2017 1:08 p.m.
To: Smith, Ariana <[REDACTED]>
Cc: 'Pratima Namasivayam [DPMC]' <[REDACTED]>; 'Kelvan Smith [DPMC]' <[REDACTED]>; Ben Cunliffe <[REDACTED]>
Subject: Framing Mayor and Minister Next Steps

Hi Ariana

Just to follow up on our conversation this morning on next steps from the meeting held in Wellington at the end of last week.

We have agreed that as a first step - we would set out a high level framework/ approach that describes the various pieces of work that will be undertaken and the sequencing that can then allow crown and CCC officials to do the detailed work.

The overarching strategic policy framework for the Mayor and Minister needs to be outlined first- I will ask Pratima to help/ assist to work on that product with your office (which isnt for officials) as a first step later in the week.

It needs to describe the near term and long term- where things such as the ChCh Story / vision sit, what is meant by “global settlement process” and where things like the cost share, CCRP audit might sit.

That will then help officials frame up and sequence work in early 2018.

As a priority- there needs to be some immediate work commenced around common baseline data consistency - working with Treasury and DPMC. That will ensure any business case development is based on a common fiscal understanding.

At a practical level- we are expecting some advice from officials on glabal settlement in very late January 2018 that the strategic framework and data would support.

Mike

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From: Ben Cunliffe <[REDACTED]>
Sent: Thursday, 2 November 2017 7:21 a.m.
To: Shirlaw, Nicola
Subject: RE: Letter from the Redcliffs School Board of Trustees.

That makes things easy, thanks! Will make sure Megan has a chance to read prior to discussions tomorrow.

From: Shirlaw, Nicola [mailto:[REDACTED]]
Sent: Wednesday, 1 November 2017 9:07 PM
To: Ben Cunliffe <[REDACTED]>
Subject: Letter from the Redcliffs School Board of Trustees.

Hi Ben
As discussed, attached is a copy of the letter sent from the Redcliffs School BoT to the Ministers Hipkins and Woods. The Mayor was also copied into that letter.

Regards
Nicola

Nicola Shirlaw | Senior Advisor | Mayor's Office
[REDACTED]
E: [REDACTED] | W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

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From: Mike Shatford <[REDACTED]>
Sent: Monday, 20 November 2017 9:24 a.m.
To: Smith, Ariana
Subject: RE: Letter to Mayor

It wasn't technology... it was parliamentary services

From: Smith, Ariana [mailto:[REDACTED]]
Sent: Monday, 20 November 2017 9:23 AM
To: Mike Shatford <[REDACTED]>
Cc: [REDACTED] <[REDACTED]>
Subject: RE: Letter to Mayor

Technology is awesome.

No problem.

Ariana

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [mailto:[REDACTED]]
Sent: Monday, 20 November 2017 9:21 a.m.
To: Smith, Ariana <[REDACTED]>
Cc: [REDACTED] <[REDACTED]>
Subject: Letter to Mayor
Importance: High

Hi Ariana

Could you please give this to the Mayor/Jodie. It was signed on Friday, but we thought we would wait until today to send.

I apologise, but with the changeover I have lost all of my CCC email contacts.

Cheers

Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament
[REDACTED]

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From: Smith, Ariana
Sent: Monday, 27 November 2017 4:41 p.m.
To: 'Mike Shatford'
Subject: RE: Mayor/Dep Mayor/Chair Finance and Performance meeting with group of Ministers in Wellington

OK - I will get Jodie and Marie to connect and take out of diaries. If they manage something informal this week, it'll be a miracle.

BIM is with the Mayor....

A

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 27 November 2017 4:38 p.m.
To: Smith, Ariana <[REDACTED]>
Subject: RE: Mayor/Dep Mayor/Chair Finance and Performance meeting with group of Ministers in Wellington

Hmmm

Just digesting your previous email and will get back to you tomorrow with options.

Friday – Minister won't be available for afternoon meeting – she is flying to Auckland. I will ask her in the morning whether a more informal catch up might work...

Also how is that BIM looking ?

From: Smith, Ariana [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, 27 November 2017 4:20 PM
To: Mike Shatford <[REDACTED]>
Subject: RE: Mayor/Dep Mayor/Chair Finance and Performance meeting with group of Ministers in Wellington

Also, we have a placeholder in the diary for the Minister / Mayor meeting at 4pm this Friday. What's your take on Minister's likely availability? I have to say the Mayor wouldn't making it slightly shorter, or not doing it this week. That Friday is madness. But I'm also conscious that they will need to meet prior to the meeting with Ministers in Wellington....

Ariana

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Smith, Ariana
Sent: Monday, 27 November 2017 2:19 p.m.
To: 'Mike Shatford' <[REDACTED]>
Cc: Shaw, Jodie <Jodie.Shaw@ccc.govt.nz>; Jordan, Rosie <[REDACTED]>
Subject: Mayor/Dep Mayor/Chair Finance and Performance meeting with group of Ministers in Wellington

Hi Mike,

Do any of these dates/times work for a meeting with the group of Ministers in Wellington between 4 and 15 December?

- Tuesday 5th : available any time on the this day, or the evening is also good.
- Thursday 7th : available in the evening from approx. 5:30pm onwards
- Friday 8th : available from 3pm onwards
- Saturday 9th : available in the morning
- Wednesday 13th : available from 2:30, Mayor needs to be back in the central city by 6:15pm to present Civic Awards (not an ideal option but we could make this work)
- Friday 15th : available from 1pm to 5pm, has to be back in central city by 6pm.

As per discussion with the Minister last week it would be very useful to have Ministers Finance, Housing, Transport, and Local Government there. And obviously, if the Prime Minister is available even for a short time at some point, that would be excellent.

I know diaries will be challenging. Let me know if you need me to re-visit the Mayor's calendar to find more dates. (Haven't discussed with the Mayor, but other Ministers that the Mayor would like to connect with, either this time or in due course are Economic Development, Regional Economic Development, Tourism, Environment, Climate Change, Health and Education.)

regards
Ariana

Ariana Smith | Chief of Staff | Mayor's Office
[Redacted]
E: [Redacted] W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch

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From: Smith, Ariana
Sent: Thursday, 9 November 2017 6:18 p.m.
To: 'Mike Shatford'
Subject: RE: Meeting

At some point we will get around to meeting everyone, but are you able to flick us a list of the confirmed staff in the Minister's Office? Thanks.

A

From: Smith, Ariana
Sent: Thursday, 9 November 2017 6:07 p.m.
To: 'Mike Shatford' <[REDACTED]>; Shirlaw, Nicola <[REDACTED]>
Subject: RE: Meeting

Hi

Yep can do pretty much any time from 8-10 in the morning, or 11:30 to 1:45. I have to leave the office at 1:45.

A

Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] **W:** www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Thursday, 9 November 2017 5:42 p.m.
To: Smith, Ariana <[REDACTED]>; Shirlaw, Nicola <[REDACTED]>
Subject: Meeting

Hi

Can we meet up tomorrow ?

I will have Hayden Munro – who is the new Mins Press Sec with me.

Probably from 1pm.

I can do earlier.

Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament
[REDACTED]

From: Shirlaw, Nicola
Sent: Thursday, 9 November 2017 8:19 p.m.
To: Smith, Ariana; 'Mike Shatford'
Subject: RE: Meeting

Hi
[Those times suit me too](#)

From: Smith, Ariana
Sent: Thursday, 9 November 2017 6:07 p.m.
To: 'Mike Shatford' <[REDACTED]>; Shirlaw, Nicola <[REDACTED]>
Subject: RE: Meeting

Hi
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A
Ariana Smith | Chief of Staff | Mayor's Office
[REDACTED]
E: [REDACTED] W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

From: Mike Shatford [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Thursday, 9 November 2017 5:42 p.m.
To: Smith, Ariana <[REDACTED]>; Shirlaw, Nicola <[REDACTED]>
Subject: Meeting

Hi
Can we meet up tomorrow ?
I will have Hayden Munro – who is the new Mins Press Sec with me.
Probably from 1pm.
I can do earlier.
Mike

Mike Shatford
Private Secretary - Greater Christchurch Regeneration
Office of Hon Dr Megan Woods
6.1 Executive Wing, Parliament
[REDACTED]

From: Mike Shatford <[REDACTED]>
Sent: Friday, 12 January 2018 5:46 p.m.
To: Shirlaw, Nicola
Subject: RE: M-M meeting 18 January

No worries- look forward to it.

Mike

Sent with BlackBerry Work
(www.blackberry.com)

From: Shirlaw, Nicola <[REDACTED]>
Date: Friday, 12 Jan 2018, 5:29 PM
To: Mike Shatford <[REDACTED]>
Subject: M-M meeting 18 January

Hi Mike
Had a bit of a day - can we talk agenda Monday

Havel a lovely weekend
Nicola

Nicola Shirlaw | Senior Advisor | Mayor's Office
[REDACTED]
E: [REDACTED] | W: www.ccc.govt.nz
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch 8154

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