

Greater Christchurch Urban Development Strategy

Report To: UDS Implementation Committee (UDSIC)
Subject: UDS Action Plan Update and 2009 Work Programme
Reference in Action Plan: 6.31.4 (Page 132)
Report Author: Implementation Manager
Report Date: 16 March 2009

1. Purpose

This report proposes a structure and timetable for updating the UDS Action Plan and other related matters.

2. Background

At the September meeting of the UDSIC, a report from the Implementation Manager was presented which outlined the known constraints around timing of the UDS review committed to under action 6.31.4 on page 132 of the Action Plan:

The commencement [sic] review of the Strategy will occur in 2010 or at the direction of the Strategy partners, when there is a substantial change affecting the assumptions that underlie the strategy.

As noted in November 2008, a full scale review and rewriting of the Urban Development Strategy is not necessary. It is not the intention of the partners to change course only 18 months into implementation.

However, over the last 18 months, we have gained significant knowledge about how the partnership works most effectively, there are both strategic matters that it would be productive to address, significant gaps and lack of clarity in the Action Plan that it would be useful to focus on over the next twelve (12) months.

At the November meeting of the UDSIC a report from the Implementation Manager was presented offering a preliminary analysis of the known gaps in the UDS and Action Plan with a view to agreeing a final Terms of Reference for an update of the UDS Action Plan in March 2009.

In undertaking an update of the Action Plan the following points need to be kept in mind:

- The timing of the review in relation to the next local authority elections and the RPS PC1 process.
- The growth of districts beyond the UDS boundary
- The ongoing need for research and analysis as a means of ensuring that there was a solid technical basis for implementation and further reviews

3. Updating the Action Plan

The UDS Action Plan currently contains 182 actions that use the following typology:

ID	Subject	Action	Lead Agency	Support Agencies	Cost	Tools	Link	Timing
6.4.4.4	Housing (inc. Housing Affordability)	Monitor supply and demand of affordable housing at local and regional levels.	HNZ	CCC, SDC, WDC	Low	LTCCP, Housing Strategy (CCC)	6.6, 6.32	2007

There is little description or context included with the action; outputs are non-specific; accountabilities (especially in the example given) are not explicitly bought into; and timeframes are estimated by year at best with little obvious strategic intent. Furthermore, as with the above example, many actions are simply obsolete, having been superseded by changing policy.

An updated typology for each action is proposed:

6.4.4	Housing				
# 4	Monitor supply and demand of affordable housing at local and sub-regional levels				
Explanation	The Affordable Housing: Enabling Territorial Authorities Act 2008 provides Local Authorities with a number of tools to provide affordable housing within their districts. The first step in using such tools is a market analysis to determine the nature and extent of need for affordable housing.				
Type	Timing	Lead Agencies	Support Agencies	Cost Estimate	Links
Ongoing Approach	Triennium	CCC, SDC, WDC	HNZ	Low	6.6

Note that the suggested typology contains a detailed explanation for the action to allow a wider group of users to understand what is intended by each action. The new typology also allocates each action a ‘type’: specific (finite) projects, which should have clear deliverable timeframes; ongoing approaches; and behaviours. The latter two will need to be embedded in organisations or repeated as necessary.

Finally the altered ‘timing’ designation fits actions into a new timeframe(see below).

The existing Top Twenty Actions are not a concise description of the priority actions for UDS implementation. As part of the Update, the priority actions should be identified if possible, and a new list written if there is a compelling case for highlighting these.

The categories contained in the UDS are broadly sound and embrace all of the “four well-beings”. There is unlikely to be a compelling need to alter these in terms of organising principles for action. However as the Action Plan is updated we may find the need to ensure that some themes are appropriately dealt with either by creating a category or inserting it as a common thread in many categories e.g. Ageing.

The categories contained in the UDS are:

Enrich Lifestyles

Health and Wellbeing
 Education
 Housing (incl. Housing Affordability)
 Open Space, Sports, Leisure and Recreation
 Community Development
 Tangata Whenua
 Cultural Heritage
 Urban Design
 City and Town Centre
 Revitalisation

Manage Growth

Integrated Land Use, Infrastructure and Funding
 Stormwater
 Wastewater
 Water Supply
 Waste Minimisation
 Rural Residential
 Transport
 Energy and Telecommunications

Enhance Environment

Biodiversity and Ecosystems
 Freshwater, Estuaries and the Coast
 Outstanding Landscapes
 Air Quality
 Natural Hazards and Climate Change

Encourage Prosperous Economies

Population and Labour Force
 Business Land
 Activity Centres and Corridors
 Business Infrastructure

Effective Governance and Leadership

Governance, Collaboration, Partnership and Community Engagement
 Central Government Engagement and Commitment

Integrate Implementation

Funding
 Monitoring and Review
 Resourcing
 Policy Instruments
 Resilience and Adaptation

4. Action Plan Timeframe

35 years to 2041 was a reasonably long period of time when the UDS was adopted. However it is rapidly being overtaken by other planning cycles, such as transport's 30 year horizon which will overtake the 2041 end-date in January 2011.

Rather than arbitrarily and irregularly fiddle with the end date for the UDS I propose updating the Action Plan to enable an enduring strategic approach to implementation. Every action should conform to the following set of timing parameters:

Immediate Implementation and Analysis for next LTCCP	LTCCP Current and next RLTP	RLTS	Strategic Context Vision Climate Change Land Use Pattern Age Profile Etc.
Triennium	8 - 10 years	30 years	30+ years

Of most importance are actions which fall into the two categories at the extremes. Priority must be given to those actions which are required to be completed to influence the next LTCCP (for current purposes the 2012-2011 LTCCP). Ensuring that the needed analysis is undertaken and delivered in a timely manner is critical.

At the other end, reaching consensus views about the over-all strategic context will have an enormous impact on what actions are undertaken at all. The UDS Vision sits in

this context, but so do questions about Climate Change, Land Form, Population, Ageing, Transport etc. Our views on these in a long-term visionary sense, impact on what we do in the short-term.

5. Strategic Issues outside the Action Plan

Four issues outside of the Action Plan require addressing and can be dealt with during an update of the Action Plan itself. These are:

- **UDS Boundary** – We need to be clear about the principles on which the UDS boundary is set and adjusted. Is transport the logical principle – are there others and what affect might these have? Are the current boundaries creating any perverse incentives or inefficiencies?
- **Demographic Manual** – We have commissioned some updated demographics from Statistics New Zealand. These now need to be collated in a manner which gives UDS partners and other implementation agencies clear guidance about how and when to use which sets of demographic projections.

The production of a UDS Demographic Projections publication that can sit alongside the Strategy itself and the Action Plan which can be referenced by the updated Action Plan and kept up-to-date by the Partners will be of great assistance in implementation.

- **Stakeholder Engagement** – Engagement with some stakeholders has been below par often owing to confusion over whose engagement should take precedence – i.e. at a UDS level or an individual partner level. Clarity here is important.

Furthermore the Strategic Partners' Forum has not operated in a manner that meets either stakeholder or partner expectations. SPF reform during 2009 must be a priority.

- **Tangata Whenua Engagement** – We must understand why this has failed thus far, and how this important input can be achieved. Growth Management in the sub-region should not be done in isolation from Tangata Whenua.

Recent conversations with representatives of Ngai Tahu suggest that there are useful ways forward to be pursued through 2009. We must be clear that there are at least three different levels of engagement that must be undertaken – Rununga, Iwi and Commercial engagement given Ngai Tahu Holdings' large stake in the future shape and direction of the sub-region.

6. Process

Throughout 2009 IMG will progress a preliminary review and update of the UDS Action Plan.

IMG will use the UDS as a guide for the update dealing with the coherent groupings of the strategy (Enrich Lifestyle, Enhance Environments, Encourage Prosperous Economies, Manage Growth, Effective Governance and Leadership, and Integrate Implementation).

Workshops and engagement with appropriate stakeholders will be undertaken as updated sections of the Action Plan are developed and proposed. Stakeholders and

UDSIC members should be involved workshopping sections of the Action Plan and in reviewing draft updates prepared by IMG before they proceed to UDSIC. Resourcing should be sufficiently provided for in existing UDS budgets for engagement and should not increase the burden on IMG members as this simply provides direction for its work this year. However there may be resourcing implications for other partner staff which will need to be worked through by IMG and CEAG.

Of particular importance over the remainder of 2009 will be preliminary view of the UDSIC regarding the actions and assumptions that fall into the 'Strategic Context' category of the timeframe. In this regard, the work of Landcare Research in establishing the New Zealand Futures Lab will be particularly useful as it provides a locally based means of examining these questions and reaching conclusions robust enough to confidently base strategy actions upon.

UDSIC has 3 workshops programmed for June 22, August 17 and October 19 these will be used, where possible to engage UDSIC in resolving emerging problems or questions that arise before updated sections of the Action Plan are brought forward for agreement. Landcare will be involved in some of these activities in order to help achieve clarity of thinking around some of the strategic questions that will need to be answered.

A finalised Updated UDS Action Plan should be ready for adoption no later than March 2010.

7. Terms of Reference

UDS Action Plan Update

Terms of Reference - Draft

UDSIMG

- Review and update the UDS Action Plan, in the first instance, to produce working drafts of updated sections.
- Review principles underlying UDS Boundary and where appropriate recommend to UDSIC amendments and adoption of updated UDS Boundary.
- Compile a Demographic Manual for use by interested parties containing UDS population projections and growth models and guidance for how to interpret and use for policy setting and planning purposes.
- Present drafts of updated sections to UDSIC Workshops, Strategic Partners Forum and other stakeholder groups where appropriate to produce final drafts.
- Prepare and present final drafts to UDSIC for approval and inclusion in Updated Action Plan.

UDSIC

- Conduct workshops to work through draft updated sections and other recommendations from UDSIMG with a view to enabling UDSIMG to prepare final drafts for approval by UDSIC.

- Approve final updated sections for inclusion in Updated Action Plan.
- Approve principles underlying UDS Boundary and where appropriate amend and update UDS Boundary.

Timing

- UDS Action Plan Update to be completed and agreed by UDSIC no later than April 2010.

8. RECOMMENDATION

- 8.1 That the report on the UDS Action Plan Update be received and that the Terms of Reference for the action review be approved.***

***James Caygill
Implementation Manager***