

**BEFORE THE CHRISTCHURCH REPLACEMENT DISTRICT PLAN HEARINGS  
PANEL**

**IN THE MATTER** of the Resource Management Act 1991 and the  
Canterbury Earthquake (Christchurch Replacement  
District Plan) Order 2014

**AND** the Proposed Christchurch Replacement Plan (Chapter  
21: Specific Purpose Zones)

**STATEMENT OF EVIDENCE OF DR RODERICK MARSHALL CARR  
ON BEHALF OF THE UNIVERSITY OF CANTERBURY (SUBMITTER 2464)**

**Stage 2: Specific Purpose Tertiary Education Zone**

Dated the 20<sup>th</sup> day of October 2015

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## INTRODUCTION

- 1 My full name is Roderick Marshall Carr.
- 2 I am Vice-Chancellor of the University of Canterbury (UC), a position which I have held since 2009.
- 3 My experience includes:
  - 3.1 Prior to my current role I was the Managing Director of Jade Software Corporation Ltd, having joined Jade in July 2003 after a distinguished career in the banking sector, most recently as Acting Governor of New Zealand's central bank, the Reserve Bank of New Zealand. During a five year career at the Reserve Bank I played a key management role as a director and Deputy Governor, including five months as Acting Governor. Prior to this I was a senior executive at the National Australia Bank in Melbourne, Australia. During my 11 year career in commercial banking, I worked in senior executive and management roles spanning many aspects of the business.
  - 3.2 I hold a PhD in Insurance and Risk Management from The Wharton School, University of Pennsylvania, an MBA in Finance, MA in Applied Economics and Managerial Science and undergraduate honours degrees in law and in economics. In 2005 I accepted an invitation to become a Fellow of the New Zealand Institute of Management and in 2006 I was named NZ Hi-Tech Company Leader of the Year.
  - 3.3 I am involved in several private and public companies as a director including the Lyttleton Port Company Ltd and the Canterbury Employers' Chamber of Commerce. In 2013, I was elected Chair of the Board of Directors of the Reserve Bank of New Zealand.
- 4 The role of Vice-Chancellor is the equivalent of a Chief-Executive role. My position at UC as Vice-Chancellor is to oversee and support the governance and executive functions of the University and assist with providing for effective coordination of UC's strategic planning and statutory reporting processes, its policy, risk and statutory compliance processes, legal services, and management of its corporate records and documentary heritage. I am also

responsible for the management of the academic and administrative operation of UC, and for the overall leadership of the University.

## **CODE OF CONDUCT**

- 5 Given the high degree of strategic importance to UC, I accept that I am appearing for UC solely in my capacity of Vice-Chancellor. However, where relevant, I have supported my statements with enrolment and economic data, derived from UC's database.

## **SCOPE OF EVIDENCE**

- 6 My evidence will address the following matters:
- 6.1 The critical position of UC to the Christchurch community;
  - 6.2 Campus improvement and revitalisation;
  - 6.3 The proposed Christchurch Replacement District Plan;
  - 6.4 The relationship between the SPTE Zone & UC's building programme; and
  - 6.5 The Relationship with Ngai Tuahuriri and Recognition of Mana Whenua.

## **EXECUTIVE SUMMARY**

- 7 UC is an established, iconic institution of Christchurch and the wider Canterbury region. Having developed on its present 87 hectare site over the last 40 years or so, it has played a significant role within the Christchurch economy. UC considers its role and function, and the benefits it gives to the City of Christchurch and the greater Canterbury Region must be recognised and protected in the proposed Christchurch Replacement District Plan (pCRDP).
- 8 UC has lodged submissions on the pCRDP that seek amendments which will achieve more efficient planning processes for the development, maintenance and operation of activities and facilities on the UC campus.

- 9 While UC fully supports the inclusion of a separate Tertiary Education Zone in the pCRDP, it believes that some further amendments are necessary in order to allow them the flexibility going forward with their operations in the future. Given the size and nature of UC, its place in the Christchurch community, and the level of work to be completed in the years to come, the amendments proposed are entirely appropriate.

## **SUPPORT FOR THE SPTE ZONE**

- 10 The pCRDP includes a Special Purpose (Tertiary Education) Zone (SPTE Zone) covering UC's core land holdings, being:
- 10.1 The current Ilam campus including Ilam Fields;
  - 10.2 The Dovedale campus; and
  - 10.3 Pockets of residential housing which have been used to support UC's core services, including administration, and the accommodation provided to visiting guest lecturers.
- 11 I would like to make it clear from the outset of my evidence, that I am fully aware of the effect of which the SPTE Zone would have for UC and other similar tertiary institutes. Given the nature of UC, and its operations, I fully support the inclusion of a separate zone in the pCRDP of which UC is to be a part of. I understand that the new zoning places the activities of a university in a different category to secondary schools, or other institutions. I support this approach on the basis that the core activities of UC are constantly changing and differ markedly from that of a secondary school.
- 12 For all intents and purposes, UC is a very large institution enclosed by residential development. The University is set out at an expanse of 87 hectares, bordered on all sides by residential properties, at some distance from the city centre. I truly believe this is one of UC's advantages, and is one of the key factors which sets our university apart.
- 13 UC is unlike anything else in the Canterbury region – it is effectively its own mini-society. UC does not just operate tertiary facilities, it also manages heritage sites, bars, restaurants, cafes, shops, conferencing space, houses multiple accommodation sites, provides for scientific and research facilities to both the government and private sector, and hosts its own security team. The

University also has its own recreation facilities, medical centre, pharmacy, and is presently a construction site in some areas. There is also the fact that UC, at any given time, could have in excess of 16,000 people within its area.

- 14 Despite being surrounded by residential properties, a residential zoning is entirely inappropriate for UC. Prior to the pCRDP, UC came under the Cultural 4 Zone as there were no other zones which would have properly suited UC. The SPTE Zone effectively replaces the Cultural 4 Zone and allows UC to continue their increasingly varied operations in a manner which gives them the most flexibility in their business operations.
- 15 Given just how extensive UC is, and the size of its operation, the inclusion of the SPTE Zone in the pCRDP is a monumental advantage for the smooth running of our campus. Following the Christchurch Earthquakes, UC suffered significant hardships (which I will discuss later in my evidence). The SPTE Zone will allow us the assistance we require for effective management of our campus, and shorter deadlines in meeting our recovery goals.
- 16 I accept not all of the facilities used by UC are covered by the Zone. For example UC has a commitment to taking space in the Arts Centre where UC intends to operate part of the School of Music and the Department of Classics. However, these facilities can be fully operated within the existing zoning provided for by the Arts Centre and our objective in this hearing is to ensure that all of the buildings at our Ilam and Dovedale campuses are in the identified zone.

### **CRITICAL POSITION OF UC TO THE CHRISTCHURCH COMMUNITY**

- 17 UC is not just an education provider, operating for a limited number of weeks throughout the year. UC is an extensive business which is operating 24/7. As already discussed above, UC oversees a wide variety of operations, and while it is committed to playing a key role within the Christchurch and Canterbury community, it must still remain focussed on its economic viability. Given the size of UC, it has the ability to play a truly critical role in terms of economics of the wider community.
- 18 Most importantly, UC is expected by the Government, on receipt of core Government funding, to be self-sufficient. Accordingly the focus of any university is on proper fiscal management and efficient use of assets. UC has an active commercial function, in providing expertise on a wide range of

subjects. Our staff are expected to undertake a variety of research papers to widen UC's expertise in the community.

- 19 UC is a comprehensive university offering over 100 programmes, from foundation studies to doctoral studies, in over 150 disciplines, from Accounting to Zoology. It offers more than 2000 courses and 100 programmes of study, produces graduates for more than 40 professions, and has over 20 research centres alongside three national research institutes. It is expected that UC will invest \$4 billion over 10 years in teaching and research, and produce 30,000 graduates.
- 20 Our student community is now more than 16,000 students, including over 1,200 international students from more than 80 countries. Nearly 2,000 students live on campus in six halls of residence, which provide a caring supportive environment. In addition it has over 118,000 alumni currently living and working in countries all over the world, and has more than 100 partner universities in Asia, the United States, Europe, Canada and Australia. UC also has a vibrant student atmosphere, with more than 130 student clubs – the most of any university in New Zealand.
- 21 UC has modern teaching and research facilities including four libraries, computer labs with 24-hour access, lecture theatres, laboratories and studios. The University Library has a collection of more than 1.4 million items and provides access to more than 35,000 periodicals in paper or electronic format. It is also home to many unique collections and archives. The UC Central Library gets more than 13,000 visits each month. UC is also the host of three national research institutes – the New Zealand Institute of Language, Brain and Behaviour; the New Zealand ICT Innovation Institute NZi3; and the Bimolecular Interaction Centre.
- 22 UC is ranked in the top three of New Zealand's universities based on research outputs and surveys of prospective and current students. UC has also retained its place among the top universities in New Zealand for student course and programme completion rates and progression to higher levels of study, and is ranked among the top two of New Zealand's universities in 10 of 17 disciplines in the 2012 Tertiary Education Commission PBRF (Performance Based Research Fund) assessment. This is compounded by the fact that UC provides nearly 20% of all postgraduate qualifications in education in New Zealand. There are currently record numbers of PhD

students graduating and record numbers of PhD students enrolling for the first time.

- 23 Internationally, UC is ranked in the top 3% of universities worldwide (QS World University Rankings), placing it well within the top 250 universities in the world (242<sup>nd</sup> in 2014, and 211<sup>th</sup> in 2015). Part of this can be attributed to its staff, as UC not only has the highest average amount of PBRF funding per eligible staff member, but also has the largest proportion of staff who are full professors of any New Zealand University.
- 24 In addition, UC is one of Christchurch (and Canterbury's) largest employers, and it is expected to contribute up to \$15 billion to Canterbury's economy between 2014 and 2024.
- 25 UC also has a proud history of entering into strategic partnerships with businesses and other ventures in the City Centre to ensure that its connection with Christchurch remains strong. UC currently has an education partnership with Ngai Tahu, is in discussions with Lincoln University about the potential for opening a Business Graduate School in the City Centre, plans to establish a UC Health Research and Innovation centre in the City Centre's Health Precinct, and many more.
- 26 UC's commitment to being involved in the revitalisation of the City Centre is also highlighted by their new lease within the Christchurch Arts Centre, which began in April 2015. UC intends to lease the Chemistry Building, following a \$1.5 million fitout which will then be used for the School of Music and the Classics Department. Up to 30-50 advanced students at any one time will be based in the city, with up to 400 having access to the facilities. Furthermore, UC is relocating the Logie Collection, a collection of Ancient Greek and Roman artefacts, which will be soon available to the public for viewing in the newly leased premises. UC, clearly, is committed to being a key partner, and key presence, to the new Christchurch which is being built before our eyes.
- 27 As we look towards celebrating the 150th Anniversary of the University in 2023, the University is focused on transforming into a centre of learning and research where people from all backgrounds and interests can feel at ease, comfortable with, and inspired by their surroundings. By creating an educational environment that looks positively to our future, that supports our aspiration to educate and inform New Zealand society, we are recognising our

strategic intent and vision of tangata tu, tangata ora; people prepared to make a difference.

- 28 The purpose of my overview of UC's achievements and standings, and general nature of operations is to highlight just how critical a role, economically, and socially, UC has within Christchurch and Canterbury itself. The benefits that UC is able to provide cannot be downplayed in any regard. While UC is grateful for the recovery efforts and assistance it has received following the Canterbury Earthquakes, once its recovery nears completion, it needs to be ensured that it is in a financial, and economically viable position to remain self-sufficient, both in its day-to-day running, and beyond. I believe that the SPTE Zone can assist UC with meeting this fundamental target, however there are some key amendments within the Zone which I believe could better assist us (which I will go into in further detail below).

## **CAMPUS IMPROVEMENT AND REVITALISATION**

- 29 Before going into detail on our proposed amendments for the SPTE Zone, it is vital that I give an overview of the current position of UC in regards to our campus improvement works, and our revitalisation in terms of getting UC back on track post-earthquakes.
- 30 The Christchurch Earthquakes of September 2010 and February 2011 significantly changed Christchurch and UC. As a consequence of these events, UC has had to adjust its business operation to cater for students in the post-earthquake environment. Christchurch underwent significant change following those earthquakes, the impact of which has extended across the region and country. Accordingly, UC has undertaken significant remedial work to its facilities and continues to upgrade existing facilities in line with the Campus Master Plan (CMP) that is under development. .
- 31 As an overview, following the 2010/2011 earthquakes UC was affected by the loss of 12% of domestic students, and 32% of international students (compared to 2010 start levels), and the reduction of staff by 8.4% (Full Time Employees). UC also suffered from the loss of permanent or temporary buildings which amounted to around 18% of m<sup>2</sup> build space across the campus.
- 32 The remediation programme at UC will eventually cover all 240 structures on campus. Over the next 10 years or so, UC is facing around \$150 million in uninsured construction costs, but despite this, it remains committed to finding

solutions. UC has already repaired and returned to service 40,000m<sup>2</sup> of infrastructure, and adapted available buildings and constructed around 60,000m<sup>2</sup> of new temporary facilities for staff and students. While challenges remain, going forward the future is more of our own making, and around \$1.1 billion of capital expenditure is planned for the next 10 years, covering 80% of the campus.

- 33 UC is in a city which has a once in a generation opportunity to redefine itself. UC has the same opportunity, and is making the most of it, both through investment in its campus, and in research and teaching opportunities. As remediation work by our insurer required the temporary closure of buildings, we have taken the opportunity to carry out refurbishment work. Moving forward, under the guidance of the CMP and post settlement review, buildings will continue to be made newer and fresher, incorporating new technological enhancements and better infrastructure. It's a chance for us to create spaces that will inspire and stimulate all those studying and working at the University, and will reposition UC well into the future.
- 34 UC is on the road to financial recovery and is focussed on meaningful retention of UC students. It is forecasting a return to surpluses from 2019 and independent financial advice has provided reassurance that the proposed support will be sufficient to ensure the University can meet its obligations as they fall due. Since the earthquakes UC has enrolled 9,000 new students and graduated 11,000. Domestic student numbers are up 10%, and international student numbers are up 50% (from 2011 numbers).
- 35 UC have opened recruitment offices in Wellington and Auckland during 2015 to further increase the attraction of domestic students to UC. To date this is proving successful with an estimated 150 new students to UC coming in 2016 from the Auckland market alone.
- 36 In 2015 we are three years into a 10 year program valued at \$1.1 billion dollars. We have already programmed and delivered \$340 million of building works and current year projects include the;
- 36.1 Regional Science and Innovation Centre;
  - 36.2 Canterbury Engineering the Future;
  - 36.3 Relocation of the College of Education programme;

- 36.4 Christchurch Arts Centre Fit Out;
- 36.5 Student Accommodation;
- 36.6 University of Canterbury Students Association building; and
- 36.7 Sport and Recreation building project.

## **PROPOSED CHRISTCHURCH REPLACEMENT DISTRICT PLAN**

- 37 UC supports the inclusion of the SPTE Zone in the pCRDP, as this will enable UC to have all its privately owned property contiguous to the campus within the same zoning. This will be better for efficiency and coherence as all property is the same zoning. Further, due to the special nature of UC land and its uniqueness we consider that it is important that UC is identified as separate from surrounding activities.

## **RELATIONSHIP BETWEEN THE SPTE ZONE & UC'S CAMPUS MASTER PLAN**

- 38 During 2015, in the period immediately following the settlement of the University's insurance claim, we set ourselves the ambitious goal of reviewing our capital works programme and the CMP of the University. The CMP describes our vision for the future in order to guide the development of the UC estate and to support our aspiration to be a university known for promoting a world class learning environment. The CMP is still subject to internal review and approvals before it is published.
- 39 UC are judged on the international stage on not only academic merit and the quality of our graduates, but also on the quality of our campus and built assets, with this being reflected in our international ranking. As a long term owner whose reputation and brand is critical to our continued success it is in our own best interests to continue to develop the campus in a responsible manner. This includes the ability to develop buildings of a size and scale to allow efficient use and maximised utilisation of space in response to changing pedagogical requirements.
- 40 We have reviewed the SPTE Zone rules upon their ability to provide UC with the required level of flexibility to develop the campus through efficient use of our limited resources, while acknowledging the context of the surrounding residential area. Allowing for a broad range of activities required to support an

institution of this size and complexity, and the ability to quickly respond to the ever changing environment within which UC operates.

- 41 Part of that flexibility we seek is the ability to hold activities across our campus, including on Dovedale, which may be supported by a licence to sell or supply alcohol after 11pm. This may be at a cultural event held for example in the Jack Mann Theatre, the only surviving performance venue which UC operates post-quake.
- 42 We also welcome the increase in site coverage on Dovedale to 45%, which gives us the flexibility to redevelop not only the buildings on Dovedale over the next 10 years, but also the appropriate supporting network of roads and parking or other impervious surfaces. Currently, with the temporary village included, this site has just under 37% site coverage, and the increase to 45% will allow us to commence redevelopment in parallel with the planned removal of the village in 2018. This will in turn assist us with our planning of how we relocate the activities currently accommodated in all three temporary villages on campus.
- 43 With the integration of what was Christchurch Teachers' College, now the College of Education, Health and Human Development (CoEHHD), into UC, we now operate as a single organisation across our extensive land holding. Even with the planned move of the majority of CoEHHD into a refurbished building on the East of Ilam, UC will continue to operate as a single campus relocating activities across the full extent of our land holdings as required as we transform our environment into a modern, sustainable learning and working environment that is innovative and inspirational for staff, students and visitors. In order to remain competitive and responsive we need to retain our ability to treat all of our campus as a single site, and not be any further restricted on the placement of any specific activity on a specific piece of land than we already are under the operative plan.
- 44 I refer you to the evidence from Ms Lemon for more detailed review of the actual wording of the SPTE Zone rules.

## **RELATIONSHIP WITH NGAI TUAHURIRI AND RECOGNITION OF MANA WHENUA**

- 45 Finally, I would like to address UC's proud relationship with Ngai Tuahuriri, the indigenous people who occupied the area where the University is built. In the CMP we outline how our relationship is developing, and how we are

collaborating with mana whenua to explore opportunities and to extend out common interests. Together we are seeking to create a campus which supports our shared vision of the UC as a 'vibrant contributor to indigenous knowledge economies regionally, nationally and internationally.' Together we have dreams and aspirations for the land and the buildings and how our physical environment facilitates and sustains our evolving and strengthening relationship. Mana whenua reminds us that the lands we inhabit carry with them layers of history that can teach us many things. How we approach these stories, interpret them and then integrate their lessons is the subject of a new cultural narrative, that itself has been woven throughout the fabric of this master plan.

Dated 20 October 2015

Roderick Marshall Carr