

Greater Christchurch Urban Development Strategy

Report To: UDS Implementation Committee (UDSIC)
Subject: UDS Monthly Implementation Report
Report Author(s): Independent Chair & Implementation Manager
Report Date: 18 February 2008
Reference to UDS: Effective Governance and Leadership

1. PURPOSE OF REPORT

The purpose of this report is to provide a monthly update to the Committee on UDS implementation.

2. IMPLEMENTATION

– Meeting dates and venue

Attached to this report is a summary of this year's UDSIC meeting dates. Please note that the date for May has yet to be finalised as the original date of May 19 conflicts with a Canterbury Mayoral Forum and a CDEM exercise.

It is our intention to hold UDSIC meetings at each of the local and regional authorities this year in order to provide a variable environment and give the hosting authority the opportunity to expose UDSIC members to just some of their local issues. Meeting venues for each UDSIC will be advised closer to the meeting date as a programme of visits for the UDSIC is worked out through the IMG.

– Chief Executives Advisory Group

The next CEAG meeting is on the 29 February 2008. With strategy implementation the role of CEAG is a significant monitoring and resource allocation one together with resolving any implementation issues of a non governance nature.

– RPS Change Submissions

Submissions on Change No. 1 closed on October 31. 256 submissions were received and Environment Canterbury has been working to notify the summary of submissions by the end of February. Note that the process for implementing the plan change for the remainder of 2008 is the subject of a separate report and agenda item.

– **Draft Regional Land Transport Strategy**

The updated Regional Land Transport Strategy was considered by the Regional Land Transport Committee at its meeting on Tuesday 25 September, 2007 where it recommended to Environment Canterbury that it adopt the strategy for public consultation under the Land Transport Act, 1998. In addition the Committee considered the draft Canterbury Travel Demand Management Strategy.

The RLTS was publicly notified and submissions closed in December 2007. Hearings are likely to occur in March 2008, with likely adoption in May/ June 2008.

The updated RLTS provides for strengthening of the land use aspects of the strategy and in particular referencing the UDS and the RPS change, emphasis on promoting the benefits of integrated land use and transport planning, implementation and funding chapter amendments to align and reflect the TRIP work, updating the demand management aspects of the strategy to align with the draft TDM strategy and other associated amendments.

The updated RLTS highlights what the funding gap is for the region, to deliver on the 10 year implementation plan and to deliver on the RLTS. The challenge will be how to close the funding gap.

– **Transport Funding**

Since the last meeting of the UDSIC in August 2007 the significant work has been undertaken to achieve a crown transport funding grant as specified in the UDS (refer: 6.26.4.10).

On the 11th of December, following receipt of the region's funding assistance request, Hon Annette King announced with Sir Kerry Burke that central government and the region would work together to implement a ten-year transport strategy for Canterbury.

Since that announcement a great deal of time and effort has been put into this engagement from local government officers from around the Canterbury region. Working collaboratively together, officials from local and central government produced a draft report which was circulated to the Minister and local and regional mayors for comment over the Christmas break, and the report is being finalised this week.

Following the finalisation of this report the region will work with the Minister of Transport to find a way forward and achieve closure of the identified funding gap.

– **Strategic Partners Forum**

The Forum met on 20 September and 19 November 2007. Topics discussed included Intensification within the city; the RPS process; transport issues, the RLTS and CTRIP; Health and Social Services Planning; and the Central City Revitalisation Strategy, Stage 2.

The Forum meets bi-monthly with the next meeting scheduled in April.

– **Communications**

A number of communications framework documents were signed off by IMG and are attached for information including an overarching Communications Strategy, which identifies the key UDS audiences as well as a Brand Management tool for partners to govern the use of the UDS brand.

– **Top 20 Actions**

The UDS Action plan contains a set of top twenty priority actions for delivery within the first three years following strategy adoption. While these are by no means the only actions to be delivered within this timeframe they can be considered mission-critical. Progress towards implementing these top twenty actions is the subject of a separate report and agenda item.

3. RECOMMENDATION

- 3.1 *That the monthly report of the Independent Chair and Implementation Manager be received.*
- 3.2 *That the next meeting of the UDSIC be on Monday 17 March, 2008 commencing at 1.30 pm with venue to be advised.*

Bill Wasley - Independent Chair

James Caygill - Implementation Manager

2008 Meeting schedule

January	
31	IMG
February	
7	IMG
11	SPF
14	<i>Comms Team</i>
18	UDSIC
29	CEAG
March	
6	IMG
13	<i>Comms Team</i>
17	UDSIC
April	
3	IMG
7	SPF
10	<i>Comms Team</i>
14	UDSIC
22	CEAG
May	
8	IMG
15	<i>Comms Team</i>
19	UDSIC
June	
5	IMG
9	SPF
12	<i>Comms Team</i>
16	UDSIC
24	CEAG

July	
3	IMG
10	<i>Comms Team</i>
14	UDSIC
August	
7	IMG
11	SPF
14	<i>Comms Team</i>
18	UDSIC
29	CEAG
September	
4	IMG
11	<i>Comms Team</i>
15	UDSIC
October	
9	IMG
13	SPF
16	<i>Comms Team</i>
20	UDSIC
31	CEAG
November	
6	IMG
13	<i>Comms Team</i>
17	UDSIC
December	
4	IMG
8	SPF
11	<i>Comms Team</i>
15	UDSIC
19	CEAG

UDSIC – 1.30pm, at ECan, lunch served prior.

IMG – Usually two Thursdays prior to UDSIC, 2pm at CCC.

Comms Team – Thursday following IMG

SPF – Monday prior to UDSIC, 10am - 12pm at Convention Centre.

CEAG – In week following UDSIC, 2-5pm.

Greater Christchurch UDS Communication Strategy

1.0 Introduction

Since its inception, the Greater Christchurch Urban Development Strategy (UDS) communication approach was based around encouraging engagement in the consultation process to ensure residents got the future they desired for their families, friends and communities.

Now that the five partners; Christchurch City Council, Environment Canterbury, Selwyn District Council, Waimakariri District Council and Transit New Zealand, have adopted the completed *Strategy and Action Plan*, a fresh approach to communications is required. Where as the former Communications Group was delegated the responsibility for planning and implementing all the communications needs of the UDS during consultation, with implementation this responsibility shifts back to the individual Partner and lead agencies who are responsible for implementing UDS related projects.

Many of the projects identified in the *Strategy and Action Plan* are collaborative projects that require joint planning and implementation and therefore a co-ordinated approach to communications. There also is a critical need to ensure that the collaborative aspects of the UDS are not lost and that the Greater Christchurch community sees and hears about the Partners successfully working together to implement the Strategy..

In addition, awareness and engagement with the UDS among the wider community is mixed. This is a challenging communications environment in which messages around individual projects (the what, where, when, who and how) need to be delivered to target audiences within a UDS context (the why). The complexity of the task ahead reinforces the need for the Partners to plan and implement project communications collaboratively to ensure consistent messages are delivered and understood by the community who are able to relate events 'on the ground' to the Vision in the *Strategy and Action Plan*.

This Communications Strategy proposes a way forward that:

- promotes and educates the community about the goals and aspirations of the UDS (the 'why')
- recognises the primary responsibility each Partner and lead agency has to determine and implement communications to support their own projects (the 'what, how, where, when, who');
- balances individual Partner's communications requirements with the need to ensure effective collaboration occurs between the partners (and is seen to occur by stakeholders); and
- reports back regularly to the community on progress towards achieving the goals of the UDS.

It also gives effect to one of the agreed Top 20 Actions; Action 8 being: "Develop a communications strategy to inform the Greater Christchurch about the Strategy and its implementation".

To successfully deliver this, partners should agree to commit to:

- Ongoing promotion of the UDS to their communities and within their organisations;
- Continued involvement in joint communication plans during key phases of implementation; and
- An agreed and timely procedure to be followed when controversial matters arise in the media.

2.0 Strategic Approach

To achieve the above results, the following approaches are proposed:

- Partners provide representatives to reformed and newly briefed UDS Communication Group who meet regularly to monitor, maintain, and enhance communications across the UDS partnership.
- Partners adopt this Communication Strategy and Protocol through the UDSIC to ensure all UDS related messages are integrated and consistent between UDS partners.
- The UDS Communications Group develops a brand style guide that ensures use of the UDS brand logo and provides broad, consistent, common messages to be used to support partner projects.
- Partners use the common tools provided in the Communications Strategy, and follow the UDS Communications Protocol to relay the agreed UDS messages down the line through various UDS-related projects to staff and communities.
- The UDS Communications Group actively identifies opportunities where the UDS partners may benefit from joint marketing/communications campaigns to raise community awareness of the UDS.
- Partners identify and network with champions in their areas who may add value to the process e.g. keen submitters to the UDS process. The Strategic Partners Forum will provide champions.
- The UDS Communications Group monitors the progress of projects across the partnership and actively identify opportunities to highlight successes on a regular and ongoing basis together.

3.0 Communication Objectives

This UDS Communications Strategy therefore seeks a number of key communication outcomes:

- To provide a means of communicating in an open, respectful and proactive manner, with a “no surprises” approach and a declaration of possible issues as soon as practicable.
- To build confidence and knowledge among the staff of the Greater Christchurch UDS partners that their everyday work helps implement the UDS in their communities.
- To build confidence among the UDS partners that they gain greater public support where they continue to implement the UDS collaboratively whenever possible.
- To build confidence at Central Government level that Greater Christchurch has a viable and supported plan for growth to build stronger, more sustainable communities.
- To ensure the community understands what the UDS means for them; what positive difference it makes to their lives.
- To build public confidence across Greater Christchurch that the UDS partners are working collaboratively to plan for, and manage the impact of, growth in an efficient and timely manner.
- To keep our communities informed of progress towards the implementation of the agreed Urban Development Strategy.

4.0 Target Audiences

There are five distinct audiences for UDS Communications:

1. The insiders (internal stakeholders)

These stakeholders have responsibility for 'championing' and leading implementation of the *Strategy and Action Plan*. Communications between these stakeholders must be consistent and effective.

- Partner Councils and Transit New Zealand
- Lead and supporting agencies listed in the Strategy
- Strategic Partners Forum
- Tangata Whenua representatives

2. The influencers (government stakeholders)

Central government and agencies are critical to securing positive Strategy outcomes. These stakeholders particularly respond to 'one voice' in communications. This is the one group that requires a collaborative UDS communications approach.

- Ministers, their advisers, ministries and departments
- Other central Government agencies (includes health, education and environmental organisations)

3. The supporters (UDS consultation stakeholders)

Individuals and organisations engaged during the consultation phases of the UDS, who have supported the strategy development. These stakeholders have a declared interest in the outcome of the UDS implementation. Their existing relationship is with the UDS, whereas implementation is the responsibility of the Partners and lead agencies. We need these stakeholders' engagement to progressively shift from relating to a consultation process to relating to the individual partners' and agencies' implementation initiatives, while maintaining the message that the UDS is 'the glue that binds' together the individual partners and their projects.

4. The interest groups (special interest stakeholders)

The following audiences have been highlighted by the Partners as important to the UDS:

- Development community
- Inner city community
- Business sector
- Health, Education and social service sector organisations
- Environment sector

While many of these stakeholders are already engaged in the UDS process, some may not be aware of the changes now underway. Though it is important for all these stakeholders to understand what the UDS is, their primary relationship will be whichever Council makes decisions that impact upon their business interests. For example, a developer based in Waimakariri will have little if any interest in the review of Living 3 and 4 Zones in Christchurch City. Similarly, Woodend Futures will be of little or no interest to developers and businesses based in Lincoln or Rolleston.

5. The community (community stakeholders)

- Greater Christchurch residents (City, Waimakariri and Selwyn) not already engaged
- The rest of the Canterbury region (particularly local government)
- Media

Each of these target audiences have information needs specific to their interests, which may require the use of different communication methods (see Appendix A). In addition, the partners need to communicate common messages to target audiences in consistent, effective and cost-efficient ways.

5.0 Key Messages

Key messages form the basis of communications. Messages to be included in communications are:

- The UDS partners, Christchurch City Council, Environment Canterbury, Selwyn District Council, Waimakariri District Council and Transit New Zealand are managing growth and development in Greater Christchurch collaboratively and consistently to make a better future.
- The UDS partners, Christchurch City Council, Environment Canterbury, Selwyn District Council, Waimakariri District Council and Transit New Zealand are implementing what stakeholders asked for – Strategy partners working together to manage the long-term growth of Greater Christchurch.
- The Strategy advocates urban development that protects water, enhances open spaces, improves transport links, creates more liveable centres and manages population growth in a sustainable way.

These messages will be supported and supplemented by messages specific to partners' own projects.

6.0 Communication Protocol

This provides a clear understanding of the communications processes between the UDS partners to help deliver the *Strategy and Action Plan*. (See Appendix B.)

7.0 Branding and Brand Guide

Correct use of the UDS brand and logo is important to ensure consistency of message, and protect the integrity and standing of the UDS process and partners. A brand style guide has been prepared which sets out rules on the use of the UDS brand logo and positioning statement. (See Appendix C.)

8.0 Monitoring

Adherence to protocols and correct use of brand logos, positioning statements and key messages by partners is critical to the success of communications activities and should be monitored. The impact of communications activities on stakeholders should also be monitored. Methods include:

- Internal monitoring: Partner monitoring to report the frequency and useage of the brand logo, positioning statement and descriptors as outlined in the Brand Style Guide.
- External monitoring: Partnership and project specific research (such as **surveys** and **focus groups**) to see how people perceive the UDS, and whether they perceive the goals of the UDS (collaborative management of growth to create a better future) as being achieved by the partners.

9.0 Budget

Most costs are project specific costs associated with communicating the implementation projects, and will be absorbed by the appropriate partners within their existing communications budgets.

Where other costs associated with the Strategy arise is:

- in the staff time spent as part of the Communications Group (normally covered by each partner)
- communications material needed to spread the UDS word e.g. summaries, website and time taken to prepare the newsletters; there is some UDS budget allocated for these tasks

The Communications Group will develop a detailed work plan, along with a budget to implement the proposed UDS activities. The Work Plan and Budget will be presented to the UDSIMG for sign-off.

Appendix A: Proposed Methods

Partners and lead agencies will develop their own communication plans to support their projects. This section discusses methods that could be used to communicate the 'big picture' of the UDS.

A1 Publications

A1.1 UDS Summaries

A simple summary of the UDS, with the map, basic population projections, Vision and goals, settlement pattern, organisational structure, and top twenty projects. This basic information can be supplemented for target audiences (e.g. a summary of key proposed changes impacting upon a special interest group such as developers) to form a suite of summary documents. These will be updated over time as projects begin and end. All summaries would be downloadable at the UDS website.

A1.2 UDS Electronic newsletter

A periodic newsletter to stakeholders advising progress on implementing the top 20 UDS actions. This would not report the detail of each partners' projects but be restricted to major collaborative projects (top twenty) and communicating trends and issues – to reinforce the 'why this is important' theme.

A1.3 UDS Website

The existing Greater Christchurch website needs restructuring and the content revised to reflect the new focus as an implementation information 'clearing house' providing high-level information and active links to partner websites with the detailed information. Communications from the UDS organisation will be based and archived at the website.

At another level (internal to the partners only) there may be a secure site attached to the UDS website where documents can be held and worked on by the various partners with their own passwords to access it. When big issues arise in UDS-related projects, this is the site to be utilised to ensure that people know where to go to read about the UDS. This requires the chairperson of the UDS Implementation Committee to ensure it is kept current.

A1.4 UDS PowerPoint and Displays

Providing partners with a common PowerPoint presentation about the UDS, to supplement partners' own project materials, would ensure consistent messaging and use of the brand. The PowerPoint material could also be developed as generic display materials for partners to use at Open Days, Community Meetings and other UDS project events.

A1.5 Partner Publications and Websites

Each of the council partners uses newspapers and columns to communicate UDS messages when appropriate. A schedule of these and their deadlines will be collated by the UDS Communications Group to identify opportunities for joint and UDS appropriate communications. Partners should also ensure their websites carry appropriate UDS branding and messages to support UDS projects.

A2 Advertising

For most UDS projects, partners and lead agencies will decide whether advertising is required to support their activities. Any advertising should reference the UDS, as laid out in the Brand Style Guide (see Appendix C.). With bigger, collaborative projects, the Communications Group may propose to the UDSIMG to run UDS funded advertising campaigns in support of major milestones, e.g. completion of the Southern Arterial. Some shared resources will help deliver these milestone campaigns.

A3. Media Relations

In the past, a special relationship with The Press Newspaper helped drive the development and adoption of the UDS. This worked well for the dissemination of information to get initial community awareness. All local media will now need to assist with implementing the strategy. Partners need to set up their own ongoing UDS relationships with their local media.

The UDS Communications Group will look for opportunities, in collaboration with partners, to update the media on big implementation projects for the UDS. Media releases and email will keep media informed.

A4. Partner internal and intra-partner relationships

The UDS is as much about attitude as good planning. The message needs to be spread that the UDS is about living, working and playing in a vibrant, diverse and educated city where people enjoy a healthy lifestyle in safety.

For strategic partners and their staff, it is practicing what is preached – supporting each others' communications and referring to each other, when working together on a project. UDS Agreements and Protocols set out necessary processes for managing any disagreements between partners.

Stories from various residents in Strategy partner areas help highlight the real-life studies of the impact of UDS projects on communities. These could be based on, Transport, Open Space, Water or any big issue.

A5. Education

Support the Enviroschools Canterbury programme to include a growth component into their facilitative programme (10% of schools in Greater Christchurch are involved in the Enviroschools programme).

Getting schools/tertiary institutes involved in UDS by using youth forums and writing material to suit curriculum needs at Year 12 and 13 level (Smartgrowth in the Bay of Plenty has already done this. We would look at their model to avoid unnecessary reinvention.)

Where resources allow, explore opportunities around Central Government consultations on building strong families and communities to promote the social aspect of the UDS.

A6. Events

From time to time it may be advantageous to arrange social events and functions to celebrate significant milestones and enable partner organisations, their staff and lead agencies and other target audiences involved or impacted by projects to meet in a social setting. Informal and formal events provide a convivial social setting for people to engage without the restrictions imposed by agendas, meeting rooms and job titles.

There are opportunities for united and individual presentations to business, government and community groups. These opportunities need to be managed to ensure consistent messages are given.

Community events, such as A&P Shows, also present opportunities to engage with stakeholders and convey information about both the UDS big picture and projects relevant to the locality of the event.

Appendix B: Communications Protocol

B1. Intent and Objectives

The intent of this protocol is to create a “no surprises” environment for key stakeholders within the Greater Christchurch Urban Development Strategy partnership. The objectives are:

- To identify key contacts within each organisation that will be kept informed of progress and any public issues regarding the UDS.
- To provide clear guidelines on who will be consulted prior to the release of information to interest groups or the general public, and a process to be followed when prior consultation is not possible.
- To provide a single point of contact for the local news media.

B2. Key Contacts

UDS Communication Group:

- Diane Keenan – Christchurch City Council (acting while Sarona Iosefa is away)
- Josie McNee – Environment Canterbury
- Lauren McKenzie – Waimakariri District Council
- Rowan Taylor - Selwyn District Council
- Katrin Johnston - Transit NZ
- Chris Wallace – Christchurch City Council (Marketing Adviser)
- Grant Mangin – independent external consultant on UDS (Interim Chairman)

UDS Implementation Committee:

- Bill Wasley – Independent Chair

UDS Implementation Manager:

- James Caygill

Christchurch City Council:

- Carolyn Ingles
- Karen Banwell

Environment Canterbury:

- Laurie McCallum
- Jill Atkinson

Waimakariri District Council:

- Simon Markham
- Trevor Ellis

Selwyn District Council:

- Nick Regnault
- Anne Greenup

Transit NZ:

- Steve Higgs

Transport Officers Group:

- Stuart Woods

B3. The Protocol

The protocol applies to the Key Contacts listed above regarding all broadcast communications in which a single document is sent to groups of stakeholders or the general public on behalf of the UDS, other than by individual partners to their stakeholders regarding their own projects. UDS communications, such as media releases issued by the Implementation Committee Chairman or stakeholder newsletters, would follow this protocol. Partners are encouraged to implement a 'no surprises' approach to communications, and where practical provide copies of project communications to other partners ahead of them being released to stakeholders, media and the community. The intention of this protocol is not to create an environment of communications micro-management, but to ensure 'best practise' is followed.

Draft Communication Documents

- Draft communication documents will be emailed to the UDS Communications Group, the Implementation Manager and the UDSIC Chairman providing at least two working days for responses prior to distribution or publication. The email will set a specific deadline for responses (date and time). If recipients do not respond within the deadline, the sender will be free to distribute or publish.
- Key contacts will disseminate relevant information to others in their organisation prior to public release or on request of the Chair of the UDS Communications Group.
- When circumstances prevent consultation with key contacts prior to release e.g. urgent media releases dealing with specific issues, a copy or summary of the communication documents involved will be emailed to all key contacts at the same time as they are emailed to the media, with an explanation of circumstances regarding urgent release. The UDSIC chair and UDS Implementation Manager will have an opportunity to view the release and authorise it.

B4. Project Coordination and Media Relations

The UDS project communication and media relations coordinating role – the chair of the UDS Communications Group - requires:

- Up-to-date knowledge of the UDS progress
- Approval for information to be released
- Must be someone within the UDS Strategic Partnership that has the trust of all partners

Due to various absences and changes of personnel, this role is sitting with Grant Mangin, the independent external consultant to the UDS Communications Group. This is a three-month interim appointment and will be reviewed at the end of October.

Appendix C: Brand Style Guide

See separate document