

Te Mahere Rautaki Kaurera **Our Draft Long Term Plan**

Mayor's Proposal 2021-2031

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Christchurch
City Council 

Mayor's Proposal

Our situation

Ten years on from the earthquakes, we are on the way to becoming a modern, resilient 21st century city with the capacity to meet present and future challenges.

We know from our experience over the past decade that we need to plan for the unexpected. We have established a good track record of building on what we know and adapting to the challenges we face.

The services, facilities and spaces we provide and the systems we have in place need to be robust yet flexible, so that we can adapt to and deal with whatever shocks and stresses we have to confront. We need to continue to invest in our infrastructure.

This Long Term Plan for 2021–31 is set to be a turning point for our city – a plan that is firmly focused on the future.

We need to be in a position to respond and adapt to climate change, as well as prepare for the impact that exponential advances in technology will have on our economy and our lives.

We have momentum on our side, having felt that we were turning a corner at the beginning of 2020, but then the COVID-19 pandemic threw us – and the rest of the world – a curve ball.

Our 'team of five million' has prevented thousands of deaths and protected our health system from being overwhelmed. This has allowed us to regain the freedoms we usually take for granted while many other countries around the world have continued to face tough restrictions. Recent events remind us there is no room for complacency.

From an organisational perspective, the Council lost income during the COVID-19 lockdown. We have received much smaller dividends from our commercial arm Christchurch City Holdings Limited, which has compounded the financial challenge we now face. We also had to close facilities temporarily. Even when facilities were able to re-open, many were forced to operate at reduced capacity because of the need for social distancing and limits on crowd sizes. These steps were all necessary, but they came at a financial cost.

**We, as a city and region,
need to continue to work together
to recover and reposition ourselves
for the future.**

Ōtautahi 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.



While we have worked hard to find savings and to keep costs down for the ratepayers, we have chosen not to take the austerity path in this Draft Long Term Plan. We do not want to slow down our economic and social recovery, nor do we want to put our services and the condition of our assets at risk by drastic reductions in investment.

We have attempted to get the balance right in proposing an average residential rates increase of 5 per cent for the 2021/22 financial year. This equates to an extra \$142.25 a year or \$2.74 a week. The average rates increase for all ratepayers (residential, business and rural) for the 2021/22 financial year will be 5.56 per cent. Over the next 10 years, it will average 4 per cent. The cumulative effect of this is 47.8 per cent over the period of this Long Term Plan.

We, as a city and region, need to continue to work together to recover and reposition ourselves for the future. We need to build on our partnerships and continue to work with other councils, government agencies, iwi, mana whenua, communities, NGOs, businesses to shift our mindset from looking backwards and seeking to recover what we had, towards focusing on the future and creating a thriving, resilient and prosperous city and region together.

Our investment in ChristchurchNZ will see our city draw on the strengths of our region to meet global opportunities as we reposition ourselves for the future.

A test-bed for innovation, Christchurch is the place for future-focused, sustainable businesses and people who want to do things differently. We are leading the way in global health tech, aerospace and future transport, food fibre and agritech, and hi-tech solutions. These strategic strength sectors, Supernodes, are supported by progressive ecosystems connecting enterprise, education, and government.

Ōtautahi 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.

A handwritten signature in black ink, which appears to read 'Lianne Dalziel'. The signature is written in a cursive style and is positioned above a horizontal line.

Lianne Dalziel
Mayor of Christchurch

After months of discussions, workshops and briefings with elected members and Council staff, I am recommending a budget that focuses on ensuring the Council continues to deliver key services, invest in core infrastructure, and builds Christchurch and Banks Peninsula's resilience to future challenges.

It is a forward-looking budget that continues to balance the need to be financially prudent while ensuring we maintain our infrastructure in good condition.

There is no simple solution to address our current financial situation. We have to look at a selection of levers available to us. It is a balancing act which focuses on what we can afford and what we can actually deliver in our capital works programme, finding permanent efficiencies in our day-to-day spending and borrowing for new projects that have long-term value. We need to ensure that the debt repayments are spread fairly across the generations of ratepayers who will enjoy them.

We have set our core capital spend at \$400 million in the first year, \$420 million in the second year and \$443 million in the third year, and ensured that we can do all the work we want to deliver in the timeframe we have set. We have also allowed \$274 million to complete the Canterbury Multi-Use Arena and Metro Sports Facility.

Economic recovery is part of our COVID-19 response – by locking in the funding for this work, we are able to give confidence to the construction sector keeping people in jobs. For the remaining seven years of this Long Term Plan, our core capital spend will increase to \$500 million to \$550 million a year.

To address the impact of COVID-19 we've identified savings of \$52 million (\$18 million to our operational costs in this financial year alone, and additional savings of \$34 million in 2021/22) while keeping rate increases as affordable as possible. Over the whole period of the Long Term Plan we have removed \$329 million of operating costs.

We are also looking to sell \$15 million of additional surplus land to reduce the COVID-19 debt. We are looking at all avenues available to help us make these savings in our Long Term Plan – everything is under scrutiny.

Finding the optimal financial pathway forward requires consideration of a multitude of trade-offs. This means there will be much that the Council can't do immediately so we will need to decide what projects can happen further down the track.

Priority is being given to maintaining existing service and assets and to optimising opportunities to tap into Government stimulus funding for infrastructure work that generates or retains jobs.

Our residents are giving us a very clear message around the need for us to deliver our core services well and rates affordability while needing to invest for the future and bring new facilities on-stream.

We have been and are continuing to invest in protecting and upgrading our water networks – drinking water, storm water and waste water.

A briefing for the Minister of Local Government – a Three Waters Review commissioned by the Department of Internal Affairs – recognised that Christchurch is the only local authority in New Zealand that was investing in its water infrastructure at a level needed to maintain the performance, condition and risk profile of their assets.

We are also investing in roads and transport infrastructure. We're focusing on maintaining and improving the condition of our existing roads, footpaths and cycleways because you've told us that's important to you. We also want to give people better options for getting around, whether by car, public transport, on foot or on a bike or scooter. The safety of our networks is also a priority.

This draft budget proposes an average residential rates increase of 5 per cent for the 2021/22 financial year. This equates to an extra \$142.25 a year or \$2.74 a week. The average rates increase for all ratepayers (residential, business and rural) for the 2021/22 financial year will be 5.56 per cent.

We have challenges and opportunities to enhance our future in several areas. I look forward to hearing your feedback.

Water use



In this proposal I am asking for specific feedback on a proper funding/charging regime for utilising the drinking water infrastructure. Last year, the messages were confused due to the mixing of capital value-based rates and the proposed excess utilisation charges.

We are proposing charging an excess water use targeted rate for households that use significantly more water than the average household to help us manage our water demand better, give us a more secure water supply and reduce pumping costs over summer. This excess charge would apply if a household used more than 700 litres a day. The average household uses 540 litres a day.

We are aware that there will be issues around large families and shared accommodation, which the policy will provide the means to address.

Heritage



We're proposing to introduce a heritage targeted rate instead of including all funding for heritage building in the general rate. In the future, we plan to show this separately on your rates bill. This targeted rate will provide a clear picture of the portion of your rates that you already pay towards specific heritage projects in the city. We're proposing that every ratepayer will pay this rate and it will be calculated as a number of cents per dollar of capital value.

These central city heritage projects include:

- Canterbury Provincial Council Buildings: The targeted rate will help to fund \$20 million of capital expenditure in the 2027–28 year.
- Old Municipal Chambers (previously known as Our City Ō-Tautahi): The targeted rate will help to fund up to \$8.6 million in capital funding (\$2.6 million in 2021–22 and \$6 million in 2022–23). This funding will be transferred to the City of Christchurch Trust – a charitable trust set up by private company Box 112. Box 112 will undertake the strengthening and refurbishment of the building at the direction of the Trust.
- Robert McDougall Art Gallery. The targeted rate will help to fund \$13.5 million of restoration work in 2022–23 to 2024–25. Depending on the outcome of consultation on this draft plan, this could also include \$11.8 million of funding towards base isolation work.
- Canterbury Museum redevelopment. The targeted rate will contribute to the \$23.7 million for the redevelopment in years 2024–27.
- In addition we have been asked to support the Arts Centre, which is the former site of the University of Canterbury that was saved from demolition by local citizens. Before the earthquakes we used to provide financial support for the operational costs of the Arts Centre. Now that they have exhausted their insurance proceeds, they have asked the city to partner with them once more.
- We are proposing to provide the Arts Centre with a capital grant of \$5.5 million. We would do this via a targeted rate that would recover the grant cost over 10 years, and would phase in over two years, so the targeted rate would be smaller in 2021/22 than in subsequent years. We are proposing that every ratepayer will pay this rate and it will be calculated as a number of cents per dollar of capital value.



Ōtākaro Avon River Corridor

Regenerating the 602-hectare Ōtākaro Avon River Corridor is a once-in-a-lifetime opportunity to create a legacy that benefits future generations. We are committed to a new co-governance model for the development of the land, in partnership with Mana Whenua.

We have an opportunity in the Ōtākaro Avon Regeneration Area to take an integrated approach to how we manage land, water and natural hazards.

We have committed a total of \$337 million of capital development funding across the years 2021–31 to the former residential red zone land regeneration. This includes:

- \$316 million for the implementation of the Ōtākaro Avon River Corridor Regeneration Plan.
- \$21 million to support future plans for Brooklands, the Port Hills and Southshore former residential red zone land.

The funding will support the following developments – the City to Sea pathway, ecological restoration, cultural and recreational facilities, including landings, flood protection and stormwater management, and the Pages Road bridge.

Work will start on the City to Sea pathway in the 2021/22 financial year. This will include large areas of ecological restoration and wetlands, walking paths, nature trails, cycleways, riverside landings and community spaces such as picnic spots and barbecue areas.

In summary

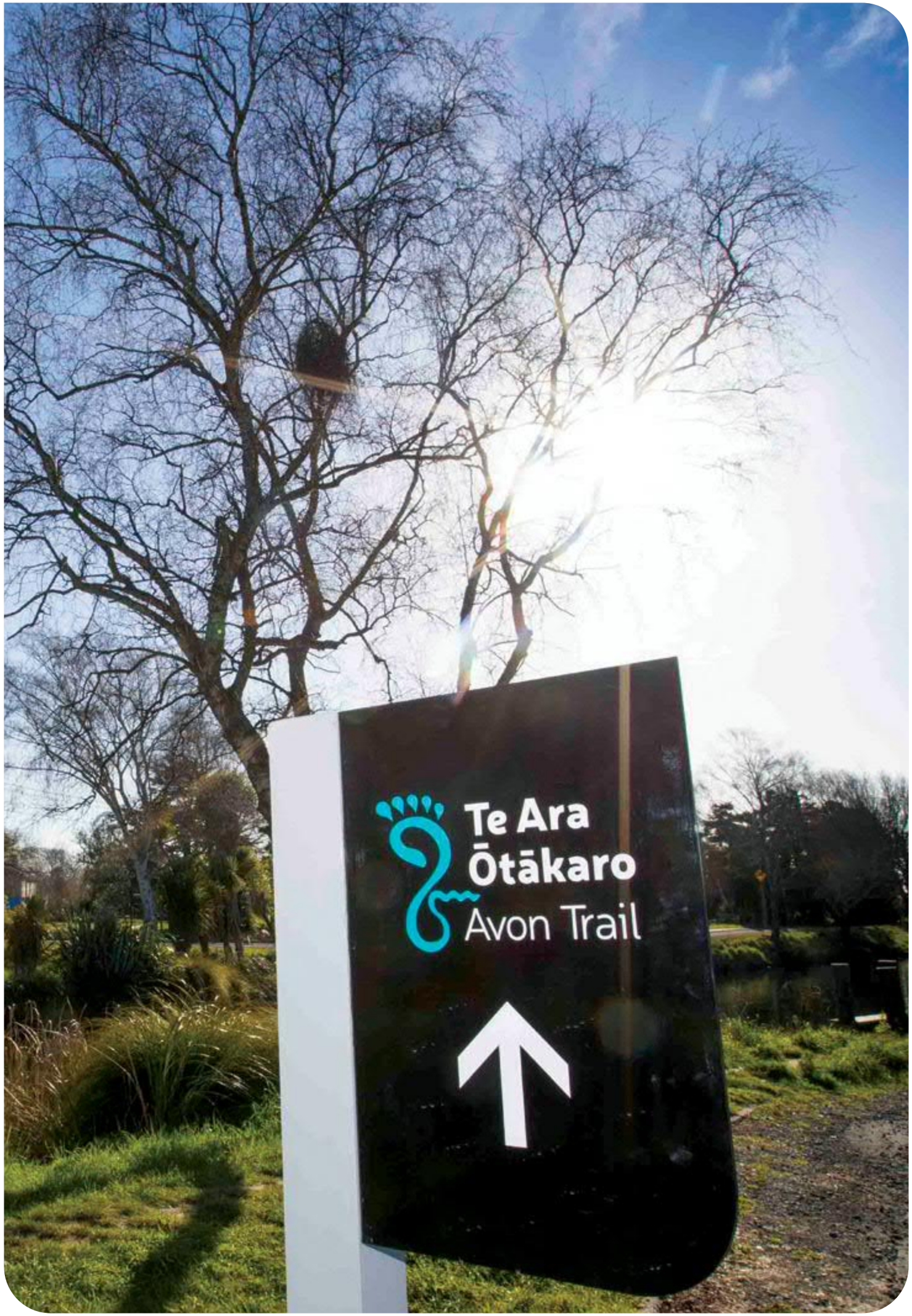
Climate change and COVID-19 are game changers, but as with any natural hazards that can occur anywhere at any time, they also force us to better manage our challenges and adapt to our changing environment.

I am conscious that COVID-19 pandemic has affected not only the Council's finances but also those of city residents and businesses.

The recommendations in this Draft LTP reflect the need to provide reliable, quality infrastructure and services that support the city's growth. They also reflect the need to keep rates, fees and charges affordable, provide value for money, and build financial resilience.

Lianne Dalziel

Mayor of Christchurch



 Te Ara
Ōtākaro
Avon Trail



Issues addressed in our Draft Long Term Plan



Climate change

Climate change is already having a significant impact on our economy, environment and way of life, and we need to meet this challenge through every means available. We have work underway to identify and respond to climate change issues at the local and citywide level, and must work closely with our communities on this.

At the same time as we are consulting on our Draft Long Term Plan, we are also consulting on the Draft Ōtautahi Christchurch Climate Change Strategy which reinforces the Council's commitment to Climate Change leadership and provides a long term framework for climate action.

In 2019, the Council declared a climate emergency. We set a target of net zero greenhouse emissions by 2045 (excluding methane), and to halve our emissions by 2030 from 2016–17 levels. We all need to make changes to the way we travel, the waste we create and the energy we use. We also need to support affected communities to look at measures to mitigate the impact of climate change.

This fits in with the wider picture of what's happening in New Zealand: in February, the Climate Change Commission released its first draft advice to the Government for public consultation. The independent body's report includes advice on the first three emissions budgets covering five-year periods to 2035 and on policy direction for the Government's first emissions reduction plan. Together, these lay out the course for reducing emissions in Aotearoa and set the direction of policy to get there.

Following consultation, the Commission's final recommendations will be released on 31 May, and the Government has until the end of the year to create an emissions reduction plan for meeting any budgets it adopts. We'll need to respond to those changes in policy as they come forward.



Water, wastewater, surface water and waterways

Over the next few years the way that Councils provide water services to people is going to change. We are part of a conversation with the Government and we need to know what our communities, iwi and neighbouring councils think about the future of our 'three waters' services – drinking water, wastewater and stormwater.



Safeguarding our drinking water supply

We have a responsibility to ensure our drinking water supply, infrastructure and water taonga are managed in a way that supports the environmental, social, cultural and economic wellbeing of current and future generations.

We're investing in upgrading the city's drinking water supply network, including upgrading well heads, drilling new and deeper wells, upgrading reservoirs, replacing older pipes, and installing new 'smart' monitoring systems and flow meters. The work we're doing is best practice and will future-proof the network for many years to come.

Safe drinking water, without residual chlorine, is a major priority for the Council, and for the people of Christchurch. We've resolved that, long term, we want to retain the city's untreated water supply system and will seek an exemption from the Government proposal in the Water Services Bill to require residual chlorine treatment.

Much of our water supply pipe network was built during previous building booms. It is ageing and around 14 per cent of pipes are in very poor condition and are expected to fail in the next one to two years. A concerted effort is

therefore needed to replace large parts our water supply pipe network to stop it deteriorating further.

In the next 30 years we need to keep protecting our drinking water supply by upgrading and renewing infrastructure and extending the network to supply water to new developments. We propose spending \$836 million over the next 10 years, including:

- Water Safety Plan Improvement Programme Asset renewals and replacements.
- Water supply rezoning – this will allow for water pressure to be managed more effectively across the whole city.
- Smart technologies for monitoring and measuring the network's use.



Wastewater

Our main focus will be on replacing poor condition wastewater pipes. Much of our wastewater network is old and leaky, and lets large amounts of groundwater and stormwater into the wastewater system. These pipes are also prone to blockages. Both of these factors can lead to increased overflows of wastewater, which creates a public health risk and isn't good for the environment.

We plan to protect Lyttelton and Akaroa's harbours by removing treated wastewater discharges from them. In 2021, wastewater discharges from three wastewater treatment plants in Lyttelton Harbour will stop, and all wastewater will be pumped to the Christchurch wastewater treatment plant.

Akaroa's current wastewater treatment plant and outfall are in a culturally and historically sensitive place and they are old and need to be replaced. We plan to build a new modern treatment plant and use the reclaimed water

to irrigate new areas of native trees in Robinsons Bay, Takamātua and Hammond Point. We plan to use some of the reclaimed water for irrigating public parks and flushing public toilets in Akaroa. We will also work with government agencies, Ngāi Tahu and other water suppliers to develop regulations to allow the use of this water on private properties for irrigating gardens and flushing toilets.

In Duvauchelle, we are also exploring removing the treated wastewater discharge from Akaroa Harbour, and irrigating it to land instead, possibly on the golf course. This would mean an end to treated wastewater discharges to Akaroa Harbour. We will be consulting on the options later in the year.

We propose spending \$798 million on wastewater infrastructure over the next 10 years, including:

- Removing treated wastewater discharges from Akaroa Harbour.
- Replacing or renewing ageing or damaged assets that are in poor condition.
- Monitoring the condition of our assets.
- Wastewater overflow reduction.

Issues addressed in our Draft Long Term Plan



Transport

We have heard from residents that transport is top priority. It's also the city's biggest contributor of carbon emissions. Around 36 per cent of total greenhouse gas emissions in Christchurch are generated through road transportation and we need to make it easy for people to travel around the city without cars.

Over the next decade we are planning to expand and improve public transport and cycling infrastructure.

In December 2020, the Council endorsed the Greater Christchurch Public Transport Business Case that was developed jointly by Waka Kotahi NZ Transport Agency, Environment Canterbury, Waimakariri District Council, Christchurch City Council and Selwyn District Council.

The business case sets out the investments that are needed to improve the public transport network in Christchurch and to get more people traveling by bus rather than private vehicle.

The Council has committed to providing \$96.7 million on bus infrastructure improvements over the next 10 years. That funding will be used for new bus lanes, intersection improvements, bus stop and passenger facilities. At the same time Environment Canterbury will increase the frequency of the buses, which will make going by bus a more attractive proposition for people.

We will be completing the major cycleways across the city and ensuring they link in with local cycleways so that going by bike becomes a safe and convenient option for people. We propose spending \$235.8 million on all cycling projects/programmes over the next 10 years. This includes a significant portion of funding from "shovel-ready" and Waka Kotahi NZ Transport Agency.

Responding to the feedback from our residents, we also need to invest in the renewal of our roads and footpaths so that we bring them up to a standard that our residents are satisfied with. I am recommending that over the next 10 years we spend \$551.8 million on roads, footpaths and road infrastructure renewals. Some of that money will come from the Christchurch Regeneration Acceleration Facility that was set up by the Crown to help speed-up the city's regeneration.

By 2031 we want to have reduced our road toll with at least 40 per cent fewer fatal and serious crashes on our road network compared to 2020. To achieve this we have proposed a mass-action citywide programme of safety works focused on what evidence has told us are the most high risk sites. This programme will focus on the main known safety issues and it is proposed \$166.2 million is spent over the next 10 years, including on improvements and renewals.



Solid waste and resource recovery

There are growing community aspirations for sustainable ways to manage and recycle waste and to reduce what goes to landfills.

As a Council we share those aspirations. In 2020 we adopted a new Waste Management and Minimisation Plan that focuses on changing our 'throw-away' culture and reducing the amount of waste we are sending to landfill.

Implementing the actions in that plan are the key drivers of our capital and operational spending in the area of solid resource recovery. Funding of between \$2 million and \$20 million a year for capital programmes and \$56 million to \$74 million has been earmarked for operational waste minimisation programmes.

In response to notice from Environment Canterbury about the odour from the organics processing plant at Bromley and subsequent to us making a decision to fully develop this facility to address the issue, an abatement notice was issued. Funding of \$21.5 million has been provided for this project.

An additional, important focus will be on contributing to the Council's zero emissions target through exploring ways to reduce greenhouse gas emissions from waste processing activities, the household kerbside collection vehicle fleet, and the transportation of waste materials.



Investing in our parks

In the next 10 years we will maintain and improve our parks and foreshore. We propose spending \$515 million on parks and \$60 million on foreshore. A total of 39 per cent of planned spending is on new developments and upgrades while most of the funding (61 per cent) is on renewing what we already have as it reaches the end of its life. Significant areas of expenditure include:

- Residential Red Zone regeneration projects, including the Ōtākaro Avon River Corridor (\$170 million)
- Cemeteries, including a new cemetery at Templeton (\$31 million)
- Botanic Gardens Master Plan projects and renewals (\$27 million)
- Naval Point redevelopment (\$27 million)
- Akaroa wharf (\$19 million)
- Sports fields (\$15 million)
- Redeveloping QEII Park (\$14 million)
- Lancaster Park redevelopment (\$8 million)
- Hagley Park development and renewals (\$8 million)
- Strategic land purchase (\$4.5 million)
- Carrs Reserve Kart Club relocation (\$3.9 million)
- Rod Donald Trust strategic land purchase (\$3 million)

In the first three years, our focus is to look after what we have and prioritise renewals based on the condition and age of the assets. Akaroa Wharf will be one of our most significant renewal projects. Regeneration of the Ōtākaro Avon River Corridor will gather momentum. We will also start to develop aspects of the Christchurch Botanic Gardens Master Plan, continue with development of Ngā Puna Wai Sports Hub, progressively upgrade our sports fields, and reopen Lancaster Park for public use – the first stage of its redevelopment. We'll also deliver numerous smaller community-based projects.



Rates

We're proposing an average residential rates increase of 5 per cent for 2021/22. For an average house with a value of \$508,608, the proposed increase is an extra \$142.25 a year or \$2.74 a week.

The overall average rates increase for 2021/22 is 5.56 per cent. This also means an average increase of 5.91 per cent for the average commercial property, and 5.83 per cent for the average remote rural property that currently pays land drainage rates.

For an average commercial property with a value of \$1,858,572, the proposed increase is an extra \$786.03 a year or \$15.12 a week.

For an average remote rural property currently paying land drainage rates and with a value of \$1,039,580, the proposed increase is an extra \$178.04 a year or \$3.42 a week.

Our total rates income includes rates from new developments around the city. More developments means more ratepayers, and that means the rates burden becomes shared amongst a bigger group – so as long as the number of rateable properties keeps growing, the rates increase for existing ratepayers will be lower than the total increase.

Issues addressed in our Draft Long Term Plan



Borrowing

The Council uses debt to finance new long-term assets that benefit future generations of residents. This ensures the upfront cost is fairly shared across generations through debt interest and repayment over time funded by rates. We have also had to do some short-term borrowing to cover the reduced revenue that resulted from COVID-19.

While the Council can service the current and forecast debt comfortably, carrying a relatively high level of debt means we need to restrain the increase in debt to ensure we have financial resilience.

The Council's net debt (our total debt minus our cash holdings and debt that's owed to us) is forecast to be \$1.6 billion at 30 June 2022 – \$250 million lower than predicted in 2018. Our total assets amount to about \$15.6 billion, which gives us a debt-to-asset ratio of around 10 per cent. As an analogy, first home buyers generally borrow 80 to 90 per cent of house value to purchase properties.

Reducing debt is therefore key to the Council regaining an acceptable level of financial resilience and sustainability.

In this Draft LTP our net debt to revenue ratio is forecast to peak in 2028 before reducing over time.

By 2027 we're planning to have repaid all the borrowing we took on to meet the shortfall caused by COVID-19.



Government support

Many of the planned infrastructure projects rely on capital investment from the Government.

For example, nearly all the transport improvement projects that the Council will undertake will be part-funded by Waka Kotahi NZ Transport Agency.

A key focus of this Draft LTP is on optimising opportunities to tap into Government stimulus funding for infrastructure work that generates or retains jobs.

Work on a number of our cycleways has been brought forward in this Draft LTP because the Government has given us funding through its \$3 billion 'shovel-ready' infrastructure fund.

Money from that fund also means that we can complete the final stage of the Christchurch Coastal Pathway, around Moncks Bay, between Redcliffs and Shag Rock.

We are also fortunate to have \$300 million of funding that the Government has provided through the Christchurch Regeneration Acceleration Facility for projects that will help speed up the city's regeneration.



Social and economic recovery post COVID-19

We have developed a socio-economic action plan to foster the wellbeing of our communities as we recover from the impacts of COVID-19. We need to respond now, recover fast and reposition sustainably and for the long term.

We share overarching leadership of the plan in partnership with mana whenua. Actions are being delivered in collaboration with ChristchurchNZ, the Council family of companies held by Christchurch City Holdings (CCHL), iwi and rūnanga entities, central government agencies and crown entities, regional and local authorities, the private sector and community groups and organisations.



Overview

Over the past decade, our city and region has faced unprecedented challenges – earthquakes, fires, floods and a terrorist attack – and these events have forever impacted our social, economic, cultural, and environmental fabric.

We wouldn't be where we are today without the support we received from the rest of the country. Now we're at a point where we're ready and able to contribute to the country in a way that is befitting our status as the second largest urban centre in the country.

The area we know as Greater Christchurch – the city together with the surrounding towns from Rolleston to Rangiora – is the fastest growing region outside of Auckland. We are a strong economic, logistics, service and knowledge hub for Canterbury, the South Island and New Zealand, with New Zealand's second largest international airport and second largest export seaport.

We're small enough to be a testbed – a place of experimentation where we can afford to take risks – while being big enough to be able to scale innovation for wider success and benefit. In other words, we offer a place that's 'small enough to fail, and big enough to build to scale' – the perfect environment for innovation and creativity to take seed.

Our DNA has effectively changed through each crisis – we're more prepared to take on the challenges each brings, because we have lived the reality, and we have become used to seeking the opportunities that crisis always offers.

We've learned the importance of trusted relationships as the strong foundation for collaboration which always provides the best way forward. Prior to the 2010/11 earthquakes, we had already worked collaboratively with

our two neighbouring Districts and the Regional Council to develop the Greater Christchurch Urban Development Strategy. It was this that facilitated a rapid collective response to the earthquakes, with the fast-tracking of its implementation enabling the release of land to house more than 7000 households displaced by the earthquakes. The success of this approach is evidenced by retention and growth of our population and having the most affordable housing options of any large urban centre in New Zealand.

We have built on these partnerships by bringing Te Rūnanga o Ngāi Tahu to the table along with the Canterbury District Health Board. The strength of these arrangements and the lessons we've learned have positioned us to take on the challenges that other shocks may present.

We've recently embarked on a 30-year plan for our area, called Greater Christchurch 2050, to help us reposition ourselves to respond to future challenges we know we need to confront: climate change, technological advances causing disruption, the need to maintain affordability of housing and ensure wellbeing for our people. We have our partners all around the table working together with a commitment to start implementing a plan within a year.

Our plan for the future is a deliberate move to embrace the industries that build on our strengths as a region and take up the global opportunities that exist. We're breaking new ground in aerospace, trials of autonomous vehicles, developments in food and fibre, and making the most of our increasingly diverse economy to make sure we have a solid offering for the generations to come.

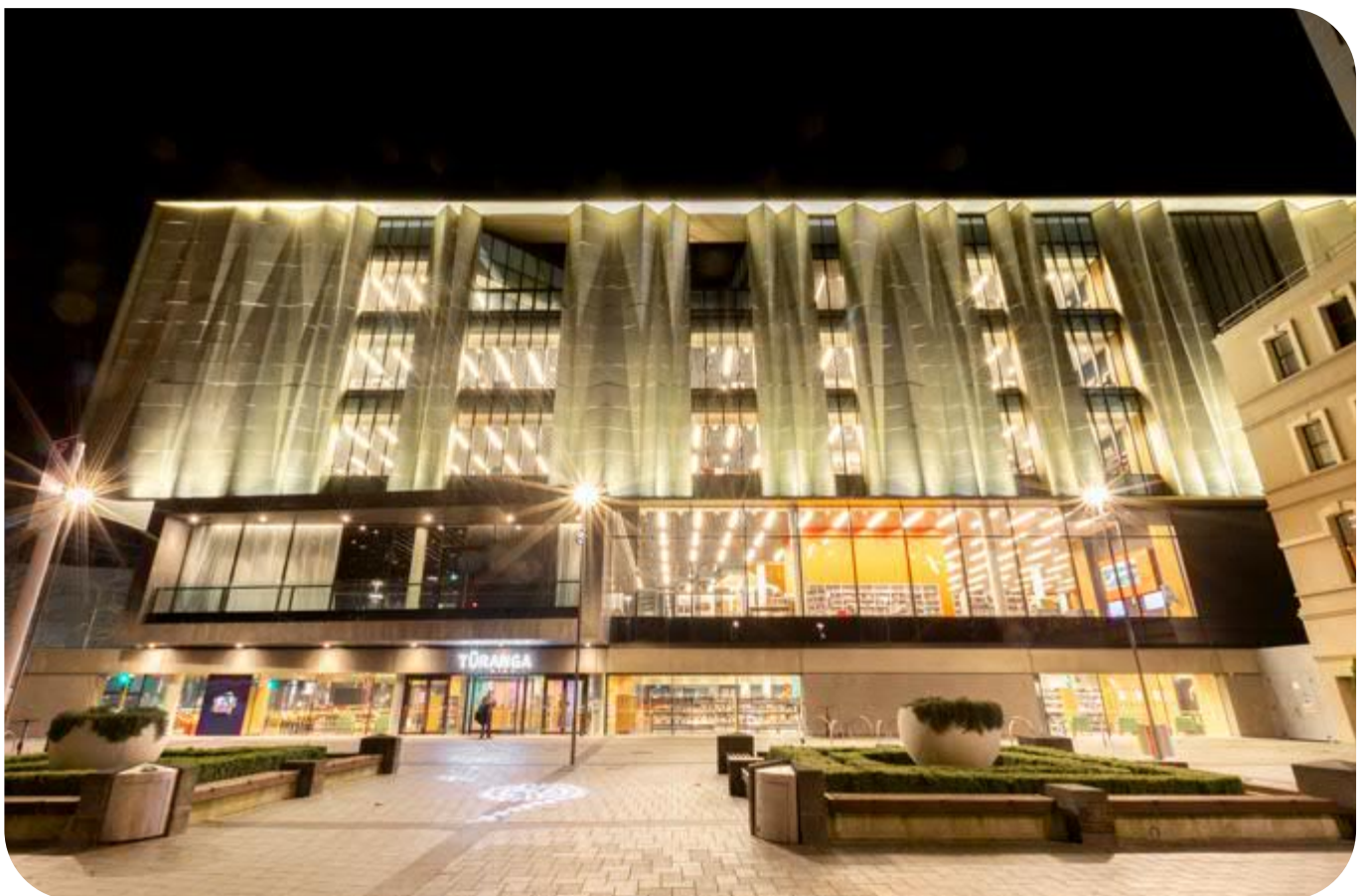
We're a hub of innovation and education excellence. Six of the seven Crown Research Institutes are based in Greater Christchurch, we have four quality tertiary institutions, and we have excellent schools.

As we look ahead, there are new challenges to face and new opportunities created: the need for us to respond and adapt to climate change, the impact of technologies on our economy and our lives, the role other global and national changes have on the competitiveness of our businesses, and the attractiveness of the city and region as a place to live, study, do business and invest.

As we evolve and grow, we must constantly seek answers to the same questions: how do we build on and leverage our strengths to ensure everyone in our community enjoys the quality of life so many of us value, and how do we

ensure we are well organised and ready to respond to current and future challenges so that our children and grandchildren can enjoy meaningful and fulfilling lives?

In many respects we are a new city with new infrastructure and new community facilities that exceed what a city our size would expect. That has been the legacy of investment decisions made in the wake of a crisis. The legacy of the investment in relationships has also paid off, and we're now ready to develop broader strategic partnerships and consider what we can co-invest in – not just for the good of Greater Christchurch, but for the benefit of the country as a whole.



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Mayor's Proposal

2021-2031