



# Greater Christchurch Partnership

---

**Te Tira Tū Tahī**

**One Group, Standing Together**

---

## Greater Christchurch Partnership Committee AGENDA

---

### Notice of Meeting:

A meeting of the Greater Christchurch Partnership Committee will be held on:

**Date:** Friday 8 December 2023  
**Time:** 9 am  
**Venue:** Council Chamber, Environment Canterbury,  
200 Tuam Street, Christchurch

---

30 November 2023

To view copies of Agendas and Minutes, visit:

<https://www.ccc.govt.nz/the-council/meetings-agendas-and-minutes/>

## Committee Members

---

### **Greater Christchurch Partnership Independent Chair**

Jim Palmer

### **Mana Whenua**

Dr Te Maire Tau, Jane Huria and Gail Gordon

### **Christchurch City Council**

Mayor Phil Mager, Councillors Victoria Henstock and Sara Templeton

### **Environment Canterbury**

Chair Peter Scott, Councillors Grant Edge and Vicky Southworth

### **Selwyn District Council**

Mayor Sam Broughton, Councillors Nicole Reid and Lydia Gliddon

### **Waimakariri District Council**

Mayor Dan Gordon, Deputy Mayor Neville Atkinson and Councillor Niki Mealings

### **Health**

Member to be confirmed

### **Waka Kotahi (New Zealand Transport Agency - Non-Voting Member)**

James Caygill

**Director, Greater Christchurch Partnership**

Tracy Tierney

Ph 941 6993

**Committee Adviser**

Cathy Harlow

ph 941 5662

---

1. TERMS OF REFERENCE NGĀ ĀRAHINA MAHINGA

1.1. The role of the Committee is to:

- i. Foster and facilitate a collaborative approach between the Partners to address strategic challenges and opportunities for Greater Christchurch.
- ii. Show clear, decisive and visible collaborative strategic leadership amongst the Partners, to wider stakeholders, agencies and central government and to communities across Greater Christchurch.
- iii. Enable Partners to better understand individual perspectives and identify shared objectives and areas of alignment.
- iv. Assist information sharing, efficient and effective working, and provide a stronger voice when advocating to others.
- v. Establish, and periodically review, an agreed strategic framework to support a collective approach to improving intergenerational wellbeing in Greater Christchurch through addressing strategic challenges and opportunities.
- vi. Oversee implementation of strategies and plans endorsed by the Committee and ratified at individual Partner governance meetings, including through the adoption and delivery of an annual joint work programme.
- vii. Ensure the Partnership proactively engages with other related partnerships, agencies and organisations critical to the achievement of its strategic functions.

1.2. The functions of the Committee are to:

- i. Establish, and periodically review, an agreed strategic framework to support a collective approach to improving intergenerational wellbeing in Greater Christchurch.
- ii. As required, develop new and review existing strategies and plans to enable Partners to work more collaboratively with each other and to provide greater clarity and certainty to stakeholders and the community. Existing strategies and plans endorsed by the Greater Christchurch Partnership Committee or endorsed by the UDSIC and inherited by this Committee are published on the Partnership's website.
- iii. Recommend to Partners for ratification at individual partner governance meetings any new or revised strategies and plans.
- iv. Adopt and monitor the delivery of an annual joint work programme to deliver on strategic goals and actions outlined in adopted strategies and plans.
- v. Undertake reporting on the delivery of adopted strategies and plans, including in relation to an agreed strategic outcomes framework.
- vi. Identify and manage risks associated with implementing adopted strategies and plans.
- vii. Establish and maintain effective dialogue and relationships (through meetings, forums and other communications) with other related partnerships, agencies and organisations to the support the role of the Committee, including but not limited to:
  - a. Waka Toa Ora (Healthy Greater Christchurch)

- b. Canterbury Mayoral Forum
  - c. Tertiary institutions and educational partnerships
  - d. Strategic infrastructure providers
  - e. Government departments
- viii. Undertake wider engagement and consultation as necessary, including where appropriate seeking submissions and holding hearings, to assist the development of any strategies and plans.
- ix. Advocate to central government or their agencies or other bodies on issues of concern to the Partnership, including through the preparation of submissions (in liaison with the Canterbury Mayoral Forum as necessary).
- x. For the avoidance of doubt, the Committee's strategic transport functions include:
- a. Consider key strategic transport issues, national policies and public transport associated collaborative business cases.
  - b. Develop the Greater Christchurch component of the Regional Public Transport Plan and recommend to the Canterbury Regional Council for approval, when required.
  - c. Monitor the delivery of the strategic public transport work programme in Greater Christchurch.
- 1.3. In undertaking its role and performing its functions the Committee will consider seeking the advice of the Chief Executives Advisory Group.

## 2. QUORUM AND CONDUCT OF MEETINGS

- 1.1. The quorum at a meeting of the Committee consists of the majority of the voting members.
- 1.2. Other than as noted in this Agreement, the standing orders of the administering Council at the time, shall apply.
- 1.3. Voting shall be on the basis of the majority present at the meeting, with no alternates or proxies.
- 1.4. For the purpose of clause 6.2, the Independent Chairperson:
- i. has a deliberative vote; and
  - ii. in the case of equality of votes, does not have a casting vote (and therefore the act or question is defeated and the status quo is preserved).

## 3. MEETING FREQUENCY

- 3.1. Notification of meetings and the publication of agendas and reports shall be conducted in accordance with the requirements of Part 7 of the Local Government Official Information and Meetings Act 1987.
- 3.2. The Committee shall meet monthly, or as necessary and determined by the Independent Chair in liaison with the Committee.

3.3. The Committee welcomes external speakers by deputation however the right to speak at meetings must be in accordance with the adopted public deputation guidelines of the Committee.

#### 4. DELEGATIONS

- 4.1. Establishing, and where necessary, amending, protocols and processes to support the effective functioning of the Committee, including but not limited to those relating to the resolution of conflicting views, communications and public deputations.
- 4.2. Preparing communication and engagement material and publishing reports relevant to the functions of the Committee.
- 4.3. Commissioning and publishing reports relevant to the functions of the Committee.
- 4.4. Undertaking engagement and consultation exercises in support of the terms of reference and functions of the Committee.
- 4.5. Selecting an Independent Chair and Deputy Chair in accordance with any process agreed by the Committee and the requirements of the LGA 2002.
- 4.6. Making submissions, as appropriate, on Government proposals and other initiatives relevant to the role of the Committee.
- 4.7. Appointing, where necessary, up to two additional non-voting observers to the Committee.

#### 5. FINANCIAL DELEGATIONS

- 5.1. The Committee can make financial decisions within an agreed budget envelope and as long as the decision does not trigger any change to the statutory plans prepared under the LGA 2002, the RMA 1991, or the LTMA 2003.

## AGENDA ITEMS HE RĀRANGI TAKE

Karakia mō te Tīmatataka Opening Incantation .....	8
1. Apologies Ngā Whakapāha .....	8
2. Declarations of Interest Ngā Whakapuaki Aronga.....	8
3. Deputations by Appointment Ngā Huinga Whakaritenga.....	8
4. Confirmation of Previous Minutes Te Whakaāe o te hui o mua .....	8

## STAFF REPORTS

5. Joint Housing Action Plan .....	15
6. Mass Rapid Transit (MRT) Update .....	35
7. Draft Greater Christchurch Spatial Plan .....	43
8. Greater Christchurch Partnership Work Programme Update .....	51

Karakia Whakakapi Closing Incantation



## Karakia mō te Tīmatataka Opening Incantation

Tūtawa mai i runga	I summon from above
Tūtawa mai i raro	I summon from below
Tūtawa mai i roto	I summon from within
Tūtawa mai i waho	and the surrounding environment
Kia tau ai te mauri tū, te mauri ora ki te katoa	The universal vitality and energy to infuse and enrich all present
Haumi e, hui e, tāiki e	Unified, connected and blessed

### 1. Apologies Ngā Whakapāha

At the close of the agenda no apologies had been received.

### 2. Declarations of Interest Ngā Whakapuaki Aronga

Members are reminded of the need to be vigilant and to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

### 3. Deputations by Appointment Ngā Huinga Whakaritenga

There were no deputations by appointment at the time the agenda was prepared.

### 4. Confirmation of Previous Minutes Te Whakaāe o te hui o mua

That the minutes of the Greater Christchurch Partnership Committee meeting held on [Friday, 20 October 2023](#) be confirmed (refer page 9).





# Greater Christchurch Partnership

**Te Tira Tū Tahī**  
One Group, Standing Together

---

## Greater Christchurch Partnership Committee OPEN MINUTES

---

**Date:** Friday 20 October 2023  
**Time:** 9 am  
**Venue:** Council Chamber, Environment Canterbury,  
200 Tuam Street, Christchurch

---

**Present**

Chairperson Jim Palmer , Independent Chairperson  
Members Jane Huria , Mana Whenua  
Mayor Phil Mauer , Christchurch City Council  
Councillor Victoria Henstock , Christchurch City Council  
Councillor Sara Templeton , Christchurch City Council  
Chair Peter Scott , Environment Canterbury  
Councillor Grant Edge , Environment Canterbury  
Councillor Vicky Southworth , Environment Canterbury  
Mayor Sam Broughton , Selwyn District Council  
Councillor Lydia Gliddon , Selwyn District Council  
Councillor Nicole Reid , Selwyn District Council  
Mayor Dan Gordon , Waimakariri District Council  
Deputy Mayor Neville Atkinson , Waimakariri District Council  
(Non-Voting Member) James Caygill , Waka Kotahi (New Zealand Transport Agency)

---

**Principal Advisor**

Tracy Tierney  
Director Greater Christchurch  
Partnership  
Tel: 941 6993

David Corlett  
Democratic Services Advisor  
941 5421  
david.corlett@ccc.govt.nz  
[www.ccc.govt.nz](http://www.ccc.govt.nz)

Unconfirmed

**Karakia mō te Tīmatataka Opening Incantation:** Given by all

Tūtawa mai i runga	I summon from above
Tūtawa mai i raro	I summon from below
Tūtawa mai i roto	I summon from within
Tūtawa mai i waho	and the surrounding environment
Kia tau ai te mauri tū	The universal vitality and energy to infuse
te mauri ora ki te katoa	And enrich all present
Hāumi e, hui e, taiki e	Unified, connected and blessed

**1. Apologies Ngā Whakapāha**

**Committee Resolved GCPC/2023/00003**

That the apologies for absence from Dr Te Maire Tau, Niki Mealings and Gail Gordon be accepted.

Mayor Dan Gordon/Councillor Grant Edge

**Carried**

**2. Declarations of Interest Ngā Whakapuaki Aronga**

There were no declarations of interest recorded.

**3. Deputations by Appointment Ngā Huinga Whakaritenga**

There were no deputations by appointment.

**4. Confirmation of Previous Minutes Te Whakaāe o te hui o mua**

**Committee Resolved GCPC/2023/00004**

That the minutes of the Greater Christchurch Partnership Committee meeting held on Friday, 3 February 2023 be confirmed.

Mayor Sam Broughton/Councillor Sara Templeton

**Carried**

**5. Development of the Greater Christchurch component for the Canterbury Regional Public Transport Plan 2024-34 (RPTP)**

**Committee Comment**

1. The staff recommendations were accepted without change except for the inclusion of the names of the Council representatives in resolution 3.

**Committee Resolved GCPC/2023/00005 Officer Recommendations accepted without change**

**Part C**

That the Greater Christchurch Partnership Committee:

1. Note that staff from each of the partner agencies are actively working on a draft Canterbury RPTP covering Public Transport services, infrastructure and enabling functions, and this is being led by Environment Canterbury.
2. Endorse the recommended approach for development of the Greater Christchurch component of the Canterbury RPTP 2024-34, being:
  - a. that staff update the existing plan to reflect the direction provided through previous decisions.
  - b. that staff bring an initial draft of the Greater Christchurch component of the Canterbury Regional Public Transport Plan 2024-34 to GCPC for feedback in December 2023.
  - c. following feedback, staff complete the draft Canterbury Regional Public Transport Plan 2024-34 and present this to the Greater Christchurch Partnership Committee for endorsement to consult in mid-2024.
3. Nominates four GCPC representatives (one from each Council) to form the Greater Christchurch RPTP 2023-24 Hearings Panel for the purpose of hearing submissions on the Greater Christchurch components of the draft Canterbury Regional Public Transport Plan 2024-34 and making recommendations to GCP.
  - a. The Waimakariri District Council representative will be Mayor Gordon.
  - b. The Selwyn District Council representative will be Mayor Sam Broughton.
  - c. The Christchurch City Council representative will be Councillor Templeton.
  - d. The Environment Canterbury representative will be Councillor Southworth.

Chair Peter Scott/Councillor Lydia Gliddon

**Carried**

## **6. Housing Action Plan Update Report**

### **Committee Comment**

The Committee received a presentation from staff (attached). The Committee expressed support for the approach recommended by staff and the proposed actions that were presented. The Committee discussed the need to respond to changing demography and typology demand.

### **Staff Recommendation / Ngā Tūtohu**

That the Greater Christchurch Partnership Committee:

1. Provide input into the scope and direction outlined in this report.

### **Committee Resolved GCPC/2023/00006**

#### **Part C**

That the Greater Christchurch Partnership Committee:

1. Receives the report: and
2. Endorses the direction contained within it.

Deputy Mayor Neville Atkinson/Jane Huria

**Carried**

### **Attachments**

A Draft Housing Plan Update Report

## 7. Draft Greater Christchurch Spatial Plan - Verbal Update

An update on the hearings into the Draft Greater Christchurch Spatial Plan was provided by Tracy Tierney, Director Greater Christchurch Partnership.

### Karakia – Whakakapi Closing Incantation: All

Ka whakairia te tapu	Restrictions are moved aside
Kia watea ai te ara	So the pathway is clear
Kia tūruki whakataha ai	To return to everyday activities
Kia tūruki whakataha ai	
Hui e, tāiki e	Enriched, unified and blesses

Meeting concluded at 9.52am.

CONFIRMED THIS 8<sup>th</sup> day of December 2023

JIM PALMER  
CHAIRPERSON



## 5. Joint Housing Action Plan

Reference / Te Tohutoro: 23/1972078

Report of / Te Pou Matua: Lucy Baragwanath, Principal Strategic Advisor, Greater Christchurch Partnership

Senior Manager / Pouwhakarae: Tracy Tierney, Director Greater Christchurch Partnership  
(Tracy.Tierney@GreaterChristchurch.org.nz)

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present the Joint Housing Action Plan (the Plan) to the Greater Christchurch Partnership Committee (GCPC) for its consideration and endorsement.

### 2. Staff Recommendations / Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Endorse** the Joint Housing Action Plan.
2. **Recommends** that the Council Partners of the Greater Christchurch Partnership Committee adopt the Plan and commit to implementing Phase 1.
3. **Champion** the implementation of Phase 1 of the Plan, creating the foundation for Phase 2.

### 3. Context/Background Te Horopaki

#### Summary

- 3.1 Since the GCPC last met, the iterative Plan (Attachment A) has been further refined through engagement with partners and stakeholders.
- 3.2 On 21 November 2023 the Senior Officials Group endorsed the Plan to proceed for consideration by the GCPC, and this was supported by the Chief Executives Advisory Group on 28 November.
- 3.3 The GCP Housing Champions (Phil Mauger, Peter Scott, Jane Huria, Neville Atkinson and Sophie McInnes) meet on 4 December to provide feedback. As this meeting is after the GCPC agenda closes but before the meeting, I will incorporate their feedback in a verbal report to the GCPC.
- 3.4 The attached Plan satisfies the directive from the GCPC and Whakawhanake Kāinga Komiti to produce a housing action plan to increase the provision of quality, affordable housing:
  - 3.4.1 It is a joint effort developed collaboratively with input from Partners and critical stakeholders.
  - 3.4.2 All actions are technically feasible.
  - 3.4.3 All would lead to outcomes that cannot be achieved by the individual partners alone.
  - 3.4.4 All would contribute to an increase in housing choice and the provision of affordable, quality housing in Greater Christchurch.

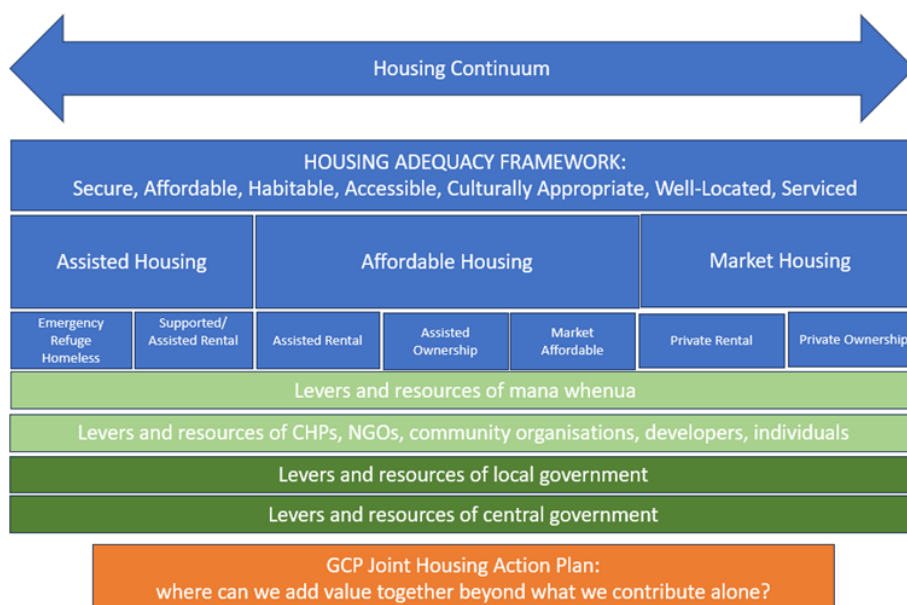
#### Context

- 3.5 Housing affordability has long been recognised as a critical issue for the GCP to tackle.

- 3.5.1 In 2018 Our Space signalled the need for an action plan to address housing affordability in Greater Christchurch.
- 3.5.2 Significant background work was undertaken and two comprehensive reports commissioned:
- Community Housing Aotearoa (2020), GCP Social and Affordable Housing Action Plan Report
  - The Urban Advisory (2021/22), GCP: Innovators in Affordable Housing. This report provided a strategic roadmap to inform the development of a joint housing action plan.
- 3.6 The GCPC on 9 September 2022 received the TUA report and resolved:
- 3.6.1 *“that the Greater Christchurch Councils, working in partnership with central government and other partners, will take forward a collective approach, led by the Christchurch City Council, to agree the specific actions where collective effort will accelerate the provision of affordable housing over the next 12 months... The partners will use the report to inform this action.*
- 3.6.2 **Note** *the GCP will secure funding the development of the Kāinga Nohoanga Strategy.*
- 3.6.3 **Note** *that partners expect the joint work programme resulting from the Greater Christchurch Spatial Plan to include joint actions on accelerating the provision of social and affordable housing. As the Spatial Plan and Kāinga Nohoanga strategy development progresses, consideration will be given to how collective action to address housing needs to close the gap is integrated into the joint work programme of the Whakawhanake Kāinga Committee resulting from these two pieces of work.*
- 3.6.4 **Note** *that dedicated resourcing is required to progress this programme of work.*
- 3.6.5 **Note** *that the Greater Christchurch Councils, working in partnership with central government and other partners, will take forward a collective approach, to close the gap by:*
- Supporting more public housing to be built.
  - *Complete a joint strategy on the issues of homelessness, emergency and transitional housing.*
- 3.7 At the August 2023 workshop, the GCPC supported the initiative to develop a Joint Housing Action Plan. Following that meeting, a working group was convened comprising Partner representatives and key external stakeholders to develop the scope of the Plan.
- 3.8 The group identified the following scope:
- 3.8.1 The physical boundary of the Housing Action Plan may not necessarily be restricted to Greater Christchurch and where appropriate may encompass the other aspects of the Greater Christchurch Partnership (GCP) territorial authorities mandate, depending on the action.
- 3.8.2 The full housing continuum is under consideration.
- 3.8.3 Consolidation of existing knowledge of supply and demand across the housing continuum by typology, location, household income and size rather than new research.
- 3.8.4 Analysis of the gap between supply and demand, identifying barriers and opportunities: barriers to alternative typologies, incentives.
- 3.8.5 Particular focus: areas of market failure (e.g. affordable rentals and ownership).



- 3.8.6 Building a relatable narrative around the benefits of more intensive living, confronting the actual and perceived drawbacks of intensification, providing good exemplars.
- 3.8.7 Contributing to the reappraisal of the risk appetite of public agencies and the development sector, to enable alternative forms of development.
- 3.8.8 Aligning council policies and statutory plans where necessary to deliver housing priorities (long term – as the Canterbury Regional Policy Statement and District Plans are reviewed).
- 3.8.9 Identifying and quantifying public land that may have potential for development, consistent with the desired pattern of growth identified in the Greater Christchurch Spatial Plan.
- 3.8.10 Advocacy in all spheres that have an impact on delivering better housing outcomes.
- 3.8.11 Contributing to national frameworks and policy development (e.g. Government Policy Statements on Housing and Urban Development updates, simplify the funding regime).
- 3.8.12 Complementing the housing initiatives currently being developed and implemented by Mana Whenua through its development entity and longer term, to align the delivery of housing within the context of multi-use and inter-generational urban kāinga nohoanga.
- 3.8.13 The action plan will focus on areas where the GCP can add value beyond what partner organisations do individually.
- 3.9 The scope was further refined through meetings with the GCP Housing Champions and Senior Officials. Engagement continued with other critical stakeholders including private sector developers to advance our understanding of barriers and opportunities within the influence of the GCP Partners.
- 3.10 At the GCPC meeting in October 2023, draft actions were presented to members, and the Plan was endorsed for further development.
- 3.11 The Plan has been developed collaboratively, and in a way that complements other initiatives, including the Canterbury Mayoral Forum’s Housing Workstream and the Mana Whenua Kāinga Nohoanga strategy.
- 3.12 The working group undertook background research and identified significant gaps between supply and demand in the Greater Christchurch housing continuum (Figure 1).
- 3.13 Figure 1: The housing continuum



- 3.14 A major gap is the provision of affordable, smaller, quality houses with insufficient 1-2 bedroom houses being built at a price point that is achievable to avoid housing stress (defined as those in the bottom 40% of household income spending over 30% of their income on housing-related costs). Table 1 shows that one in five households renting in Christchurch, a quarter of households renting in Waimakariri and 14% of households renting in Selwyn spend 50% or more of household income on housing-related costs.
- 3.15 Table 1: Proportion of household income spent on rent in Greater Christchurch

Data from MSD, StatsNZ, MHUD, CoreLogic	Households whose rent is equal to or greater than 40% of income	Households whose rent is equal to or greater than 50% of income	Lower quartile weekly rent March 2023	Average weekly rent March 2023 (geometric mean)
Christchurch	28%	20%	442	522
Selwyn	20%	14%	504	578
Waimakariri	32%	23%	527	558

- 3.16 Acknowledging the significant investment from Central Government, a shortfall remains on the left-hand end of the housing continuum.
- 3.17 Furthermore, restricted choice in housing provision is worsening the housing shortage and adversely affecting affordability. In particular, the lack of good quality smaller houses prevents people who may choose to from downsizing, leading to poor utilisation of existing housing stock. In addition, housing is not available to meet the needs of multigenerational families. Neither is there suitable housing for people with accessibility needs, in a context where one in four New Zealanders has some form of disability, worsening as the population ages.
- 3.18 The GCPC has tools and resources that can improve the provision of housing choice and affordability. For that reason, the GCPC agreed with the direction proposed in October 2023.

- 3.19 On 21 November 2023 the Senior Officials Group endorsed the Plan to proceed for consideration by the GCPC, and this was supported by the Chief Executives Advisory Group on 28 November.
- 3.20 The GCP Housing Champions are next meeting on 4 December to provide feedback. As this meeting is after the GCPC agenda closes but before the meeting, we will incorporate their feedback in a verbal report to the GCPC.

**The Plan**

- 3.21 Phase 1 of the Plan comprises actions that can be started immediately, with the appropriate resourcing, leading to improvements in housing choice and affordability in Greater Christchurch (Table 1). This will lay the foundation for Phase 2.
- 3.22 Table 2: Phase 1 of the housing action plan

	ACTION
1	Identify publicly-owned sites (Crown and Council) appropriate for affordable housing development across all three council districts; and determine what is required to acquire/consolidate these for development.
2	Identify mechanisms to enable development of affordable housing on public land. One example is retaining it in perpetuity but developing it for affordable housing through a leasehold model. (Requires councils/Crown to prioritise development of affordable housing above other potential uses that may furnish a higher return, as well as sufficient capitalisation to buy back properties to enable them to remain affordable in perpetuity.)
3	Investigate the introduction of inclusionary zoning by all three Councils to collectively increase the supply of social and affordable rental housing.
4	Investigate and test incentives to develop affordable housing (e.g. density bonuses, value capture, rates concessions for CHPs, planning concessions).
5	Investigate expanding CCC’s development contribution rebates for social housing to all councils. Investigate extending this to include social, affordable rental and progressive home ownership.
6	Support wider advocacy to influence financial institutions to invest in affordable housing solutions e.g. pension fund investment in build-to-rent housing in Greater Christchurch.
7	Investigate expanding or mirroring the Ōtautahi Community Housing Trust model (providing charities and charitable community housing providers access to finance and land).
8	Develop a monitoring and evaluation framework to track progress



- 3.23 The actions in Phase 1 principally require the support of the Councils and Council-affiliated organisations including ChristchurchNZ and the Ōtautahi Community Housing Trust. Our government colleagues are supportive, noting they will have a more active role in Phase 2 once the new government has established its priorities and structure. Mana whenua are supportive, as the Plan complements their own priorities and strategy.

**4. Next Steps**

- 4.1 The GCPC endorses the Plan for implementation.
- 4.2 In addition, the Committee recommends that the Council Partners of the GCPC adopt the Plan and commit to implementing Phase 1.
- 4.3 A coordinated work programme advances Phase 1 using collaborative working groups to progress each action in 2024.

- 4.4 Progress updates will be reported to the GCPC for the Phase 1 actions which will provide the foundation for Phase 2.
- 4.5 Following the implementation of Phase 1, Phase 2 actions will be refined, prioritised, and resourcing requirements identified, and this will be brought back to the GCPC.
- 4.6 The final version of the Plan will be used as part of an aligned and coordinated communications plan to ensure that the Greater Christchurch community is aware of the action that the GPC is taking to improve housing outcomes in Greater Christchurch.

### Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Joint Housing Action Plan	23/1972199	21

## Housing Action Plan

### 1. Why we need a Housing Action Plan

Greater Christchurch is not immune to the national housing crisis. Historically, Christchurch has been relatively more affordable than other urban centres in New Zealand. In 2023 this is no longer the case: it is now relatively more expensive to rent in Christchurch than in Wellington, Auckland and Hamilton<sup>1</sup>. Household incomes have failed to keep up with housing costs, and half the households in Greater Christchurch are facing housing affordability<sup>2</sup> challenges.

The ‘affordability gap’ is not just Government’s responsibility. Many households in Greater Christchurch struggling with housing costs are above the threshold for government support. The housing problem is compounded by the lack of choice in housing options in typology and location. The demographic composition of Greater Christchurch is changing, particularly as the proportion of those 65 years and over is increasing faster than other age-groups, resulting in strong growth in couple-only and one-person households<sup>3</sup>. The housing market is not providing sufficient variety in terms of typology as well as price, for people wishing to downsize, who prefer small houses, who have accessibility needs, or who live multigenerationally. There is unmet demand for housing in all three districts that is smaller and of good quality<sup>4</sup>.

The profit margins of private-sector developers are more easily achieved with larger, standalone greenfield developments at a higher price point. The supply-side predominance of 3-4 bedroom homes contributes to an under-utilisation of housing stock<sup>5</sup>, for people wishing to downsize cannot because alternatives are either not available, or not affordable for low- and modest-income households. In Christchurch city, smaller houses are being built, but at a price well above the affordability threshold for low- and modest-income households. A diversity of building typologies and price points is needed in appropriate places, that are future-proofed against climate change and well-connected with transport routes linking employment, education and amenities.

The housing crisis affects the entire community: housing is a right and the common denominator in determining wellbeing: “The centre of our social, emotional and sometimes economic lives, a home should be a sanctuary—a place to live in peace, security and dignity”<sup>6</sup>, and a critical determinant of the health and wellbeing of individuals and communities.

<sup>1</sup> CoreLogic 2023: <https://www.corelogic.co.nz/news-research/reports/housing-affordability-report>

<sup>2</sup> Housing is defined as affordable when housing costs comprise less than 30% of the income of households in the lowest 40% income bracket. Affordability varies with the movement in household incomes, interest rates, market rents and house prices, and is typically measured as:

- Renter affordability – renters’ ability to pay affordably the median market rent; and
- First home buyer affordability - renters’ ability to purchase a dwelling at either the lower quartile or median dwelling sale price (Mitchell, 2021: 43).

Housing affordability comes under pressure when housing costs increase at a faster rate than household incomes.

Variations in interest rates can mask the underlying trends in first home buyer affordability in the short to medium term.

<sup>3</sup> Mitchell, I. 2021. *Housing Demand and Need in Greater Christchurch*.

<sup>4</sup> Quality developments and quality housing are intrinsic to successful intensification and lie at the heart of thriving neighbourhoods. This includes the quality of each house, and also the quality of the overall design of neighbourhoods and involves a variety of aspects including housing choice (household size, typology, sustainability of design - warm, dry, accessible), avoiding adverse outcomes (susceptibility to flooding and other hazards, traffic) and promoting positive outcomes (connectivity to education, work and amenities). Quality developments support neighbourhoods to develop and change over time in response to the diverse and changing needs of people, communities, and future generations.

<sup>5</sup> Foy, R. (2003), *Social Impacts of Housing Intensification: Research Review* (CCC, 2023: 29).

<sup>6</sup> UN Special Rapporteur on the right to adequate housing (<https://www.ohchr.org/en/special-procedures/sr-housing/human-right-adequate-housing>).

The adverse social and economic outcomes of insufficient, inappropriate, inadequate and unaffordable housing are apparent in Greater Christchurch, and can only be tackled collectively<sup>7</sup>. This is why the GCP is using its combined levers and resources to improve the provision of quality, affordable housing in suitable locations and improved housing choice. The draft housing action plan is being developed collaboratively among the Partners and complements other initiatives including the Mana Whenua Kāinga Nohoanga Strategy and the Canterbury Mayoral Forum’s housing strategy. Phase 1 is focused on short-term actions to instigate change. Phase 2 signals longer-term interventions to increase provision of quality, affordable housing in Greater Christchurch.

## 2. The dimensions of the problem

For the bottom half of household incomes in Greater Christchurch, the most significant affordability issue is felt by the 5% of households with incomes under \$30,000 and the 13% with incomes between \$30-50,000. The 35% of households with incomes between \$50,000 and \$100,000 are also likely to experience housing affordability issues, particularly given competition from households in higher income groups who may purchase the available stock<sup>8</sup>. Housing supply and affordability challenges disproportionately impact low to moderate income renting households<sup>9</sup>.

Table 1 shows that one in five households renting in Christchurch, a quarter of households renting in Waimakariri, and 14% of households renting in Selwyn spend 50% or more of household income on housing-related costs.

MSD, MHUD, StatsNZ, CoreLogic	Households whose rent is equal to or greater than 40% of income	Households whose rent is equal to or greater than 50% of income	Lower quartile weekly rent March 2023	Average weekly rent March 2023
Christchurch	28%	20%	442	522
Selwyn	20%	14%	504	578
Waimakariri	32%	23%	527	558

Table 1: Proportion of household income spent on rent in Greater Christchurch<sup>10</sup>

In 2020, 36,800 people renting in Greater Christchurch were experiencing housing need<sup>11</sup> (Table 2, Figure 1). This includes financially stressed private renters, households supported by social, third sector and emergency housing, and people who are homeless or live in crowded dwellings. Since then, the cost-of-living crisis and inflation post-Covid have significantly worsened affordability.

<sup>7</sup> <https://www.nz.co.nz/news/national/502462/hastings-council-strategy-cuts-number-in-emergency-housing-by-77-percent>

<sup>8</sup> R. Yeoman and D. Foy (2022), *Greater Christchurch Spatial Plan Dwelling Affordability Assessment*. Formative.

<sup>9</sup> In 2018, 35% of households in NZ were renting. Māori and Pacific peoples are disproportionately likely to be renting, with only 21 and 31% respectively owning their own home, compared to 58% of European households (Office of the Minister of Housing, December 2022: 5, [https://www.hud.govt.nz/assets/Uploads/Documents/Supporting-Increased-Supply-of-Rental-Housing-Cab-Paper-Marked-Up\\_Redacted.pdf](https://www.hud.govt.nz/assets/Uploads/Documents/Supporting-Increased-Supply-of-Rental-Housing-Cab-Paper-Marked-Up_Redacted.pdf)).

<sup>10</sup> MHUD, 2023. <https://www.hud.govt.nz/stats-and-insights/local-housing-statistics/key-data/>

<sup>11</sup> Renter stress is significantly lower in social housing as current income related rent policy limits the cost to 25% of income in eligible households. These households typically have needs beyond affordability although it is also important to note that if they rented their accommodation in the private market they would very likely be stressed (Mitchell, 2021: 52).

Version 9, 29 November 2023

Mitchell (2021)	Financially stressed private renter households	Social/third sector/emergency renters	Other needs (overcrowding, homelessness)	Total housing need	% of renters	% of all households
Waimakariri	2,500	150	290	2,940	57.8	11.5%
Selwyn	1,670	50	260	1,980	39.8%	8.2%
Christchurch	22,350	7,050	2,480	31,880	55.8%	20.6%

Table 1: Housing Need in Greater Christchurch (2020 figures, Mitchell, 2021)

Housing stress as a proportion of rental households in Greater Christchurch



Figure 1: Housing stress as a proportion of rental households in Greater Christchurch (Mitchell, 2021)

The diagram below (Figure 2) illustrates the complexity of the ‘snakes and ladders’ interactions of the housing ecosystem, and highlights the fragility of housing tenure with more people now moving from right (from market sale) to left (towards homelessness) of the continuum. Demand and supply are in constant flux, but there are clear gaps, described below.

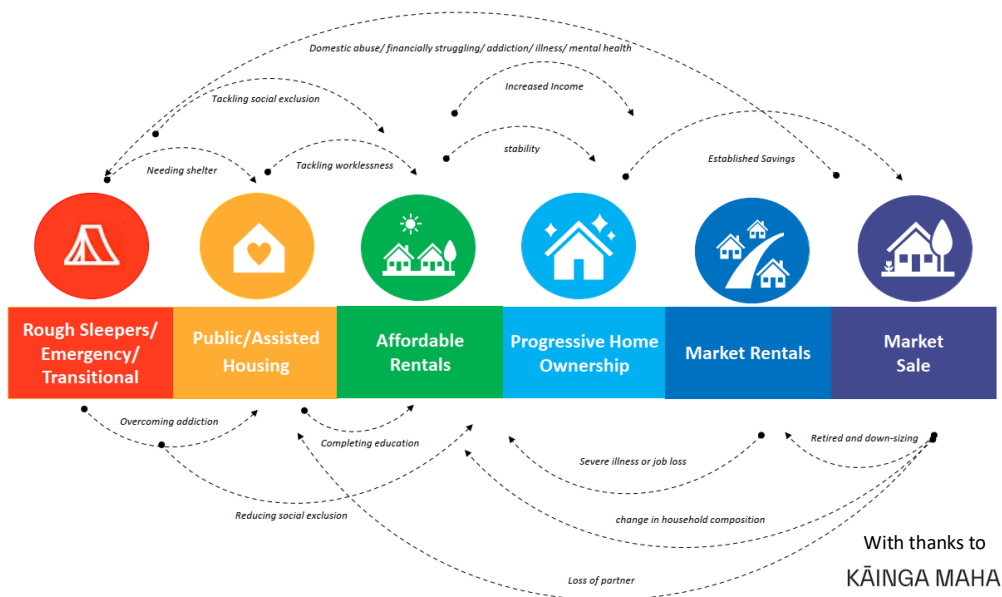


Figure 2: The dynamics of the housing continuum (with thanks to Annie Wilson, Kāinga Maha)

Version 9, 29 November 2023

Gaps in the provision of housing in Greater Christchurch

1. Hidden homelessness – excess demand, incomplete data:
  - a. Functional homelessness (e.g overcrowding, living in cars, reluctance to disclose accessibility needs or rural locations on the Housing Register, inappropriate/insufficient accommodation for vulnerable people needing support being housed inappropriately (youth leaving Oranga Tamariki, women leaving violent relationships, people being released from prison, people with addiction and mental health needs, being housed in camping grounds or risky/inappropriate places) (TWPCHP, 2023, Waimakariri Housing Response Working Group, 2023)).
  - b. 800 adults and 700 children in emergency accommodation in early 2023 in Greater Christchurch (TWPCHP, 2023).
  - c. Lengthy stays in emergency or transitional housing because there are no appropriate alternatives (TWPCHP, 2023).
  - d. Temporary transitional homelessness when no appropriate housing is available, whether in terms of cost/location/type/tenure (e.g. somewhere to stay following separation, interim accommodation for people returning/coming from overseas).
2. Shortfall in social housing despite significant government intervention:
  - a. 8000 public houses in GC with a further 800-900 in the pipeline via CHPS and Kāinga Ora (how much replacement stock/net impact unclear)
  - b. 2700 on the MSD Housing Register (MSD, MHUD)
  - c. Gap of ~1700 households that require housing
  - d. Significant overrepresentation of Māori on the Housing Register (MSD, MHUD)
  - e. 85% of demand is for 1-2 bedroom houses (MHUD)
  - f. Outgoing government position that Greater Christchurch could expect no further investment given sizeable relative investment already received.
3. Affordable rentals/home ownership: the growing intermediate market (people in work who cannot afford to buy), meaning movement leftwards along the continuum:
  - a. What's built is big and expensive (except in Christchurch City where it is smaller but expensive).
  - b. What's needed is smaller, cheaper (but good quality), well-located houses, which the market is not providing. Full private sector developers have specific profit margins to achieve, more easily achieved in larger, standalone greenfield developments at a higher price point.
  - c. Over half of households renting in Waimakariri and Christchurch are under stress, and nearly 40% of households renting in Selwyn (diagram 2). Furthermore, 20% of households in Christchurch, 14% in Selwyn and 23% in Waimakariri pay more than 50% of their income in rent (MHUD). These are 2018-20 numbers and since then inflation and the cost of living has increased – rents went up 10% over the past year in GC.
  - d. The rental market is an important barometer of affordability, with declining home ownership and an ageing population – 40% of retirees will be renting in 25 years' time (Stats NZ).
  - e. Sufficient quality and affordability of rentals is vital, particularly as home ownership rates decline: the ageing stock and frequently poor condition of market rental housing contributes to adverse outcomes.
  - f. Shortage of housing for specific groups in terms of typology and location: multigenerational families, households on small incomes, people with accessibility needs (1 in 4 New Zealanders)(Te Whatu Ora, Ministry for Disabled People, Mitchell, 2021).



Version 9, 29 November 2023

4. Restricted choice of housing type resulting in suboptimal use of existing housing stock:
  - a. People in large houses who would like to downsize to free up capital or to reduce maintenance time cannot find high quality smaller houses even if they would like to, so stay in large homes that could otherwise be sold/rented to families.
  - b. Employers struggle to attract workers because of lack of housing choice (e.g. rental stock in poor condition makes it difficult to entice talented people). The productivity implications of the housing shortage are an area of focus for the Canterbury Mayoral Forum.

The Housing Action Plan meets the following criteria:

- a. Developed collaboratively
- b. Technically feasible
- c. Creates positive outcomes that can't be achieved by individual partners alone
- d. Contributes to increased housing choice and affordability in Greater Christchurch.

### 3. The Housing Action Plan

- 3.1 Vision: everyone in Greater Christchurch has access to a healthy, warm, sustainable, affordable home
- 3.2 Outcomes
- Increased provision of quality affordable housing in suitable locations
  - An aligned planning system across Greater Christchurch collectively delivering more affordable housing and wider housing choice
  - Advocacy to attract interventions where the market is not delivering
  - Public, private and community partnerships that accelerate positive housing developments
  - Recognition that more intensive housing doesn't mean more intensive problems
  - Tracking supply and demand of housing to enable appropriate intervention.
- 3.3 Costs and benefits
- The instigation of the housing action plan reflects the Partners' recognition that lack of choice in housing and its rising unaffordability in Greater Christchurch is unacceptable. The plan will involve costs in staff time, expert advice, and implementation. These must be weighed against the benefits.
  - The Local Government Act stipulates Councils' responsibilities for wellbeing. A well-established body of research demonstrates wellbeing and other benefits from secure and affordable housing. The Social Infrastructure and Green Measures for Affordable Housing calculator<sup>12</sup> allows decision-makers to understand how costs can be avoided from areas such as health, policing, and community services through improved access to housing, and estimates benefits from higher consumption, income and educational attainment.
  - Melbourne's housing action plan quantified the wider economic benefits in terms of \$1 spent on affordable housing furnishes \$3 in community benefits (figure 3<sup>13</sup>).

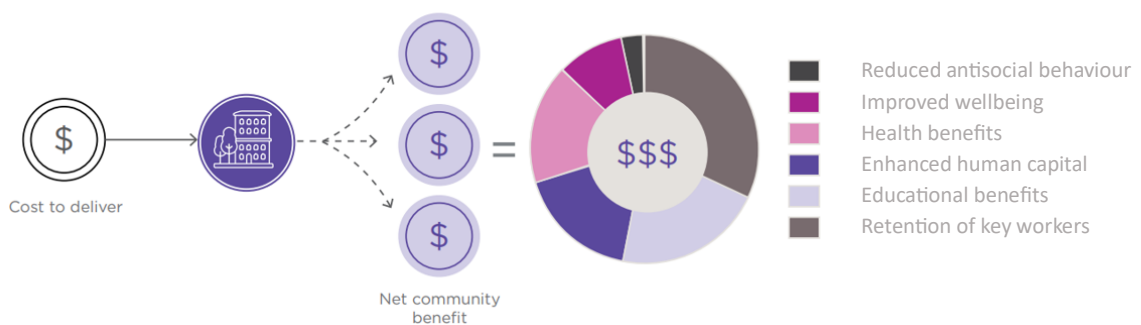


Figure 2: 1:3 Every \$1 spent on affordable housing provides \$3 of community benefit (Melbourne housing strategy, SGS Economics and Planning, 2019)

<sup>12</sup> Developed by researchers at Swinburne University of Technology and applied in Australia.

<sup>13</sup> [MRFINAL New tool measures compelling value of social housing \(communityhousing.com.au\)](#). Investment in social and affordable housing from the Commonwealth's National Housing Accord and Housing Australia Future Fund over the next five years was calculated to create an additional \$4.4 billion worth of wider benefit over the next four decades.

## Housing Action Plan Phase 1

Please see the glossary in Appendix for further detail. The relevant senior managers at CCC, SDC, WDC and ECan have indicated that they have sufficient staffing to undertake Phase 1 alongside GCP staff, subject to prioritisation. With the contribution of staff time from each Council, there is sufficient funding in the GCP Secretariat housing action plan development budget for the expert advice that is likely to be required.

	ACTION	WHEN	WHO *TBC	RESOURCING
1	Identify publicly-owned sites (Crown and Council) appropriate for affordable housing development across all three council districts; and determine what is required to acquire/consolidate these for development.	2024	Councils Central Government partners and stakeholders ChristchurchNZ	Council staff time to track land and GIS map contiguous opportunities
2	Identify mechanisms to enable development of affordable housing on public land. One example is retaining it in perpetuity but developing it for affordable housing through a leasehold model. (Requires councils/Crown to prioritise development of affordable housing above other potential uses that may furnish a higher return, as well as sufficient capitalisation to buy back properties to enable them to remain affordable in perpetuity.)	2024	Councils OCHT CHPs ChristchurchNZ	Council staff time for research and engagement with experts, potential research costs, potential legal advice
3	Investigate the introduction of inclusionary zoning by all three Councils to collectively increase the supply of social and affordable rental housing.	2024	Councils	Staff time to collate evidence, legal advice
4	Investigate and test incentives to develop affordable housing (e.g. density bonuses, value capture, rates concessions for CHPs, planning concessions).	2024	Councils	Staff time for engagement with experts
5	Investigate expanding CCC's development contribution rebates for social housing to all councils. Investigate extending this to include social, affordable rental and progressive home ownership.	2024	Councils	Staff time to evaluate
6	Support wider advocacy to influence financial institutions to invest in affordable housing solutions e.g. pension fund investment in build-to-rent housing in Greater Christchurch.	2024	Councils/CCOs CHPs MHUD ChristchurchNZ	Staff time to identify existing relationships and conversations
7	Investigate expanding or mirroring the Ōtautahi Community Housing Trust model (providing charities and charitable community housing providers access to finance and land).	2024	Councils OCHT	Staff time

8	Develop a monitoring and evaluation framework to track progress	2024	GCP/Partners	Staff time
---	---	------	--------------	------------

### Housing Action Plan Phase 2: 2024

As this is an iterative process, Phase 2 is dependent on Phase 1. Actions, timing and resourcing are indicative only: prioritisation and further clarity will be confirmed with the GCP Committee once Phase 1 is complete.

	OUTCOME	ACTION (red relates to follow-up of immediate actions)	COMMENCING	WHO	RESOURCE to deliver plan
1	Increased provision of quality affordable housing	1.1 Prepare and consolidate publicly-owned sites (Crown and Council) identified in Phase 1 appropriate for affordable housing development across all three council districts.	TBC	Councils ChristchurchNZ Government partners and stakeholders (Ministry, Dept and Crown Agency)	Staff time
		1.2 Implement mechanisms to enable development of affordable housing on public land.	TBC	Councils OCHT CHPs ChristchurchNZ	Staff time
		1.3 Connect with work being undertaken nationally on funding and financing of affordable, community and public housing options.	2024	Councils ChristchurchNZ Government	Staff time
		1.4 Proceed with broadening the Ōtautauhi Community Housing Trust model (providing charities and charitable community housing providers access to finance and land).	TBC	OCHT Councils	Staff time
		1.5 Support development of common design of intensive housing typologies that could be applied in other districts.	2024	OCHT, CHPs Kāinga Ora	Staff time
		1.6 Expand CCC case management approach to other councils to help remove obstacles to development.	TBC	Councils	Staff time

Version 9, 29 November 2023

2	An aligned planning system that supports the delivery of more affordable housing	2.1 Align the three councils' policies on affordable housing and statutory plans to deliver shared housing priorities across Greater Christchurch (e.g. Canterbury Regional Policy Statement, District Plan reviews and other policies and practices).	TBC	Councils Government	Staff time
		2.2 Initiate inclusionary zoning across Greater Christchurch subject to Phase 1.	TBC	Councils	Staff time, calculation of costs/benefits, legal advice
		2.3 Implement incentives across Greater Christchurch to encourage development of affordable housing.	TBC	Councils	Staff time, calculation of costs/benefits
		2.4 Implement expansion of development contribution rebates across all Greater Christchurch councils. Include social, affordable rental and progressive home ownership. Clearly differentiate between qualifying and non-qualifying developments to focus on charitable community housing providers.	TBC	Councils	Staff time, calculation of costs/benefits
		2.5 Explore potential for rates relief and resource consent discounting for providers of affordable housing (e.g. charitable community housing providers and charities) across all councils that will make a difference.	TBC	Councils	Staff time, calculation of costs/benefits
3	An advocacy plan to attract housing where the market is not delivering	3.1 Develop plan for advocacy in all spheres to provide solutions that deliver better housing outcomes (e.g. provide supply contracts for x number of units/year and y\$ to fund affordable rentals thereby reducing the housing demand by z).	2024	Councils Developers CHPs Funders	Working party, staff time
		3.2 Continue to support regional influence with financial institutions e.g. pension fund investment in build-to-rent housing in Greater Christchurch.	2024	Councils OCHT ChristchurchNZ CHPs CCOs	Staff time

Version 9, 29 November 2023

		3.3 Contributing to national frameworks and policy development via synched-up plan that helps to solve our part of a nationwide need for affordable housing (e.g. repositioning affordable housing as essential infrastructure, introduction of mandatory inclusionary zoning, delivery of specialised affordable housing to meet the needs of specific cohorts, introducing higher affordable housing requirements in all urban renewal projects when land increases in value due to government intervention (e.g. improved transport infrastructure).	2024	Councils	Staff time
		3.4 Advocate for simplification of the funding system and expand grant funding for CHPs and charities to provide social, affordable rentals and progressive home ownership.	2024	Councils CHPs	Staff time
		3.5 Explore opportunities for complementarity with MAIHI Ka Ora National Māori Housing Strategy.	TBC	Councils Government Mana Whenua	Staff time
4	Public, private and community partnerships that accelerate positive housing outcomes	4.1 Lead the engagement across government, community housing providers and the development sector to overcome specific barriers to deliver affordable housing e.g. access to finance, or underwriting pre-sale requirements by CHP agreeing to purchase 10%, thereby de-risking the development to meet bank requirements.	2024	MHUD Kāinga Ora CHPs Councils Developers Banks	Staff time, legal time, financial advice, external advice on options
		4.2 Explore partnerships to provide mixed blind tenure developments.	TBC	Councils ChristchurchNZ CHPs MHUD Private sector	Staff time
		4.3 Partner with the community housing sector to deliver more affordable housing (e.g. provide land, finance, carry development costs, take less return).	TBC	Kāinga Ora MHUD Councils	Staff time

Version 9, 29 November 2023

				ChristchurchNZ CHPs Charities	
		4.4 Work with government on de-risking development that returns a social dividend. Analyse potential in existing and emerging government programmes.	TBC	Councils MHUD Kāinga Ora	Staff time
5	Demonstrate that more intensive housing doesn't mean more intensive problems	5.1 Providing and promoting exemplars of good quality mixed tenure, mixed typology developments (e.g. the Residences at Karamū <sup>14</sup> ). Stocktake existing design guidelines and processes for mixed tenure housing to ensure buildings are of good quality and that adverse effects are considered and mitigated <sup>15</sup> . Build relatable narrative that demonstrates the benefits of denser living (green space, common space, living close to work, accessibility (e.g. expand 'housing we'd choose' research on typology preferences within financial constraints).	2024	ChristchurchNZ OCHT Kāinga Ora Local examples	Staff time
6	A database that provides live evidence of supply and demand for housing in Greater Christchurch	6.1 Collate and monitor data to identify areas of need immediately and quantify demand, supply, and mismatches in terms of typology, location and price.	2024	Councils MHUD Kāinga Ora CHPs	Staff time from partners, working group
		6.2 Track new housing supply and utilisation of existing stock to determine opportunities to meet need, monitor and evaluate.	2024	Councils Kāinga Ora	Staff time
		6.3 Analyse social dividend from public investment in affordable housing – investment case for City Deal.	2024	Councils Government	Staff time
<b>Parallel Initiatives</b>					

<sup>14</sup> The Residences at Karamū was a joint venture to produce an 84-house mixed-tenure development at Riccarton Racecourse as a partnership between MHUD, Christchurch Methodist Mission, Emerge Aotearoa, Ngāi Tahu Properties, Kāinga Maha), limiting investor purchasing in favour of first home buyers and Community Housing Providers.

<sup>15</sup> Recognising valid fears relating to the social effects of intensification recognising that poor examples have given it a bad reputation alongside privacy concerns, antisocial behaviour, noise, shading, parking, traffic, reduction in green space.

Version 9, 29 November 2023

	Complement the housing initiatives currently being developed and implemented by Mana Whenua through its development entity and longer term, to align the delivery of housing within the context of multi-use and inter-generational urban kāinga nohoanga		2024	Mana Whenua Paenga Kupenga	Liaison time
	Complement the work being undertaken by other entities	Canterbury Mayoral Forum Other entities e.g. North Canterbury housing working group	2024	GCP CMF	Staff time
	Implementation and monitoring framework to ensure ongoing analysis, management, review and response.	Concurrently develop a framework to monitor progress. Recognise existing monitoring and explore how these can be brought together in a shared/linked dashboard. e.g. - Number of houses being built - Housing register numbers - Reduction in proportion of people experiencing housing stress	2024	Councils Government	Staff time



## Appendix: Housing Action Plan Glossary

Further information to support Phase 1 of the housing action plan

### Phase 1 Actions

1. Identify publicly-owned sites (Crown and Council) appropriate for affordable housing development across all three council districts; and determine what is required to acquire/consolidate these for development.  
The Councils and Government have land that is not fully developed. This action involves identifying land in appropriate locations that is surplus to requirements and in locations suitable for housing.
2. Identify mechanisms to enable development of affordable housing on public land. One example is retaining it in perpetuity but developing it for affordable housing through a leasehold model. (Requires councils/Crown to prioritise development of affordable housing above other potential uses that may furnish a higher return, as well as sufficient capitalisation to buy back properties to enable them to remain affordable in perpetuity.)
  - The Queenstown Lakes Community Trust enables the development of underused Council land which is leased to affordable housing providers, generating rates revenue, and then bought back once the leaseholder moves on.
  - Other mechanisms: using the borrowing capacity of councils to underwrite development finance for CHPs and charities; deferred settlement in the disposal of council land; long term leases; sales at subsidised values.
3. Investigate the introduction of inclusionary zoning by all three Councils to collectively increase the supply of social and affordable rental housing.  
Inclusionary planning is a way of securing or leveraging affordable housing through the planning and urban development process<sup>16</sup>. Developers make a percentage-based contribution towards supplying affordable housing according to a prescribed percentage of the affordable housing development. A minimum percentage should be introduced across the region, higher percentages in greenfield or urban renewal projects. This can be phased and increased over time. It can be applied to residential, commercial and some industrial land and easily transferred to any affordable housing organisation. Dwellings designated inclusionary should be indistinguishable from market housing<sup>17</sup>. Queenstown and Waikato have identified this as the most effective mechanism to increase the supply of affordable housing.
4. Investigate and test incentives to develop affordable housing (e.g. rates remissions).  
Various financial and planning incentives can be used to encourage more affordable housing and a greater range of typologies:
  - 'Density bonuses' permit higher densities in return for an affordable housing contribution, though quality should not be sacrificed and density bonuses might be deployed in conjunction with mixed tenure.
  - Set affordable housing targets.
  - Protect existing low-cost housing stock
  - 'Value capture' a portion of increased value that occurs when land is rezoned to higher value uses or when infrastructure is provided, then direct this value towards affordable housing. Urban renewal projects and rezoning provide opportunities for value capture<sup>18</sup>.

<sup>16</sup>16 <https://www.ahuri.edu.au/sites/default/files/migration/documents/PES-006-Planning-mechanisms-to-deliver-affordable-homes.pdf>

<sup>17</sup>17 <https://www.melbourne.vic.gov.au/sitecollectiondocuments/affordable-housing-strategy.pdf>

<sup>18</sup>18 <https://www.melbourne.vic.gov.au/sitecollectiondocuments/affordable-housing-strategy.pdf>

Version 9, 29 November 2023

- Develop land use policies that encourage diverse housing forms.
- Offer rates concessions to community housing organisations.
- By-laws for Air B n Bs in affordable areas<sup>19</sup>.
- Planning concessions to enable affordable housing
- Rating vacant land and potentially buildings at the level of what it could be developed to, as a disincentive to land-bank<sup>20</sup>.

5. Investigate expanding CCC's development contribution rebates for social housing to all councils. Investigate extending this to include social, affordable rental and progressive home ownership.

Christchurch City Council's Development Contributions Rebate policy provides for the rebate of DCs for certain types of development including social housing and kāinga nohoanga. With respect to the former, it aims to support the development of new social housing by qualifying community trust organisations, and rebates 100% of DCs for qualifying developments. Developers are required to register a covenant on the title of the development to qualify for the rebate, which restricts the use of a home for social housing purposes only.

6. Support wider advocacy to influence financial institutions to invest in affordable housing solutions e.g. pension fund investment in build-to-rent housing in Greater Christchurch.

Kiwisaver provider Simplicity has created a housing fund to invest in build-to-rent housing in Auckland. They are attempting to contribute build-to-rent high density housing at scale: Intention to build 10,000 quality homes for long-term rent across NZ: 159 constructed, 345 to be under construction by the end of 2023, and 800 in development<sup>21</sup>. Their model includes:

- Developer and Builder margins (they are the developer and builder and a nonprofit organisation)
- Financing margin (they don't have to borrow money to build)
- Selling costs (rent directly, with no real estate agency fees)
- Property management margin (manage the properties directly, at cost).

<sup>19</sup>

<https://www.sciencedirect.com/science/article/abs/pii/S0166046221000272#:~:text=Critics%20of%20the%20home%2Dsharing,et%20al.%2C%202017%3B%20Sheppard>

<sup>20</sup> Smartgrowth Housing Action Plan 2021.

<sup>21</sup> <https://www.ellerslie.co.nz/post/media-release-simplicity-living-buys-ellerslie-racecourse-land-for-330-build-to-rent-homes>

## 6. Mass Rapid Transit (MRT) Update

Reference / Te Tohutoro: 23/1975289

Report of / Te Pou Matua: Richard Osborne, Regional Manager System Design, Waka Kotahi  
Stephen Carruthers, Principal Project Manager, Waka Kotahi

Senior Manager / Pouwhakarae: Tracy Tierney, Director Greater Christchurch Partnership  
(Tracy.Tierney@GreaterChristchurch.org.nz)

### 1. Purpose of Report Te Pūtake Pūrongo


- 1.1 The purpose of this report is to provide the Greater Christchurch Partnership Committee with an update on the Mass Rapid Transit (MRT) project.

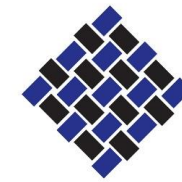
### 2. Staff Recommendations / Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives** the update on the Mass Rapid Transit (MRT) project.

### Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Mass Rapid Transit MRT Update Presentation	23/1979458	36



Greater Christchurch  
Partnership  
Te Tira Tū Tahi  
One Group, Standing Together

# Greater Christchurch Mass Rapid Transit

Project update  
Greater Christchurch  
Partnership  
December 2023

# Current project status

- ❖ Indicative business case was endorsed May/ June 2023
  - ❖ Preferred route, two modes (LRT & BRT), station locations
  
- ❖ We are in an addendum phase preparing for the Detailed Business Case (DBC) phase
  - ❖ IBC technical review
  - ❖ PC14
  - ❖ Land use and staging development
  - ❖ Preparing DBC scope



Greater Christchurch  
Partnership

Te Tira Tū Tahī  
One Group, Standing Together

# Project funding

- ❖ The DBC is subject to funding approvals
- ❖ Waka Kotahi has funded the project 100% up until the DBC phase
- ❖ Funding is being sought from Waka Kotahi, Christchurch City Council and Environment Canterbury





# DBC phase

❖ We are planning a two staged DBC that includes preparing and lodging a Notice of Requirement to protect the MRT route



# Next steps

- ❖ Confirmation of the DBC scope
  - ❖ Considering the project staging work that is currently underway
  - ❖ Confirmation of the route protection approach, and the information required to support it
- ❖ Confirmation of approved project funding in LTPs and the NLTP (ensure it aligns to the DBC scope)
- ❖ Subject to funding, start the procurement process for the DBC
  - ❖ Develop procurement plan
  - ❖ Develop and release Request for Tender
  - ❖ Award contract
- ❖ Commence DBC phase.



Greater Christchurch  
Partnership

Te Tira Tū Tahī  
One Group, Standing Together



# Any questions?





## 7. Draft Greater Christchurch Spatial Plan

Reference / Te Tohutoro: 23/1971542

Report of / Te Pou Matua: Ben Rhodes, Project Lead, Draft Greater Christchurch Spatial Plan

Senior Manager / Pouwhakarae: Tracy Tierney, Director Greater Christchurch Partnership  
(Tracy.Tierney@GreaterChristchurch.org.nz)

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to update the Greater Christchurch Partnership Committee on the draft Greater Christchurch Spatial Plan consultation process, seek their approval to amend the Hearings Panel Terms of Reference and provide an update on the next steps.

### 2. Staff Recommendations / Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receive** the update on the draft Greater Christchurch Spatial Plan consultation process.
2. **Approve** the amended Greater Christchurch Spatial Plan Hearings Panel Terms of Reference to state that the Greater Christchurch Spatial Plan Hearings Panel will report to the Greater Christchurch Partnership Committee (Attachment A)
3. **Note** the next steps for the draft Greater Christchurch Spatial Plan consultation process.

### 3. Context/Background Te Horopaki

#### Update on the Development of the Draft Spatial Plan (GCSP)

- 3.1 At its meeting on the 12 May 2023 the Whakawhanake Kāinga Komiti (the Komiti) approved commencing consultation on the draft Greater Christchurch Spatial Plan (the draft Spatial Plan)
- 3.2 The general timing of the steps in the Special Consultative Procedure (consultation phase) are provided in Table 1 below, noting that the process is now into the ‘Hearings, Deliberations, and Hearings Panel Recommendations Report’ phase.

Monday June 19 to Sunday 23 July 2023	Consultation
Mid July to early August 2023	Submission Summary
Late July – late September 2023	Officer Report Prepared
Late October – late November 2023	Hearings, Deliberations, and Hearings Panel Recommendations Report
December 8 2023	Whakawhanake Kāinga Komiti meeting Recommend to partner governance to adopt the Spatial Plan.
February 2024 – March 2024	Partner governance meetings Adopt the Spatial Plan

- 3.3 The draft Spatial Plan has been:

- 3.4 Built on the clear direction set by the Greater Christchurch Partnership through the Greater Christchurch Urban Development Strategy (UDS) which provided a strong framework for the response following the Canterbury Earthquakes.
- 3.5 Informed by a number of background reports to develop the evidence base, our strategic framework, and to analyse different scenarios. These include:
- 3.5.1 The Foundation Report which summarises the work undertaken to identify urban opportunities and challenges, and to develop the strategic framework to guide the Spatial Plan.
- 3.5.2 The Ngā Kaupapa Report which was prepared by Mahaanui Kurataiao on behalf of mana whenua and identifies and describes the cultural values within the boundary of Greater Christchurch and relevant cultural principles, as well as an assessment of relevant Iwi Management Plan policies and other strategy documents to inform and guide the development of the Spatial Plan.
- 3.5.3 Housing and Business Capacity Assessments, which are in the final development stage and provided for endorsement alongside the final draft Spatial Plan in May. The findings to date are provided further on in this report.
- A Housing Capacity Assessment that was completed in June 2021 to meet the requirements of the NPS-UD which provides an assessment of Greater Christchurch’s capacity to meet the projected demand for housing over the next 30 years. This HCA was updated in 2023 to inform the draft Spatial Plan.
  - A draft Business Capacity Assessment was also developed to inform the draft Spatial Plan. This is a new assessment, rather than an update, as a previous version was developed under the National Policy Statement on Urban Development Capacity 2016 (NPS-UDC)
- 3.5.4 The Urban Form Scenarios Evaluation Report that provides information on how different land-use scenarios and transport packages contribute to the realisations of the outcomes and priorities as set out in the Greater Christchurch Spatial Plan Strategic Framework, to inform the development of urban form direction and development of the draft Plan.
- 3.5.5 An Areas to Avoid and Protect report to detail the methodology and reasoning for identifying land development constraints, and areas to protect, to inform the development of the Greater Christchurch Spatial Plan.

### **Consultation Phase**

- 3.6 Consultation on the draft (the draft Spatial Plan) occurred from 10 June to 23 July 2023.
- 3.7 358 submissions were received. Approximately 80% of these were based around the ‘Have Your Say’ questions provided on the submission form. The remaining submissions provided separate documentation to support their position, in more ‘bespoke’ manner. Those tended to be through lawyers or planning consultancies on behalf of larger groups, stakeholders, and developers.
- 3.8 A Reporting Officers group developed an Officers Report responding to submissions on the draft Spatial Plan. This provided an assessment of the submission points received and made recommended changes to the draft Spatial Plan for consideration by a Hearings Panel (see below). This Officers Report was peer reviewed by the wider Spatial Plan Project Team, consisting of representatives from Komiti partners, and was signed off by the Senior Officials Group (SOG) before circulated.

- 3.9 The Officers Report identified a number of themes arising from submissions. These were grouped under key headings relating to the format of the draft Spatial Plan. Each theme had a high-level summary of submissions and response to submissions from the Reporting Officers, including recommendations.

### **Hearings**

- 3.10 At its meeting on the 12 May 2023 the Komiti delegated authority to the Chief Executives Advisory Group to appoint an Independent Chair of the Greater Christchurch Spatial Plan Hearings Panel. The Komiti further delegated authority to the Independent Chair to appoint the members of the Greater Christchurch Spatial Plan Hearings Panel (excluding the Independent Chair), in accordance with partner recommendations.
- 3.11 A Hearing Panel (the Panel) consisting of an Independent Chair and representatives from mana whenua, Canterbury Regional Council, Christchurch City Council, Selwyn District Council, Waimakariri District Council and Central Government was established to hear from submitters over the course of six days across the three Districts.
- 3.12 86 submitters presented to the Hearings Panel across these hearing days. The hearings ran very well particularly for a consultation of this scale, being heard across varying locations and with a significant breadth and depth of issues.
- 3.13 One of the hearing days was particularly focused on hearing youth submissions, noting that this was still a public hearing. This was a great success, enabling and providing an environment for youth to feel more comfortable to share their views and allow their voices to be clearly heard. It is recommended that this approach be considered for future consultation processes.
- 3.14 Throughout the hearings the Panel heard from a range of submitters and varying issues. The Panel collated questions for the Reporting Officers to consider. These were provided in writing and the Reporting Officers responded back in writing once all submitters had been heard from.
- 3.15 The Panel requested that the Reporting Officers present their responses back to them to enable clarity questions to be asked, a type of 'right or reply' for the Reporting Officers. This occurred on the Thursday 16 November and formed part of the open hearing time. Through this 'right of reply' some supplementary issues and questions arose which Reporting Officers responded to.
- 3.16 After hearing from the Reporting Officers, the Panel moved to deliberations, which occurred in the afternoon of Thursday 16 November and all day Monday 20 November.

### **Timing of the Panel recommendation report**

- 3.17 The Panel were tasked with considering all submissions, whether they were heard at the hearing or not, and taking into account the Reporting Officers recommendations and legal advice.
- 3.18 The Panel were to produce their own recommendation report, making recommendations on the draft Spatial Plan directly to the Komiti. This report was initially going to be provided by Friday 1 December to make the agenda for the Komiti meeting on the Friday 8 December.
- 3.19 However, with deliberations only being completed on the 20 November the timeframe provided to complete the recommendation report was very limited. To avoid the panel being rushed when preparing and reviewing their report, the decision was made to allow more time, which subsequently meant meeting the deadline for the December would not be possible. The report will now be made available to the GCPC at its first meeting next year in February 2024.

- 3.20 Ultimately, this does not impact the overall timeframe for completing the consultation phase, and producing a final Spatial Plan, as Partner Governance still need to approve any endorsement by the GCP on the Panel recommendation. This was always planned to occur over late February/March and can still be achieved with the GCP consideration the Panel recommendation in February.


### Amended Greater Christchurch Spatial Plan Hearings Panel Terms of Reference

- 3.21 As described above there is uncertainty as to when the Komiti will next sit to consider the Panel's recommendation report and ultimately endorse a final Spatial Plan.
- 3.22 The Spatial Plan is an important document for the GCPC in that it sets long term direction for the development of Greater Christchurch. It also acts as the Future Development Strategy (FDS) under the National Policy Statement on Urban Development and there is a legislative requirement to produce an FDS.
- 3.23 It is important then that the Spatial Plan continues along its development process and that the consultation phase is completed in a timely manner.
- 3.24 In the absence of certainty around the when the Komiti may next come together it is recommended that the GCPC should continue to consider the Panel's recommendation report to complete the consultation phase and overall process. Our central government partners are comfortable with this approach. However, to receive and consider the Panel's recommendation report the Terms of Reference (ToR) need to be amended to enable the GCP to consider this and not the Komiti, as is currently the case.
- 3.25 An amended version of the ToR is proved at **Attachment A** and it is a recommendation that the GCPC approve this to enable consideration and endorsement of the Panel's recommendation, once received.

## 4. Next Steps for the draft Greater Christchurch Spatial Plan consultation process

- 4.1 The Panel's recommendation report on the draft Spatial Plan is to be received and considered for endorsement by the GCPC at its meeting on 16 February 2024
- 4.2 Partner Governance then consider adoption of the Spatial Plan at their respective Council meetings as soon as possible following the 16 February 2024

### Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Attachment A - Amended Greater Christchurch Spatial Plan Hearing Panel Terms of Reference	23/1971544	47

## Greater Christchurch Spatial Plan Hearings Panel Terms of Reference

Reporting to	<del>Whakawhanake Kāinga Komiti</del> <a href="#">Greater Christchurch Partnership Committee</a>
Membership	<ul style="list-style-type: none"> <li>• An Independent Chair of the Hearings Panel</li> <li>• One representative from Environment Canterbury</li> <li>• One representative from Christchurch City Council</li> <li>• One representative from Selwyn District Council</li> <li>• One representative from Waimakariri District Council</li> <li>• One representative on behalf of Mana whenua</li> <li>• One Central Government representative</li> </ul> <p>The panel will have no provision for alternates</p>
Quorum	A quorum shall consist of at least five Panel members including the Independent Chair.
Objective	To consider and make recommendations on the submissions received to the Draft Greater Christchurch Spatial Plan

### Context

In 2022, an Urban Growth Partnership for Greater Christchurch was established – the Whakawhanake Kāinga Komiti. This partnership of central government, local government and mana whenua which is focused on advancing shared objectives related to affordable housing, emissions reduction, and creating liveable and resilient urban areas.

The first priority of the partnership is the development of the Greater Christchurch Spatial Plan. The purpose of the Greater Christchurch Spatial Plan is to:

- Set a desired urban form for a projected population of 700,000 (to 2051) and beyond that to 1 million people to ensure our urban form is future-proofed in the context of population growth and climate change.
- Deliver on the first priority of the Urban Growth Partnership for Greater Christchurch to develop a Spatial Plan to improve the coordination and alignment between central government, local government and mana whenua.
- Satisfy the requirements of the National Policy Statement on Urban Development for the Greater Christchurch Councils to jointly prepare a Future Development Strategy.

### Scope of Activity

1. To consider all submissions received in respect of the Draft Greater Christchurch Spatial Plan, including oral and/or online presentations from submitters wishing to be heard
2. To receive an officers' report (being the collective advice from the partner staff) in response to the matters raised through submissions.
3. Following the consideration of submissions, hearing from submitters, and receiving of an officers' report the Panel will hold deliberations and make recommendations, in a written report, to the [Greater Christchurch Partnership Committee](#) ~~Whakawhanake Kāinga Komiti~~ on responses to submissions and changes to the Draft Greater Christchurch Spatial Plan as a result of the public consultation process.
4. The Independent Chair shall run the hearings, managing submitter presentation time, questions from the Panel and any procedural matters or communications.

### Power to Act

1. Adopt and provide to submitters, appropriate procedures for hearing submissions and undertaking deliberations, including but not limited to determining appropriate:
  - a. Locations for the Panel to hear from submitters
  - b. Timings allocated to submitters wishing to be heard
  - c. Any grouping of submissions to assist consideration by the Panel.
2. To conduct meetings for the purpose of hearing and considering submissions made on the Draft Greater Christchurch Spatial Plan.
3. Following the consideration of submissions, hearing from submitters, and receiving of an officers' report, the Panel will hold deliberations and make recommendations to the Greater Christchurch Partnership Committee in a written report on responses to submissions and changes to the Draft Greater Christchurch Spatial Plan as a result of the public consultation process.
4. The panel may seek legal advice from the Partnership's legal counsel as necessary to assist deliberations and enable it to make recommendations.
5. In the event that considerations on any particular submission or issues are not unanimous then the majority view of the panel shall be reflected as the Panel's recommendation. However, the dissenting view shall also be outlined in the recommendation report.

### Power to Recommend

1. To make recommendations to the [Greater Christchurch Partnership Committee](#) ~~Whakawhanake Kāinga Komiti~~ on responses to submissions and changes to the Draft Greater Christchurch Spatial Plan as a result of the public consultation process.



### Discharge

1. The Greater Christchurch Spatial Plan Hearings Panel will be discharged at the point the final Greater Christchurch Spatial Plan is adopted by the [Greater Christchurch Partnership Committee](#) ~~Whakawhanake Kāinga Komiti~~ Partners.

### Hearing Panel administrative support

The Panel will be provided administrative and logistical support as appropriate in order to fulfil its function and terms of reference. Where this is not able to be provided by partner staff, external temporary resourcing will be provided.



## 8. Greater Christchurch Partnership Work Programme Update

Reference / Te Tohutoro: 23/1975070

Report of / Te Pou  
Matua:

Tracy Tierney, Director Greater Christchurch Partnership

Senior Manager /  
Pouwhakarae:

Tracy Tierney, Director Greater Christchurch Partnership  
(Tracy.Tierney@GreaterChristchurch.org.nz)

### 1. Purpose of Report Te Pūtake Pūrongo


- 1.1 The purpose of this report is to provide an update on the Greater Christchurch Partnership Work Programme.

### 2. Staff Recommendations / Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives** the Greater Christchurch Partnership Work Programme Update.

### Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Greater Christchurch Work Programme Update	23/1975074	52

## Greater Christchurch Partnership Work Programme Update

Priority	Project / Initiative	Project lead	Timeframe	Key milestones
High	<b>Greater Christchurch Spatial Plan</b> - Set the strategic direction for where and how Greater Christchurch will grow and change into the future.	Ben Rhodes	February 2024	<b>May 2023:</b> GCSP document released for public consultation - <b>Complete</b> <b>November 2023:</b> Hearings and Deliberations held - <b>Complete</b> <b>December 2023:</b> Hearing Panel Recommendation report developed and endorsed by GCPC - <b>Underway</b> <b>February/March 2024:</b> Adopted by Councils
High	<b>Joint Housing Action Plan</b> - To deliver a collaborative, effective and achievable Housing Action Plan that increases the provision of housing that matches demand of a type, at locations and prices that people can afford in Greater Christchurch.	Lucy Baragwanath	December 2023	<b>September 2023:</b> Scope and Project Plan presented to SOG - <b>Complete</b> <b>September 2023:</b> GCPC Champions provide input on scope - <b>Complete</b> <b>October 2023:</b> First draft of action plan prepared. GCP signs off scope and direction of progress - <b>Complete</b> <b>November 2023:</b> Development of action plan through engagement with stakeholders, scoping group, champions and officials - <b>Complete</b> <b>December 2023:</b> GCPC receives the action plan (phase 1) and endorses its direction - <b>On Track</b>
High	<b>Kāinga Nohoanga Strategy</b> - The development of self-governing kāinga nohoanga on Māori Reserve land enabling and providing for kāinga nohoanga within urban areas .	Mana Whenua	TBC	Kāinga Nohoanga Strategy Developed - <b>Underway</b> Support by partners for the implementation of the strategy
High	<b>Greater Christchurch 2050</b> - Set a vision and strategic plan for Greater Christchurch to achieve intergenerational wellbeing	Secretariat	TBC	<b>On hold</b>
Medium	<b>Vehicle Kilometres Travelled Reduction Programme</b> - The VKT Reduction Programme aims to demonstrate how different combinations of activities can influence the ability for Greater Christchurch to effectively contribute towards the national VKT reduction target.	Kathryn Collie	June 2024	<b>January 2024:</b> Review existing working and develop technical guidance and assessments - <b>Project Paused</b> <b>March 2024:</b> Develop programme options <b>April 2024:</b> Complete draft programme document <b>May 2024:</b> Final programme document endorsed by Governance
Medium	<b>PT Futures</b> - Implementation of the endorsed investment programme for improving the foundations and rest of network public transport system	Sonia Pollard	TBC	<b>October 2023:</b> GCP briefing on the PT Future Acceleration - <b>Completed</b> <b>October 23 onwards:</b> Technical work for both infrastructure and PT service improvements for core routes is progressed and are considered for inclusion in draft 2024-27 LTP's. <b>Underway</b> A Detailed Business Case for the Rest of Network is considered for inclusion in ECan's draft 2024-27 LTP. <b>Mid 2024:</b> LTP's are approved.
Medium	<b>Mass Rapid Transit – Detailed Business Case</b>	Stephen Carruthers (Project Manager)	Pre-DBC investigations to end of 23/24	<b>Dates to be confirmed:</b> PT Futures integration. <b>Underway</b> <b>Dates to be confirmed:</b> DBC scoping
Medium	<b>Regional Public Transport Plan</b> - Set out the objectives and policies for delivering public transport and describes the services provided in the future to meet the needs of new and existing customers and the policies which those services will operate by	Len Fleete	June 2024	<b>December 2023:</b> Draft Greater Christchurch chapters to GCP for feedback to develop a final draft for consultation - <b>Underway</b> <b>Mid 2024:</b> RLTP will be released for public engagement and consultation <b>Mid/late 2024:</b> RLTP Hearing Process and RLTP adoption
Medium	<b>Greater Christchurch Transport Plan</b> - Set the strategic case and transport interventions required to give effect to the strategic direction for transport in the Spatial Plan and other transport objectives	Jesse Burgess	Late 2024	<b>June/July 2024:</b> The broader focus of the Greater Christchurch Transport Plan (freight, safety, etc.) will continue post development of the VKT programme - <b>Under review pending VKT outcome</b> <b>Mid 2024:</b> Finalise the Greater Christchurch Transport Plan
<b>Projects to give effect to implementation of the Greater Christchurch Spatial Plan (if adopted as per draft)</b>				
Medium	<b>Priority Development Areas (PDA) and Priority Areas (PA)</b> - To enable aligned and coordinated action across multiple agencies to inform and prioritise investment to achieve change and growth that will not be delivered by the market on its own.	TBC	TBC	<b>December 2023:</b> Commence scoping the project approach to prioritisation of PDA/PA
Other	<b>Blue-Green Network Strategy</b> - To develop an integrated blue-green network strategy reflecting the blue-green network principles and environmental directions. This strategy will also include investigating options to establish a Green			
Other	<b>Economic Development Plan</b> - To create a comprehensive economic development plan that integrates and coordinates existing strategies and plans to realise the Spatial Plan's aspirations for economic prosperity			
Other	<b>Spatial Plan Implementation – statutory tools</b> - To assess, propose and implement the suite of statutory tools that will give effect to the Spatial Plan and enable delivery of the joint work programme.			
Other	<b>Spatial Plan Implementation non-statutory tools</b> - To assess, propose and implement the suite of non-statutory tools that will give effect to the Spatial Plan and enable delivery of the joint work programme.			
<b>Watching Brief: New Government Policy Direction, 3 Waters and RMA legislation changes, City/Regional Deals</b>				

### Karakia – Whakakapi Closing Incantation

Ka whakairia te tapu	Restrictions are moved aside
Kia watea ai te ara	So the pathway is clear
Kia tūruki whakataha ai	To return to everyday activities
Kia tūruki whakataha ai	
Hui e, tāiki e	Enriched, unified and blessed