




# **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?

- **Innovation and Business Growth**
- **Destination and Attraction**
- **City Branding**
- **Economic Strategy and Insights**

## 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"> <li>Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>ChristchurchNZ provides a range of business services designed to support high growth potential businesses, build capability and encourage investment in research and development activity.</li> <li>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.</li> </ul>
A productive, adaptive and resilient economic base	<ul style="list-style-type: none"> <li>Christchurch has globally competitive businesses driving exports and generating wealth</li> </ul>	<ul style="list-style-type: none"> <li>ChristchurchNZ provides a range of business services and networks to assist growth-oriented businesses access appropriate support to promote export growth.</li> </ul>
	<ul style="list-style-type: none"> <li>Christchurch is recognised as the global gateway to the South Island and Antarctica</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>

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

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

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

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

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

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

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



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

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

### 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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
<b>Innovation and Business Growth</b>									
5.1.2.6			5.1.2.6				5.1.2.6	5.1.2.6	
New	Build innovation and entrepreneurial strength		Report on implementation of joint activity to deliver on strategic partnerships with key innovation and entrepreneurial partners to grow the rates of entrepreneurship, innovation and commercialisation in Christchurch				Deliver actions as set out in the strategic partnership with key innovation and entrepreneurial partners	Deliver actions as set out in the strategic partnership with key innovation and entrepreneurial partners	
5.1.5	Build innovation and entrepreneurial strength	Christchurch has globally competitive businesses driving exports and generating wealth  Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	5.1.5.1 Number of businesses that have been actively worked with to attract them to the city to support economic recovery and repositioning	2018/19: 3 opportunities to secure innovative businesses or investment into the city (NZ Aerospace Challenge – 33 applicants; Amplifier prog – 9 businesses participating; Contracted Lightning Lab – up to 10 tourism related businesses		5.1.5.1 ChristchurchNZ facilitates at least 2 opportunities to secure innovative businesses or investment into the city	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	5.1.5.1 50 businesses have been actively worked with to attract them to the city to support economic recovery and repositioning	5.1.5.1 50-70 businesses have been actively worked with to attract them to the city to support economic recovery and repositioning

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
			<b>5.1.5.2</b> Start-up/SME companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	2018/19: 15 start-up support; 1 new start up tenant; 14 early stage businesses; 107 supported through mentoring prog.		<b>5.1.5.2</b> Support at least 10 start-up companies and 40 innovation, entrepreneurship and investment related events	<b>5.1.5.2</b> Support at least 10 start-up/SME companies aligned with priority focus areas	<b>5.1.5.2</b> 40 start-up/SME companies to grow innovation and entrepreneurship capability	<b>5.1.5.2</b> 40 start-up/SME companies to grow innovation and entrepreneurship capability
			<b>5.1.5.3</b> Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	2018/19: 4 Innovation precinct tenant group meetings 4 Innovation precinct tenant group communications		<b>5.1.5.3</b> ChristchurchNZ chairs at least 4 meetings of the innovation precinct tenant group and produces 4 newsletters for the groups	<b>5.1.5.3</b> 6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	<b>5.1.5.3</b> 6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	<b>5.1.5.3</b> 6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities
<b>5.1.5.5</b> New	Build innovation and entrepreneurial strength		<b>5.1.5.5</b> Central government investment secured into innovation and entrepreneurship	New activity to support economic recovery out of Covid-19				<b>5.1.5.5</b> Central government investment secured into innovation and entrepreneurship. Target to be developed	<b>5.1.5.5</b> Central government investment secured into innovation and entrepreneurship. Target to be developed
<b>5.1.2.7</b> New	Build a productive knowledge city to grow decent work		<b>5.1.2.7</b> Report on implementation of joint activity to deliver on strategic partnership with the tertiaries to grow regional skills and opportunities and					<b>5.1.2.7</b> Deliver actions as set out in the strategic partnership with tertiaries	<b>5.1.2.7</b> Deliver actions as set out in the strategic partnership with tertiaries

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
			research commercialisation						
5.1.5.6 New	Build a productive knowledge city to grow decent work		5.1.5.6 Report on key role played in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training	5.1.5.6 New activity to support economic recovery out of Covid-19				5.1.5.6 Regional Skills Leadership Group focused on transitioning more people into decent jobs and training. Target to be developed	5.1.5.6 Regional Skills Leadership Group focused on transitioning more people into decent jobs and training. Target to be developed
5.1.5.7 New	Build a productive knowledge city to grow decent work		5.1.5.7 Central government investment secured into labour market transition	5.1.5.7 New activity to support economic recovery out of Covid-19				5.1.5.7 Central government investment secured into labour market transition. Target to be developed	5.1.5.7 Central government investment secured into labour market transition. Target to be developed
5.1.2.8 New	Partner with mana whenua to support growth in Māori prosperity and self determination		5.1.2.8 Report on implementation of joint activity to deliver on strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work	5.1.2.8 New partnership to be developed in the 2020/21 financial year				5.1.2.8 Deliver actions as set out in the strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities	5.1.2.8 Deliver actions as set out in the strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities
5.1.2.9 New	Ensure Christchurch businesses have		5.1.2.9 Report on implementation of joint activity to deliver on strategic partnership					5.1.2.9 Deliver actions as set out in the strategic partnership	5.1.2.9 Deliver actions as set out in the strategic

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
	access to comprehensive advice and support to grow competitiveness, resilience and sustainability		with the Chamber and central government agencies (NZTE and Callaghan Innovation) to provide a 'combined voice' to drive competitiveness, resilience and sustainability of Christchurch and Canterbury businesses				with the Chamber and central government agencies	partnership with the Chamber and central government agencies	
<b>5.1.6</b>	5.1.4 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	<b>5.1.6.1</b>	<b>5.1.6.1</b>	2018/19: 518 businesses 2017/18: 617 2016/17: 596 businesses received mentoring services 2015/16: 786 businesses received mentoring services		<b>5.1.6.1</b>	<b>5.1.6.1</b>	<b>5.1.6.1</b>	<b>5.1.6.1</b>
		<b>5.1.6.2</b>	<b>5.1.6.2</b>	2018/19: +67 net promoter score		<b>5.1.6.2</b>	<b>5.1.6.2</b>	<b>5.1.6.2</b>	<b>5.1.6.2</b>
	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	Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber	Satisfaction of businesses accessing support or advice services	Net promoter score for business support services is +50 or greater	At least 500 businesses access business support or advice.	At least 500 businesses access business support or advice.	500 businesses access business support or advice	500 businesses access business support or advice
<b>5.1.5.8</b>	Ensure Christchurch businesses have access to		<b>5.1.5.8</b>	Central government investment secured into regional business support				<b>5.1.5.8</b>	<b>5.1.5.8</b>
			Central government investment secured into regional business support	New activity to support economic recovery out of Covid-19				Central government investment secured into regional business support.	Central government investment secured into regional business support.

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
	comprehensive advice and support to grow competitiveness, resilience and sustainability							Target to be developed	Target to be developed
<b>5.0.16</b>	Realise greater value from Christchurch's Antarctic Gateway	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	<b>5.0.16.7</b>					<b>5.0.16.7</b>	<b>5.0.16.7</b>
			Build and maintain a business network which secures higher revenues from the National Antarctic Programmes					Businesses in the network (target to be developed)	Businesses in the network (target to be developed)
			<b>5.0.16.6</b>	2018/19: Antarctic Strategy Implementation Plan presented to Council January 2019		<b>5.0.16.6</b>	<b>5.0.16.6</b>	<b>5.0.16.6</b>	<b>5.0.16.6</b>
			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	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan
<b>Destination and Attraction</b>									
<b>5.1.2.10</b>	Develop Christchurch as an attractive destination		<b>5.1.2.10.1</b>	Report on implementation of joint activity to deliver on strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.				<b>5.1.2.10.1</b>	<b>5.1.2.10.1</b>
								Deliver actions as set out in the strategic partnerships	Deliver actions as set out in the strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
5.1.8	Develop Christchurch as an attractive destination	5.1.8.1 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	5.1.8.1 City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	2018/19: 34 city bids		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	5.1.8.1 Prepare at least 30 city bids to attract business events to Christchurch
			5.1.8.2 Success rate of bids for business events	2018/19: 35%		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
2.8.1	Develop Christchurch as an attractive destination	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	2.8.1.3 Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	2018/19: 2 meetings of the Major Event Strategic Advisory Group		2.8.1.3 At least 2 events delivered at major event level as defined by the Major Events strategy	2.8.1.3 Portfolio of events delivered in line with the Major Events Strategy	2.8.1.3 Annual report on performance of the major event portfolio against the Major Events Strategy	2.8.1.3 Portfolio of events supported in line with the Major Events Strategy and Economic Recovery plan
			2.8.1.1 Major events seeding round delivered to support strategic goals of the Major Events Strategy and Economic Recovery Plan	2.8.1.1 2019/20 to be first year target is reported		2.8.1.1 Establish and have at least 2 meetings of the Major Event Strategy Advisory Group	2.8.1.1 At least one Major Events Seed Funding round delivered per annum	2.8.1.1 One Major Events Seed Funding round	2.8.1.1 One Major Events Seed Funding round



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						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
5.3.5.2	Develop Christchurch as an attractive destination		5.3.5.2  Destination product offerings developed and supported which embed the city narrative	2018/19: 6 meetings of City Narrative Steering Group		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  5 destination product offerings developed and supported which embed the city narrative	5.3.5.2  5 destination product offerings developed and supported which embed the city narrative
5.3.5.3	New  Develop Christchurch as an attractive destination		5.3.5.2  Film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP					5.3.5.2  100 film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP	5.3.5.2  100 film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP
5.3.5.4	New  Develop Christchurch as an attractive destination		5.3.5.4  Private sector investment secured into destination and product development and promotion					5.3.5.4  Private sector investment secured into destination and product development and promotion. Target to be developed.	5.3.5.4  Private sector investment secured into destination and product development and promotion. Target to be developed.
<b>City Branding</b>									
5.3.5.1	Lead the collaborative development and implementation of a city narrative to	Christchurch has a reputation for innovation and creativity, and is an	5.3.5.1  People using city narrative assets and content to tell the Christchurch story integrated with their own			5.3.5.1  Online toolkit of materials for city narrative is maintained &	5.3.5.1  Monitor month on month narrative toolkit traffic and activity to ensure consistently	5.3.5.1  Monitor month on month narrative assets and content to ensure consistently	5.3.5.1  Monitor month on month narrative assets and content to ensure consistently

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
	promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	attractive place for entrepreneurs Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	organisation or business story			utilisation is monitored	increasing engagement and usage	increasing engagement and usage	increasing engagement and usage
5.3.1	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	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  Increase in clicks to ChristchurchNZ website year on year	5.3.1.1		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  30% increase in social engagement year on year	5.3.1.1  EAV target to be developed
				5.3.1.2		5.3.1.2  2018/19: 95 media families (82 international, 13 domestic); 44 international trade families; 31 trade events led or attended	5.3.1.2  Increase clicks to ChristchurchNZ website by 25% year on year	5.3.1.2  25% increase in clicks to ChristchurchNZ website year on year	5.3.1.2  25% increase in clicks to ChristchurchNZ website year on year
5.1.7.3	5.1.7.3  Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses,	Christchurch is recognised as the global gateway to the South Island and Antarctica Christchurch has globally competitive businesses driving	5.1.7.3  Engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media			5.1.7.3  At least 50 families hosted and 20 trade events led or attended	5.1.7.3  At least 50 families hosted and 10 trade events led or attended in priority markets	5.1.7.3  40 engagements with trade agents or investors in priority markets and sectors	5.1.7.3  50-60 engagements with trade agents or investors in priority markets and sectors

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
	leisure visitors, students, potential migrants, residents and the film industry	exports and generating wealth Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city							
<b>Economic Strategy and Insights</b>									
5.1.2	Provide 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	5.1.2.1		5.1.2.1	5.1.2.1	5.1.2.1	5.1.2.1
			City economic strategies are reviewed and approved in context of COVID-19 economic recovery	CEDS document approved by the Council in July 2017.		ChristchurchNZ monitors and reports on CEDS programme twice yearly	Convene two city leadership discussions to review progress and recommend actions towards the 10-year goals	Christchurch Economic Development Strategy is reviewed and approved	Christchurch Economic Development Strategy is reviewed and approved
			5.1.2.12	5.1.2.12		5.1.2.12	5.1.2.12	5.1.2.12	5.1.2.12
			Support development of the (Covid-19) Christchurch Economic Recovery Plan; and report on implementation of initiatives within mandate set out in Plan	New activity to support economic recovery out of Covid-19				Economic Recovery Plan finalised	
			5.1.2.11	5.1.2.11				5.1.2.11	5.1.2.11
			Support development of the (Covid-19) Christchurch Economic Recovery Plan; and report on implementation of	New activity to support economic recovery out of Covid-19				Monitoring report on delivery of actions set out in the economic recovery plan	Delivery of actions set out in the economic recovery plan

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	Bench marks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
		initiatives within mandate set out in Plan						
		<b>5.1.2.3</b> Economic research and insights reports provide city partners with robust evidence base on which to base strategies and investment decisions	<b>5.1.2.3</b> 2018/19: 4 quarterly economic reports; 8 Research reports		<b>5.1.2.3</b> At least 6 Christchurch or Canterbury economic research reports completed	<b>5.1.2.3</b> At least 6 Christchurch or Canterbury economic research reports completed	<b>5.1.2.3</b> 12 economic reports are produced	<b>5.1.2.3</b> 12 economic reports are produced
		<b>5.1.2.4</b> People actively engaging with ChristchurchNZ economic and strategic insights	<b>5.1.2.4</b> 2018/19: 2 large events were held (150+ participants) plus a range of economic updates have been presented to multiple groups by CEO and GMs.		<b>5.1.2.4</b> 2 economic update events are delivered	<b>5.1.2.4</b> Deliver face to face economic update to at least 600 people	<b>5.1.2.4</b> Deliver economic information to at least 1,000 people through presentations and online information	<b>5.1.2.4</b> Deliver economic information to at least 1,000 people through presentations and online information

#### 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"><li>• <i>Forecast demand on infrastructure from visitors included in asset planning and delivery</i></li></ul>
Major events can negatively impact on traffic movement	<ul style="list-style-type: none"><li>• <i>Publicising travel options and likely delays can reduce congestion and driver impatience</i></li></ul>