

Ōtākaro Avon River Corridor Regeneration Plan

Land Use Assessment Report – Economic Activity



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REGENERATE
CHRISTCHURCH
TE KŌWATAWATA



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1 Introduction

1.1 Purpose of this report

This report has been prepared alongside a number of Land Use Assessment Reports to inform the shortlist of options and ultimately the preparation of the Ōtākaro Avon River Corridor Regeneration Plan (Plan).

The purpose of the Land Use Assessment Reports is to define the scope and establish the specific drivers, benefits and objectives for the land use/s that will best contribute to the overarching vision and objectives of the Ōtākaro Avon River Regeneration Plan.

1.2 Context

This report investigates at a high level, the potential opportunities available within the Ōtākaro Avon River Corridor Regeneration Area¹ (Area) that can individually or collectively enhance economic activity within *greater Christchurch*².

This report has been informed by the ideas, suggestions and proposals received by Regenerate Christchurch relating to economic activity, as well as facilitated discussions with key stakeholders and organisations. Strategic alignment with other available reports and assessments (where available) has also been undertaken.

This report sets out:

- A definition for what enhanced economic activity means in the context of the Area, east Christchurch and *greater Christchurch*. The definition is supported by regeneration examples.
- The key problems/opportunities, benefits and risks connected with enhancing economic activity. This is supported by an investment logic map (ILM), shown in Appendix 1.
- The critical success factors needed to achieve enhanced economic activity, the demand for economic activity in the Area and a range of feasible options to be considered across a wide scope.

While not a complete Indicative Business Case, this report follows some steps from the Treasury's guidelines for "Better Business Cases for Capital Proposals: Indicative Business Case"³, including critical success factors, benefits, risks, constraints and dependencies.

¹ As defined in the Outline for the Ōtākaro Avon River Corridor Regeneration Plan (Regenerate Christchurch, 2017).

² All terms in italics have the meaning given to those terms in the Greater Christchurch Regeneration Act 2016.

³ See: <http://www.treasury.govt.nz/statesector/investmentmanagement/plan/bbc/guidance>.

Applying this approach provides a structure to test, refine and further develop the theme of economic activity, which in turn will inform the shortlist of land use combinations.

1.3 Appended and related assessments

Note that the following economic activity options are being considered as part of separate land use assessment reports where further analysis has been undertaken:

- Visitor Attraction
- Productive Land Uses

2 Land use description

2.1 Overview

Developing the Plan presents an opportunity to assess how the Area could enhance economic growth in east Christchurch and contribute to the wider economic growth of *greater Christchurch*. For east Christchurch, the opportunity to enhance economic growth exists either directly by establishing economic activity in the corridor or indirectly by supporting existing economic/employment hubs⁴ in the area. For *greater Christchurch*, the Area needs to ensure it does not impede other areas and contributes to the current economic environment within the city.

Before the 2010 and 2011 earthquakes there was no significant economic activity located in the Area. It was primarily residential, serviced by a number of small commercial clusters. There were no major industrial or commercial businesses there.

Before the earthquakes, east Christchurch was serviced by a number of economic/employment hubs, which provided employment opportunities for locals. In particular, the central business district (CBD) along with other commercial hubs also provided a significant number of employment opportunities that were easily accessible for east Christchurch residents.

As a result of the earthquakes, businesses in both east Christchurch and the CBD suffered significant damage, with a major issue being the ability to access buildings. A large percentage of business relocated to west and north Christchurch, leaving behind damaged property, plant and equipment. Those remaining had ongoing challenges around infrastructure and reduced population and visitation to the area. There was a significant reduction in the employment opportunities available in east Christchurch and the CBD, and greater travel requirements to new employment opportunities in other areas.

The impact of the earthquakes on economic activity in east Christchurch can be illustrated through the following figure, which shows the areas of reduced economic activity (in blue) and the areas of increased economic activity in the years after the earthquakes (in red)⁵. The key economic/employment hubs referred to earlier all experienced reduced economic activity.

⁴ Economic/employment hubs are clusters of commercial, retail or industrial activity in east Christchurch and consist of Woolston, Bromley, Richmond, Burwood, New Brighton and Aranui. The reference to economic/employment hubs also refers to the Christchurch central business district.

⁵ Sourced from: http://www.cdc.org.nz/wp-content/uploads/2014/11/Economic_Activity_Heatmap_GreaterChch.pdf

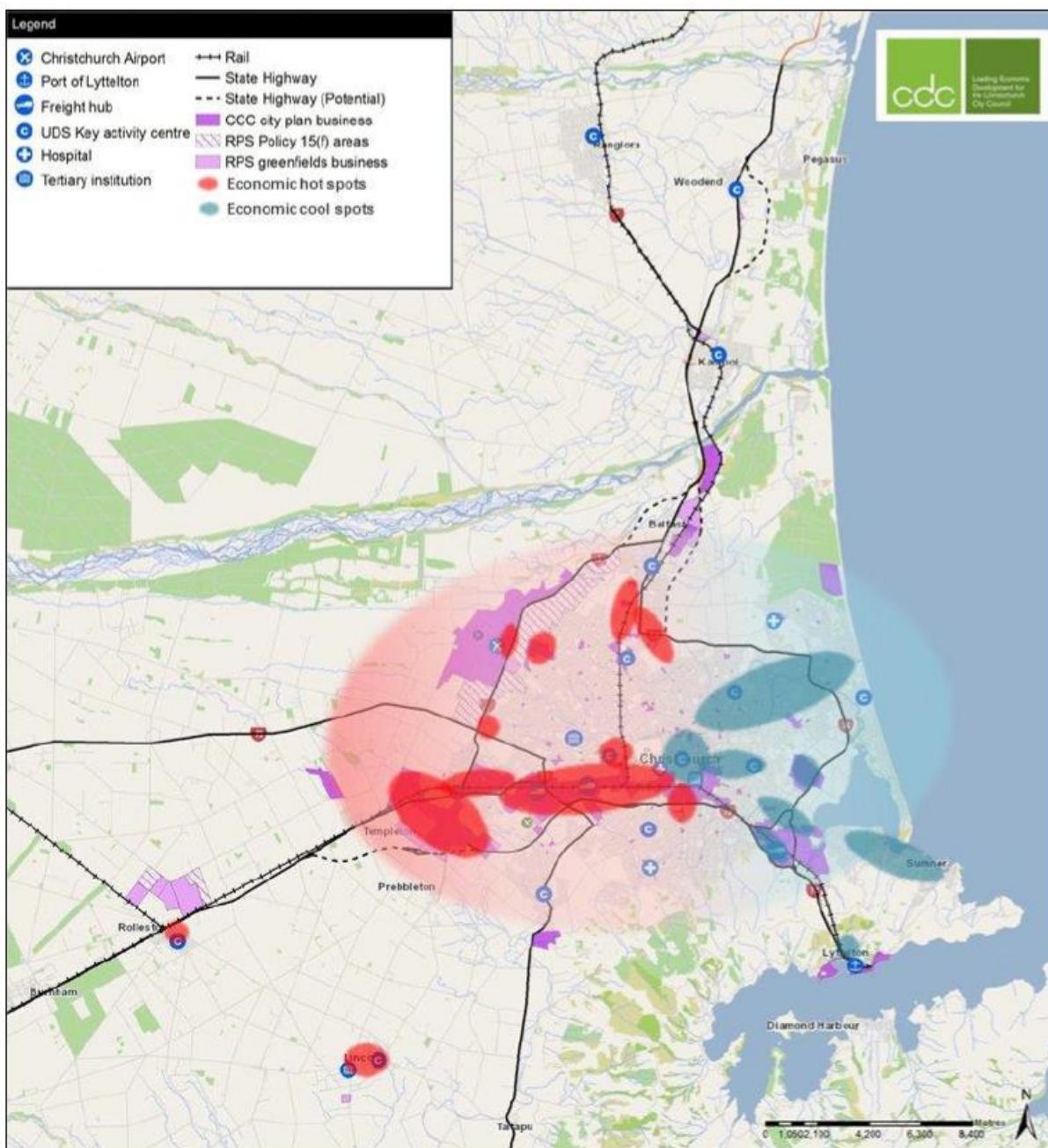


Figure 1 – Composite economic activity indicator map, as at November 2012.

This report looks at opportunities available in the Area which can either create economic activity or support the existing economic/employment hubs in east Christchurch while contributing to the overall growth of *greater Christchurch*. It assesses these opportunities against the vision and objectives for the Area.

2.2 What is economic activity?

It is important to clearly define what enhances economic activity means in the context of the Area, both for east Christchurch and Christchurch generally.

At a general level, economic activity means the production, distribution and consumption of goods and/or services within a society. Typically, economic activity leads to higher average incomes and enables consumers to enjoy more goods and services and better standards of living.

With respect to the Area, it is important that any opportunities creating enhanced economic activity for the residents of east Christchurch do not impede on the past or future economic growth of other areas in *greater Christchurch*.

Some examples which could drive economic activity in east Christchurch include:

- Commercial development
- Productive land uses
- Retail development
- Transport infrastructure development
- Private/international education services
- Connectivity to other areas with economic activity

2.3 Precedents and examples

To provide context, here are some examples of international regeneration projects involving a corridor within an urban area, illustrating how economic activity can be driven through the regeneration of greenfield space.

Atlanta Beltline, US



Credit: Atlanta Beltline Partnership, US

The BeltLine (also Beltline or Belt Line) is a former railway corridor around the core of Atlanta, Georgia, under development in stages as a multi-use trail. Some portions are complete, with others still in a rough state, but walkable. Using existing rail track easements, the BeltLine is designed to improve transportation, add green space, and promote redevelopment along neighbouring communities. There are longer-term visions for streetcar or light-rail lines along all or part of the corridor.

<p>Buffalo Bayou, US</p>  <p>BUFFALO BAYOU PARTNERSHIP</p> <p>Credit: Buffalo Bayou Partnership, US</p>	<p>Buffalo Bayou Partnership is the non-profit organisation revitalising and transforming Buffalo Bayou, Houston's most significant natural resource.</p> <p>The 160-acre Buffalo Bayou Park is one of the country's great urban green spaces.</p> <p>More than \$150 million has been raised for the redevelopment and stewardship of the waterfront, protecting land for future parks, constructing hike and bike trails, and operating comprehensive clean-up and maintenance programs. The redevelopment will also establish commercial and industrial development in surrounding locations, and allow small commercial operations to take place in the park.</p>
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2.4 Uncertainties and assumptions

This report has been prepared with the following uncertainties and assumptions.

Uncertainty	Assumption
Existing economic hubs	The identified economic/employment hubs will be/are being re-established as part of the wider east Christchurch rebuild.
Market demand for industrial space	There is no immediate need in Christchurch for additional industrial space.
Market demand for commercial office space	There is no immediate need in Christchurch for additional standard commercial office space.
Availability of funding	There will be sufficient access to commercial lending/funding for developers in the future.
Long-term use of surrounding land	The surrounding residential communities will continue to support commercial activities in the Area.
Private developer interest	There will be interest from the private sector to invest in east Christchurch.
Implementation of the Plan	It is assumed that implementation of the Plan is enabled, including funding, land ownership, governance, management and delivery responsibilities.

3 Strategic assessment

3.1 Purpose

This section outlines the case for change, by addressing:

- Strategic context
- Problem definition
- Investment objectives, existing arrangements and business needs
- Potential investment scope
- Benefits, risks, constraints and dependencies

This section has been informed by the community ideas, suggestions and proposals received by Regenerate Christchurch and feedback from ChristchurchNZ⁶ staff through stakeholder workshops.

3.2 Strategic context

The Greater Christchurch Regeneration Act 2016 establishes Regenerate Christchurch's purpose to "support a vibrant, thriving Christchurch that has economic, social, and lifestyle opportunities for residents, businesses, visitors, investors and developers". The overarching vision and objectives for the Area are:

Our Shared Ōtākaro Avon River Vision

The river is part of us and we are part of the river.

It is a living part of our city.

A place of history and culture

where people gather, play, and celebrate together.

A place of learning and discovery

where traditional knowledge, science and technology meet.

A place for ideas and innovation

where we create new ways of living and connecting.

⁶ ChristchurchNZ is Christchurch's tourism, events and economic development agency, which launched in July 2017.

**OUR VISION IS FOR THE RIVER TO CONNECT US TOGETHER –
with each other, with nature and with new possibilities.**

Our Shared Ōtākaro Avon River Objectives

For Christchurch

- Support safe, strong and healthy communities that are well-connected with each other and with the wider city.
- Provide opportunities for enhanced community participation, recreation and leisure.
- Create a restored native habitat with good quality water so there is an abundant source of mahinga kai, birdlife and native species.
- Create opportunities for sustainable economic activity and connections that enhance our wellbeing and prosperity now and into the future.

For New Zealand

- Develop the Ōtākaro Avon River Corridor Regeneration Area as a destination that attracts a wide range of domestic and international visitors.
- Establish a world-leading living laboratory, where we learn, experiment and research; testing and creating new ideas and ways of living.
- Demonstrate how to adapt to the challenges and opportunities presented by natural hazards, climate change and a river's floodplain.

The ultimate purpose of the Plan is to enable long-term uses of land within the Area that will contribute to, and support, the regeneration of east Christchurch and *greater Christchurch*. The vision and objectives have been developed in order to achieve this.

In particular, the strategic context supporting enhanced economic activity in east Christchurch is driven by:

- The “Resilient Greater Christchurch Plan”⁷, “Christchurch Economic Development Strategy”⁸ and other strategies which seek to change the future direction of east Christchurch by encouraging higher rates of visitation and greater economic activity, leading to stronger community resilience and wellbeing.

⁷ Prepared by Christchurch City Council in 2016.

⁸ Prepared by Canterbury Development Corporation in 2014.

3.3 The case for change

Some parts of east Christchurch have experienced high levels of social deprivation, leading to poorer employment, housing, and educational outcomes for residents. Some communities experience high rates of crime and family violence with negative impacts on the children and young people living there. After the earthquakes the loss of community facilities, depopulation, and ongoing exposure to earthquake stressors have exacerbated pre-existing levels of deprivation and left lasting psychosocial impacts on east Christchurch residents.

Some east Christchurch communities need improved employment opportunities, affordable, accessible and quality housing, safer families and neighbourhoods, strengthened transport connections with the rest of the city, and the restoration of community connectedness with a strong focus on the quality of life for the children and young people.

The Area is a significant tract of land that runs through east Christchurch where the 2010 and 2011 earthquakes caused extensive lateral spreading, severe liquefaction, increased risk of flooding and significant disruption of infrastructure (roads, and potable water, freshwater, wastewater and stormwater networks). The future of the Area and the contribution that it could make to the regeneration of *greater Christchurch* is an important issue for the people and communities of *greater Christchurch*.

Developing the Area in a way that drives economic growth will be an important component in rebuilding parts of the east Christchurch community. Economic growth in itself should drive other key economic and social factors within a community, eg improved living standards, education and crime rates. It will help lead to job creation and increased opportunities for business. Note that, at a strategic level, there will be a number of potential drivers for economic activity in the east, some of which will be organic or incidental and not covered as part of this report.

The case for change has been mapped in an investment logic map, see Appendix 1. That process is described in the following sections.

3.3.1 Investment drivers (problems/opportunities)

The first step in establishing a case for change is to identify drivers for investment. These drivers encompass the problems that need to be addressed, their causes and the related opportunity if they are addressed. Note that the problems identified in relation to economic activity focus on east Christchurch and the economic/employment hubs in the surrounding areas.

The following table provides an overview of the investment drivers which will help guide any decisions around future use including economic activity in the Area.

Land use driver	Causes of problem	Related opportunity
1. The reduction in access to areas where employment opportunities exist for local residents has contributed to social and economic deprivation in some parts of east Christchurch.	<ul style="list-style-type: none"> • A number of jobs in the identified economic/employment hubs that were accessible by east Christchurch, particularly in the CBD, have been relocated. • Damage and changes to the transport network and infrastructure have made it harder for residents to access employment across Christchurch. • Disruption to living conditions, education and social elements makes it harder for people to re-establish themselves in employment. 	Use the Area in a way that supports existing economic/employment hubs nearby and creates better connections and accessibility to other employment opportunities across Christchurch.
2. There has been a delay in business owners or investors moving back into the economic/employment hubs.	<ul style="list-style-type: none"> • Uncertainty around the future of east Christchurch and the Area. • Uncertainty over land remediation work and the potential costs involved. • Uncertainty over the future value of any divested land. • Perceptions around the social and earthquake-related issues in the east isolating the area. 	East Christchurch gains its own unique identity with respect to economic activity.
3. A reduction in the local population and visitors to east Christchurch has reduced the potential for the increased employment and business opportunities that are key to economic growth.	<ul style="list-style-type: none"> • There has been a population shift to west Christchurch. • East Christchurch has experienced reduced visitation due to population decreases, infrastructure problems and a lack of visitor attractions. 	East Christchurch experiences increased business and employment opportunities.

3.3.2 Economic activity investment objectives

The economic activity investment objectives help determine east Christchurch's needs with respect to economic activity. They inform the assessment of how an economic activity type land use could contribute to achieving the overarching objectives and Land Use Assessment Criteria for the Area.

The economic activity investment objectives are to:

- Ensure that any economic growth enabled through the Plan complements the overall Christchurch economic growth/development strategy as guided by ChristchurchNZ.
- Contribute to an increase in accessibility for east Christchurch residents to economic/employment hubs.
- Encourage visitation to the Area.
- Contribute to east Christchurch's reputation as a nice place to live, visit and do business.

3.3.3 Benefits

To be able to measure the success of any economic activity opportunity, these benefits have been established:

- Higher standard of living for east Christchurch residents.
- A stronger, more connected Christchurch.
- Increased employment opportunities for east Christchurch residents.

3.3.4 Contribution to overarching vision and objectives

Economic land use is considered to contribute to the overarching vision by contributing to the creation of a place for ideas and innovation.

Enhanced economic activity could contribute to the overarching objectives in these ways.

Overarching objectives	Link to economic activity benefits
For Christchurch	
Support safe, strong and healthy communities that are well-connected with each other and with the wider city.	Higher standard of living for east Christchurch residents.
Provide opportunities for enhanced community participation, recreation and leisure.	A stronger, more connected Christchurch.

Overarching objectives	Link to economic activity benefits
Create a restored native habitat with good quality water so there is an abundant source of mahinga kai, birdlife and native species.	No material benefit.
Create opportunities for sustainable economic activity and connections that enhance our wellbeing and prosperity now and into the future.	Increased employment opportunities for east Christchurch residents.
For New Zealand	
Develop the Area as a destination that attracts a wide range of domestic and international visitors.	No material benefit.
Establish a world-leading living laboratory, where we learn, experiment and research; testing and creating new ideas and ways of living.	No material benefit.
Demonstrate how to adapt to the challenges and opportunities presented by natural hazards, climate change and a river's floodplain.	No material benefit.

In line with the above, it is considered that a land use which contributes to economic activity has the potential to contribute to the overarching vision and objectives for the Area. As such, further work has been undertaken to determine the scope of potential economic activity land uses; as well as identify any risks, interdependencies and constraints, and to define the critical success factors and investigate potential options.

3.3.5 Scope assessment

To support the economic activity investment objectives and critical success factors, an initial minimum, intermediate and maximum scope has been developed to help assess each option or opportunity from an economic case perspective:

- Minimum scope: focus on providing basic infrastructure and supporting local business growth and connecting residents to nearby employment hubs. This option requires minimal initial investment and ongoing costs. The investment would be expected to be less than \$20m.
- Intermediate scope: provide funding or incentives to support the establishment of specific businesses in the Area and the supporting infrastructure required. This option requires some level of development and infrastructure, with moderate initial

investment and ongoing costs. The investment would be expected to be \$20m to \$100m.

- Maximum scope: provide funding such as grants, incentives or subsidies. This option requires significant development, with the aim of creating space to bring in local/national/international jobs across a wide range of potential sectors. The investment would be expected to be greater than \$100m.

3.3.6 Risks

It is also important to identify and record any potential risks around enhanced economic activity opportunities, and their mitigations.

Risk	Mitigation process	Residual risk rating
Economic growth in east Christchurch impedes other business districts, resulting in a neutral or negative impact for Christchurch overall.	Regenerate Christchurch is working with the business sector and strategic partners to ensure programmes such as the New Brighton Regeneration Project are not in conflict. Further a Christchurch wide view is being taken with respect to economic activity.	Moderate
Economic activity options outlined in the Plan do not align with the business community.	Ensure the business community is involved in the process and its views are understood.	Moderate
The real reasons for economic issues in the east are not identified or addressed through the Plan.	Engage other government/council organisations in the process to understand true drivers of issues. Work with local business owners.	Moderate
A focus on economic growth does not result in the best regeneration outcomes or creates gentrification or displacement in east Christchurch.	Ensure any decision is made in the context of the Plan and in the interests of the east Christchurch community.	Moderate

3.3.7 Constraints and interdependencies

These constraints have been identified for economic activity.

Constraints	Description
Land	The geotechnical and flood plain footprint of the land affects what can be developed or built in the Area.

These interdependencies have been identified for economic activity.

Interdependency	Description
Transport infrastructure	The success of any economic activity plans will largely depend on the work plan, timing and delivery of transport infrastructure around the Area.
Land use assessment reports	Land uses cannot be considered in isolation, and all land use assessments must be considered together.
Land	The geotechnical and flood plain footprint of the land will affect what can be developed or built in the Area.
Other regeneration and urban master plans	Any land use needs to consider other projects undertaken by Regenerate Christchurch, Development Christchurch Ltd and Christchurch City Council in nearby areas, including New Brighton and the central city.
The Plan	The Plan which sets out proposed land uses is being prepared under the Greater Christchurch Regeneration Act 2016. The Minister makes the final decision on whether or not to approve the draft Plan. In making this decision, the Minister must have regard to/consider matters set out in section 38 of the Act. This includes considering the fiscal and financial implications of the draft Plan and whether the draft Plan is in the public interest.
The Crown's investment in land	The Crown has made a significant investment in this land and is the critical decision maker in determining the future use of the Area. The overall return on investment (financial and non-financial) is a critical issue for the decision makers.

4 Economic activity options

4.1 Purpose

The purpose of this section is to:

- Establish the critical success factors for economic activity
- Understand the demand for economic activity in east Christchurch
- Develop a set of example options to inform the development of a longlist of land use options

4.2 Critical success factors

Critical success factors are considered to be the attributes that are essential for ensuring any economic activity land use types align with the overall vision and objectives for the Area. The key point is that critical success factors are crucial, not desirable. Further, it is important to differentiate between critical success factors and design principles.

The following factors are essential to enhance economic activity in east Christchurch through the Area if areas for economic activity are included in the longlist of land use options. These factors have been developed as part of the work undertaken in this report.

Critical success factor	Description
Commercial viability	<ul style="list-style-type: none">• Any economic activity option must have a strong commercial proposition and long-term success certainty.
Transport and services infrastructure	<ul style="list-style-type: none">• Any economic activity option needs to be serviced appropriately from a transport and services infrastructure perspective, both in initial investment and ongoing costs.
Economic connectedness	<ul style="list-style-type: none">• The success of any economic activity option will rely on the connection with existing economic hubs and what is best for Christchurch as a whole.
Education/training	<ul style="list-style-type: none">• The success of any economic activity option for east Christchurch residents will rely on local residents being suitably qualified to perform the roles that are created.
Likelihood/certainty	<ul style="list-style-type: none">• Any economic activity option needs to demonstrate the likelihood of implementation and success.

4.3 Demand analysis

The Area is in east Christchurch, where some areas have a disproportionately higher level of social deprivation than the rest of the city. The below information is sourced from the 2013 Census.

In 2013, 43 per cent of east Christchurch households earned less than \$50,000 per year compared with 38 per cent across Christchurch.⁹ The unemployment rate in east Christchurch was 6 per cent compared with 5 per cent across Christchurch. In some neighbourhoods the rate was much higher: Aranui (11 per cent), Avonside (9 per cent) and Linwood (8 per cent).

A higher proportion of east Christchurch residents worked in “traditional” industries (46 per cent compared with 39 per cent for Christchurch) and fewer worked in fields with higher associated remuneration (42 per cent compared with 49 per cent for Christchurch).

The New Zealand Deprivation Index 2013 shows that the neighbourhoods of Aranui, Avonside, Bexley, Linwood and Richmond South in east Christchurch experienced high levels of deprivation.

One of the barriers to gaining and retaining employment is lack of transport. East Christchurch residents are less likely to own a car and typically travel further to work than is average in Christchurch. These issues have been exacerbated by the serious earthquake damage to the east Christchurch transport network, including roads, footpaths and bridges.

Despite there being no significant commercial or industrial centres in the Area before the earthquakes, the economic/employment hubs in close proximity provided key activity and opportunities for local residents. After the earthquakes, a significant portion of business in these hubs (particularly the CBD), moved to the western suburbs, impacting negatively on the ability of east Christchurch residents to access employment. Since the shift of the hubs, supporting amenities and services have also struggled to survive or have been forced to move west.

As a result of the earthquake damage, including the demolition of residential houses, visitation to the area has significantly decreased, reducing the opportunities for new and future customer-orientated businesses to start up.

There is a clear need for improved economic activity in east Christchurch to address the social issues present in some areas. The Area provides an opportunity to support economic growth in east Christchurch either directly and/or through providing greater access to employment opportunities in existing economic hubs.

⁹ Census 2013, Statistics New Zealand

4.4 Potential options

To inform the development of a longlist of land use options, a list of potential economic activity options has been developed. These options, outlined below, are examples which have the potential to meet the investment objectives and critical success factors outlined in this report. The options are intended to provide context for the development of a longlist of land use options only, and should **not** be interpreted as an agreement on the types of economic activity that will be included in the Area.

The feasibility and potential environmental, community, transport and other impacts will need to be investigated further for each option once further clarity on the land use options for the Area is established.

4.4.1 Guest accommodation

Develop different forms of accommodation offerings to complement other potential activities and bring people into the Area and surrounding communities. A range of accommodation types could be investigated for the area, from camping grounds to hotels. Any accommodation would need to align with the wider strategy for the Area, which may require a unique or boutique offering linked closely with nature, the environment or other aspects included in the Area.

Hapuku Lodge + Tree Houses



Credit: Hapuku Lodge, Kaikoura, NZ

Hapuku Lodge + Tree Houses is a contemporary country hotel on a deer breeding farm at the base of the Kaikoura Seaward Mountain Range. The Lodge provides luxurious accommodation on the rugged coastline, an intimate indoor/outdoor setting and a place from which to explore the maritime attractions of the region.

4.4.2 Visitor attraction

Using the Area to encourage investment in visitor attractions would create local jobs and the ability for complementary attractions and amenities to establish in the surrounding areas.

As detailed in the Land Use Assessment Report – Visitor Attractions, the earthquakes resulted in significant disruption to the Christchurch tourism market.

As part of the tourism journey, the Area has the opportunity to be a part of a unique offering for Christchurch through the creation of visitor attractions. A successful visitor attraction/s will enable complementary attractions and businesses/amenities to be established, creating new jobs and bringing money into the Christchurch economy. In particular, the ability to attract international tourists will have a wider benefit on Christchurch as a city.

Margaret Mahy Family Playground, Christchurch



Credit: ChristchurchNZ

The Margaret Mahy Family Playground is a regional destination where people of all ages and abilities, particularly children, can enjoy a diverse range of recreation activities.

4.4.3 Productive landscapes

Productive landscapes would involve conversion of land within the Area to make it suitable for agriculture/horticulture activities. Agriculture activities could range from low to high intensive and could also form part of an attraction, eg an inner city farm. Horticulture activities could range from bare land use to infrastructure use (eg, glass houses).

As further detailed in the Productive Landscapes Land Use Assessment Report, productive landscapes are one of New Zealand primary industries. The infrastructure requirements for productive landscapes vary significantly depending on the type of activity. The viability of installing the required infrastructure in the Area will need to be investigated further, as will the potential environmental impacts of productive landscapes on the ecology of the Area and residential properties.

It is unlikely that significant land remediation would be required, which means that the land could be converted in a relatively short timeframe and at minimal cost. There is the potential to earn a return on the land which can be reinvested into other projects in the

corridor. Also, it should be relatively straightforward to find operators, given the size of the industry in Canterbury.

As an initial view, establishing productive landscape activities in the Area has the potential to earn a return on the land and provide some employment opportunities for local residents. As such, the potential for including productive landscapes on a temporary or permanent basis should be further investigated.

4.4.4 Events space

Creating an events space that can hold cultural, sporting, food, lifestyle and other events as well as support surrounding amenities would create employment and support local businesses.

Christchurch currently lacks sufficient events space with the ability to hold cultural, sporting, food, lifestyle and other events. Hagley Park is currently under pressure because of the frequency of events, exacerbated by the existence of District Plan restrictions that affect the ability to hold events in other urban areas. The Area would provide an opportunity to create a purpose-designed green space area as an alternative to current venues.

Relieving the current pressure on Christchurch's event facilities will provide the opportunity to attract more events to Christchurch, bringing money into the local economy and increasing spending from local residents. Events also support accommodation providers and amenity offerings, as well as making Christchurch a destination rather than gateway. Having an events facility in the Area will also create the opportunity for new businesses and amenities to establish themselves.

As such, the potential for a purpose-built events space in the Area should be further investigated.

Silo Park, Auckland



Credit: Auckland Council, NZ

Silo Park is a free public space that can be enjoyed by all. During summer, Silo Park plays host to more than 50 events, activations and exhibitions attracting people from all over Auckland.

4.4.5 Education premises

Using the Area to support the development of an education hub has the potential to lead to better education opportunities and provide employment and business opportunities for east Christchurch residents.

Public and private education in Christchurch is an industry in its own right and creates over 14,500 employment opportunities for local residents, contributes \$815m of GDP to the local economy, supports amenities in surrounding areas and provides for a better educated local community.

Christchurch is rebuilding its international student base after the earthquakes resulted in a sharp decline of international students, particularly from Korea and Japan.

Any investment in education premises would need to demonstrate a gap in the current market and the ability to attract and maintain students. Significant government investment would likely be required as well as investment in ongoing operational costs. Opportunities that enable the use of the Area as a living laboratory is closely linked to the overarching vision and objectives. Educational activities linked to research, testing and experimentation opportunities within the Area itself, such as water quality, geotechnical, etc, would be worth while investigating further.

There could also be an opportunity to attract private education institutions from overseas, particularly from Asia. New Zealand is a popular destination for international students and offers more than just an education experience. However, as part of the Innovation Precinct in the CBD, there is a strategy to increase the education sector in this locality. As such, any education centre would need to align with this strategy or provide for a different offering to ensure co-location of activities in Christchurch is achieved¹⁰.

In light of the above, the potential for education facilities in the Area should be further investigated.

¹⁰ See page 10 of the Christchurch Innovation Precinct Strategy: <http://www.mbie.govt.nz/info-services/infrastructure-growth/canterbury-recovery/documents-image-library/christchurch-innovation-precinct-strategy.pdf>

Sharing the Waiwhakaiho



Credit: New Plymouth Council, NZ

The Sharing the Waiwhakaiho Living Lab project was a collaboration between Massey University, Taranaki Regional Council, Intercreate and NIWA. It used a Living Lab approach to enhance community connectedness, innovation, multidisciplinary and knowledge co-production to address sustainability of the Waiwhakaiho River. One of the Taranaki region's largest rivers, the Waiwhakaiho River has high cultural, aesthetic, recreational, ecological and economic value to the people and iwi of Taranaki.

4.4.6 Retail premises

Local retail amenities have the potential to complement other projects and bring locals and other Christchurch residents into the Area, increasing local economic activity and generating local business and employment.

Historically, most of Christchurch's retail activity was based around the city centre. However, as in most cities, an increase in the number and size of suburban malls and big-box retail over the last few decades has drawn business and retail activity outwards. While the central city retains the large department store Ballantynes and some specialist retailers, most retail employees are based in the suburbs across the seven major malls (Westfield Riccarton, Northlands, The Palms, Eastgate, Hornby, Barrington and the Bush Inn Centre) and at the big-box retailers such as Tower Junction and Northwood Supa Centre.

Establishing retail premises in the Area would require a moderate to significant financial investment from the private sector and would need to differentiate from existing retail locations in the area.

Britomart, Auckland



Credit: Auckland Council, NZ

Lying between the Waitemata Harbour and Auckland's lower CBD, Britomart is a 6.5-hectare waterfront precinct of heritage buildings, new developments and open and intimate public spaces.

Britomart is a busy and diverse mix of restaurants, bars, boutiques, offices and services, with over 100 businesses now in the precinct. Britomart continues to grow and evolve as more and more people and companies join the community.

4.4.7 Small business/amenity clusters

Creating commercial spaces for small business clusters that provide hubs and amenities for the Area and east Christchurch offers business and employment opportunities for locals.

The Plan will aim to create spaces and places for people to visit in the Area. This will provide opportunities for small businesses and service amenities to start up and provide local neighbourhoods and visitors with services such as cafes, dairies and retail. There may also be an opportunity for small commercial spaces to establish over time that could support other businesses in and around the Area. Any development will need to take into account the proximity and nature of existing commercial and business clusters in the surrounding areas.

Providing infrastructure for small business/amenity clusters to establish in the Area will be essential to support the regeneration of the community, so would need to be considered in the design phase.

The Tannery, Christchurch



Credit: The Tannery, Christchurch, NZ

The Tannery is a boutique shopping emporium on the banks of the Heathcote River in Woolston, Christchurch. The 19th century industrial precinct now holds a concentration of hospitality, retail, craft and entertainment.

4.4.8 Social enterprise

Use the Area to encourage social enterprise that has a focus on delivering community-based outcomes for east Christchurch.

A social enterprise is an organisation that applies commercial strategies to maximise improvements in human and environmental wellbeing, which may include maximising social impact alongside profits for external shareholders. In the Area, social enterprise could be anything from community gardens to a self-sufficient educational institution delivering benefits for the local community. A purpose-built social enterprise space could assist in this and provide an ongoing community asset.

Social enterprise could also be used to deliver regeneration projects in the Area, ensuring a focus on the local community and using local business and resources.

The different ways in which social enterprise could be promoted or facilitated for different activities in the corridor should be further investigated.

Ākina Foundation



Credit: Akina Foundation, NZ

The Ākina Foundation aims to grow social enterprise across NZ by:

- activating talent, raising awareness and building capability for social enterprise
- supporting social enterprises to grow and increase their impact
- developing new market and investment opportunities for social enterprise

4.4.9 Shared space

Use the Area to encourage innovation, start-up, laboratory work, etc, for companies that need flexible work spaces in an urban environment.

Creation of shared spaces which are cheap and flexible for companies that require a working environment beyond general office or collaboration spaces. This would expand Christchurch's offering to innovators, start-ups and growing businesses that need to do research and development, testing and other activities that require a flexible space.

There is a strong link between shared spaces and the concept of a living laboratory. Any shared space type activity will need to align and complement the Innovation Precinct in the CBD which already has a clear strategy to co-locate start up, research and entrepreneurial entities¹¹.

4.4.10 Custom campus

Encourage the development of custom commercial premises for specific uses – eg, a technology company campus – which provides direct and indirect employment opportunities and supporting amenities.

¹¹ See the Christchurch Innovation Precinct Strategy: <http://www.mbie.govt.nz/info-services/infrastructure-growth/canterbury-recovery/documents-image-library/christchurch-innovation-precinct-strategy.pdf>

The Area provides a rare opportunity for a company to design a purpose-built facility near the heart of the South Island's largest city, close to port infrastructure and the wider benefits that Christchurch/Canterbury offers as a place to live. The custom space could be a technology campus, a research and development area or innovation centre.

A custom commercial premises would require a medium to large corporate to have a specific need and be willing to invest. As such, the design should allow for such an activity to occur, but should not rely on it as an end use.

4.4.11 Infrastructure spend

Use the Area to provide transport infrastructure to enable easy access to the CBD and other economic hubs through multi-model transport options.

The Area provides an opportunity to improve accessibility from a transport perspective for local residents to economic/employment hubs. It has been well documented by the New Zealand Transport Agency that efficient transport networks and connections can have a significant benefit from an economic perspective, saving businesses time and money and increased efficiency. With a well-functioning transport network and multi-model transport options, east Christchurch residents will have greater access to jobs in various locations. The infrastructure spend will focus on connecting residents with both the CBD and existing economic hubs while also acting as a gateway for other Christchurch residents to travel to employment in east Christchurch, bringing people and activity back into the area.

Infrastructure spend on efficient transport networks and connections through the Area is seen as an essential element of the design.

5 Conclusion

As a result of the work completed in this report, which included stakeholder workshops and consideration of the ideas, suggestions and proposals received by Regenerate Christchurch from the community, **it is recommended that the ability to allow for a wide range of activities that have the potential to contribute to economic activity is included in the longlist of land use options for further consideration.**

In particular, the following key points should be considered in any decision around including economic activity in the Area:

- Any opportunities for enhanced economic activity need to ensure alignment with the investment objectives and critical success factors established in this report.
- The longlist of land use options should consider prioritising areas that cater for visitor attractions and local business/amenity clusters, but also allow for other activities to be introduced over time.
- An efficient transport network will be essential for ensuring access to and through the Area and improving the connection between local residents and economic/employment hubs.
- Further work needs to happen in developing an investment strategy to determine the potential investment opportunities for the Area.

Appendix 1: Investment logic map

The investment logic map process provides a framework for identifying the problems which need to be resolved, the potential benefits from addressing the problems and the development of investment objectives with respect to a potential project or land use.

