REGENERATE CHRISTCHURCH
TE KŌWATAWATA

STATEMENT OF PERFORMANCE EXPECTATIONS

1 July 2019 – 30 June 2020

Kia whakahaumanutia te whenua, ngā tāngata me te tāone

Let the land, the people and the city be rejuvenated

Regenerate Christchurch is an independent organisation funded by the Crown and the Christchurch City Council. Regenerate Christchurch focusses on catalysing and accelerating activities, investment, interventions and outcomes to achieve additional benefits that would not otherwise have occurred, or which would have taken longer to deliver.

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STATEMENT OF RESPONSIBILITY

The Board of Regenerate Christchurch is responsible for the statements contained in this document, including the appropriateness of the assumptions underlying the forecast financial statements.

The Board also has the responsibility for internal controls to provide reasonable assurance as to the integrity and reliability of financial reporting.

Signed on behalf of the Board

Dr. Thérèse Arseneau
Chair

Date 26/9/19

Jen Crawford
Board Member

Date 26/9/19

INTRODUCTION

This Statement of Performance Expectations details what Regenerate Christchurch is expected to acheive in the 2019/2020 financial year, how much it is forecast to cost, and how it will be assessed.

It has been prepared by the Board of Regenerate Christchurch, in accordance with Part 2 of Schedule 5 of the Greater Christchurch Regeneration Act 2016.

It sets out the reportable classes of outputs for the 2019/2020 financial year and:

- Includes a concise explanation of what the classes of outputs are intended to achieve;
- Identifies the expected revenue and proposed expenses for each class of output;
- Includes a concise explanation of how the performance of each class of output will be assessed.

OUTPUT CLASSES

This Statement of Performance Expectations sets out the three output classes that Regenerate Christchurch will deliver in the 2019/2020 financial year. Regenerate Christchurch is a special-purpose statutory entity established on 8 April 2016 pursuant to the Greater Christchurch Regeneration Act 2016 (the Act). It is governed by the Board of Regenerate Christchurch and funded by the Christchurch City Council (Council) and the Crown.

OUTPUT CLASS ONE: REGENERATION ADVICE

This output class will provide advice on opportunities to support successful regeneration that could be enabled through the powers under the Act, and provide advice to the Minister and Council on any unique functions that only Regenerate Christchurch must undertake under the Act.

The performance priorities and targets for Output Class One: Regeneration Advice are set out in the following table:

OUTPUT CLASS ONE: REGENERATION ADVICE	
Priority 1.1	
	Provide advice on opportunities to support successful regeneration that could be enabled through the powers under the Act, and provide advice to the Minister and Council on any unique functions that only Regenerate Christchurch must undertake under the Act. Including: – Provision of views, recommendations and advice to the Minister and Council on planning instruments developed under the Act. – Provision of advice to the Minister and Council on the unique functions only Regenerate Christchurch can complete under the Act – Undertaking the necessary data gathering, research and analysis to enable “type appropriate” regeneration project delivery and advice.
Targets	**1.11:** Provision of Advice: To support regeneration opportunities that may be enabled by the powers under the Act. **Reported through Quarterly Performance Monitoring.**
	1.12: Port Hills: Advice on regeneration mechanisms for the Port Hills **provided to the Minister and Council by the end of Q2.**
	1.13: Brooklands: Advice on regeneration mechanisms for Brooklands **provided to the Minister and Council by the end of Q2.**
	1.14: Legislation and Policy Advice (in the context of regeneration): **Provided to the receiving entity as part of Transition.**
Priority 1.2	
	Respond to any requests for regeneration planning advice from other agencies or entities, including the development of section 71 proposals and regeneration planning advice as requested by other agencies or entities. Including undertaking the necessary data gathering, research and analysis to enable “type appropriate” regeneration project delivery and advice.
Targets	**1.21:** Response Function: Respond to regeneration planning requests from other agencies or entities (as required or when approached). **Reported through Quarterly Performance Monitoring.**

OUTPUT CLASS ONE: REGENERATION ADVICE - REVENUE AND OUTPUT EXPENSES

	2020 Prospective Unaudited
Revenue	
Crown	1,412,000
Council	353,000
Total Revenue	**1,765,000**
Expenditure	
Regeneration Advice	890,000
Response Function	875,000
Total Expenditure	**1,765,000**
Net Surplus/(Deficit)	-

OUTPUT CLASS TWO: COLLABORATION AND ENGAGEMENT

This output class will collaborate and engage our community, stakeholders and partners towards a better Christchurch above all other interests.

The performance targets for Output Class Two: Collaboration and Engagement are set out in the following table:

OUTPUT CLASS TWO: COLLABORATION AND ENGAGEMENT	
Priority 2.1	
	Collaboration and meaningful engagement with other agencies (both at a management and governance level, including regular meetings between the Board and the Minister and Council), to enable Regenerate Christchurch to make informed decisions in carrying out it's work programme priorities.
Targets	**2.11:** Timeliness & Quality of Advice - The Minister and the Council are satisfied with the overall timeliness and quality of advice on regeneration activities provided by Regenerate Christchurch including advice on the progress of regeneration and additional interventions. **Survey end of Q2 2019-2020.**
	2.12: Advice to the Minister - The Minister is satisfied with the advice and recommendations provided by Regenerate Christchurch on the development, revocation, and amendments of Plans (as that term is defined in the Act) and the exercise of powers under section 71. **Survey end of Q2 2019-2020**
Priority 2.2	
	Appropriate engagement mechanisms for engaging with the Minister, Council, our community, stakeholders and partners.
Targets	**2.21:** Engagement and Collaboration: Actively seek to engage with the Crown (Minister & DPMC Officials) & Council (Mayor, Councillors & CCC Officials) to ensure meaningful collaboration. **Ongoing**
	2.22: Strategic Partner Cooperative: Develop a proactive approach to capability sharing. **Ongoing**
	2.23: Performance Monitoring: Provide a Quarterly Performance Monitoring report to the Minister and Council outlining transition activity and progress, **to be completed within 6-weeks following the end of each quarter.**

OUTPUT CLASS TWO: COLLABORATION AND ENGAGEMENT - REVENUE AND OUTPUT EXPENSES

	2020 Prospective Unaudited
Revenue	
Crown	40,000
Council	10,000
Total Revenue	**50,000**
Expenditure	
Collaboration and Engagement	50,000
Total expenditure	**50,000**
Net Surplus/(Deficit)	-

OUTPUT CLASS THREE: TRANSITION

This output class will plan, prepare for, and commence implementation of, an orderly and well managed transition.

The performance targets for Output Class Three: Transition are set out in the following table:

OUTPUT CLASS THREE: TRANSITION	
Priority 3.1	
	Build a genuinely agile operating model and prepare the organisation for transition within agreed limitations.
Targets	**3.11:** Eco-System: As part of transition provide advice on the "eco-system" required for successful future regeneration in Christchurch. **Provided to the Minister and Council as early as possible but no later than the end of Q3**
	3.12: Agile Operating Model: Realign the organisation to adapt to transition requirements **within 3-months of SPE and SOI** being tabled at the House of Representatives.
Priority 3.2	
	Commence organisational transition planning in 2019/2020, undertaking necessary preparation, knowledge building and training for the local agencies that are identified as responsible for ongoing regeneration leadership.
Targets	**3.21:** Transition Plan: By taking a collaborative approach, provide the Minister and Council with an organisational level transition plan (including agreement for the transfer of assets and liabilities) for presentation by the Minister to the House of Representatives. **Subject to confirmation of inheriting agency and transition timeframe**
	3.22: Knowledge Management: Approach for knowledge management and transfer to be developed and **delivered as part of the Transition Plan.**
Priority 3.3	
	Actively transition project lessons, knowledge and expertise, as well as assets and responsibilities to local entities (as confirmed), to build capability and capacity as a result of those lessons.
Targets	**3.31:** Lessons Framework: Develop a collaboratively agreed framework for the scope, classification and collation of lessons to be provided to inheriting agency/s. **Subject to confirmation of inheriting agency and transition timeframe**

OUTPUT CLASS THREE: TRANSITION - REVENUE AND OUTPUT EXPENSES

	2020 Prospective Unaudited
Revenue	
Crown	1,216,000
Council	304,000
Total Revenue	**1,520,000**
Expenditure	
Transition preparation	695,000
Operational expenditure	825,000
Total Expenditure	**1,520,000**
Net Surplus/(Deficit)	-

FORECAST FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2020

STATEMENT OF FORECAST COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2020

	2020 FORECAST	2019 ACTUAL
Income		
Revenue from non-exchange transactions		
Funding - Crown	**4,000,000**	5,072,000
Funding - Council	**1,000,000**	4,000,000
Revenue from exchange transactions		
Interest received	**23,570**	23,570
Other Revenue	**-**	(130,000)
	5,023,570	8,965,570
Expenses		
Operating Expenditure[1]	**(4,470,000)**	(3,874,402)
Employee expenditure	**(1,331,107)**	(3,222,030)
Board remuneration	**(190,000)**	(220,142)
Office premises expenditure	**(194,855)**	(245,040)
Other expenses	**(297,787)**	(280,203)
Depreciation and amortisation	**(85,710)**	(108,103)
	(6,569,459)	(7,949,920)
Net income and total comprehensive income attributable to owners	**(1,545,889)**	1,015,650

Opening retained earnings	**2,036,766**	1,021,116
Net income and total comprehensive income	**(1,545,889)**	1,015,650
Closing retained earnings[2]	**$490,877**	$2,036,766

1 Forecasted operating expenditure for the year ended 30 June 2020 consists of resources required to enable the outputs as described in the Statement of Intent and elsewhere in this document. In addition, the organisation has forecasted a level of professional services expenditure that will be required to supplement core employees during the period of transition.

2 The multi-year appropriation of funding over the defined life of Regenerate Christchurch allows expenditure to be planned in accordance with its work programme. As such, expenditure may not align to the annual appropriation of funding within these forecast financial statements. Where expenditure is less than the appropriation of funding for a year, this surplus is accumulated within retained earnings in order to fund expenditure in years where the expenditure is greater than funding appropriated.

The provisions of the Letter of Expectations allow for the potential repayment of funding where it is not utilised in the financial year.

This repayment of funding will be recorded if it is required. The accompanying notes form part of these forecast financial statements.

STATEMENT OF FORECAST FINANCIAL POSITION

AS AT 30 JUNE 2020

	2020 FORECAST	2019 ACTUAL
Equity	**$490,877**	$2,036,766
Represented by:		
Current assets		
Cash and cash equivalents	**966,518**	2,322,164
GST refund due	**196,610**	105,275
Accounts Receivable	-	1,048
	1,163,128	2,428,487
Non-current assets		
Property, plant and equipment	**135,694**	221,404
	135,694	221,404
Total assets	**$1,298,822**	$2,649,891
Current Liabilities		
Creditors and other payables	**807,945**	613,125
Total liabilities	**$807,945**	$613,125
Net assets	**$490,877**	$2,036,766

The accompanying notes form part of these forecast financial statements.

STATEMENT OF FORECAST CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2020

	SHARE CAPITAL	RETAINED EARNINGS	TOTAL EQUITY
Balance at 1 July 2019	-	2,036,766	2,036,766
Net income and total comprehensive income	-	(1,545,889)	(1,545,889)
Balance at 30 June 2020	-	**$490,877**	**$490,877**
Balance at 1 July 2018	-	1,021,116	1,021,116
Net income and total comprehensive income	-	1,015,650	1,015,650
Balance at 30 June 2019	-	**$2,036,766**	**$2,036,766**

The accompanying notes form part of these forecast financial statements.

STATEMENT OF FORECAST CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2020

	2020 FORECAST	2019 ACTUAL
Operating activities		
Cash provided from:		
Funding received from controlling entities	**5,000,000**	9,072,000
Interest received	**23,570**	(106,430)
Net movement in GST	-	83,642
	5,023,000	9,049,212
Cash applied to:		
Payments to suppliers	**4,872,079**	4,952,663
Payments to employees	**1,466,461**	3,351,354
Net movement in GST	**40,676**	-
	6,379,216	8,304,017
Net cash inflow (outflow) from operating activities	**(1,355,646)**	**745,195**
Investing activities		
Cash was applied to:		
Assets purchased	-	2,158
	-	2,158
Net cash inflow (outflow) from investing activities	-	(2,158)
Net increase (decrease) in cash held	(1,355,646)	743,037
Add opening cash brought forward	2,322,164	1,579,126
Ending cash carried forward	**$966,518**	**$2,322,164**
Cash balances in the statement of financial position		
Cash and cash equivalents	966,518	2,322,164
Ending cash carried forward	**$966,518**	**$2,322,164**

NOTES TO THE FORECAST FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020

Reporting entity

Regenerate Christchurch is a body corporate established under the Greater Christchurch Regeneration Act 2016 on 8 April 2016 to lead regeneration, engage and advocate effectively with communities and stakeholders, and provide independent advice to decisionmakers. Regenerate Christchurch's obligations under the Act continue until the Act expires in June 2021.

Regenerate Christchurch's purpose is to support a vibrant, thriving Christchurch that has economic, social and cultural wellbeing and resilience for communities, through urban renewal and development, restoration and enhancement.

It is jointly owned by the Christchurch City Council (Council) and the New Zealand Government (Crown).

Sections 19 to 24 of the Crown Entities Act 2004 apply to Regenerate Christchurch (as if Regenerate Christchurch were a Crown entity) subject to certain modifications as detailed in the Greater Christchurch Regeneration Act 2016.

Section 49 of the Public Finance Act 1989 applies to Regenerate Christchurch as if Regenerate Christchurch were a Crown entity.

These forecast financial statements have been prepared in accordance with Generally Accepted Accounting Principles (GAAP). These forecast financial statements will be the subject of audit.

Forecast financial statements

These forecast financial statements have been prepared for the express purpose of meeting legislative requirements set out under the Greater Christchurch Regeneration Act 2016, and the use of these statements for any other purpose may not be appropriate. The description of the principal activities and current operations of Regenerate Christchurch including those activities and operations expected to be undertaken during the period covered by these forecast financial statements are outlined in section 2 of the Statement of Performance Expectations. The actual financial results achieved are likely to vary from these forecast financial statements and the variations may be material.

Actual amounts are presented for the year ended 30 June 2019. The 30 June 2019 accounts have not yet been audited.

Statement of Compliance

The forecast financial statements of Regenerate Christchurch have been prepared in accordance with the requirements of PBE FRS-42 Prospective Financial Statements.

Basis of preparation

Reporting Framework

These forecast financial statements of Regenerate Christchurch have been prepared in accordance with the requirements of the Greater Christchurch Regeneration Act 2016, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

For the purposes of complying with NZ GAAP, Regenerate Christchurch is a public benefit entity (PBE). Regenerate Christchurch has elected to report in accordance with PBE Standards on the basis that it is publicly accountable.

Measurement base

These financial statements have been prepared on a historical cost basis, except where identified in specific accounting policies below.

Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of Regenerate Christchurch is New Zealand dollars (NZ$).

Changes in accounting policy

There have been no changes in accounting policy. Accounting policies have been applied consistently throughout the period.

Significant accounting policies

Revenue

Revenue is recognised to the extent that it is probable that the economic benefits or service potential will flow to Regenerate Christchurch and the revenue can be reliably measured, regardless of when the Payment is being made.

Revenue from non-exchange transactions:
Revenue from non-exchange transactions is measured at the fair value of the assets (cash) transferred over to Regenerate Christchurch at the time of transfer.

Funding from controlling entities:
Regenerate Christchurch is primarily funded by the Crown and Council. The funding is restricted in its use for the purpose of Regenerate Christchurch meeting its objectives as specified in the statement of intent. To the extent that there are conditions attached to the funding that would give rise to a liability to repay the funding amount if Regenerate Christchurch's objectives are not met, a deferred revenue liability is recognised. Revenue is then recognised only once Regenerate Christchurch has satisfied these conditions.

Revenue from exchange transactions:

Interest income
Interest income is recognised using the effective interest method.

Leases

Operating leases
An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight line basis over the lease term. Lease incentives received are recognised in surplus or deficit over the lease term as an integral part of the total lease expense.

Financial instruments

All financial instruments are initially recognised at the fair value of the consideration received/transferred less, in the case of financial assets and liabilities not recorded at fair value through profit or loss, directly attributable transaction costs. Subsequently Regenerate Christchurch applies the following accounting policies for financial instruments:

Cash and cash equivalents
Cash and cash equivalents includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

Trade and other receivables
Short-term debtors and other receivables are recorded at their face value, less any provision for impairment. Impairment of a receivable is established when there is objective evidence that Regenerate Christchurch will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation, and default in payments are considered indicators that the debt is impaired.

Financial liabilities at amortised cost
Financial liabilities at amortised cost consists of creditors and other payables. Financial liabilities at amortised cost are subsequently measured using the effective interest rate method. Given their short-term nature creditors and other payables are not discounted.

Property, plant, and equipment

Property, plant and equipment consist of the following asset classes: leasehold improvements, office equipment and computer equipment.
All asset classes are measured at cost, less accumulated depreciation and impairment losses.

Additions
The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Regenerate Christchurch and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals
Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the surplus or deficit.

Subsequent costs
Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Regenerate Christchurch and the cost of the item can be measured reliably. The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation
Depreciation is provided on a straight-line basis on all property, plant, and equipment, other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter. The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Impairment of non-financial assets

Impairment of non-cash-generating assets
Regenerate Christchurch's property, plant and equipment and intangible assets are classified as non-cash-generating assets. These assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of the non-cash generating assets' fair value less costs to sell and its value in use. Value in use is depreciated replacement cost for the non-cash generating asset where the future economic benefits or service potential of the asset are not primarily dependent on the assets ability to generate net cash inflows and where Regenerate Christchurch would, if deprived of the asset, replace its remaining future economic benefit or service potential.

If an asset carrying amount exceeds its recoverable service amount, the non-cash generating asset is impaired and the carrying amount is written-down to the recoverable service amount. Any impairment loss or reversal of impairment is recognised in surplus or deficit.

Employee entitlements

Employee entitlements that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date expected to be settled within 12 months, and sick leave.

Superannuation schemes
Defined contribution schemes Employer contributions to Kiwi-Saver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the best estimate of the expenditure expected to be required to settle the obligation at the end of the reporting period.

Equity

Equity is measured as the difference between total assets and total liabilities.

Goods and services tax

All items in the financial statements are presented exclusive of goods and service tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Commitments and contingencies are disclosed exclusive of GST.

Income tax

Under s135 of the Greater Christchurch Regeneration Act, income derived by Regenerate Christchurch is exempt income for the purposes of the Income Tax Act 2007. Therefore, no provision for tax has been made in these financial statements.

Critical accounting estimates and assumptions

In preparing the forecast financial statements, Regenerate Christchurch has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Estimating useful lives and residual values of property, plant, and equipment
At each balance date, the useful lives and residual values of property, plant, and equipment are reviewed.

Assessing the appropriateness of useful life and residual value estimates of property, plant, and equipment requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by Regenerate Christchurch, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the surplus or deficit and carrying amount of the asset in the statement of financial position. Regenerate Christchurch minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programs;
- review of second-hand market prices for similar assets; and
- analysis of prior asset sales.

Impairment of non-financial assets – non-cash-generating assets
Regenerate Christchurch reviews and tests the carrying value of non-cash-generating assets when events or changes in circumstances suggest that there may be a reduction in the future service potential that can reasonably be expected to be derived from the asset.

Where indicators of possible impairment are present Regenerate Christchurch undertakes impairment tests, which require the determination of the asset's fair value less cost to sell and its recoverable service amount. The asset's fair value less costs to sell is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. In the absence of observable market evidence, fair value is measured using depreciated replacement cost (DRC). The value in use of the asset is calculated using DRC.

DRC is determined by reference to the estimated cost of reproducing the asset or replacing the asset's service potential. The estimation of these inputs into the calculation relies on the use estimates and assumptions. Any subsequent changes to the factors supporting these estimates and assumptions may have an impact on the reported carrying amount of the related asset.

Critical judgements in applying accounting policies

Management has exercised the following critical judgements in applying accounting policies:

Classification of non-financial assets as cash generating assets or non-cash-generating assets

For the purpose of assessing impairment indicators and impairment testing, Regenerate Christchurch classifies non-financial assets as either cash-generating or non-cash-generating assets. Regenerate Christchurch classifies non-financial assets as cash-generating assets if the primary objective of the asset is to generate commercial return. All other assets are classified as non-cash-generating assets.

All property, plant and equipment and intangible assets held by Regenerate Christchurch are classified as non-cash-generating assets. This includes assets that generate funding revenue or other cash flows for Regenerate Christchurch, as the cash flows generated are generally not sufficient to represent commercial return on the assets.

Assumptions, risks and uncertainties underlying the forecast financial statements

The forecast financial statements are unaudited. The main assumptions underlying the forecast figures are as follows:

- Existing government policies and Ministerial expectations at the time the statements were finalised will continue to be effective throughout 2019/2020. This is expected to be the case.
- Operating costs are based on historical experience.

Published in 2019 by:

Regenerate Christchurch
Christchurch, New Zealand.

Presented to the House of Representatives pursuant to Schedule 5, Part 2, clause 60(3) of the Greater Christchurch Regeneration Act 2016.

Citation

Regenerate Christchurch (2017). Regenerate Christchurch Statement of Performance Expectations for the period from 1 July 2019 to 30 June 2020. Christchurch: Regenerate Christchurch.

ISSNs

ISSN 2537-8090 (Print)

ISSN 2537-8104 (Online)

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