

Long Term Plan 2018-28

Service Plan for Economic Development

Adopted by Council with the final Long Term Plan 2018-28 on 26 June 2018
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Approvals		
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What does the overall Group of Activities do and why do we do it?

Economic Development

A vibrant and prosperous economy is an important enabler of social and environmental wellbeing. This requires a local economy that is competitive, innovative and sustainable. Building a successful local economy means residents have more choices and opportunities in their career options which helps retain local residents and businesses and attracts new residents with the skills we need to further develop our local economy as well as business and investment that generates new opportunities. Having a successful economy means more than this though – it also means all citizens have the opportunity to benefit and can prosper and fulfil their aspirations and potential.

The Council has taken an active role in promoting business and economic development for many years and sees its unique ability to act on behalf of the wider economy as an important part of promoting a prosperous local economy.

The Council funds, and partners with, Christchurch NZ, a council controlled organisation, to deliver economic development, attraction and city profile services. The Council also operates an Antarctic Office dedicated to promoting Christchurch as an excellent Antarctic Gateway to retain the programmes we currently host and seek to add new programmes to the Christchurch gateway. Many aspects of the Council's business contribute to providing an enabling environment for business to prosper, including provision of reliable and cost-effective infrastructure, effective forward planning and promoting Christchurch as a city of opportunity, offering the freedom to grow, connect and find balance.

1. What does this activity deliver?

- **Economic development and business support**
- **Attraction**
- **City profile**
- **Antarctic gateway**

2. Why do we deliver this activity?

Community outcomes the Economic Development activity makes a significant contribution to achieving:

Outcome/ Priority	Success Indicator(s)	What we do and how it contributes
Great place for people, business and investment	<ul style="list-style-type: none"> Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs 	<ul style="list-style-type: none"> ChristchurchNZ provides a range of business services designed to support high growth potential businesses, build capability and encourage investment in research and development activity. ChristchurchNZ provides a range of support services to start-up businesses looking to commercialise innovative products and services. Having a reputation as a city that values and fosters innovation and creativity gives confidence to existing enterprises and attracts innovators and entrepreneurs.
A productive, adaptive and resilient economic base	<ul style="list-style-type: none"> Christchurch has globally competitive businesses driving exports and generating wealth 	<ul style="list-style-type: none"> ChristchurchNZ provides a range of business services and networks to assist growth-oriented businesses access appropriate support to promote export growth.
	<ul style="list-style-type: none"> Christchurch is recognised as the global gateway to the South Island and Antarctica 	<ul style="list-style-type: none"> ChristchurchNZ markets Christchurch as a great place to visit and to host conferences and events. This helps to increase the number of visitors to Christchurch and the South Island. The Antarctic office promotes Christchurch as a great gateway city to the Antarctic that provides the expertise and welcome Antarctic programmes value. This helps ensure we can retain and grow our role as an Antarctic gateway city.

Community outcomes the Economic Development activity makes a secondary contribution to achieving:

Outcome/ Priority	Success Indicator(s)	Contribution
Strong sense of community	<ul style="list-style-type: none"> • Citizens have a strong sense of belonging and are actively involved in the life of their city 	<ul style="list-style-type: none"> • How we market ourselves to the world reflects and reinforces how we see ourselves, building a stronger sense of being a unique and interesting community. • Major events are an opportunity for us to get together and welcome visitors
Celebration of our identity through arts, culture, heritage and sport	<ul style="list-style-type: none"> • Arts and culture thrive in the city 	<ul style="list-style-type: none"> • Major events are an opportunity to celebrate our identity and be inspired by cultural experiences together and welcome visitors
Vibrant central city	<ul style="list-style-type: none"> • The central city is an appealing place to be 	<ul style="list-style-type: none"> • Major events in or close to the central city attract locals and visitors to the central city • Business events attract visitors to the central city • Showcasing and marketing the attractions of Christchurch and the central city attracts locals and visitors • Clear and consistent marketing of the city brand ensures we maximise our reach in regional, national and international visitor markets
	<ul style="list-style-type: none"> • The central city is a diverse and prosperous business centre 	<ul style="list-style-type: none"> • Building business capability and developing our economic base contributes to the central city being a prosperous business environment
Thriving suburban and rural centres	<ul style="list-style-type: none"> • Suburban centres provide appropriate local services, employment and social interaction 	<ul style="list-style-type: none"> • Promoting the attractions of Christchurch and Banks Peninsula brings visitors to various parts of the district • Building business capability and developing our economic base contributes to our suburban and rural centres being a prosperous business environment • Major events at venues around the city often provide an economic spill over to local areas

Outcome/ Priority	Success Indicator(s)	Contribution
Great place for people, business and investment	<ul style="list-style-type: none"> Christchurch residents enjoy a high quality of life 	<ul style="list-style-type: none"> A thriving local economy helps make the city a more interesting and attractive place to live
	<ul style="list-style-type: none"> We have a highly skilled and educated workforce 	<ul style="list-style-type: none"> Clear and consistent marketing of the city ensures we maximise our reach in regional, national and international markets when seeking skills and investment

Strategic priorities the Economic Development activity makes a significant contribution to achieving:

Outcome/ Priority	Success Indicator(s)	Contribution
Maximising opportunities to develop a vibrant, prosperous and sustainable 21 st century city	<ul style="list-style-type: none"> Central city is an attractive destination and people enjoy their time there. Christchurch is a network of vibrant distinctive centres that support local communities. A strong economic base – a great place for business, attracting skilled workers and social entrepreneurs. Christchurch is known as a city of opportunity, innovation and creativity. 	<ul style="list-style-type: none"> Building business capability and developing our economic base contributes to having a vibrant and prosperous city Major events contribute to having a vibrant and prosperous city and help make this an interesting place to live and visit Visitors to Christchurch contribute to us being a vibrant, prosperous and sustainable 21st century city

Key strategic plans the Economic Development activity makes a significant contribution to achieving:

Strategic Plan	Contribution
Christchurch Economic Development Strategy (CEDS)	<p>ChristchurchNZ:</p> <ul style="list-style-type: none"> • Develop and undertake reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council to ensure alignment and collaboration
Christchurch Visitor Strategy	<p>ChristchurchNZ:</p> <ul style="list-style-type: none"> • Develop and undertake subsequent reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council to ensure alignment and collaboration
Christchurch Major Events Strategy	<p>ChristchurchNZ:</p> <ul style="list-style-type: none"> • Develop and undertake subsequent reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council to ensure alignment and collaboration
Antarctic Gateway Strategy	<p>Antarctic Office:</p> <ul style="list-style-type: none"> • Develop and undertake subsequent reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council and ChristchurchNZ to ensure alignment and collaboration

Key strategic plans the Economic Development activity makes a secondary contribution to achieving:

Strategic Plan	Contribution
Canterbury Regional Economic development Strategy (CREDS)	<p><i>ChristchurchNZ and the Antarctic office:</i></p> <ul style="list-style-type: none"> • Provide information and data relevant to strategy development or review • Lead or participate in actions as appropriate where additional funding is provided • Liaise with Canterbury EDAs
Greater Christchurch Urban Development Strategy	<p><i>ChristchurchNZ and the Antarctic office:</i></p> <ul style="list-style-type: none"> • Provide information and data relevant to strategy development or review • Participate in actions as appropriate • Liaise with Greater Christchurch EDAs to ensure collaboration opportunities are identified and when appropriate are followed through
Resilient Greater Christchurch Plan	<p><i>ChristchurchNZ and the Antarctic office:</i></p> <ul style="list-style-type: none"> • Provide information and data relevant to strategy development or review • Participate in actions as appropriate • Liaise with Greater Christchurch EDAs to ensure collaboration opportunities are identified and when appropriate are followed through

3. Specify Levels of Service

Indicative community outcome indicators – measure the impact the delivery of levels of service delivery has:

- Gross Domestic Product (GDP) or suitable alternatives as they are developed (such as a GPI measure)
- Average wage – compared to national average
- Net migration – compared to national average
- Workforce skills - proportion of working age population with a post high school qualification, bachelor qualification or higher
- NZ market share of domestic and international visitors (guest nights)
- Average length of stay - international and domestic visitors
- Visitor spend for Christchurch and Canterbury; seasonal variation in spend
- Domestic and international airline passengers entering Christchurch airport
- NZ market share of domestic delegate days for business events
- Primary and secondary (international) and tertiary (international and domestic) students enrolled
- NZ market share of film industry revenue – *subject to Council decision on funding*

Indicators will be monitored and reported through the Council's community outcomes online report.

To be finalised with Monitoring and Research Team.

The Levels of Service, Performance Measures and Performance Targets for Economic Development activity are provided below. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures.

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28							
					Year 1	Year 2	Year 3								
					2018/19	2019/20	2020/21								
Economic development and business support															
5.1.2	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch	Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs Christchurch has globally competitive businesses driving exports and generating wealth Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city Christchurch residents enjoy a high quality of life	5.1.2.1	Christchurch Economic Development Strategy (CEDS) provides a shared vision for promoting economic prosperity and has an agreed implementation plan.	5.1.2.1	CEDS document approved by the Council in July 2017.		5.1.2.1	ChristchurchNZ monitors and reports on CEDS programme twice yearly	5.1.2.1	Convene two city leadership discussions to review progress and recommend actions towards the 10-year goals	5.1.2.1	Convene two city leadership discussions to review progress and recommend actions towards the 10-year goals	5.1.2.1	Convene two city leadership discussions to review progress and recommend actions towards the 10-year goals
			5.1.2.2	Economic research into city specific issues is delivered	5.1.2.2	The Christchurch Quarterly Economic Report is produced and is available on the ChristchurchNZ website.		5.1.2.2	Quarterly Economic Report is produced and available on the ChristchurchNZ website	5.1.2.2	Quarterly Economic Report is produced and available on the ChristchurchNZ website	5.1.2.2	Christchurch Quarterly Economic Report is produced and available on the ChristchurchNZ website	5.1.2.2	The Christchurch Quarterly Economic Report is produced and available on the ChristchurchNZ website
			5.1.2.3	Economic research into city specific issues is delivered	5.1.2.3	6 economic research reports completed		5.1.2.3	At least 6 Christchurch or Canterbury economic research reports completed	5.1.2.3	At least 6 Christchurch or Canterbury economic research reports completed	5.1.2.3	At least 6 Christchurch or Canterbury economic research reports completed	5.1.2.3	At least 6 Christchurch or Canterbury economic research reports completed

Performance Standards/ Levels of Service (we provide)		Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
			5.1.2.4 Information on the city and regional economy is delivered and communicated to relevant audiences	5.1.2.4 2 economic update events delivered		5.1.2.4 2 economic update events are delivered	5.1.2.4 Deliver face to face economic update to at least 600 people	5.1.2.4 Deliver face to face economic update to at least 600 people	5.1.2.4 Deliver face to face economic update to at least 600 people
			5.1.2.5 Participation in third party working groups			5.1.2.5 ChristchurchNZ provides input to at least 4 stakeholder working groups	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10- year goals	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals
5.1.6 5.1.4	ChristchurchNZ facilitates the development of businesses with high growth potential	5.1.6.1 Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs	Businesses access support or advice services provided by ChristchurchNZ and are satisfied with the service. Key sector support programmes are delivered	At least 500 businesses access business support or advice.		5.1.6.1 At least 500 businesses access business support or advice.	5.1.6.1 At least 500 businesses access business support or advice.	5.1.6.1 At least 500 businesses access business support or advice.	5.1.6.1 At least 500 businesses access business support or advice.

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
		<p>5.1.6.2</p> <p>Christchurch has globally competitive businesses driving exports and generating wealth</p>			<p>5.1.6.2</p> <p>Net promotor score for business support services is +50 or greater</p>	<p>5.1.6.2</p> <p>Net promotor score for business support services is +50 or greater</p>	<p>5.1.6.2</p> <p>Net promotor score for business support services is +50 or greater</p>	<p>5.1.6.2</p> <p>Net promotor score for business support services is +50 or greater</p>
		<p>5.1.6.3</p> <p>Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city</p>			<p>5.1.6.3</p> <p>At least 3 initiatives to support targeted business challenges</p>	<p>5.1.6.3</p> <p>At least 3 initiatives to support targeted business challenges</p>	<p>5.1.6.3</p> <p>At least 3 initiatives to support targeted business challenges</p>	<p>5.1.6.3</p> <p>At least 3 initiatives to support targeted business challenges</p>
5.1.5	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment	<p>Christchurch has globally competitive businesses driving exports and generating wealth</p> <p>Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city</p>	<p>5.1.5.1</p> <p>Facilitate collaborative processes to enhance economic outcomes and future relevance through new city assets or investment in the city by innovative businesses</p>		<p>5.1.5.1</p> <p>ChristchurchNZ facilitates at least 2 opportunities to secure innovative businesses or investment into the city</p>	<p>5.1.5.1</p> <p>Facilitate at least 2 opportunities to secure significant innovative businesses or investment into the city aligned with 10-year goals and priority focus areas</p>	<p>5.1.5.1</p> <p>Facilitate at least 2 opportunities to secure significant innovative businesses or investment into the city aligned with 10-year goals and priority focus areas</p>	<p>5.1.5.1</p> <p>Facilitate at least 2 opportunities to secure significant innovative businesses or investment into the city aligned with 10-year goals and priority focus areas</p>
			<p>5.1.5.2</p> <p>Delivery of an innovation hub in partnership with MBIE</p>		<p>5.1.5.2</p> <p>Support at least 10 start-up companies and 40 innovation, entrepreneurship</p>	<p>5.1.5.2</p> <p>Support at least 10 start-up/SME companies aligned with priority focus areas</p>	<p>5.1.5.2</p> <p>Support at least 10 start-up/SME companies aligned with priority focus areas</p>	<p>5.1.5.2</p> <p>Support at least 10 start-up/SME companies aligned with priority focus areas</p>

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
					and investment related events				
		5.1.5.3 Innovation precinct coordination			5.1.5.3 ChristchurchNZ chairs at least 4 meetings of the innovation precinct tenant group and produces 4 newsletters for the groups	5.1.5.3	5.1.5.3	5.1.5.3	
Attraction									
5.1.7					5.1.7.1	5.1.7.1	5.1.7.1	5.1.7.1	
5.1.7	ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors	Christchurch is recognised as the global gateway to the South Island and Antarctica Christchurch has globally competitive businesses driving exports and generating wealth Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	Christchurch Visitor Strategy provides a shared vision for promoting our visitor industry and has an agreed implementation plan. Christchurch Visitor Industry situation report produced annually and available on CNZ website	The Christchurch Visitor Strategy was approved in August 2016. Visitor Strategy action plan is being developed in 17/18.	Visitor strategies are a common means of planning to promote economic growth.	Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website	Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website	Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website	Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website
					5.1.7.2	5.1.7.2	5.1.7.2	5.1.7.2	
					Christchurch Visitor Strategy reviewed by June 2019			Christchurch Visitor Strategy reviewed by June 2022 & 2025	

Performance Standards/ Levels of Service (we provide)		Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28			
						Year 1	Year 2	Year 3				
						2018/19	2019/20	2020/21				
			5.1.7.3 ChristchurchNZ supports the visitor economy across leisure, business and international education sectors Marketing Christchurch and Canterbury to tourism trade and media Engagement with online promotional platforms targeting visitors			5.1.7.3 At least 50 famils hosted and 20 trade events led or attended	5.1.7.3 At least 50 famils hosted and 10 trade events led or attended in priority markets	5.1.7.3 At least 50 famils hosted and 10 trade events led or attended in priority markets	5.1.7.3 At least 50 famils hosted and 10 trade events led or attended in priority markets			
5.1.8	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences	5.1.8.1	Number of bids for business events and success rate		5.1.8.1	Prepare at least 30 city bids to attract business events to Christchurch	5.1.8.1	Prepare at least 30 city bids to attract business events to Christchurch	5.1.8.1	Prepare at least 30 city bids to attract business events to Christchurch		
5.1.8					5.1.8.2	At least 25% success rate for business event bids	5.1.8.2	At least 35% success rate for business event bid	5.1.8.2	At least 35% success rate for business event bid	5.1.8.2	At least 35% success rate for business event bid
					5.1.8.4		5.1.8.4		5.1.8.4		5.1.8.4	

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
	prosperous and sustainable 21st century city	Delivery of major business events (subject to additional funding request for TRENZ)			1 major business event in place (new activity, TRENZ, subject to additional funding)		1 major business event in place (new activity, TRENZ, subject to additional funding)	1 major business event in place (new activity, TRENZ, subject to additional funding)
2.8.1	ChristchurchNZ attracts, manages and sponsors the delivery of major events. Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs Christchurch residents enjoy a high quality of life Arts and culture thrive in the city Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	<p>2.8.1.3</p> <p>Number of major events delivered</p> <p>Hosting large-scale events and festivals helps make Christchurch an attractive place to live, visit and invest.</p> <p>Events and festivals attract visitors to the city, grow visitor sector revenue in the shoulder and off season, provide national and international profile and enable residents to connect with the world</p>			<p>2.8.1.3</p> <p>At least 2 events delivered at major event level as defined by the Major Events strategy</p>	<p>2.8.1.3</p> <p>Portfolio of events delivered in line with the Major Events Strategy</p>	<p>2.8.1.3</p> <p>Portfolio of events delivered in line with the Major Events Strategy</p>	<p>2.8.1.3</p> <p>Portfolio of events delivered in line with the Major Events Strategy</p>
		<p>2.8.1.1</p> <p>Christchurch Major Events Strategy is developed and is then reviewed at least every 3 years.</p>			<p>2.8.1.1</p> <p>Establish and have at least 2 meetings of the Major Event Strategy Advisory Group</p>	<p>2.8.1.1</p> <p>At least one Major Events Seed Funding round delivered per annum</p>	<p>2.8.1.1</p> <p>At least one Major Events Seed Funding round delivered per annum</p>	<p>2.8.1.1</p> <p>At least one Major Events Seed Funding round delivered per annum</p>

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
City Profile									
5.3.1	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch	Arts and culture thrive in the city Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs Christchurch residents enjoy a high quality of life	5.3.1 Engagement with online promotional platforms about living, working or visiting Christchurch			5.3.1.1 Total sessions on online promotional and digital platforms about visiting, working and living in Christchurch is at least 600,000	5.3.1.1 Increase social engagement by 30% year on year	5.3.1.1 Increase social engagement by 30% year on year	5.3.1.1 Increase social engagement by 30% year on year
						5.3.1.2	5.3.1.2 Increase clicks to ChristchurchNZ website by 25% year on year	5.3.1.2 Increase clicks to ChristchurchNZ website by 25% year on year	5.3.1.2 Increase clicks to ChristchurchNZ website by 25% year on year
5.3.5	ChristchurchNZ leads collaborative development and implementation of a city narrative.	Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	5.3.5.1 Utilisation of the online toolkit of materials for city narrative Promotion of consistent and widespread use of the city narrative			5.3.5.1 Online toolkit of materials for city narrative is maintained & utilisation is monitored	5.3.5.1 Monitor month on month narrative toolkit traffic and activity to ensure consistently increasing engagement and usage	5.3.5.1 Monitor month on month narrative toolkit traffic and activity to ensure consistently increasing engagement and usage	5.3.5.1 Monitor month on month narrative toolkit traffic and activity to ensure consistently increasing engagement and usage

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
		5.3.5.2 Coordination of the City Narrative Steering Group to continually improve and keep narrative relevant			5.3.5.2 At least 4 meetings of the City Narrative Steering Group	5.3.5.2 Facilitate quarterly stakeholder engagement and business outreach initiative for nurturing city narrative	5.3.5.2 Facilitate quarterly stakeholder engagement and business outreach initiative for nurturing city narrative	5.3.5.2 Facilitate quarterly stakeholder engagement and business outreach initiative for nurturing city narrative
5.1.20	Christchurch Visitor Information Centre provides services that visitors use	Christchurch is recognised as the global gateway to the South Island and Antarctica The central city is a diverse and prosperous business centre Maximising opportunities to develop a vibrant, prosperous and sustainable 21 st century city	5.1.20.1 Christchurch i-SITE visitor number and e-mail response trends towards 2010/11 level and reaches that level by 2025	Christchurch I-SITE visitor numbers and e-mail responses: 2016/17: 2011/12: 117,230 2010/11: 484,993	5.1.20.1 Christchurch i-SITE visitor number is at least: Establish baseline	5.1.20.1 Christchurch i-SITE visitor number is at least: Set target using baseline	5.1.20.1 Christchurch i-SITE visitor number is at least: Set target using baseline	5.1.20.1 Christchurch i-SITE visitor number is at least: Set target using baseline
			5.1.20.2 Christchurch i-SITE visitor e-mail response number is at least: Establish baseline		5.1.20.2 Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	5.1.20.2 Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	5.1.20.2 Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	
			5.1.20.3 i-SITE customer satisfaction survey		5.1.20.3 Christchurch i-SITE visitor e-mail response number is at least: Establish baseline Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	5.1.20.3 Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	5.1.20.3 Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	5.1.20.3 Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
					is at least: Establish baseline i-SITE customer satisfaction level is at least 8.5 out of 10	i-SITE customer satisfaction level is at least 8.5 out of 10	response number is at least: Set target using baseline i-SITE customer satisfaction level is at least 8.5 out of 10	response number is at least: Set target using baseline i-SITE customer satisfaction level is at least 8.5 out of 10	
Antarctic gateway									
5.0.16	Christchurch is recognised by Antarctic programme partners as being a quality Gateway city	Christchurch is recognised as the global gateway to the South Island and Antarctica Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	5.0.16.5			5.0.16.5	5.0.16.5	5.0.16.5	5.0.16.5
			Antarctic Gateway Strategy is reviewed at least every 3 years.			Antarctic Gateway Strategy is approved			Antarctic Gateway Strategy is reviewed and approved.
			5.0.16.6			5.0.16.6	5.0.16.6	5.0.16.6	5.0.16.6
			Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website			Antarctic Gateway Strategy progress report is produced	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan

4. What levels of service do we propose to change from the current LTP and why?

To review changes to levels of service between those adopted for the Amended Long Term Plan 2016-25 (Annual Plan 2017/18) and the draft Long Term Plan 2018-28, refer to [section 4 of the draft Service Plan](#).

Changes in Levels of Service adopted in Annual Plan 2019/20

LoS number	Proposed change	Rationale
5.1.2.1	Convene two city leadership discussions to review progress and recommend actions towards the 10-year goals	Better reflects the active role ChristchurchNZ will take in ensuring progress against Christchurch's 10- year economic prosperity goals
5.1.2.4	Deliver face to face economic update to at least 600 people	Better reflects audience reach
5.1.2.5	Lead or provide significant input into at least 4 cross-agency or cross - industry working groups designed to deliver actions towards the 10- year goals	Better reflects the active role ChristchurchNZ will take in ensuring progress against Christchurch's 10- year economic prosperity goals and supporting collaboration across agencies
5.1.5.1	Facilitate at least 2 opportunities to secure significant innovative businesses or investment into the city aligned with 10-year goals and priority focus areas	Better aligns activity with 10-year goals and needs of economy to transform
5.1.5.2	Support at least 10 start-up/SME companies aligned with priority focus areas	ChristchurchNZ is reviewing its delivery of events in the context of a mature start-up and innovation ecosystem and a shift in central government funding priorities; ChristchurchNZ is focusing its effort on those businesses in post-launch where we can make the most difference, given the maturing start-up support systems in Christchurch.
5.1.7.3	At least 50 famils hosted and 10 trade events led or attended in priority markets	ChristchurchNZ is moving to a more targeted approach to trade partnership activity, focusing on priority markets to achieve greater impact.
5.1.8.2	At least 35% success rate for business event bid	Increasing level of ambition in line with proximity of opening of Te Pae Convention Centre.
5.1.8.3	Deleted Target - Total visits to online convention bureau information is at least 15,000	Deleted Target - Convention bureau activity is business-to-business activity where website visits is not an accurate or useful measure of effectiveness. The measures of bids made and success rate are sufficient to show the value and volume of activity.
2.8.1.3	Portfolio of events delivered in line with the Major Events Strategy	Better reflects the need to consider Major Events activity has a strategic portfolio across the year and genres, rather than as isolated events.
2.8.1.1	At least one Major Events Seed Funding round	Purpose of advisory group to make decisions supporting major events seed funding decisions. New measure better reflects the purpose of the activity
5.3.1	Increase social engagement by 30% year on year Increase clicks to ChristchurchNZ website by 25% year on year	New measures better reflect ChristchurchNZ's ambition to grow audience engagement
5.3.5.1	Monitor month on month narrative toolkit traffic and activity to ensure consistently increasing engagement and usage	New measures better focus now narrative and toolkit are in place, to grow wider community engagement
5.3.5.2	Facilitate quarterly stakeholder engagement and business outreach initiative for nurturing city narrative	New measures better focus now narrative and toolkit are in place, to grow wider community engagement
5.0.16.6	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Reflects focus on delivery rather than reporting

5. How will the assets be managed to deliver the services?

There are no Council assets required to deliver these services.

Banners and Christmas decorations are to be transferred to ChristchurchNZ ownership

6. What financial resources are needed?

Refer to the **Activities and Services** section in the most recently adopted [Long Term Plan / Annual Plan](#).

7. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

There is no capital expenditure planned for this activity.

8. Are there any significant negative effects that this activity will create?

Effect	Mitigation
Demand on services and assets provided by the Council may be increased by visitors to the city. This could reduce levels of service and/ or amenity experienced by local residents.	<ul style="list-style-type: none">• <i>Forecast demand on infrastructure from visitors included in asset planning and delivery</i>
Major events can negatively impact on traffic movement	<ul style="list-style-type: none">• <i>Publicising travel options and likely delays can reduce congestion and driver impatience</i>