



Hon Gerry Brownlee

**Minister supporting Greater
Christchurch Regeneration**

Lianne Dalziel

Mayor of Christchurch

14 April 2016

Dear Mr Lovatt

Letter of Expectations for Regenerate Christchurch

Thank you for taking on this important role in the regeneration of Christchurch.

This letter outlines our expectations and initial priorities for Regenerate Christchurch for its first five years (while it is a statutory entity). We may issue revised letters.

We expect to see Regenerate Christchurch take a lead role and make a significant contribution, consistent with the purpose, objectives and functions set out in the Greater Christchurch Regeneration Act (the Act). We also expect Regenerate Christchurch to use the legislative mechanisms available to it where appropriate. While we do not intend to specify how you should exercise your functions, we have some expectations on relationships and engagement with other entities that are set out below.

We also expect you to recognise our intent that you remain a small, lean organisation. In order to deliver on your priorities, we expect you to make full use of the capacity and skills of the Department of the Prime Minister and Cabinet, the Council and other central or local government entities to undertake resource-intensive or specialised aspects of your work, such as developing detailed plan provisions with Regeneration Plans. We will also communicate to the agencies that report to us that we do not expect them to recover the costs of providing this support from Regenerate Christchurch.

Initial priorities

Notwithstanding that the Act provides for Regenerate Christchurch to operate over a large part of the Christchurch district, we have specific initial priorities which we expect Regenerate Christchurch to progress at the outset. The first of these is to develop a more detailed five-year work programme for discussion with us.

Within that work programme, you should prioritise:

1. Evaluating progress and providing advice on what is required to increase momentum and support regeneration of the central city.
2. Immediately beginning to identify a series of priority areas within the Christchurch district that are suitable for development of further Regeneration Plans.

Work programme 2016-2021

Because Regenerate Christchurch has a fixed-term life as a joint Council-Crown organisation (from passage of the legislation in 2016 to 30 June 2021), it is appropriate that we identify the main elements of the work programme which we expect to be progressed in that time.

In addition to the specific tasks outlined below, we expect Regenerate Christchurch to have a role in developing and advocating strategies for regeneration. As part of this role, we expect you to work with the Strategic Partners and encourage their full participation in regeneration efforts.

Residential red zones

Regenerate Christchurch is responsible for proposing and developing any Regeneration Plans solely within the Christchurch district that include any part of the residential red zone. In doing so, you will need to seek the consent of Otakaro Ltd as a representative of the Crown's property interests.

We have asked you to develop a programme for prioritising new Regeneration Plans. In doing so, you should consider whether your first priority is a statutory Regeneration Plan for the Avon River Corridor lands as set out in the Schedules to the Act, providing for future uses of the land. If you conclude that a statutory Plan is necessary for this area, it is our view that this work should be commenced soon, so that the implementation of the Plan can be well advanced before the special tools in the Act are repealed in June 2021.

Part of your consideration of the Avon River Corridor land should assess the feasibility of an open water course suitable for international water sports events being constructed in the residential red zone.

In developing Regeneration Plans or other strategies for the residential red zone, we also expect you to:

- a. work closely with Christchurch City Council on its infrastructure requirements, in order to identify infrastructure options that would integrate well with other potential future uses (the Christchurch City Council infrastructure preferences should be evaluated alongside other long term use options and not necessarily be preferred over better long term use options); and
- b. leave open some options for future use that might offer a financial return for the Crown.

Central city

We expect you to evaluate and report on progress in the regeneration of the central city, particularly the private sector response to the investment of public funds and the Christchurch Central Recovery Plan (and associated measures). Your advice to us on any additional measures required to accelerate regeneration must recognise that public confidence in the Blueprint and retention of the fundamental principles of the Recovery Plan remain important.

New Brighton

We expect you to, in conjunction with Development Christchurch Ltd, consider the current measures in place in New Brighton (such as the New Brighton Suburban Master Plan) and to provide advice on possible initiatives. In doing so you should consider implications for the wider New Brighton area and the links between New Brighton, the residential red zone and central city.

Monitoring

In carrying out your functions, we expect that Regenerate Christchurch will monitor and report on regeneration, especially in the central city, and that you will task others with providing you with the necessary information or analysis to support you to do this efficiently within your available resources. We expect Regenerate Christchurch to support both the Department of the Prime Minister and Cabinet and the Council to fulfil their broader monitoring and reporting obligations.

Investment facilitation

Facilitating investment in Christchurch, through close cooperation with related functions in Development Christchurch Ltd and Otakaro Ltd, is important. We expect you to coordinate with them to ensure investors receive a timely and helpful response.

Relationships and engagement

We expect Regenerate Christchurch to work with the following entities:

- a. Christchurch City Council and the Department of the Prime Minister and Cabinet;
- b. Otakaro Ltd and Development Christchurch Ltd;
- c. Matapopore Charitable Trust (the mandated representatives of Ngai Tuahuriri), the other papatipu runanga of the city, and Te Runanga o Ngai Tahu;
- d. Environment Canterbury (especially in relation to the Avon River Corridor and any other matters related to its functions, such as transport planning);
- e. Other Crown and Council entities as relevant (for example Land Information New Zealand as interim owner of the residential red zone land).

We also expect Regenerate Christchurch's work to be well informed by its relationships with community and business organisations, and for it to be proactive in promoting its work programme. The support of the broader community will be critical to the success of Regenerate Christchurch. In building this support, you should bear in mind that regeneration encompasses environmental, economic, social, and cultural well-being as well as physical rebuilding. We also expect you to ensure that the development of Regeneration Plans includes public engagement processes which provide opportunities for genuine community input and to this end we expect that you will undertake meaningful engagement and be open to feedback.

Long-term outlook

The form and scope of the Council controlled organisation to succeed the joint entity in June 2021 is yet to be confirmed. However, we expect that, consistent with the purposes of the Act, Regenerate Christchurch will take a long-term perspective to ensure it makes a positive and lasting contribution.

Accountability

We recognise that the accountability and reporting mechanisms for Regenerate Christchurch, although similar to Crown entities and council controlled organisations, are bespoke. Clarity around what Regenerate Christchurch will achieve is expected through your strategic statement of intent and annual statements of performance expectations.

We expect the board to maintain a thorough understanding of the organisation's business and cost drivers, and look for service improvements within tight fiscal constraints. We also encourage you to look for opportunities for joint procurement and shared services.

Your board is the most important monitor of Regenerate Christchurch's performance. We expect the board to advise us regularly on its performance, implications for future performance, and risks and opportunities faced by the organisation.

Working together

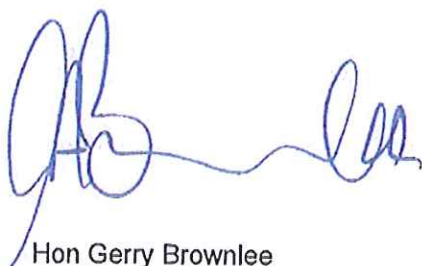
In working with the responsible Minister and elected Council we encourage you to be proactive and raise concerns.

We expect you to adhere to the 'no surprises' policy and ensure that we are informed in advance of any major strategic initiative. The Minister and Council are also to be informed of any material or significant events that may be discussed in the public arena, or which may require a Ministerial or Council response. You should do so ahead of time, or otherwise as soon as possible. We also expect you to be aware of any possible implications of your decisions and actions for the Government and Council's wider policy issues.

We would also encourage twice yearly seminar sessions with the Board, Responsible Minister and Christchurch City Mayor and councillors

We look forward to working with Regenerate Christchurch, and thank you for your willingness to take on this challenging and important role.

Yours sincerely



Hon Gerry Brownlee
Minister supporting Greater
Christchurch Regeneration



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