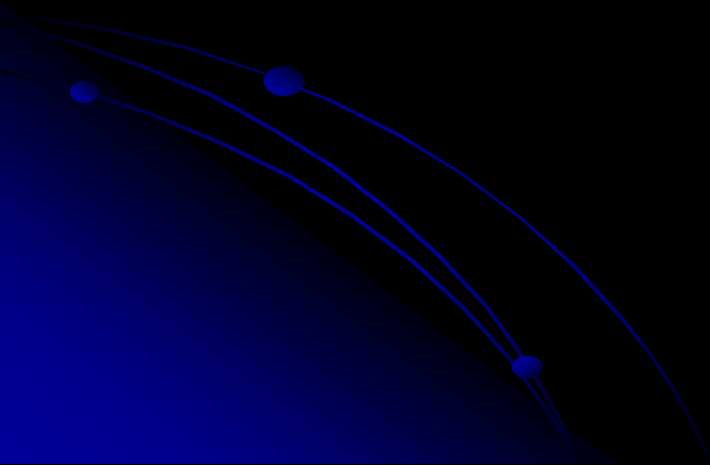


# Recovery through - Vision and Partnership

By Paul Lonsdale

1 June 2021

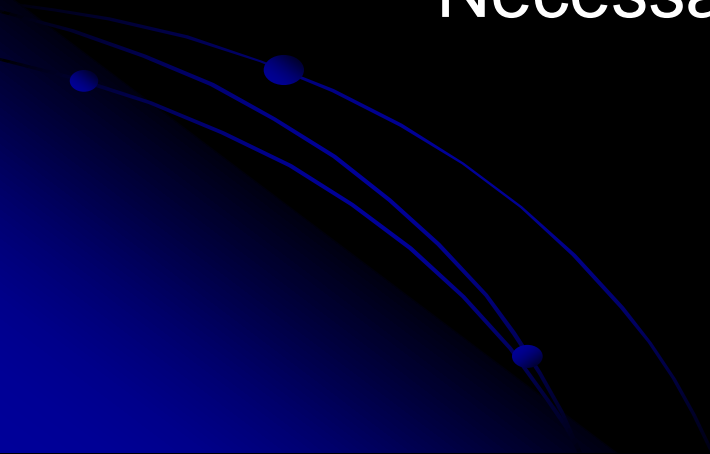


# Recovery through - Vision and Partnership

## Case Study

Strong Leadership

Necessary for a success Story



# Recovery through - Vision and Partnership



Christchurch Earthquake Appeal Trust

\$3.468m Interest Free Loan

# Recovery through - Vision and Partnership



ASB

\$300k Sponsorship

# Recovery through - Vision and Partnership



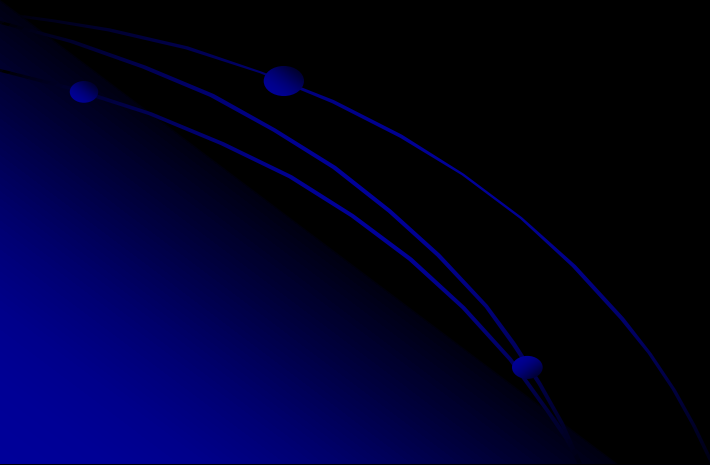
+ ASB +

So many businesses, students and community groups  
who donated time, product and services

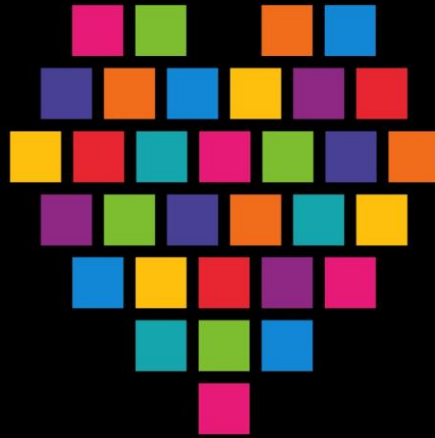
***Without their support, Restart would not have happened on time***

# Recovery through - Vision and Partnership

=

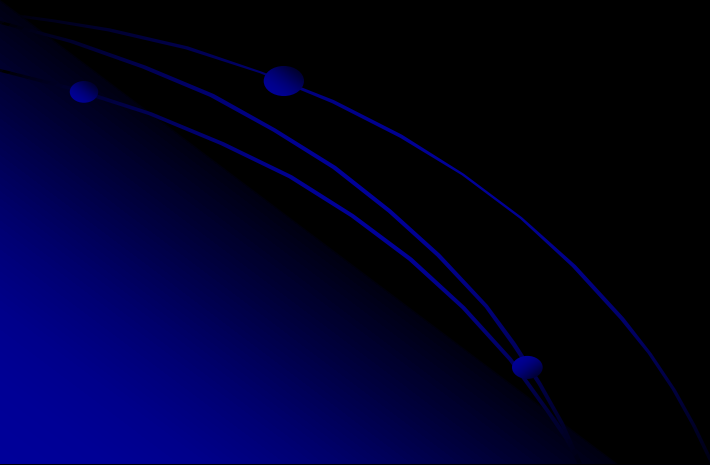


# Recovery through - Vision and Partnership



**Re:START**

Understanding the  
The Central City  
**Paradox**





# Pre-Earthquake Issues

- Lack of Investment
  - Failing building stock
  - Lack of confidence
  - Erosion from Suburban Mall Competition
  - Inconsistency in our offer
- 

# Post Earthquake

With over 80% of buildings demolished  
and a cordon around the CBD for two years  
we were starting from scratch

*And our competitors had 8 years  
to further capitalise on our misfortunes*

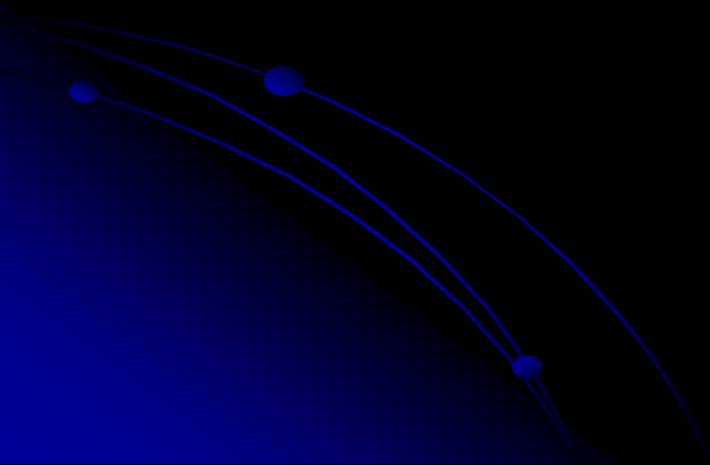
**Step One – Activation**  
and the journey of restarting the CBD

What would you say if someone asked you to activate this?



Are you

**INSANE**



There are great examples of this type of insanity...

*Los Vegas*



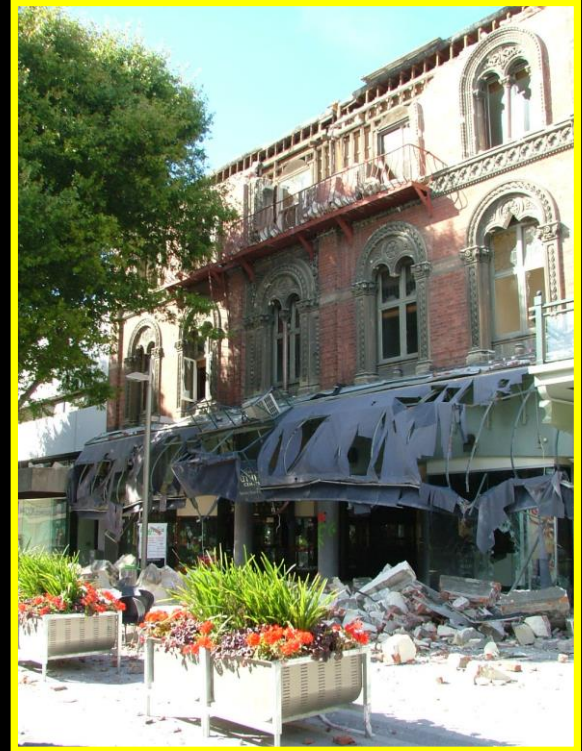
*Dubai*



Then Christchurch after the  
**BIG EARTHQUAKE...**

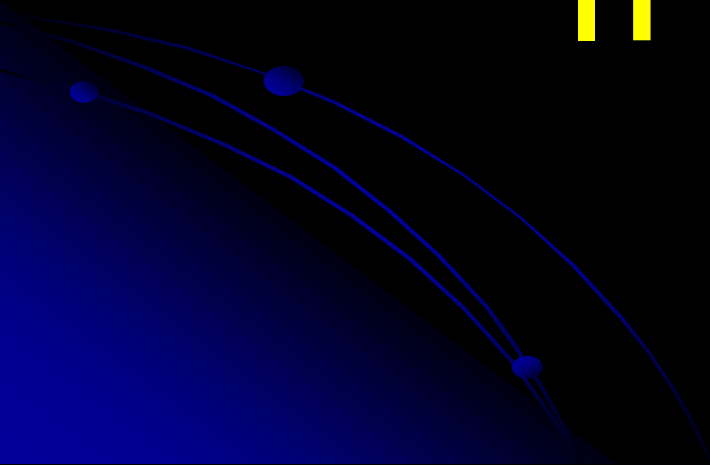


I asked businesses  
if they would be interested in setting up temporary retail  
in this environment...



Some thought that was

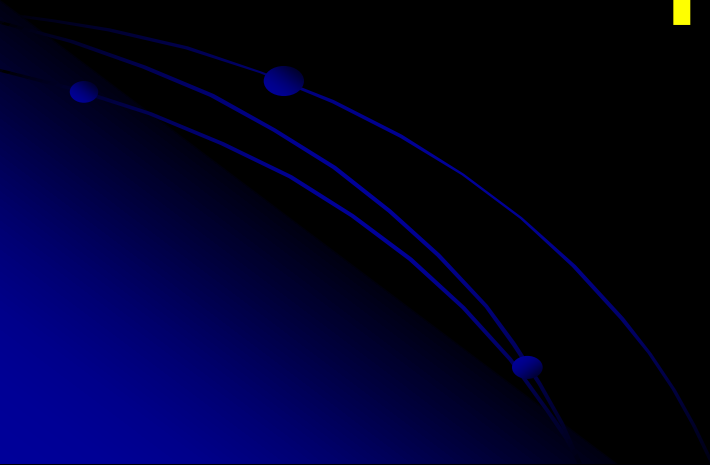
**INSANE**



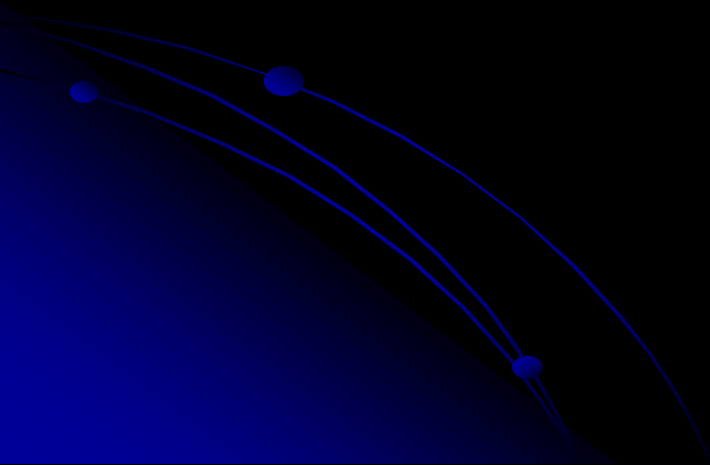


But we needed to build

**HOPE**



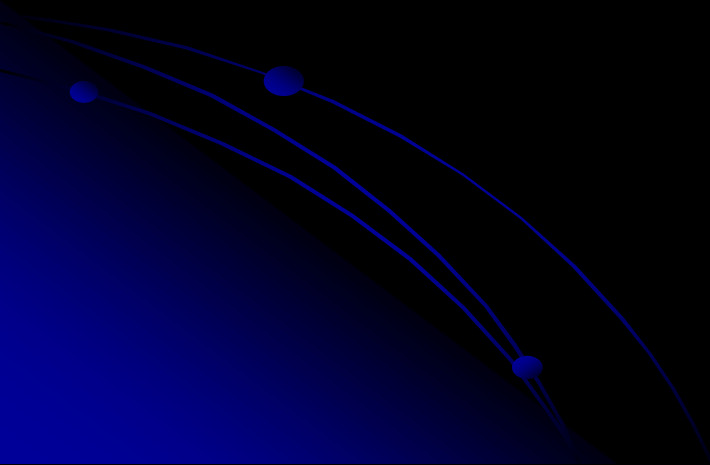
Christchurch suffered not one but  
***Four separate major events***



# Christchurch suffered not one but ***Four separate major events***

- **4 September 2010**      Magnitude 7.1    4.35am

The city had been comparatively lucky with both the location and timing of this magnitude 7.1 Darfield Earthquake



# Christchurch suffered not one but ***Four separate major events***

- **4 September 2010**      Magnitude 7.1    4.35am

The city had been comparatively lucky with both the location and timing of this magnitude 7.1 Darfield Earthquake

- **26 December 2010**      Magnitude 4.9    10.30am

Shutting the City Centre down half an hour into the busiest retail trading day in New Zealand

# Christchurch suffered not one but ***Four separate major events***

- **4 September 2010**      Magnitude 7.1    4.35am

The city had been comparatively lucky with both the location and timing of this magnitude 7.1 Darfield Earthquake

- **26 December 2010**      Magnitude 4.9    10.30am

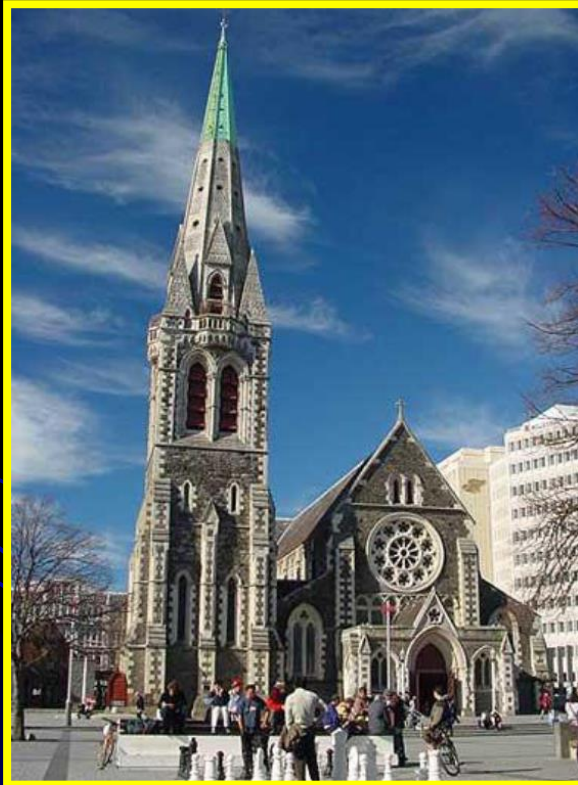
Shutting the City Centre down half an hour into the busiest retail trading day in New Zealand

- **22 February 2011**      Magnitude 6.3    12.51pm

The location of this one within 10 km of the city and at a shallow depth of 5 km during the middle of a working day has resulted in destruction, injuries and deaths. Ground acceleration was 1.8 times gravity peaking at 2.2g

# Before and After Photos

22 Feb 2011 Earthquake



# Building Losses – Before & After



Corner Lichfield & Manchester Street

# Building Losses – Before & After

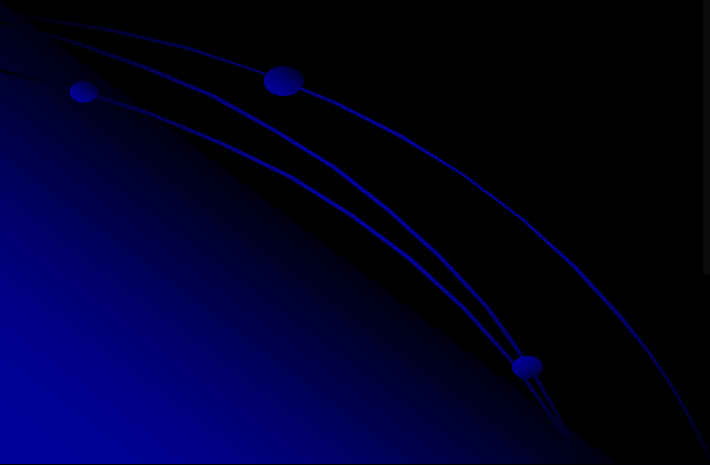
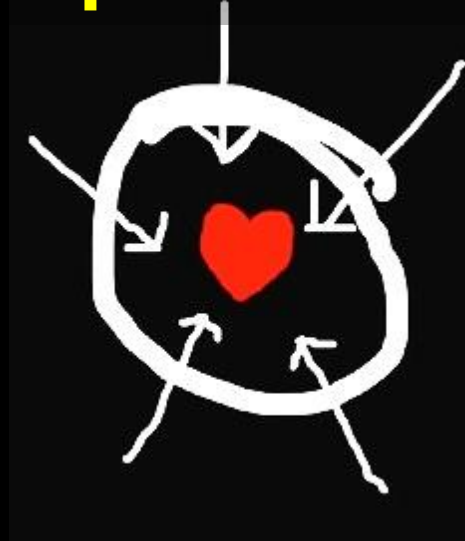


Corner of Lichfield & High Street



# My role changed on

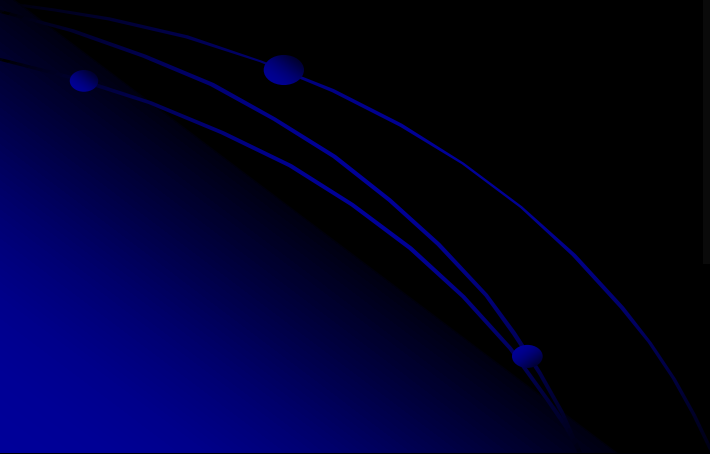
## 4 September 2010



# My role changed on

## 4 September 2010

On the morning of the September earthquake, I made a conscious decision to step up and make a difference for my community.

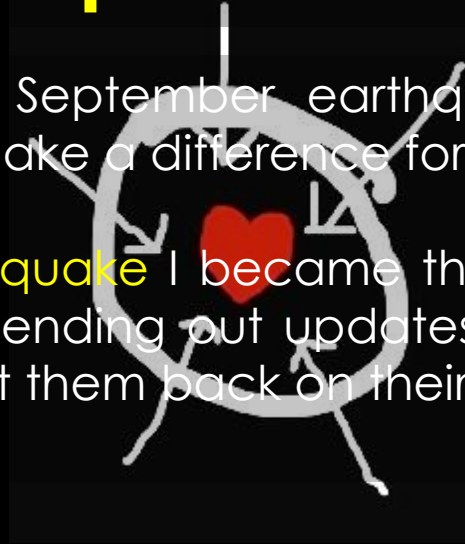


# My role changed on

## 4 September 2010

On the morning of the September earthquake, I made a conscious decision to step up and make a difference for my community.

Post the **September Earthquake** I became the single point of contact for the business community sending out updates daily and working with the business community to get them back on their feet.



# My role changed on

## 4 September 2010

On the morning of the September earthquake, I made a conscious decision to step up and make a difference for my community.

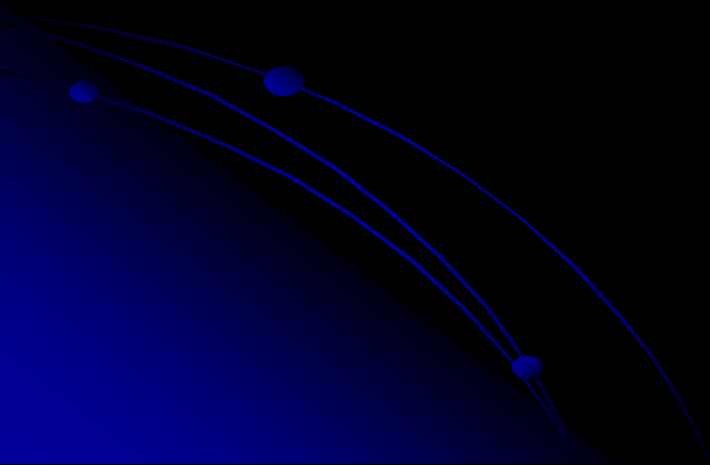
Post the **September Earthquake** I became the single point of contact for the business community sending out updates daily and working with the business community to get them back on their feet.

Post the **Boxing Day Earthquake**, I initiated and ran the highly successful **Boxing Day Replay promotion** gaining back many millions of lost revenue for the retail community in the city centre.



# Early Milestones

Post the 22 February 2011 Earthquake

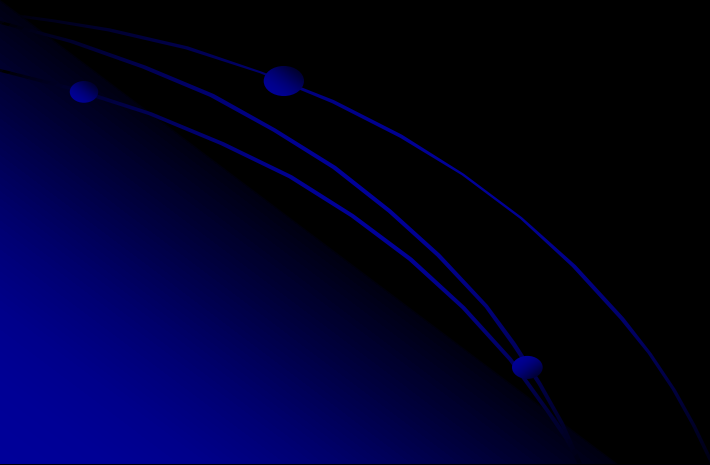


# Early Milestones

***Email to the Businesses:***

***Friday, 4 March 2011***

Significance: The first communication to retailers on creating a temporary CBD and to gauge interest and appetite for businesses to get involved.



# Early Milestones

## ***Email to the Businesses:***


***Friday, 4 March 2011***

Significance: The first communication to retailers on creating a temporary CBD and to gauge interest and appetite for businesses to get involved.

## ***The Vision:***

***Friday, 18 March 2011***

Significance: I presented a vision to the CCBA Board and Business and property owner group. From here a sub committee was set up to investigate the viability of the project and what it required to get it up and running.



# Early Milestones

***Email to the Businesses: Friday, 4 March 2011***

Significance: The first communication to retailers on creating a temporary CBD and to gauge interest and appetite for businesses to get involved.

***The Vision: Friday, 18 March 2011***

Significance: I presented a vision to the CCBA Board and Business and property owner group. From here a sub committee was set up to investigate the viability of the project and what it required to get it up and running.

***Re:START Funding Proposal Tuesday, 5 July 2011***

Significance: The final proposal was presented to the potential funder the Christchurch Earthquake Appeal Trust. This was not the first proposal but the revised proposal we believed would be acceptable to the Government at that time.



# The Vision

```
graph TD; A[The Vision] --> B[Presentation to the CCBA Board Business & Property Group]; B --> C[Engage the local Politicians & the City Council]; C --> D[Negotiate with the Funders]; D --> E1[Get Land Owners Approval]; D --> E2[Negotiate with Land Owners Insurers]; E1 --> F1[Work through Heritage Issues]; E1 --> F2[Demolish Critically Damaged Buildings]; E2 --> F1; E2 --> F2; F1 --> G1[Present the Idea to Retailers]; F1 --> G2[Set up the Restart Trust]; F2 --> G1; F2 --> G2; G1 --> H1[Sign Land Leases]; G1 --> H2[Sign up Retailers]; G2 --> H1; G2 --> H2; H1 --> I[Build The Restart Project]; H2 --> I; H1 --> J[Create Parking Areas]; H2 --> J;
```

Presentation to the CCBA Board Business & Property Group

Engage the local Politicians & the City Council

Negotiate with the Funders

Get Land Owners Approval

Negotiate with Land Owners Insurers

Work through Heritage Issues

Demolish Critically Damaged Buildings

Present the Idea to Retailers

Set up the Restart Trust

Sign Land Leases

Sign up Retailers

**Build The Restart Project**

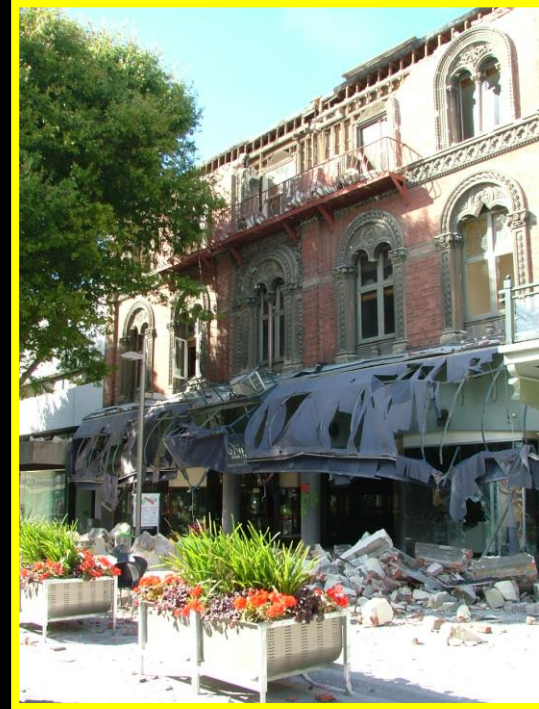
**Create Parking Areas**

Some of the  
**Challenges**

The image features a dark blue background with a gradient. In the bottom-left corner, there are several thin, curved blue lines that sweep upwards and to the right. Small, solid blue circles are placed at various points along these lines, creating a sense of motion or a path.

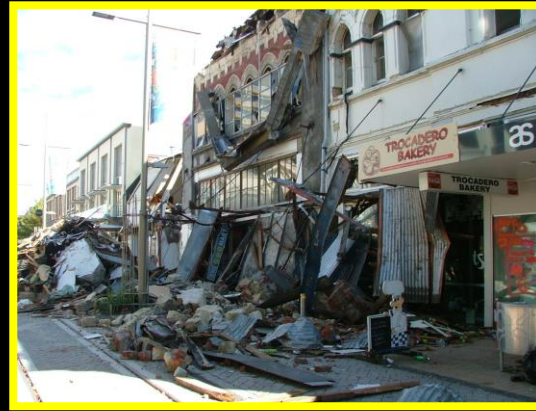
# Critically Damaged Heritage in Cashel Street

Category 1 & 2 Heritage buildings.



We worked with these property owners and their insurers to resolve the issues and enable Restart to be located where these buildings once stood.

# Other Critically Damaged Buildings on Cashel Street



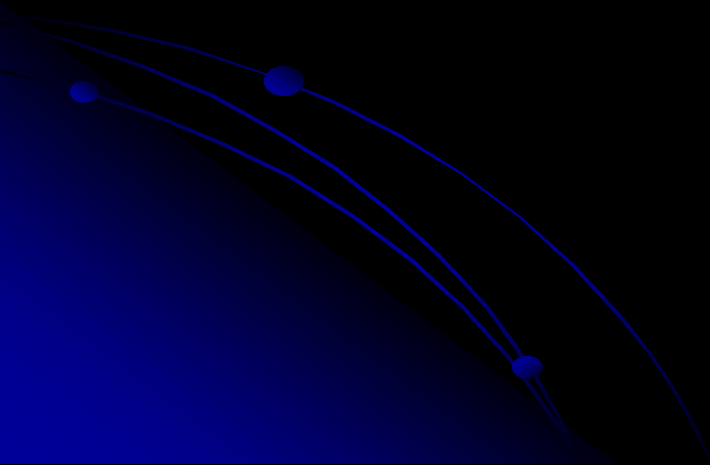
# Mother Nature

We encountered further delays with two more major events closing the City Centre down for two weeks and halting progress on the Restart initiative...

- Another Major earthquake 13 June 2011 Magnitude 6.3
- A major snow event 25 July 2011



# Why Restart?



Retail Incubator  
**The Arc**  
Saving Our City



### **The Retail Incubator Concept**

It will be all about creating an engaging experience with our customers, which leverages environments, interactivity, and lifestyle relevance.

The retail incubator will create fresh connections with our customers generating feelings of specialness and urgency.

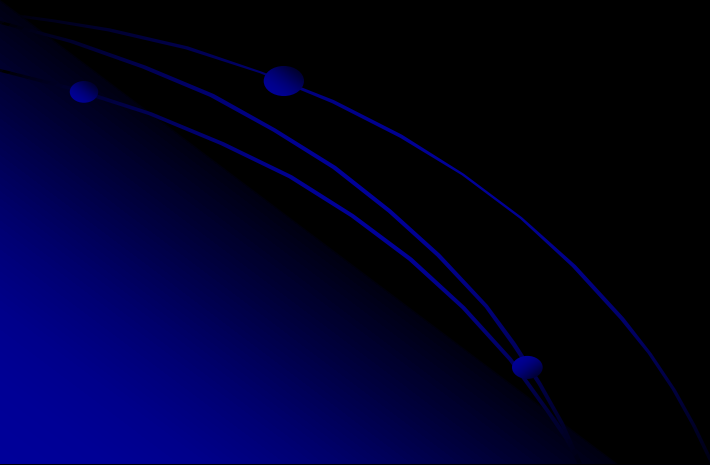
The Arc will leverage the empathy our community will have for our city centre business community.

By Paul Lonsdale

March 18<sup>th</sup> 2011

**Because  
The Arc  
was  
too Biblical**

# A Belief





# Re:Start<sub>29.10.11</sub>

## **We believed Restart would:**

- *Provide a platform for the reopening of Ballantynes*
- *Provide confidence for reinvestment in the City Centre*
- *Slow the danger of capital flight*
- *Save inner city businesses*
- *Re-establish employment in the City Centre*
- *Re-establish tourism to Christchurch*
- *Bring hope and certainty to the community*

***International evidence shows that it is critical to return life back to an area of devastation within six to nine month period***

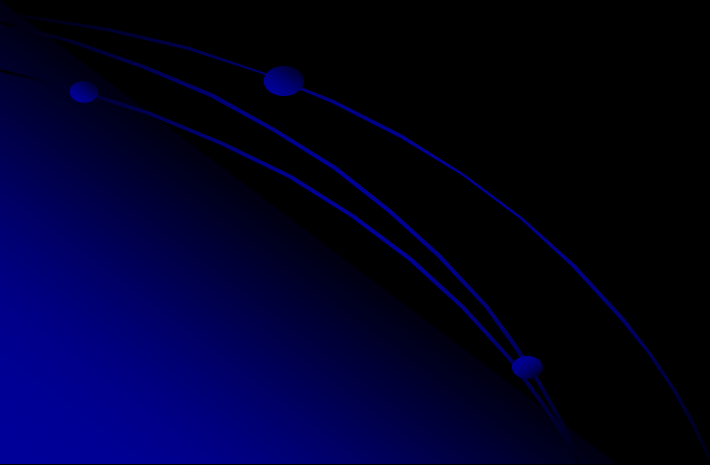
If activity does not return in this time frame, habits change and become locked in making a recovery much harder and longer to achieve.

***In short, we needed to encourage people back to the CBD FAST***

# Other Key Milestones

There was so much work that went into this project on every level, from the seed idea through to its inception.

However, the project had certain milestones, which defined significant moments of progressing the idea.

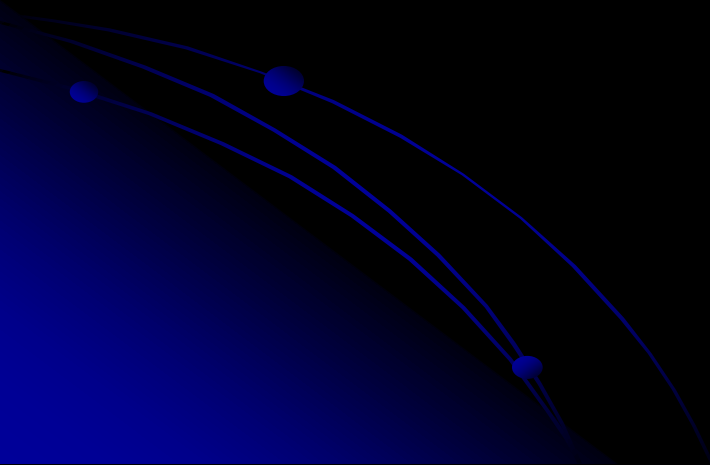


# Other Key Milestones

There was so much work that went into this project on every level, from the seed idea through to its inception.

However, the project had certain milestones, which defined significant moments of progressing the idea.

## 1. **Civil Defense supporting the idea**

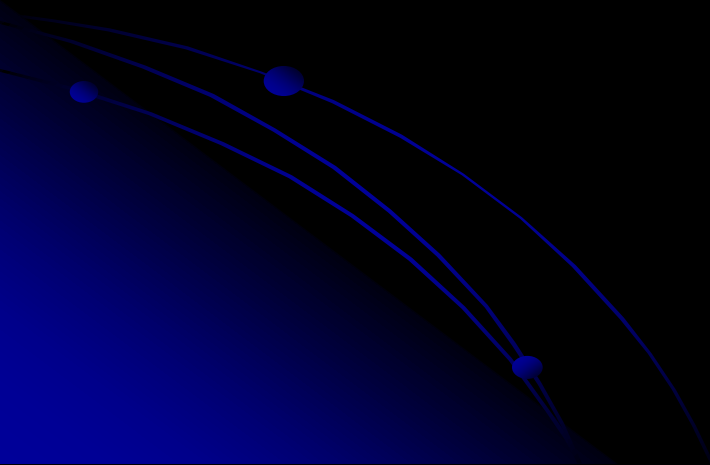


# Other Key Milestones

There was so much work that went into this project on every level, from the seed idea through to its inception.

However, the project had certain milestones, which defined significant moments of progressing the idea.

- 1. Civil Defense supporting the idea**
- 2. CERA assistance in the building demolition process**



# Other Key Milestones

There was so much work that went into this project on every level, from the seed idea through to its inception.

However, the project had certain milestones, which defined significant moments of progressing the idea.

- 1. Civil Defense supporting the idea**
- 2. CERA assistance in the building demolition process**
- 3. Purchasing the containers - 22 July 2011**

Due to time constraints we committed to purchasing the containers prior receiving confirmation of the funding to ensure we meet our opening target of 29<sup>th</sup> October 2011 in time for Cup & Show Week.

# The Invoice

To: Restart The Heart Trust  
c/o Paul Lonsdale

## TAX INVOICE 1609

GST No: 58-713-848

Client Code: RESTHE

Date: 22/07/2011

Due Date: 26/07/2011

Terms: 7DAYS

Job No: 1537

Attention: Paul Lonsdale

Job: Restart CBD

Description	Amount
Initial order of 65No 40 foot unaltered high cube containers for the ReStart project.	\$450,000.00

# Other Key Milestones

There was so much work that went into this project on every level, from the seed idea through to its inception.

However, the project had certain milestones, which defined significant moments of progressing the idea.

1. **Civil Defense supporting the idea**
2. **CERA assistance in the building demolition process**
3. **Purchasing the containers - 22 July 2011**

Due to time constraints we committed to purchasing the containers prior receiving confirmation of the funding to ensure we meet our opening target of 29<sup>th</sup> October 2011 in time for Cup & Show Week.

1. **Land Lease Agreements**

# Other Key Milestones

There was so much work that went into this project on every level, from the seed idea through to its inception.

However, the project had certain milestones, which defined significant moments of progressing the idea.

- 1. Civil Defense supporting the idea**
- 2. CERA assistance in the building demolition process**
- 3. Purchasing the containers - 22 July 2011**

Due to time constraints we committed to purchasing the containers prior receiving confirmation of the funding to ensure we meet our opening target of 29<sup>th</sup> October 2011 in time for Cup & Show Week.

- 1. Land Lease Agreements**
- 2. Christchurch Earthquake Appeal Trust Interest Free Loan**



# Re:Start<sub>29.10.11</sub>

The Vision



Buchan Architects – Anton Tritt



# Containers Arrive in Lyttelton 29.08.11



# Land cleared ready to begin building

Construction Timeframe – 61 Days

Bare Site North Cashel Street



Containers Arriving



Pouring Foundations



Removing Panels



Cutting out Panels



Laying Foundations

Welding



# Restart build well underway



# Ballantynes Rebuild

Ballantynes had to built two temporary buildings to give them the enough space required to trade effectively.



Ballantynes completed their rebuild, strengthening programme and store refurbishment in time for the opening.

# Re:Start<sub>29.10.11</sub>

Took just **61 days** to complete

**On time**

**&**

**On Budget**



# Re:Start completed 29.10.11

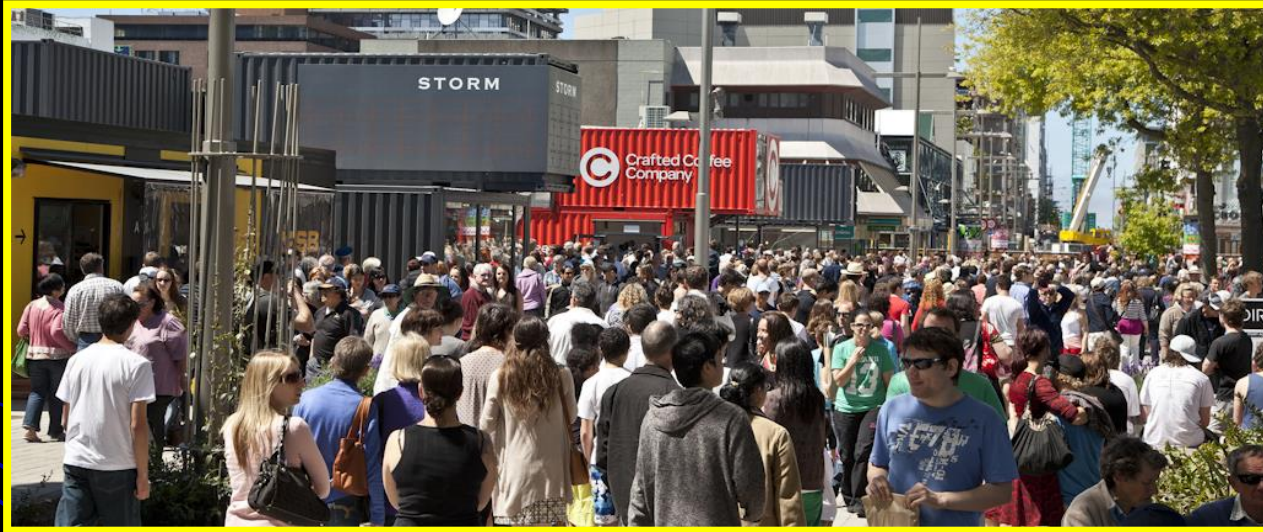


# Re:Start completed 29.10.11



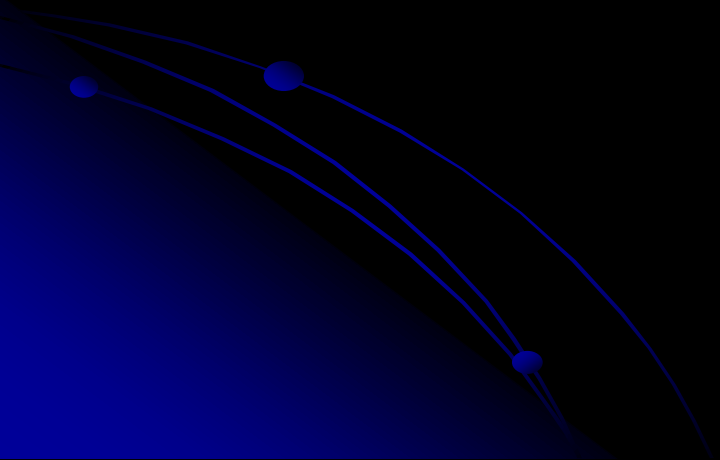
# Opening Day - 29.10.11

Over 20,000 people arrived to celebrate the opening of Restart...



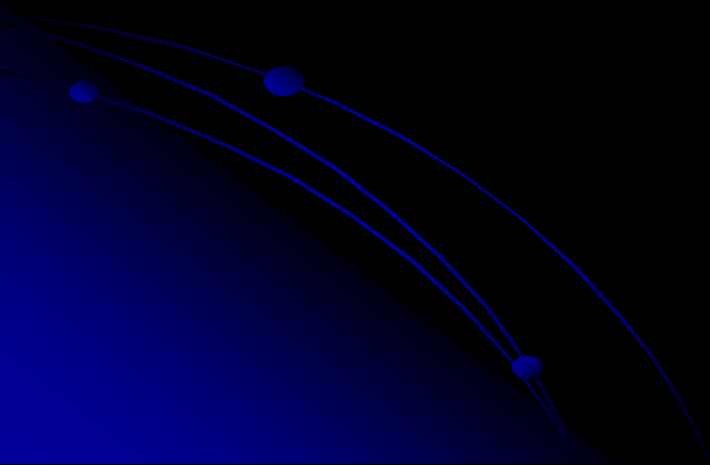
... this is not where it ends - it was *just the beginning*...

# Organic Management



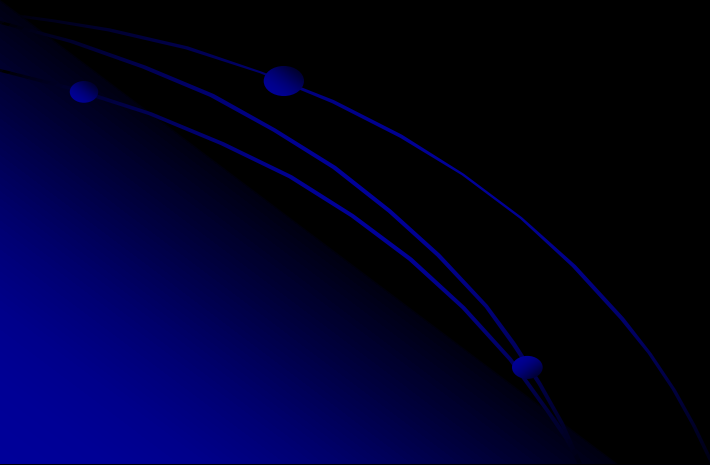
# Organic Management

- Where direction evolves or emerges through trial and error and is discovered rather than decided

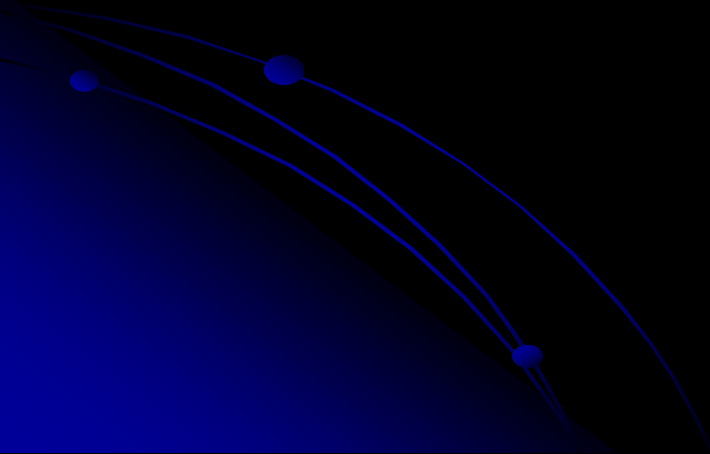


# Organic Management

- Where direction evolves or emerges through trial and error and is discovered rather than decided
- It's the entrepreneurial seizing of opportunities




# Organic Management

- Where direction evolves or emerges through trial and error and is discovered rather than decided
  - It's the entrepreneurial seizing of opportunities
  - Organic leadership emerges in the heat of battle or disaster - often at the front lines with employees closest to the action
- 

# Organic Management

- Where direction evolves or emerges through trial and error and is discovered rather than decided
- It's the entrepreneurial seizing of opportunities
- Organic leadership emerges in the heat of battle or disaster - often at the front lines with employees closest to the action



“Many small people,  
in many small places, do many small things,  
that can alter the face of the world.”



# Organic Management

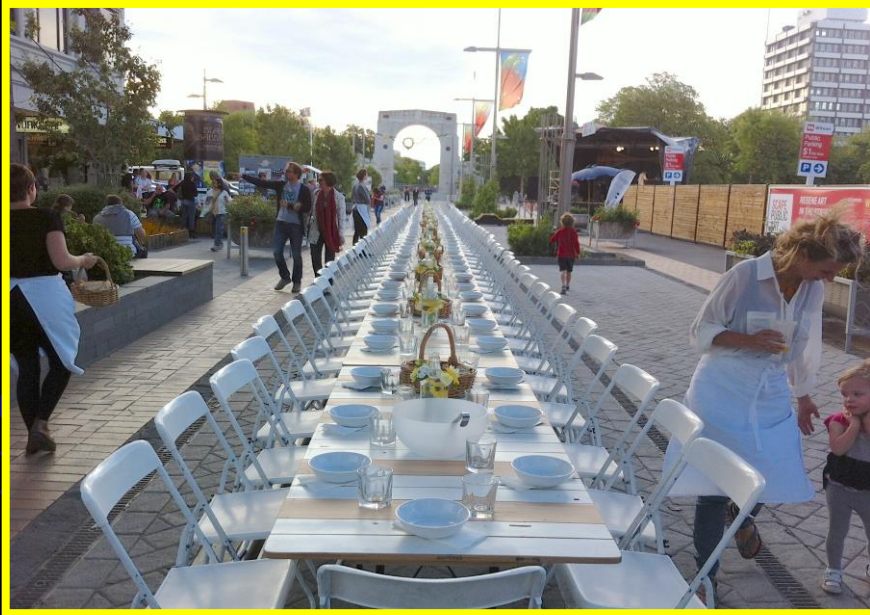
Since opening I worked with a diverse range of community, cultural and creative groups; street performers and buskers to bring the life and vitality to the street...



*So... how do you organically manage?*

# You provide a positive space for creativity

and a place where people could gather and interact together...



A Night In Re:START

# A place to celebrate diversity...



UN International Day  
of Persons with Disabilities promotion

# A place that makes you smile...



Buskers Festival &  
International Pole Vaulting



# A place to celebrate culture...



Chinese Cultural Festival

# Re:Start<sup>29.10.11</sup>

The result of vision and partnership

*“Rising from the rubble with flair” - Lonely Planet*

*“The Granddaddy of post quake responses” - The Press*

*“...The continued success and vitality of Re:START has made it an emblem of Christchurch's indomitable spirit and has transformed the humble shipping container into a local icon.” - Christchurch Mayor Bob Parker*

## **Christchurch Rated No.2 in the World by the New York Times**

The New York Times called Christchurch a “City In Transformation” that was experiencing a "rebirth with creativity and wit".

## **Lonely Planet puts Christchurch No.6 of the "Top 10 Cities" on the planet**

Christchurch has been singled out by Lonely Planet for the way it is "bouncing back with a new energy and inventiveness"

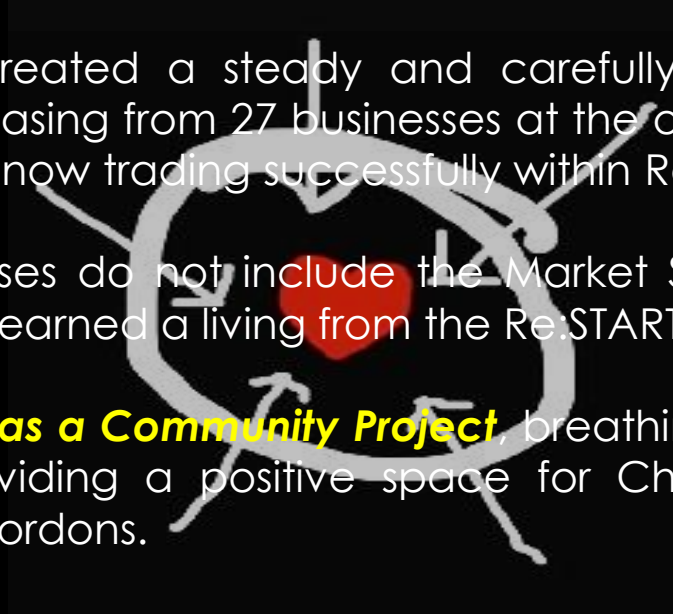
# Re:Start<sup>29.10.11</sup>

Since opening we created a steady and carefully managed growth of business activity, increasing from 27 businesses at the opening, to well over 50 businesses that are all now trading successfully within Re:START.

These 50 plus businesses do not include the Market Stalls, street performers and buskers who also earned a living from the Re:START initiative.

Ultimately, **Re:START was a Community Project**, breathing confidence into the central city and providing a positive space for Christchurch people – a glimpse beyond the cordons.

**And the result of Vision and Partnerships**





It will be important to continue to take the learning's of Restart into the rebuild and re-establishment of the New City Centre

Human Scale

Safe

Fun

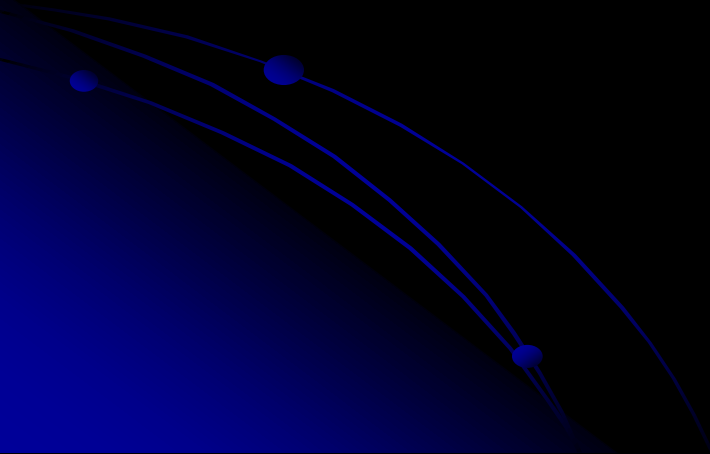
Unique Retailers

Consistent



**So!**

**Where Are We Now...**



# Christchurch Now



Riverside Market

# Christchurch Now



**The Crossing**  
Full city block



# Christchurch Now

Te Pae – Christchurch Convention Centre



# Christchurch Now



**ANZ Centre**  
Full city block

# Christchurch Now



**BNZ Centre**  
Half a city block

# Christchurch Now



**State of the Art Central  
Library**



# Christchurch Now



Restored New Regent Street

# Christchurch Now



**The Terrace**  
Hospitality Precinct

# Christchurch Now



**Hoyts EntX Centre**  
Half a City Block

# Re:Start<sup>29.10.11</sup>

The result of vision and partnership

## Restart Working Committee

John Suckling Chairman  
Paul Lonsdale  
Tim Glasson  
Richard Ballantyne  
Roger  
Bridge

## Restart The Heart Trustees

John Suckling Chairman  
Tim Glasson  
Roger Bridge  
Stephen Tubbs  
Richard Burt  
Paul Lonsdale Manager

## Restart Consultants

Anthony Leighs  
Anton Tritt  
Geoff Banks  
Evan Harris  
Brendan Chase

Leighs Construction  
Buchan Group  
Structex  
Colliers International  
Chase Commercial