

Ōtautahi Christchurch Recovery Plan

Our socio-economic action plan to foster the wellbeing of our communities as we recover from the impacts of Covid-19

December 2020





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Kia ora



Over the past decade, the residents of our city and region have faced unprecedented challenges – earthquakes, fires, floods and a terrorist attack. These events have forever impacted every aspect of our lives and our environment.

Through collaboration and partnership we have established a strong platform to move forward, always putting the community at the heart of how we respond and plan for recovery. In many ways, our connections and ability to withstand sudden shocks has been strengthened by our shared experience.

We felt like we were turning a corner at the beginning of 2020 but then faced the challenges and uncertainty of the global Covid-19 pandemic and the impact it is having on our people and the economy.

In the same way that the health response to Covid-19 involved the “team of five million”, we as a city and region need to continue to work together to recover and reposition ourselves for the future. We need a joint plan that includes councils, government agencies, iwi, mana whenua, communities, NGOs, businesses and neighbourhoods. This plan shows how our recovery effort makes that real.

Our response to Covid-19 is focused on three horizons: Respond, Recover, and Reposition.

In the Response phase, the primary focus has been on protecting lives and urgent action to support

business survival, keeping as much of the economy functioning as possible and supporting households and people’s livelihoods.

In the Recovery phase, our focus is on growing jobs and supporting economic activity, while looking for opportunities to help businesses pivot. It has been great to see businesses changing direction to meet the challenges they face. We are supporting the development of new sustainable models of business, employment, home ownership and education that enable communities to overcome the challenges that lie ahead.

The Repositioning phase is about shifting our mindset from looking backwards and seeking to recover what we had, towards focusing on the future and creating a thriving and prosperous city and region for our residents. It is about being bold, engaging innovative and curious minds, to lift our ambitions for the city and define a new future for ourselves.

We are focused on building on our region’s strengths while positioning ourselves to take on global opportunities.



Welcome to our plan

The Ōtautahi Christchurch Recovery Plan (the Plan) sets out the framework for organising our collective efforts and delivering actions to make sure our city’s economic and social recovery from the Covid-19 pandemic is deliberate, strong and fair.

Who needs a Plan? We all do. This Plan will help ensure our combined actions make a real difference towards full recovery across the city.

In Christchurch, following the past decade of disruptions and events we faced, we understand the importance of working together. We know that strength comes from shared knowledge and collaborative action.

Having an integrated Plan means we can bring together a clear, evidence-based understanding of the breadth and depth of the impacts locally and focus on appropriate actions. It means we can build a coherent and comparative picture of the challenges created by Covid-19 and our progress, which will shape our ongoing recovery actions.

We are organising our response to Covid-19 across three horizons. We need to **respond** now, **recover** fast, and **reposition** sustainably and for the long term. Our goal for Ōtautahi Christchurch is that, through deliberate actions, our contribution to national, regional and local recovery from the impacts of Covid-19 is above the national performance average against a range of chosen indicators.

Key indicators include economic activity, unemployment and workforce participation rates, the number of young people not in employment, education or training, and the rate of unemployment for Cantabrians - particularly Māori and Pasifika. In addition, we are regularly monitoring a much wider range of economic and social indicators, so that we have a full picture and can move quickly to adapt actions as required and grasp or create opportunities.

We are committed to ensuring that our steps now to deliver socio-economic benefits support our ambition to deliver long-term sustainable gains for future generations, promote greater equity, reduce carbon emissions and support a sustainable and regenerative approach to our environment.

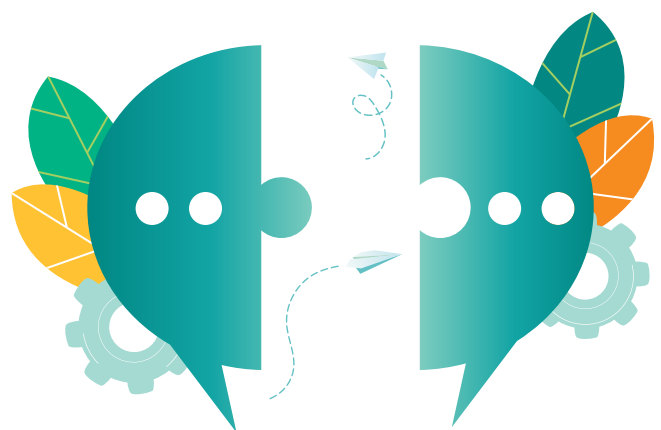
The duration of the pandemic remains uncertain and our situation will keep changing. Impacts continue to emerge and affect our lives and livelihoods in different ways. Our actions to mitigate and overcome the impacts of Covid-19 will vary over the months and years ahead. But, throughout, we need to continue to work together, be nimble, and mindful that the impacts are greater on some people, communities and businesses than others.

Christchurch City Council shares 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 Ltd (CCHL), iwi and rūnanga entities, central government agencies and crown entities, regional and local authorities, the private sector, and community groups and organisations (such as NGOs).

Nine workstreams drive action towards these immediate to longer-term horizons. The Plan outlines who is leading each workstream, what they are focusing on, and highlights some of the positive things already occurring, including vital community-led actions.

You can track progress with actions and what the indicators are telling us [here](#). This information will be updated regularly. We’ll also be publicly reporting on progress.

It’s our recovery, and we all need to be part of it.



What impact has Covid-19 had on our city?

The Covid-19 pandemic is a global health crisis. The response by governments and communities to manage the health crisis has created significant economic and social upheaval. While New Zealand has, to date, managed the health impacts better than most other jurisdictions, there is still a critical need to address and recover from the flow-on impacts on the local economy and our communities, while preparing to reposition our city for the future.

Covid-19 is described as a one-in-a-100-year event, though this does not mean we will not again face challenges such as this in our lifetimes.

As the gateway city to the South Island, we faced a sudden and deep change to the visitor economy as a result of closed borders and lockdowns. For Ōtautahi Christchurch, the people and sectors most severely affected by the pandemic include:

- tourism and related businesses (including retail, hospitality, accommodation sectors)
- small and medium-sized enterprises (SMEs)
- youth, Māori, Pasifika and people in the 45–55 age bracket
- graduates leaving universities and tertiary institutions going into the labour market¹
- people with pre-existing vulnerabilities.²

The number of Jobseeker Support recipients in Canterbury increased 47 per cent from 13,256 in the first week of January 2020 (pre-Covid-19) to 19,431 in the week ending 27 November 2020 (compared to a 39 per cent increase across New Zealand).

Although international visitor spending in Canterbury has fallen dramatically since the border closures (September 2020 saw a 62 per cent decrease on the same time last year), domestic visitor spending in Canterbury is still strong (a 26 per cent increase on the same time last year), and overall retail spending reached \$469 million in September 2020 (9 per cent higher than for the same month last year).

The least impacted sectors have been:

- essential service businesses (including primary industries)

The impact on export values has also been minor to date, although many importers and exporters have faced significant supply-chain disruptions and offshore operational challenges, which are expected to continue and change in nature for some time.

Uncertain way ahead

Based on what we know, it is likely that the economy will be in recession through 2021. This may lead to further business failures, particularly SMEs and those that rely heavily on international visitor spend over the peak summer months. Other ongoing impacts may include lost and stalled investment, further job losses which will contribute to skill erosion, lower incomes and greater levels of poverty. This will continue to have a negative impact on people's wellbeing. We know that there is a risk that impacts from the pandemic will disproportionately exacerbate pre-existing inequalities and diminish social and community wellbeing.

We also need to anticipate that there may be further resurgences of Covid-19 cases locally, regionally or nationally, but we are uncertain what the nature or extent might be of any additional economic, fiscal or policy levers the Government might exercise to curb its spread and mitigate further hardships.

The timing and extent of the relaxation or re-opening of international borders is unknown, although some first-step trans-Tasman trials are underway. While this generates business for local accommodation and tourism-related providers, it also means that for health workers, in particular, they are having to manage additional demands in order to mitigate the risk of people entering the country who are infected, or become infected, introducing the virus into the wider community. This important prevention strategy can expose some of our essential frontline health workforce, and others, to additional risks and stressors such as negative perceptions and stigma being expressed by the wider community.

¹ Regional Skills Leadership Group. Local Insights report: Canterbury interim skills leadership group. September 2020. <https://www.mbie.govt.nz/dmsdocument/11920-local-insights-report-canterbury-interim-regional-skills-leadership-group>

² Ministry of Health: Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Recovery Plan. 15 May 2020. <https://www.health.govt.nz/system/files/documents/publications/covid-19-psychosocial-mental-wellbeing-recovery-plan-15may2020.pdf>

The Mayor's call to action

In June 2020, Mayor Lianne Dalziel strongly encouraged the city's leaders to develop a deliberately focused, joined-up local plan of action – to be led by the Council in partnership with mana whenua, with actions delivered by the Council's family of companies, strategic partners, and local businesses and communities. The Council agreed to lead the way in partnership with mana whenua by developing an integrated, action-focused plan that would build a bridge between the initial response to the crisis and the longer term repositioning of Greater Christchurch to support the long-term social, economic, environmental and cultural wellbeing of our residents and businesses".³

Principles we value

There are some important principles underpinning the way we deliver our Plan. We need to make sure we are:

- Showing inclusive and strong leadership and decision-making
- Enabling communities and enterprises to be self-sufficient and adaptive
- Collaborating with strategic partners and leveraging opportunities
- Promoting health and wellbeing
- Protecting and enhancing livelihoods
- Enhancing the environment
- Promoting and stimulating equitable and sustainable growth.

These values reflect the Council's guiding principles in its [Strategic Framework](#), and ensure that we have a just and enabling environment for sustainable, adaptive, resilient communities and enterprises that can prosper and thrive.

We're well underway

In the early months of the Covid-19 pandemic, all New Zealanders responded with typical Kiwi stoicism. As a 'team of five million' we locked down, lived in our bubble, connected with whānau and friends online, where possible worked from home, adapted our businesses and, in some instances, had to make tough business decisions that impacted on livelihoods and lifestyles.

Christchurch responded promptly to the Covid-19 challenges – we were able to call on existing strong networks and collaborative working styles born from responding to the past decade of disruptions.

There are many important lessons from these tragedies and disruptions.

- Community-led action brings real and meaningful recovery.
- We need to respect and embrace everyone in recovery planning and actions.
- Celebrating success on the way is heartening, maintains hope and a sense of progress.

Communities, businesses and organisations, iwi and rūnanga entities, central government agencies and crown entities, regional and local authorities, and the Council and its family of companies have already moved quickly from the beginning of the pandemic, implementing initiatives, fast-tracking policy changes and delivering work programmes to minimise the impacts of Covid-19 as they unfolded. Businesses have worked hard to survive with a heavy focus on retaining their skilled employees.

Public sector responses included:

- up to six months' deferral of City Council rates for businesses and homeowners
- business survival support services for thousands of city businesses
- domestic roll-out of an #ExploreCHC destination brand in collaboration with regional partners to attract domestic leisure visitors and offset huge disruption in the tourism industry
- initiation of a 'buy local' campaign
- air freight support measures
- tourism-related businesses pivoting to domestic markets
- fast-tracking of 'shovel ready' projects
- a national Jobs for Nature programme
- a time-bound national wage subsidy and subsequent extension
- distribution of funds to community groups and NGOs
- establishment of a city-wide innovation partnership to support start-up businesses
- a three-month rent holiday for City Council's commercial tenants.

Coordination of effort, monitoring progress and identifying gaps and opportunities are key roles of the Plan - galvanising and promoting a cohesive, visible city-wide response.

Now, we in Christchurch need to keep acting together as a team.

³Christchurch City Council, Minutes of the meeting held on 20 June 2020, Item 20.
https://christchurch.infocouncil.biz/Open/2020/06/CNCL_20200625_MIN_4765_AT.PDF

The goal for our recovery

The overarching goal for Ōtautahi Christchurch is that through deliberate actions our contribution to national, regional and local recovery from the impacts of Covid-19 is above the national performance average against a range of chosen key indicators.

Key indicators include:

- 1 Canterbury Economic Activity Index⁴
- 2 Unemployment rate
- 3 Workforce participation rate
- 4 Rate of people aged 15 to 25 years who are not in employment, education or training
- 5 Unemployment rate for Cantabrians, particularly Māori and Pasifika.

These indicators tell us how we are recovering economically and in relation to the associated impacts on our social wellbeing. These indicators are all reported regularly, so we can stay alert and compare our recovery progress against elsewhere in New Zealand, and adjust our action plans when required.

How are we tracking?

Table 1: Performance of key indicators towards recovery goal (as at 3 December 2020)

	Latest as at November 2020			Same period last year			Period
	Canterbury	Christchurch	New Zealand	Canterbury	Christchurch	New Zealand	
Economic Activity Index	1.4		0.8				October
Unemployment rate	4.5%	5.3%	5.1%	3.6%	3.8%	4.0%	Quarter 3
Workforce participation rate	70.2%	71.7%	69.8%	69.9%	70.4%	70.3%	Quarter 3
Not in Employment, Education or Training rate	8.4%		11.8%	8.0%		10.1%	Quarter 3
Unemployment rate for Māori	10.3%		8.8%	5.2%		8.0%	Quarter 3
Unemployment rate for Pasifika	13.9%		8.1%	1.4%		7.4%	Quarter 3

We are monitoring a wider range of indicators also, to more fully understand our progress and wellbeing. You can view our progress [here](#).

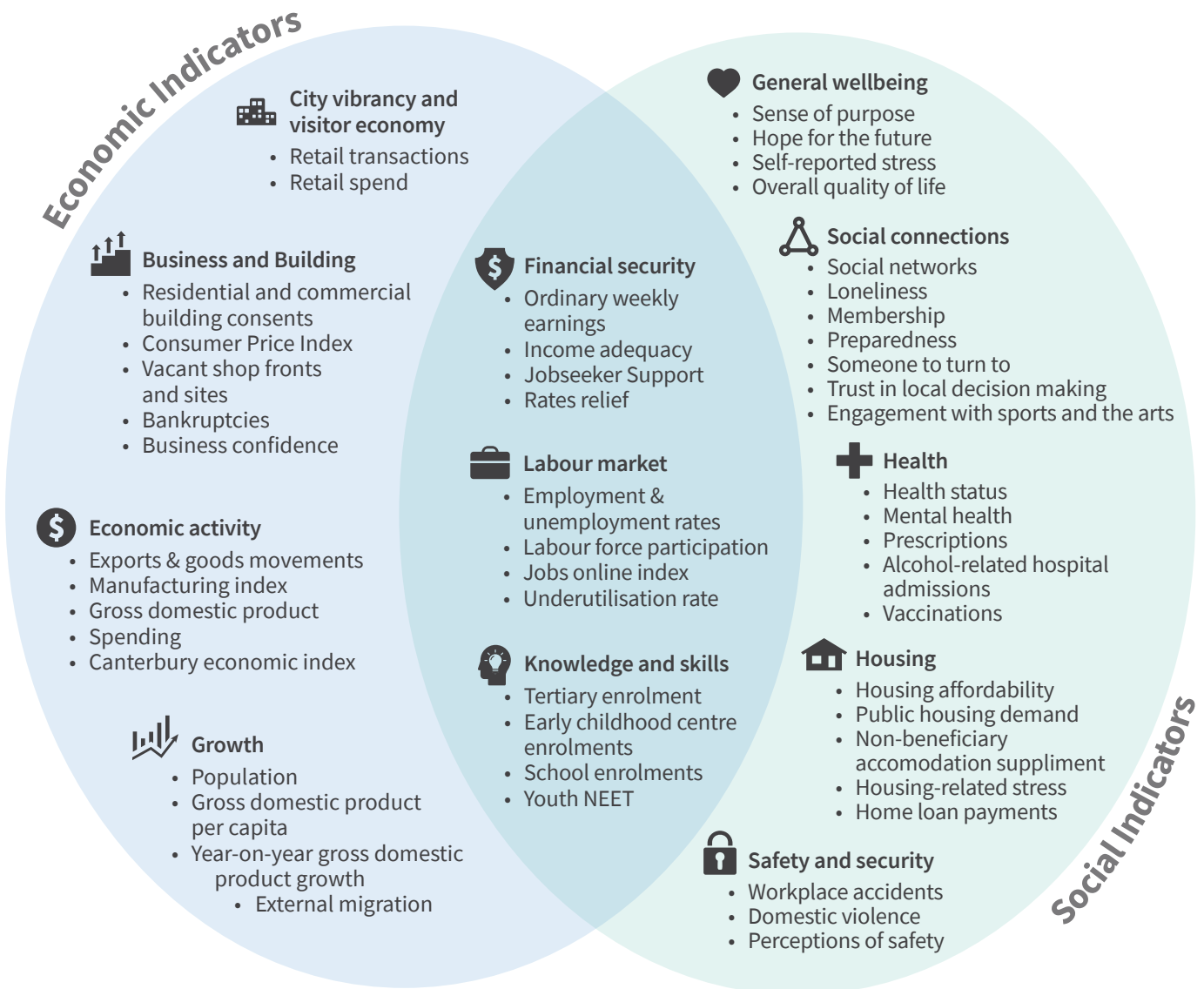
⁴ The Canterbury Economic Activity Index measures regional economic activity, job seeker support recipients, building consents, retail sales, exports, manufacturing. It is a regional version of The Treasury's New Zealand Economic Activity indicator that uses a similar set of indicators nationwide.

How will we know the impact we're having?

Along with monitoring our key indicators of progress towards our recovery goal (described earlier), we will assess our progress against several other socio-economic indicators and performance measures. The range we're using are illustrated in Table 2. Progress will be measured against a broader national and global context, to provide perspective and comparison.

Regular reporting of these socio-economic indicators and performance measures will enable reviews by our partners' management and governing bodies so that they can adapt actions and workstreams as required. The reporting will be publicly available so that communities can see what progress is being made, as well as how they may contribute to success.

Table 2: Indicators to show progress towards recovery.



The evidence to date indicates that the impacts of Covid-19 have been largely economic and social, but further work is required to ensure that the cultural and environmental impacts are understood and appropriately considered. For example, it is intended that all activity within the Plan is consistent with our city's commitment to long-term carbon reduction (net carbon neutral by 2045). It is essential that job creation and infrastructure delivered and utilised through the actions in the plan align with the city's commitment to carbon neutrality and improved environmental outcomes.

The long-term view

Our Plan is action-oriented and focuses on response and recovery for Ōtautahi Christchurch. However, we need to maintain a long-term view too and make sure that our efforts will help reposition our city as part of a wider geographic community of interest - enabling us to drive greater equity and create a bridge to take us to a smart, sustainable future.

When the impacts of the pandemic really began to affect us earlier this year, we were already working with our strategic partners through the Greater Christchurch Partnership taking a fresh look at our long-term view to 2050 for the main urban areas of Christchurch City, Waimakariri and Selwyn districts. The Greater Christchurch Partnership is determining, through public and stakeholder engagement, the overarching strategic direction for these main urban areas for the next 30 years and a plan for how we will achieve our aspirations. This long-term view aims to support action towards intergenerational wellbeing for our people and the kind of place we want for our children and grandchildren.

For the wider Canterbury Region, the Canterbury Mayoral Forum is mandated by the Canterbury Local Authorities' Triennial Agreement and is the primary mechanism for communication, co-ordination and collaboration between councils in New Zealand's largest region. The Mayoral Forum consists of the mayors of the 10 territorial authorities in Canterbury and the chair of the regional council (Environment Canterbury). The Mayoral Forum's Plan for Canterbury 2020–2022 states its “vision for Canterbury is sustainable development with shared prosperity, resilient communities and proud identity”. In its Plan for Canterbury, the Mayoral Forum recognises that there have been significant economic and social impacts from Covid-19, and is focusing its leadership, facilitation and advocacy on Covid-19 recovery actions that will contribute to its long-term vision and objectives for Canterbury .

While the purpose of this Plan is focused on Ōtautahi Christchurch, our actions will contribute to national, regional and local recovery from the impacts of Covid-19.

The Plan's duration

The three horizons for recovery do not have specific timeframes set against them. It's not that simple. We do not yet know how long the immediate pandemic will last, nor its aftermath of impacts.

We know from our experiences after the earthquakes that people are affected in many ways and at different times by shocks and disruption – so the Plan needs to be flexible, responsive and provide confidence when and where it's needed.

It is anticipated that our Plan will continue to deliver and adapt to the changing situation, until such time as an effective vaccine is successfully mass-produced and distributed; some of the actions in the Plan will also be a bridge towards the longer-term future that our residents seek.



⁵ Canterbury Local Authorities' Triennial Agreement 2020–22. https://canterburymayors.org.nz/wp-content/uploads/CMF-triennial-agreement-2020_signed.pdf

⁶ Canterbury Mayoral Forum: The 11 member councils are Kaikōura District, Hurunui District, Waimakariri District, Christchurch City, Selwyn District, Ashburton District, Timaru District, Mackenzie District, Waimate District, Waitaki District (part of which lies within the Canterbury Regional Council area), and Environment Canterbury. <https://canterburymayors.org.nz/forums/mayoral-forum/>

⁷ Mayoral Forum's Plan for Canterbury 2020-2022. https://www.canterburymayors.org.nz/wp-content/uploads/Mayoral-Forums-Plan-for-Canterbury_AUG-2020.pdf

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Christchurch's leaders are resourceful and have good networks. Many Cantabrians are proud of how we've navigated the challenges of the past decade. We're grateful for Aotearoa's support. We can now repay some of the considerable national investment in our wellbeing and recovery, through sharing what we have learnt - especially about the strength of collaboration.

We need to be mindful that the more successfully the public health response to Covid-19 is handled, the greater the risk of complacency. Managing the air and sea borders relies on a small, highly skilled but stretched workforce. We are dealing with a complex virus, and fatigue and stigma all exacerbate the risk of community transmission. And though we all hope that in time we're be able to roll out an effective, equitable vaccination programme, it will bring its own challenges.

Some New Zealanders returning to us through managed isolation have considerable financial and educational capital, but the overseas livelihoods of others have fallen apart due to the pandemic. Good community wellbeing is fostered through building on existing strengths, welcoming newcomers and supporting frontline staff as we work together to negotiate the local consequences of Covid-19.

Experience tells us we must do this together. ”

Lucy D'Aeth, Public Health Specialist

Community and Public Health,
Canterbury District Health Board

What's the plan to get there?

Our socio-economic action plan to foster the wellbeing of our communities as we recover from the impacts of Covid-19

Led by Christchurch City Council and mana whenua.

In collaboration with ChristchurchNZ, CCHL, Ministry of Social Development, Community & Public Health.

With support and actions delivered by central government agencies and crown entities, regional and local authorities, iwi and rūnanga entities, the private sector, and community groups and organisations (such as NGOs).

Our plan will drive us towards three horizons. Within each are nine workstreams of actions - each led by one or more of our partner agencies.

Respond

Initially, we focused rapidly on the immediate horizon of how to best **respond**. As our economic activity shrank, we needed to save and grow jobs, and make sure people businesses and communities had access to resources, support and financial assistance to maintain some security in their lives.

Workstreams:

- Business survival / jobs retention
- Financial assistance

Recover

Now, our actions also focus on how to **recover** in the medium-term. We need to drive a fast pace and ensure it is equitable too. We are mindful of people's wellbeing and the importance of supporting them to lead their own recovery, as well as looking out for where support and resources are needed to help. We're identifying productive infrastructure projects that can get underway as fast as possible, helping transition our labour force with the right skills so that it's job-ready, and we're promoting and stimulating visitor activity and spending.

Workstreams:

- Health, wellbeing and identity
- Productive infrastructure
- Labour market transition
- City vibrancy and visitor economy

Reposition

All the time we're delivering on these actions, we're looking to the longer-term view and how we can **reposition** our city and communities, for a sustainable future with improved intergenerational wellbeing. The Greater Christchurch Partnership's programme to achieve the vision and aspirations for the sub-region by 2050⁸ will be a lead in delivering on this repositioning.

Workstreams:

- Connectedness
- Confident city
- Smart sustainable city

The nine workstreams are fit-for-purpose - for now. But we know that we may need to adapt or change them if the impacts of Covid-19 alter significantly or we find we need different approaches to ensure economic and social recovery. That's why the monitoring of progress is an important part of the Plan - we need to stay abreast of the situation and act smartly when new opportunities emerge or we need to support areas or groups in our community who are struggling.

⁸ Christchurch City Council. Minutes of the meeting held on 29 July 2020. Agenda report: Greater Christchurch Partnership: Focus for the next twelve months. https://christchurch.infocouncil.biz/Open/2020/07/CNCL_20200729_AGN_4859_AT.PDF

The Action Plan: Organising and delivering actions

Key activity streams

Save and grow jobs

Drive fast equitable recovery

Reposition for a sustainable future and intergenerational wellbeing

Respond

Recover

Reposition

- **Business survival / jobs retention (CNZ)**
Support local businesses to survive and restart. Retain and grow spending to support local jobs.
- **Financial assistance (MSD)**
Individuals, whānau and community groups have access to resources, support and financial assistance.
- **Health, wellbeing and identity (CCC/CPH)**
Individuals, whānau and communities have the resources and support to enhance their health, wellbeing and sense of identity.
- **Productive infrastructure (CCC and CNZ)**
Provide pipeline certainty and identify transformational projects.
- **Labour market transition (CNZ/MSD)**
Deliver and coordinate impact projects aligned to strategic labour market needs, which will expedite the transition of people impacted by Covid-19 into employment and training while ensuring a strong talent pipeline is provided for growth industries.
- **City vibrancy and Visitor economy (CNZ)**
Reactivation of sustainable visitor economy and visitor spending.
- **Connectedness (CCC/CPH)**
Support community-led initiatives to build strong, well-connected local communities.
- **Confident city (CNZ)**
Embed strong city identity and develop city projects in line with identity.
- **Smart sustainable city (CCC through GC2050)**
Intergenerational wellbeing, globally competitive, business and investor ready, economic and social equality, development of the Māori economy, focus on innovation, productive industry cluster activation, low-carbon economy.

Business survival / jobs retention

Horizon: Response

Workstream led by: ChristchurchNZ

Action: Provide assistance and advice to support businesses to continue trading through disruptive periods and retain people in employment.

Why? Thousands of businesses have been disrupted by Covid-19 and the health response, or are facing significant uncertainty over the next several years as the long-term economic forecasts, consumer behaviours, workforce availability and supply chains continue to evolve. This disruption and uncertainty can constrain activity and reduce willingness to invest, which in turn can lead to a reduction in business sustainability and there being fewer jobs, flowing through to reduced livelihoods and poorer social outcomes. On the flip side it also presents new products, markets or growth opportunities for businesses.

The Business survival workstream helps businesses access the support they need, have up-to-date information about Government fiscal policies and economic support measures, and ensure that these services are designed to meet the needs of local businesses and industries. This requires deep on-the-ground knowledge, tangible, timely and informed advice and regular dialogue between local advocates/delivery agents (economic development agencies, including ChristchurchNZ, and industry bodies including the Canterbury Employers' Chamber of Commerce), iwi and rūnanga entities such as Ngāi Tahu Tribal Economies and Tokona Te Raki, and central government.

Some examples of what's already happening

- ✓ Employers retaining workers through support from the wage subsidy and wage subsidy extension payments in Canterbury (*Ministry of Social Development*):
 - 197,000 unique jobs in Canterbury were supported by the wage subsidy (\$1.3 billion, over eight weeks until June 2020)
 - 53,000 unique jobs in Canterbury were supported by the wage subsidy extension (\$227 million from 21 August – 3 September 2020)
- ✓ Providing advice to more than 3000 local businesses about accessing professional services' support and Government funding programmes. (*ChristchurchNZ, CECC and multiple partners*)
- ✓ Securing dedicated air-freight services, so that high value primary products and critical manufacturing and health supplies can get in/out of the South Island, to overcome the loss of freight capacity on international passenger services. (*Christchurch International Airport, government and industry partners*)
- ✓ Offering a three-month rent holiday for the City Council's commercial tenants if businesses suffer a 30% drop in income year-on-year as a result of Covid-19. (*Christchurch City Council*)
- ✓ Holding off any product price increases until 1 October 2020 and availability of short-term, no-charge suspension of business services, to help local businesses ride out early, difficult times. (*Enable*)





Case study: Supporting business to continue

Funders: New Zealand Trade and Enterprise, Callaghan Innovation, ChristchurchNZ

Partners: ChristchurchNZ, Ngāi Tahu, Canterbury Employers' Chamber of Commerce, Enterprise North Canterbury, South Canterbury Chamber of Commerce

Actions

- ✓ Channel targeted financial assistance and advice for businesses to support continued trading through disruptive periods and retain people in employment
- ✓ Provide one-to-one support from Business Growth Advisors for Covid-19-impacted businesses
- ✓ Match businesses with Business Mentors and professional services (e.g. accounting, human resources, legal, governance, marketing support)
- ✓ Ease access to critical Government services (e.g. wage subsidy)

Achievements so far

- » 3,400 Canterbury businesses supported since Covid-19
- » 264 businesses matched with a business mentor since Covid-19
- » \$513,308 in Government funding attracted to resource Canterbury Regional Business Partners Ltd
- » \$3,492,634 Government funding allocated to Canterbury businesses

Financial assistance

Horizon: Response

Workstream led by: Ministry of Social Development

Action: Provide access to financial assistance and advice to individuals, whānau and community groups affected by the economic disruption to support their ongoing financial wellbeing.

Why? There are individuals and whānau experiencing financial hardship as a result of the pandemic, such as job loss or reduced family income. Some members of the community will not have the knowledge nor experience to access the available support.

The Financial assistance workstream focuses on ensuring that those individuals, whānau and community groups find out about and get the financial assistance - whether this is through central or local government agencies, or community-based organisations.

Some examples of what's already happening

- ✓ Granting more than 1300 businesses and 800 residential home owners who are facing financial hardship, up to an extra six months to pay their fourth rates instalment for 2019/2020. *(Christchurch City Council)*
- ✓ Assisting with living costs after sudden job loss, including self-employed. Twelve weeks of Covid Income Relief Payments (CIRP) were paid between March - October 2020 to Christchurch city recipients (2412 CIRP payments paid in July; 2731 CIRP payments in August; 1231 payments in September). *(Ministry of Social Development)*
- ✓ Funding Canterbury-based NGOs and community groups (\$163,412) so they can build the financial capability of their people and communities, and support projects that improve the wellbeing of people, families and whānau, bring better outcomes for tamariki/children, and foster social and economic inclusion. *(Ministry of Social Development)*
- ✓ Responding to immediate and longer-term needs for food:
 - Community Food Transition Grants (\$207,546) have supported 17 Canterbury-based emergency food providers
 - Community Food Response Grant funding (\$1.7 million) has been allocated to 11 Canterbury-based providers over two years
 - Local communities' development of long-term, sustainable food security alternatives (\$95,000). *(Ministry of Social Development)*

Health, wellbeing and identity

Horizon: Recover

Workstream led by: Christchurch City Council and Community and Public Health (Canterbury District Health Board)

Action: Promote, encourage and support a strong sense of self-efficacy (or agency), connectedness, calm and hope to enable individuals, whānau and communities to look after themselves and lead their own recovery.

Why? The Covid-19 pandemic is a global phenomenon, with cascading consequences playing out over several years. Every Cantabrian is likely to feel the effects on their wellbeing in some way over this time, and different population groups will require support throughout the various stages of the pandemic.

The Health, wellbeing and identity workstream provides oversight of a shared programme of action and promotes wellbeing and awareness of the services and advice available for individuals, whānau and communities to recover, adapt, thrive and be self-sufficient.

Some examples of what's already happening

- ✓ Scaling-up Canterbury's very effective post-quake "All right?" campaign of supportive messaging, to a national level - "Getting through together". *(Community and Public Health (Canterbury District Health Board))*
- ✓ Responding to immediate impacts of Covid-19 on whānau by providing practical support such as food, heating, blankets and hygiene packs, data and phone access, and computer tablets. Funding (\$3.18 million) enabled support for whānau directly through Manaaki20. *(Te Pūtahitanga o Te Waipounamu)*
- ✓ Puna funding (\$4.3 million, South Island-wide) has also enabled support such as with food costs, clothing and bills, removing obstacles to employment and retraining, and assisting established organisations whose work is focusing on addressing impacts. *(Te Pūtahitanga o Te Waipounamu, and host navigator agencies)*

Productive infrastructure

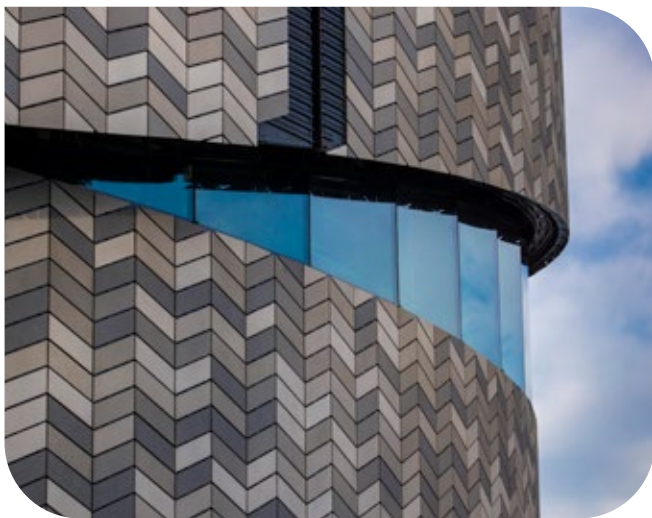
Horizon: Recover

Workstream led by: Christchurch City Council

Action: Invest in sustainable built infrastructure that generates jobs in the short term and creates a platform for a more productive and sustainable city into the future.

Why? Local government is a vital contributor to recovery, through year-on-year investment in the delivery of infrastructure programmes and projects that depend on local workforce and skills. Expenditure on maintaining, renewing, replacing and building below- and above-ground infrastructure assets contributes significantly to local jobs and businesses.

Greater Christchurch councils are taking advantage of the Government's accelerated capital investment programmes by progressing 'shovel ready' projects at pace. This generates work and employment opportunities, including job retention, and gives industry assurance of the pipeline of projects in the months and years ahead. Councils are also benefitting from Government funding to help fund repairs and renewals of water supply and wastewater infrastructure and services, as part of supporting national reforms.



Some examples of what's already happening

- ✓ Fast-tracking work on the completion of several major cycleways in Christchurch city and the Te Ara Ihutai Christchurch Coastal Pathway - made possible through \$90 million 'shovel ready' funding. (*Christchurch City Council*)
- ✓ Other 'shovel ready' projects are getting underway across the greater Christchurch area and Canterbury – e.g. stormwater and flooding improvements in Kaiapoi (\$18 million, *Waimakariri District Council*), flood protection projects contributing to climate change adaptation (\$15.5 million, *Environment Canterbury*) and projects by YMCA and KiwiRail.
- ✓ Additional Government funding of \$40 million is being spent on repairing and maintaining Christchurch city's water supply infrastructure, as part of nation-wide reforms of the water sector. (*Christchurch City Council*), plus an additional \$50 million has been allocated to the wider region for water services work projects, further demanding workforce capacity.
- ✓ In developing the Council's Long Term Plan for 2021–31, priority is being given to funding core and critical infrastructure (such as three waters and transport) which will provide surety to contractors of a steady pace of work in years ahead. (*Christchurch City Council*)
- ✓ Opening a second rail siding at the Lyttelton Container Terminal in June 2020 has doubled capacity to handle trains and means it can accommodate trains up to 24 wagons-long. Each train removes large numbers of trucks from the city's road network - reducing traffic congestion and bringing environmental benefits. (*Lyttelton Port Company*)
- ✓ Developing the feasibility of Lyttelton as a 'turnaround' port for cruise ships has the potential to increase utilisation of the cruise wharf and bring economic benefits for local suppliers supporting preparations for the voyages, and passengers and crew flying in and out of the city. (*Lyttelton Port Company, working with local partners - Christchurch Airport, ChristchurchNZ and NZ Trade and Enterprise*)

Labour market transition

Horizon: Recover

Workstream co-led by: Ministry of Social Development and ChristchurchNZ

Action: Deliver and coordinate impact projects aligned to strategic labour market needs, which will expedite the transition of people impacted by Covid-19 into employment and training while ensuring a strong talent pipeline is provided for growth industries.

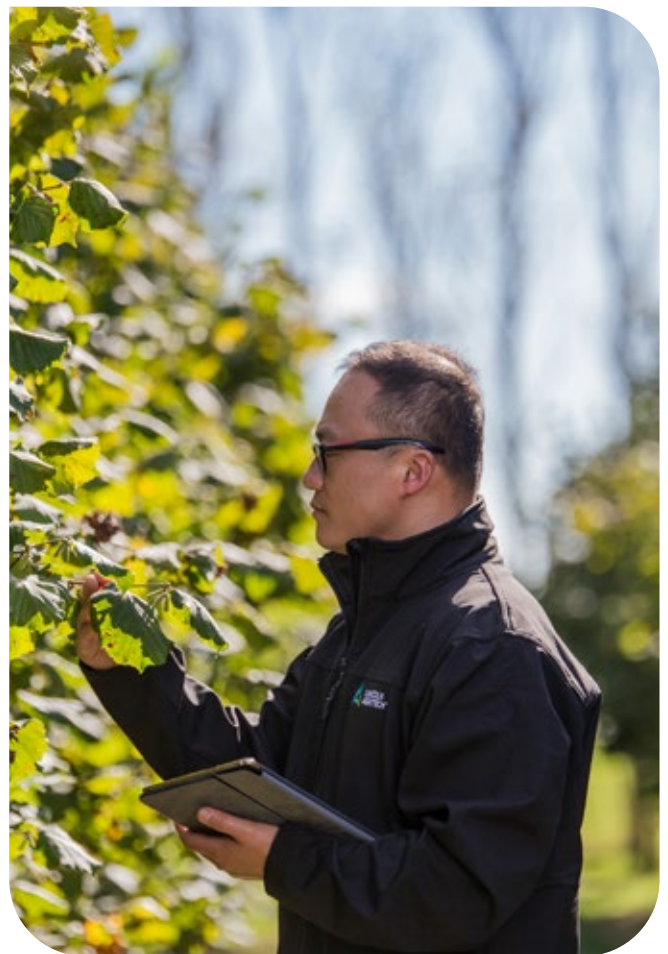
Why? Many individuals and whānau affected by the impacts of Covid-19 have experienced a loss of employment and/or income. Some of those impacted will not have experienced unemployment or a sudden loss of income before and may find it difficult to navigate the pathways to alternative education, training and employment.

The Labour Market Transition workstream focuses on ensuring those individuals and whānau who need support can identify and access the appropriate pathways and support, whether this is through central or local government agencies or connected through local tertiary and/or industry training organisations.

The long-term resilience and competitiveness of local businesses can be improved by increasing the education level and adaptability of the current and future labour force. This is particularly pertinent to communities of interest such as Māori, Pasifika, ethnic communities and disadvantaged people.

Some examples of what's already happening

- ✓ Developing the Canterbury Regional Workforce Plan and Canterbury Skills and Employment Workforce Framework helps ensure Government investment and policy-setting in the region is based on current and future industry need and key priority groups and there is alignment across activities. (*ChristchurchNZ and Ngāi Tahu*)
- ✓ Establishing an Employment and Training Sub-Group brings an active focus on and advocacy for employment and training for migrant and refugees. (*Interagency Network for Refugees and Migrants*)
- ✓ Accessing the recently-established Connected service enables employers, job seekers and people seeking information and training or retraining to find out more about what's available and follow up on links. (*Ministry of Social Development*)



City vibrancy and visitor economy

Workstream led by: ChristchurchNZ

Action: Reactivate the sustainable visitor economy and visitor spending through destination marketing, major and business events and enhancing the destination experience.

Why? Pre-Covid-19 the visitor economy was worth \$4.9 billion or 16.4 per cent of Christchurch's economy, employing 69,600 people and supporting 8,800 businesses. Visitors stimulate the economy, and also generate opportunities to increase the profile of the city nationally and internationally, build deeper business relationships, exchange knowledge, attract talent and investment, and grow international trading channels.

With the closure of international borders and further impacts on large gatherings and internal domestic travel, the tourism and events industries have been one of the hardest hit by Covid-19.

The City vibrancy and visitor economy workstream supports this sector's recovery and reshaping to become more resilient and future-proofed. The workstream is helping tourism businesses to pivot to the domestic market in the short term, create the development of new experiences and attractions, support the growth of new visitor infrastructure, and deliver compelling destination marketing campaigns, tourism packages, experiences and events which drive visitation to Christchurch. It is also promoting Christchurch residents to be advocates for their own destination, enhancing their experience of their own city through events, attractions and activations which create an exciting, liveable city.

Some examples of what's already happening

- ✓ Joint bidding to bring large events to the city has so far won two academic conferences to choose Christchurch for their 2021 events, which will bring over \$500,000 economic impact to the city. (*ChristchurchNZ, University of Canterbury and Te Pae*)
- ✓ Maintaining tourism and trade partnerships, stimulating domestic travel markets and keeping international markets engaged in the 'dream phase' during border closures. (*ChristchurchNZ, tourism industry*)
- ✓ Attracting visitors (e.g. Explore CHC campaign) and destination development that supports the growth of iconic visitor attractions and tourism infrastructure that grows Christchurch as a destination. (*ChristchurchNZ*)

Case study: Explore CHC

Funders: ChristchurchNZ, MBIE, CIAL, Hurunui Tourism, Development West Coast, and Mackenzie, Ashburton, Selwyn and Timaru district councils

Partners: As above, TourismNZ and Stuff

Actions:

- ✓ New, central South Island destination 3–5-year campaign spanning Canterbury and the West Coast has been launched – profiling touring routes and Christchurch as a 'hub and spoke' for travelling.
- ✓ Presents a compelling alternative to Queenstown as the destination of choice in the South Island.

Achievements to date:

- » Brand has been developed and partnerships agreed across Canterbury
- » Central government funding has been secured
- » Media partnerships are in place
- » Lead content is being rolled out in the market



Connectedness

Horizon: Reposition

Workstream led by: Christchurch City Council and Community & Public Health (Canterbury District Health Board)

Action: Support community-led initiatives that strengthen the social, cultural, economic and environmental connections of local communities.

Why? Based on what we currently know, the economy will be in recession through to 2021. This will likely lead to disproportionate impacts on social and community wellbeing that may exacerbate pre-existing inequalities. The Connectedness stream supports communities to build and foster a sense of inclusion, belonging and diversity which encourages and empowers people to take part in social, cultural, economic and political life.



Some examples of what's already happening

- ✓ Supporting organisations and projects that contribute to fostering community wellbeing by funding 396 organisations across Christchurch (\$5.4 million granted in August 2020), with a further \$2.1 million set aside for grants through to June 2021, as community needs arise. (*Christchurch City Council Strengthening Communities funding*)
- ✓ Increasing the number of local Whānau Ora navigators has enabled greater support for whānau to be more self-managing and assistance with the likes of finding employment, accessing financial assistance, gaining a driving licence, and prioritising life-planning – the need for all of which has increased during the pandemic. The additional resourcing has been made possible as part of \$15 million funding to Whānau Ora commissioning agencies and by repurposing existing enterprise funding. (*Te Pūtahitanga o Te Waipounamu, and host navigator agencies*)
- ✓ Helping ethnic communities to grow their skills, celebrate their culture and take part in society is being encouraged through funding from the Ethnic Communities' Development fund (\$4.2 million available nationally for projects). (*Department of Internal Affairs, Office of Ethnic Communities*)
- ✓ Building safe, equitable, better connected and flourishing communities for tamariki (aged 0–5 years) through working in a mana-enhancing way across the east of Christchurch is the goal of the Kā Au Kahuraki programme, which will receive \$1.79 million investment each year to June 2023. (*NZ Police, Iwi and Mana Whenua, other agencies and alongside whānau, community and 60 early childhood education (ECE) services*).

Confident city

Horizon: Reposition

Workstream led by: ChristchurchNZ

Action: Enhance resident advocacy and pride, contributing to community wellbeing, a sense of belonging and ultimately helping to attract new migrants, businesses, and investment.

Why? ChristchurchNZ’s quarterly city perceptions tracker indicates a strong sense of pride within the community but a significant lack of resident advocacy, especially among people aged under 40 years.

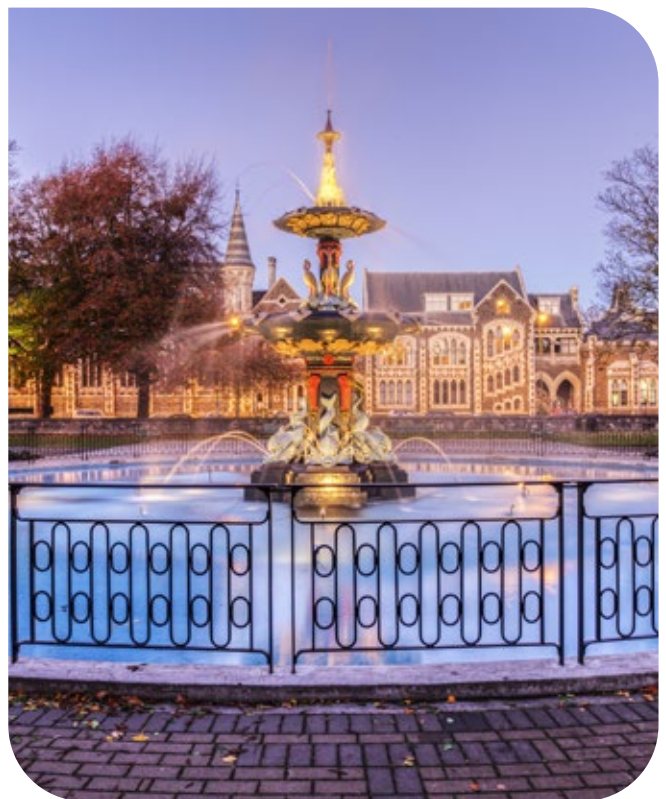
Taking into account the significant disruptions to central city vibrancy over the past decade, research indicates a relatively low level of awareness and engagement with attributes and attractions of the new central city. We need to improve understanding about how perceptions of Christchurch contribute to relocation and investment decisions, and improve our advocacy for Christchurch as a place to visit.

Cultivating confidence, advocacy and resident pride is fundamental to establishing a strong economic recovery.

The Confident city workstream is collaborating across city organisations and sectors to deliver projects that increase this confidence in Christchurch.

Some examples of what’s already happening

- ✓ Raising awareness and engagement in the Christchurch business ‘story’ is the focus of targeted long-term marketing and communications. The ‘story’ needs to be told clearly, so that it generates resident pride and ultimately attracts new businesses to the city. (ChristchurchNZ)
- ✓ Launching the Innovation and Entrepreneur Ecosystem, a collaboration between ChristchurchNZ, University of Canterbury and Ministry of Awesome, will create new high-value jobs and provide a new channel of storytelling that will help drive perception changes of Christchurch being a place of innovation and to do business. The city’s annual spring campaign of events and vibrancy was launched in late September 2020, promoting the wide range of activities and events happening across the city through to November.



Smart sustainable city

Horizon: Reposition

Workstream led by: Christchurch City Council through the Greater Christchurch 2050 programme

Action: Support long-term activities that reposition the city to achieve inter-generational strategic goals for improving prosperity, innovation, community wellbeing and environmental sustainability.

Why? Greater Christchurch is the second biggest urban centre in New Zealand, embracing Christchurch city and the surrounding towns in Waimakariri and Selwyn. The population is growing fast and becoming more diverse.

The Greater Christchurch Partnership is setting a new strategic direction for its urban area, looking out to the horizon of 2050. This must be a shared view and will be an overarching plan for our future that will support our health, wellbeing and look after the environment.

We need this collective vision and plan to ensure Greater Christchurch can provide for the wellbeing of its people into the future. We need to make sure our people, economy and urban area have the capacity and resilience to adapt to change, that it's seen as an attractive place to live, work and invest, and contribute more to national wellbeing and prosperity.

Some examples of what's already happening

- ✓ Seeking the views of people living in the Greater Christchurch districts about their priorities and concerns for the area looking ahead to 2020, which will inform the strategic direction and plan for 2050. (*Greater Christchurch Partners*)
- ✓ Ongoing development of future-focused industry clusters to drive long-term sustainable economic development and high value jobs. Described as 'supernodes', these clusters include aerospace and future transport, health tech and resilient communities, food, fibre and agritech, and hi-tech services. They offer unrealised economic potential of \$50 million-\$2 billion per annum. (*ChristchurchNZ*)
- ✓ Helping businesses and communities reduce their carbon footprint through more efficient use of low carbon energy sources. In July 2019, Orion released its first report on the opportunities and risks posed to its operations by climate change. The report is the first of its kind produced by an electricity distributor in New Zealand. (*Orion*)
- ✓ Commencing an upgrade of material recovery facility equipment, designed to improve the quality and value of the recycled material, and investing in improvements in waste reduction and recycling habits. (*EcoCentral*)



Case study: Pupil pathways to further learning

Funders: University of Canterbury, ChristchurchNZ

Partners: University of Canterbury, high schools, Ngāi Tūāhuriri, ChristchurchNZ, Ara Institute of Canterbury

Actions:

- ✓ Partner with low decile Christchurch secondary schools (Linwood College, Haeata Community Campus) to increase awareness, lift career aspirations and improve retention and outcomes for students who do not traditionally attend university or tertiary study, particularly Māori and Pasifika rangitahi.
- ✓ Support a more diverse and inclusive student population to engage in, and successfully gain tertiary qualifications.

Achievements so far:

- » Partnership agreed
- » Content developed with Ngāi Tūāhuriri
- » Pilot to start in two schools



Case study: Innovation and entrepreneurship stimulation

Funders: University of Canterbury (UC), Ara, ChristchurchNZ, Ministry of Social Development (MSD)

Partners: UC, Ara, ChristchurchNZ, Ministry of Awesome, MSD

Actions:

- ✓ Commence a three-year citywide investment into incubators for innovative and entrepreneurial start-up and scale-up businesses, which will shift people from unemployment to self-employment.
- ✓ Achievements so far:
 - ✓ Partnerships in place with Te Ōhaka and UC Business School guaranteeing incubation and scale-up support for 35–55 businesses each year.
 - ✓ Three-year co-investment of \$1 million from the city.
 - ✓ Planning is well advanced on unemployment to self-employment incubator in partnership with MSD, providing scholarships and funding for start-ups emanating from recently unemployed.



Who's leading and how can we all can be part of it?

Partners and lead organisations

Christchurch City Council has led development of the Plan, in partnership with mana whenua, and by working collaboratively with the Council family of companies (through CCHL), iwi and rūnanga entities, central government agencies and crown entities, regional and local authorities, and the private sector.

Ngāi Tūāhuriri's priorities are operational projects that support the development of the Māori economy, Māori business and skills pathways for rangitahi.

The Plan's ongoing implementation is overseen by a group of leaders from Christchurch City Council, Ngāi Tūāhuriri, ChristchurchNZ and CCHL. They are keeping closely connected with all partners and workstreams and are keen to turn ideas into actions for recovery.

The City Council will receive and make public, regular reports on the Plan's progress, trends and emerging issues, and recommend adaptation of workstream actions to retain agility. Check how you can stay in touch [here](#).

Community leadership

The evidence from previous large-scale disruptions and crises in the world shows that some groups in communities are at greater risk of experiencing marginalisation in the aftermath of widespread disruption or crisis.⁹

We all need to be part of this recovery if we want it to be city-wide, and fair, with no one left behind. Community-led recovery action is vital and will help make sure already-vulnerable people and communities are not overlooked nor are they left worse off economically or socially from the impacts of Covid-19.

How can we all be part of leading recovery?

- If you can benefit from one of the current workstreams' actions, you want to play a role in recovery, or you have your own action to suggest to contribute to our city-wide recovery talk to:

Christchurch City Council

email: info@ccc.govt.nz

phone: 03 941 8999

ChristchurchNZ

email: enquiries@christchurchnz.com

phone: 03 379 5575

Ministry of Social Development

Call our general enquiries team anytime between:

Monday to Friday - 7am and 6pm

Saturday - 8am and 1pm

phone: 0800 559 009

web: workandincome.govt.nz

Community & Public Health

email: healthychristchurch@cdhb.health.nz

phone: 03 364 1777 (calls are answered weekdays – leave a message after hours)

- Support local businesses and events and explore a favourite or a new place or activity.
- Look out for anyone in your whānau, network of friends, workplace or community who might like someone to listen to them, support them or to help them reach out.
- Keep a watch out for [funding opportunities](#) that could help you realise a great idea you / your group or local community has to stimulate recovery.
- Tap into the many organisations and communities of interest we have across our city – we have a wealth of experience, connections, energy and resilience between us.

⁹ United Nations. A UN framework for the immediate socio-economic response to Covid-19. April 2020. <https://unsdg.un.org/resources/un-framework-immediate-socio-economic-response-covid-19>



Ōtautahi Christchurch Recovery Plan

December 2020