

Christchurch Economic Development Coordination and Leadership Activity Management Plan

Long Term Plan 2015 – 2025

As amended through the Annual Plan 2016/17

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Quality Assurance Statement

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1 Key Issues for the Christchurch Economic Development Coordination and Leadership Activity

1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements. Likewise, all Council capital and operating expenditure is directed towards a level of service that moves the community closer to these outcomes now or at some future point.

The effective management of Christchurch Economic Development Coordination and Leadership for Christchurch means achieving the community outcomes that:

- Christchurch has a highly skilled workforce
- Christchurch's infrastructure supports sustainable economic growth
- There is a critical mass of innovative key business sectors
- Christchurch has globally competitive businesses driving exports and generating wealth
- Christchurch is recognised as a great place to work, live, visit, invest and do business
- The opportunities given by the earthquakes to rethink the shape of the city are fully taken

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Christchurch Economic Development Coordination and Leadership.

1.2 Effects of growth, demand and sustainability

Describe how our population growth and demand effects the decisions Council will make in delivering services to ensure that they are sustainable and will meet the needs of the people of Christchurch into the future.

Population Growth and Demand:

Population

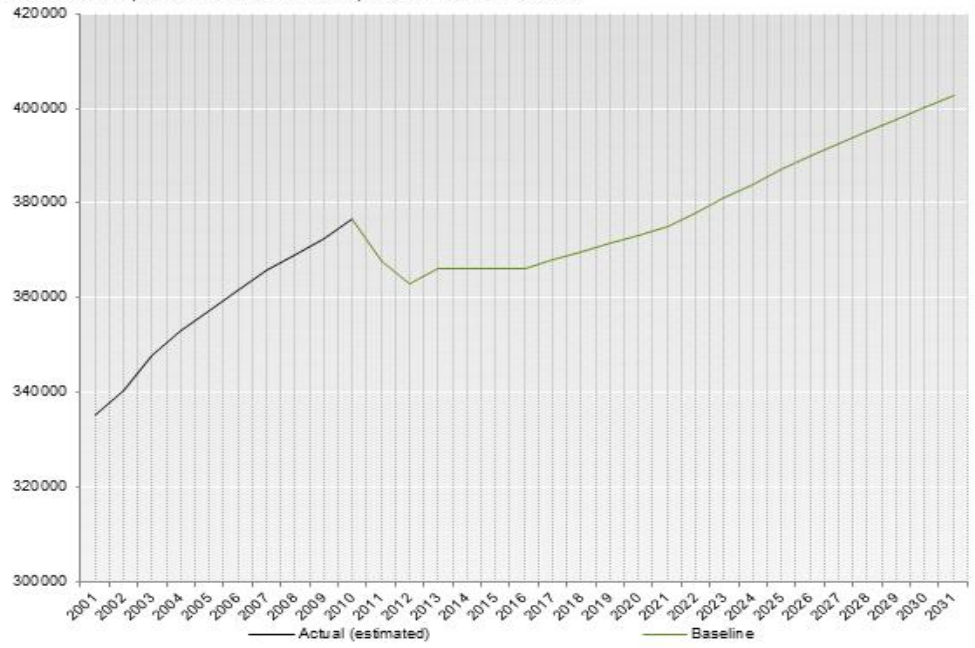
Christchurch lost some of its population following the earthquakes, with a drop of around 10,000-15,000 people. Some of this loss was temporary, some was permanent however strong migration is currently the significant contributor to population growth in Christchurch. In the last 12 months over 4800 international arrivals moved to Christchurch compared with pre-quake annual average of around 1900.

The current population for Christchurch is estimated at 366,000. A CDC baseline projection estimates that the population may reach 400,000 by 2030.

Population is a key driver of GDP growth, as more people produce more output. Understanding population growth and how to optimise the economic output is a key growth strategy. The opportunity or risk for Christchurch is its ability to convert temporary residents into permanent residents rather than losing working age population as the rebuild nears completion. The ability to optimise retaining skilled labour is likely related to the city/regions ability to transfer labour from the construction sector into other sectors which are growing such as manufacturing, agriculture and the innovation sector. This can be co-ordinated through the economic development services.

Christchurch Population Projections

Source: CDC, Statistics New Zealand, Market Economics Ltd



Population Scenarios

CDC growth forecasts have alternative scenarios with a potential high growth scenario for the population shown in purple. This scenario is characterised by Christchurch being an attractive city for business and investment, a vibrant CBD and growth creating jobs which brings in migration. The modelling is based on similar sized cities in the United States, and brings the population up to around 440,000 by 2031.

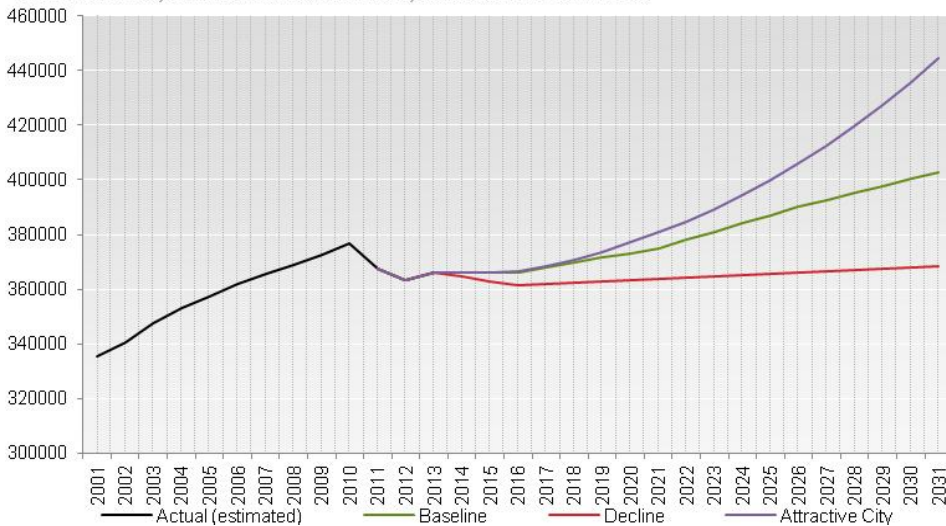
The green line is standard growth based on historical trends with an earthquake filter.

Alternatively, a declining population growth rate is shown in red and describes a scenario where Christchurch loses industry, jobs and people and fails to recover from the impacts of the earthquake. This is based on similar sized cities in the United States where they lost key industry or people as a result of unpredictable change.

The opportunity for the city/region is to optimise population growth by ensuring step change growth programmes are effective and supported. The key step change projects defined in the Christchurch Economic Development Strategy are the rebuild, the water management strategy, the CBD, innovation and enhancing exports. The objective is to optimise population growth projections, be on the purple line, by 2030 by providing economic development leadership and information.

Christchurch Population Projections

Source: CDC, Statistics New Zealand, Market Economics Ltd



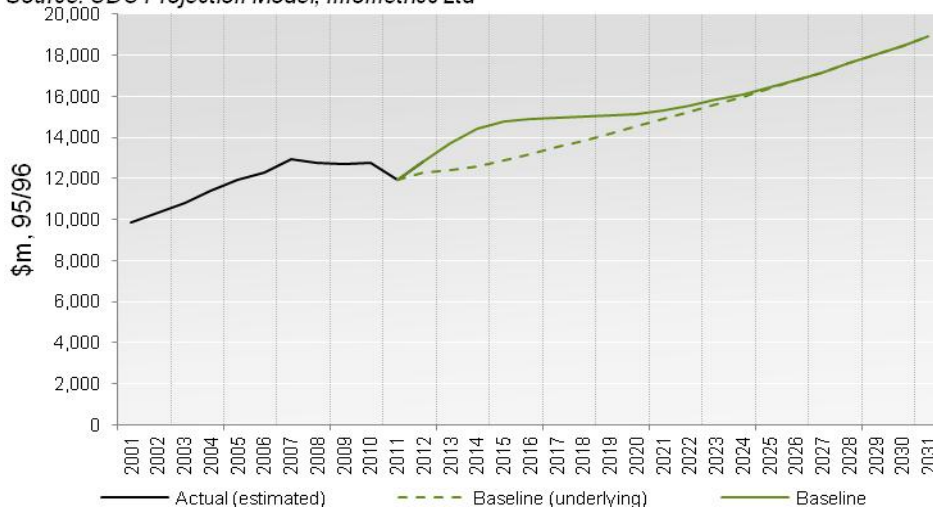
GDP Projections

Prior to the earthquakes Christchurch’s GDP had flattened as a result of the recession. It took a sharp dip post-earthquake but since has been performing strongly as a result of the rebuild. GDP growth will ease in the next two years before flattening however this is a misnomer as the underlying economy is growing. The visual effect of flattening will occur as the rebuild economy flattens and nears completion. CDC has modelled the underlying economy and predicts it’s growing at the national average or slightly above. This is an important distinction as it means in 2017-2020 there will be employment and growth, just likely not in construction.

Business risk will be minimised if business and government are provided with data, insights and forecasts of GDP growth and what the economy can expect to experience during rapid economic change. It is critical that during the economic easing period business and government understand the role and value of the underlying economy which continues to create jobs and investment opportunities. Monitoring and reporting on performance by the economic development agency will identify opportunities for initiatives that enhance economic outcomes.

Christchurch GDP Projections

Source: CDC Projection Model, Infometrics Ltd



GDP Scenarios

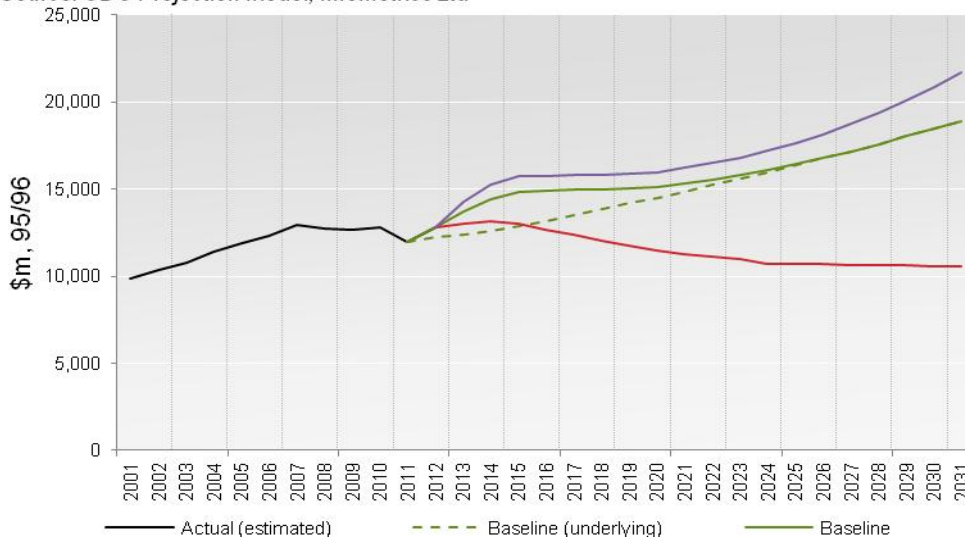
CEDS economic modelling produced three scenario's for GDP growth, an economy that optimises opportunities (the purple line), growth based on historical patterns (the green line) and a declining city scenario (the red line) when industry, jobs and population leave the city as it loses competitiveness and attractiveness.

The purple line includes high population growth coupled with benefits from the Water Management Strategy, productivity gains from fibre investment, a successful rebuild attracting significant investment, a successful central city attracting people and promoting productivity gains, and growth in exports in particular to China.

The opportunity for the city/region is to optimise GDP growth by ensuring step change growth programmes are effective and supported. The key step change projects defined in the Christchurch Economic Development Strategy are the rebuild, the water management strategy, the CBD, innovation and enhancing exports. The objective is to optimise GDP growth projections, be on the purple line, by 2030 by providing economic development thought leadership, business support and enabling innovation and new ideas. Monitoring and reporting on performance by the economic development agency will identify opportunities for initiatives that enhance economic outcomes.

Christchurch GDP Projections

Source: CDC Projection Model, Infometrics Ltd



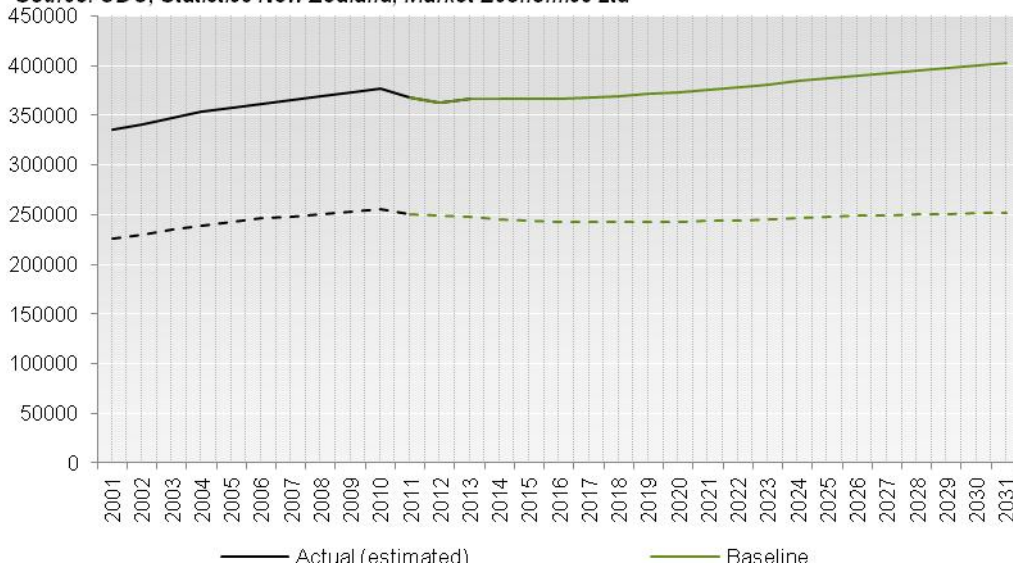
Working Age Population

Working age population growth will be significantly impacted by the aging population phenomenon. While the population continues to grow, the number of people traditionally considered to be working aged will not. By 2031, the proportion of the total population which is aged 15-64 is expected to be 63%, from an estimated 68% currently. This will have significant implications on the economy of Christchurch as just to maintain current levels of output and consumption as currently workers will need to become more productive or work for a longer period as the proportion of people working will have decreased.

The opportunity presented is for the economic development agency to ensure that out of the rebuild as much skilled labour as possible is transitioned to other growth sectors in the underlying economy as defined by its modelling. A second opportunity is to shape capability development in business around managing this key business risk by addressing rebuild transition, productivity improvements, innovation, worker retention, offshore recruitment and other labour growth strategies at a business level.

Christchurch Population and Working Age Population Projections Working age 15-64 years

Source: CDC, Statistics New Zealand, Market Economics Ltd



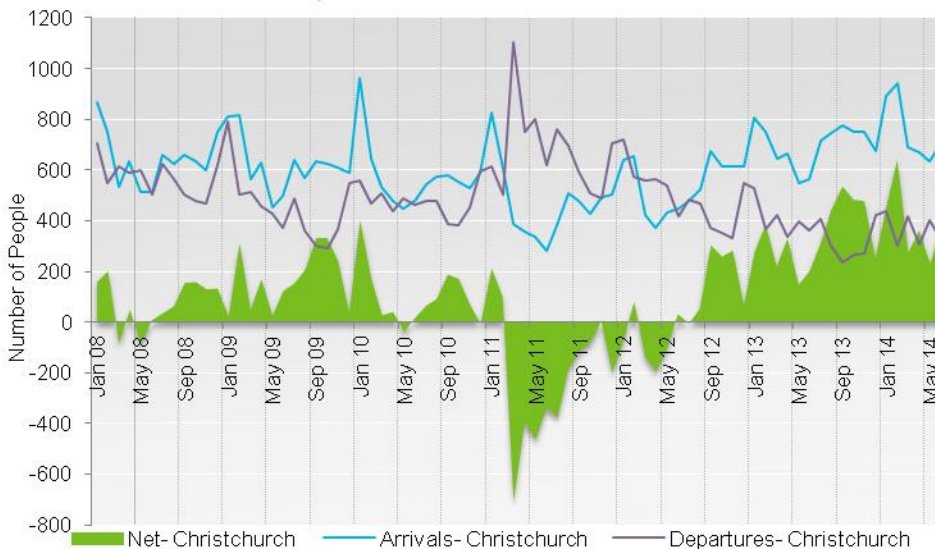
Migration

Migration into Christchurch city has been performing very strongly recently as workers come to the city to help with the rebuild. The chart below shows net permanent and long term migration, which includes overseas residents moving to New Zealand with the intention of staying for over a year, and New Zealanders who have been overseas for over a year returning home. Between March 2011 and June 2012, Christchurch lost 3,250 people overseas, but since August 2012 (to July 2014), has gained 7,670. In the last twelve months on average 402 per month people have chosen to live in Christchurch.

The economic development agency has played a key role alongside MBIE and CERA in initiatives to enhance migration flows into the city such as temporary population modelling, the skills and employment hub establishment and business capability development for example. Ongoing, this activity needs monitoring and reporting to identify initiatives to optimise migration outcomes for the city. It also links to a city attraction strategy for workers, new business, investment, visitors and international students.

Christchurch Migration (Permanent and Long Term Migration, Arrivals and Departures)

Source: Statistics New Zealand, CDC



Settlement outside of Christchurch

While the Christchurch population is benefiting from increased migration, many new and former residents are choosing to settle outside of the city in areas such as Selwyn and Waimakariri. These areas were growing well prior to the earthquakes. Between 2007 and 2010, Selwyn's population grew by 3.1% on average each year, behind only Queenstown-Lakes (3.6%). Waimakariri grew by 1.9% on average (fifth fastest growing territorial authority in New Zealand). Since the earthquake growth in Selwyn is now the highest in the country at around 3.3% per year, and Waimakariri has moved into fourth position (still 1.9% per year). The proportion of greater Christchurch's population (Christchurch City, Waimakariri and Selwyn) which live outside the city has increased from 20% in 2006 to 23% in 2013. It is projected that this trend will continue. This will have implications on transport and workforce availability, as well as service provision and the city's rates base, with many residents living outside the city's rating catchment yet utilising city assets such as the stadium and concert halls.

Understanding this rapid geographic shift of population is important over the next few years as the housing and labour changes could be either a constraint or enabler of economic growth depending on how they are planned for and responded to. It does highlight the increasing relationship between the economies of the city and district authorities and the likely need for continued integrated economic development planning between Christchurch, Selwyn, Waimakariri and other regions.

Job Creation

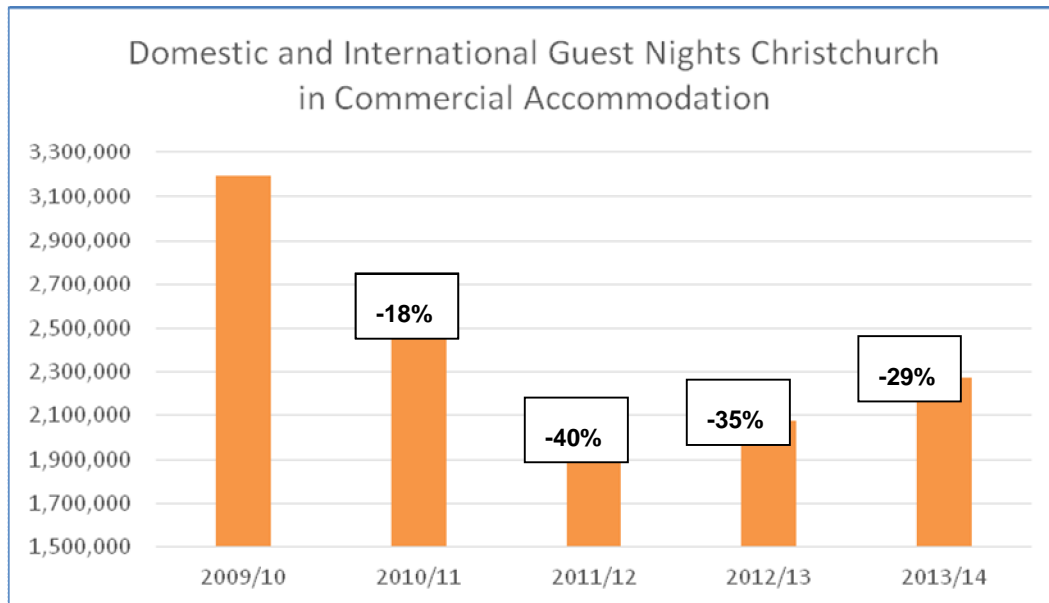
Tourism Development & Marketing does not have a direct impact on population growth and demand, however it is a significant job creator for the city. Currently, it is estimated that ten percent of the Christchurch workforce is employed directly or indirectly in tourism related industries. This equates to 11,000 people and it is projected that this number will increase by 28% to 14,000 by 2019 based on a labour demand elasticity rate of 0.6 as indicated in the New Zealand Tourism Satellite Accounts.

Tourism Development & Marketing does not have a direct impact on population growth and demand, however it is a significant job creator for the city. Currently, it is estimated that nine percent of the Christchurch workforce are employed directly or indirectly in tourism related industries in Christchurch.

The greater Christchurch area produces approx 10% of international visitor nights in New Zealand which has a total tourism workforce of 110,800 as at 30 June 2013. The ratio of incremental visitors to FTEs is currently 24:1 i.e. every additional 24 visitors creates an additional job.

Visitor Numbers

Prior to the earthquake events of 2010 and 2011 Christchurch accommodation providers hosted 3.2m commercial guest nights (FY 2009/10). The number of commercial guest nights reduced significantly in 2011/12 to 1.9m. At the end of the 2013/14 the city had recovered 30% of the commercial guest nights that were lost to 2.27m. CCT is forecasting continued growth in commercial guest nights providing commercial accommodation capacity continues to grow over the next five years. Without accommodation capacity constraints the city has the potential to reach 3.02m in 2018/19. Whilst it is difficult to estimate the number of visitors in the city these data are a good indication that tourism activity has the potential to be almost back to pre-earthquake levels by 2019, provided the marketing to support this recovery continues.



Prior to the earthquakes tourism created significantly greater contribution to the City’s economy that it does now. There is an opportunity to regain that position (and potentially surpass it) in the coming years. This requires tourism marketing and tourism services to support the growth in visitor numbers.

Sustainability:

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business. The Council’s policy defines Sustainability as - *a dynamic process of continual improvement that enables all people, now and in the future, to have quality of life, in ways that protect and enhance the Earth’s life supporting systems.*

This contains three integral parts:

1. The Earth’s life supporting systems;
2. Quality of life; and
3. The process of continual improvement

The Earth’s Life Supporting systems are made up of:

- Efficient – doing more, with less
- Cyclic – closed loop society (all materials and substances are reduced, reused and recycled and organic material is returned to the soil).
- Solar - Renewable powered and carbon neutral society
- Safe - No negative impacts on people and the earth’s life supporting systems
- Social - All people, now and in the future, are able to meet their needs.

Quality of Life

The Council recognises that quality of life means all people can meet their needs, both now and in the future. Should any one of these human needs not be met then, the society is not sustainable.

Human Need	Meaning	Examples
Subsistence	Physical and mental health.	Access to quality food, water, sanitation, clothing, housing, health care and community support networks.

Security	Peace of mind, free of harm and fear.	Personal and workplace safety, emergency services, insurance, fair legal system, financial independence.
Freedom	Self determination and equal rights.	Participatory and transparent democracy, equal access, opportunity and rights, wheel chair access, public transport.
Understanding	Able to learn, innovate and adapt.	Sciences, life long learning, schools, universities, libraries, internet, competitive advantage and business opportunity.
Identity	Community, belonging, purpose and self-worth.	Community and workplace relationships and responsibilities, culture and heritage, sporting, social and religious groups.
Affection	Love and inspiration.	Family, friends, reverence for nature, family pets, self-expression, beliefs, social and communication networks.
Leisure	Rest and recreation.	Time and access to pursue interests, active and passive recreation, sports, hobbies, arts, entertainment, sleep.

To achieve the goals in the Sustainability Policy it is important that business works to maximise their ability to contribute to a sustainable future. Work in the Economic Development Activity helps encourage businesses to consider their ethical responsibility to do business in sustainable ways and to support them to explore ways in which sustainability can make good business sense.

1.3 Key Challenges and Opportunities for Christchurch Economic Development Coordination and Leadership

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been priorities by Council are below in Table 2-1.

Table 1-1

Key Issue	Discussion
Key Issue/Opportunity	Discussion
Population dynamics	<p>Immediately after the quake CDC predicts that the population dropped by approximately 10,000 people. Today that situation has reversed with large numbers of temporary, domestic relocations and international migrants in Christchurch. We expect high levels of migration into Christchurch to continue for approximately 2 years and population growth to then move back into a normal (for New Zealand) growth pattern.</p> <p>Rapidly changing population growth rates over a relatively short period does create issues. It distorts housing and rental demand/supply which creates pricing uncertainty for buyers, sellers and renters. It will also affect wage rates in the city as a similar demand/supply variability will occur.</p> <p>The working age population is forecast to grow at 1% over the next 20 years. This issue is not unique to Christchurch, it is a global outcome of the aging population bubble and decreasing birth rates.</p> <p>It is an issue because GDP growth (or output) is largely influenced by working age population growth. With limited scope working age population growth the city/region will need to depend on productivity improvements (improving output without increasing resources) and attracting people into the city/region.</p> <p>Christchurch has an opportunity during the rebuild to not only rebuild its population levels but increase its working age population base.</p>

Key Issue	Discussion
Key Issue/Opportunity	Discussion
<p>Rural Production</p>	<p>Research undertaken by CDC in relation to CEDS shows that there is a significant economic relationship between the city and production in the rural sector. The main opportunities for the city relating to rural production are increased: expenditure flows for goods and services supplied by Christchurch based businesses; and increased production and employment through the processing of food and beverage products within the city.</p> <p>The city's economic fortunes can improve through leveraging the rural sector in 3 ways: increasing on-farm production; increasing the use of Christchurch business services by farms; or increasing the value added by Christchurch businesses to farmed products.</p> <p>On farm production can be increased through greater use of irrigation, optimising farm systems to grow higher value products or using technology to improve production or production efficiency. The later of these can also help support the technology and manufacturing sectors in the city.</p> <p>City is also well placed to grow its food and beverage manufacturing industry. The city is surrounded by highly productive natural resources, and has good international connections through the port and airport. In addition New Zealand has an international reputation for producing high quality foods.</p>
<p>Central Government and Other Funding</p>	<p>CDC is able to leverage the funding it receives from CCC to attract other funding and capital into the region.</p> <p>For each \$1 of local government funding received the CDC group is able to attract approximately \$2 additional funding for direct economic development activity and wider economic development initiatives.</p> <p>Examples of additional funding include the Commercialisation Partner Network Contract with MBIE, Regional Business Partner Programme with NZTE and Callaghan Innovation and Education New Zealand funding into Christchurch Educated.</p> <p>CCT leverages the funding it receives from CCC for the Canterbury Tourism Partnership (CTP) to attract additional funding from MBIE and Christchurch Airport. Between 2011/12 and 2014/15 each partner has contributed \$500K per annum to the CTP. The reduction of \$150k pa in CCC funding from 2015/16 causes an overall reduction of \$450k pa for the CTP as the other partners reduce their funding to match that of Council's.</p>

Key Issue	Discussion
Key Issue/Opportunity	Discussion
The Rebuild	<p>The earthquake will result in an investment into greater Christchurch of approximately \$40 billion over an 8-10 year period. This is a rare opportunity to create a platform for accelerated economic growth that could last 30 years, if the spend and co-ordination is optimised.</p> <p>The rebuilt platform will be unique for a city in New Zealand. If optimised it could include newer infrastructure, newer building stock and newer public assets than any other city in New Zealand and Australasia. It could also provide a working age population injection, accelerated private sector investment</p>
City attraction for investment, business, people and visitors	<p>City image and profile is largely about the earthquake, damage and rebuild activity. Although there is some benefit from this, mostly it is not advantageous.</p> <p>The four key audiences of a successful city image are visitors, new residents, business and investment attraction.</p> <p>A sub-standard city image during the rebuild could limit the number of workers attracted, the level of new investment coming into the city, tourism and business attraction.</p> <p>The opportunity is for a co-ordinated transitional and long term city image story. This could be driven by a governance group of agencies representing the four audiences.</p>
State of the Central City	<p>Research commissioned by CCT and conducted during the summer of 2013/14 indicated that the state of the inner city is contributing to a perception that Christchurch is not yet ready to welcome visitors back, thus potentially impacting the tourism recovery. An alarming 35% of visitors felt that Christchurch was not yet ready for visitors. Whilst the reasons for this will be multi-faceted it is worth noting that visiting Cathedral Square rates the lowest in terms of activities by visitors while “unattended/damaged buildings” rated second lowest in terms of aspects of the city.</p> <p>Due to a variety of reasons, primarily demolition activity, large parts of the public space within the centre of Christchurch are now in a serious state of disrepair. It is understood that these public spaces will be repaired in due course, once the horizontal infrastructure work has been completed. However to assist the speedy recovery in visitor numbers and the visitor experience repairs to these spaces in the heart of the city need to be expedited.</p> <p>Whilst it is accepted that it would not be financially prudent to undertake significant temporary repairs on all public spaces in the Central City, more extensive repairs are required in high visitor traffic areas to maintain the city’s reputation as being ‘open for business’. A strong visitor sector recovery will help drive the economic recovery of the Central City.</p>

Key Issue	Discussion
Key Issue/Opportunity	Discussion
Innovation	<p>Disaster is renowned for driving innovation, as communities, business and government quickly seek solutions to recover.</p> <p>Christchurch will have an amplified level of innovation across the economy during the rebuild.</p> <p>This presents an additional opportunity to create wealth, new businesses, products and services and new jobs by leveraging the existing innovation eco-system, alongside the momentum and emphasis on the rebuild and central government funding.</p>

Key Issue	Discussion
Key Issue/Opportunity	Discussion
<p>Business and sector competitiveness</p>	<p>Supporting businesses to maintain competitiveness and grow exports will ensure Christchurch has a strong underlying economy for when the rebuild dissipates.</p> <p>Businesses maintain competitiveness by continually improving productivity and product/service offerings and reinventing their business models to better align with opportunities. As businesses become more productive and develop new or improved products and services, growth is accelerated.</p> <p>Growing exports will bring additional wealth and jobs into the city/region. It is critical for economic growth that exporting businesses continue to build capability and attract investment and skills. Attracting businesses and investment will attract working age population and vice versa.</p> <p>Hi-growth sectors have been identified as agri-business, manufacturing, digital sector and international education. Cross-cutting themes include workforce, infrastructure and technology.</p> <p>Top 5 Sectors by GDP are:</p> <ol style="list-style-type: none"> 1. Manufacturing 2. Rental, Hiring and Real Estate services 3. Construction 4. Professional, Scientific and Technical Services 5. Health Care and Social Assistance <p>Top 5 sectors by Employee are:</p> <ol style="list-style-type: none"> 1. Health Care and Social Assistance 2. Manufacturing 3. Retail Trade 4. Construction 5. Education and Training <p>Where a sector is strong in employees, but is not reflected in GDP contribution (such as retail and hospitality) suggests that the sector is predominantly lower qualifications and low wage.</p>

Key Issue	Discussion
Key Issue/Opportunity	Discussion
Skills and Education	<p>As working age population growth slows, global competition for people will increase.</p> <p>Christchurch is forecast to have almost zero working age population growth over the next 20 years.</p> <p>Being more effective in the alignment of education and skills development to business growth will improve the efficiency of job/qualification/skills matching.</p> <p>Also the rebuild presents a unique opportunity to Christchurch to attract and retain new skilled labour both domestically and internationally, but the transfer of skills from rebuild related activities to other sectors will need careful management.</p> <p>International education is an opportunity to attract skilled work age population into the city. As these students complete qualifications and move into employment they have a familiarity with the city and will be established with accommodation and social networks.</p>
Slow replacement of tourism infrastructure, particularly accommodation	<p>Christchurch City lost a significant proportion of its accommodation capacity due to the earthquakes of 2010/11. As at September 2014 there were 56% fewer hotel rooms when compared to pre-earthquake levels and approximately 50% fewer backpacker beds. As such, the tourism recovery in the city is being put at risk due to constraints in the accommodation sector, particularly in our peak summer months when visitor demand is highest.</p> <p>To date, there has been a relatively weak replacement response in the accommodation sector. We need to continue to drive visitor demand, which will in turn drive investor confidence.</p>
Cruise ships visiting Akaroa rather than Lyttelton	<p>Damage to facilities at the Port of Lyttelton has resulted in large cruise ships being unable to berth there. Ninety percent of cruise ships that visit Canterbury have since been calling into Akaroa Harbour, with passengers being tendered ashore. Whilst Akaroa rates highly in terms of passenger experience the new generation of larger cruise ships being deployed to New Zealand are unable to disembark passengers at Akaroa. This already resulting in the loss of 30,000 passengers per year but will gradually increase as the larger ships replace the existing fleet. Without a cruise facility at Lyttelton more ships will bypass Canterbury and port visit days will decline.</p> <p>Cruise passengers that land in Lyttelton spend more than those that land in Akaroa due to them having time ashore to complete higher value day excursions. If Lyttelton is not able to supply a cruise wharf and Akaroa remains the only arrival option the economic loss of visitor expenditure over a 10 year period has been estimated at \$127m for the Canterbury region.</p>

Key Issue	Discussion
Key Issue/Opportunity	Discussion
Loss of convention centre and wait for replacement	<p>Christchurch enjoyed a 24% market share of the New Zealand multi-day conference market prior to February 2011. Christchurch was viewed by Professional Conference Organisers (PCOs) as being an easy place to hold conferences due to the easy transport access and excellent accommodation options in close proximity to the Convention Centre. The cumulative loss of flight capacity into the city, reduced accommodation and the total loss of the convention centre resulted in Christchurch's market share dropping to 2%. As at July 2014 this market share had risen to 9%, still well short of the pre-earthquake market share. It is unlikely that this market share will increase further without the provision of the new Convention Centre, due for opening mid-2017, and additional accommodation capacity with larger conference rooms.</p> <p>The new Convention Centre is capable of hosting at least 75 events per year with an average of 700 delegates per event. Based on a three night stay per delegate this equates to 157,500 guest nights. Given the domestic and international interest in booking conferences in this new facility it is essential that the Christchurch & Canterbury Convention Bureau, which is operated by CCT, is able to scale up its sales and marketing resource to meet the demands for new city conference bids so that the performance of the new convention centre can be optimised early in its operational life. By year three of operation the new Convention Centre will be capable of producing \$60m of new expenditure in the city per annum.</p>
Christchurch image – negative in Australian market, positive for young, funky travellers	<p>Australian holiday travellers have always been Christchurch's largest holiday arrivals market and activity in this area remains high as on average Australian holiday arrivals will stay longer, visit in different seasons and with their close proximity are likely to return. Year-ending March 2010, Christchurch and Auckland each held 43% market share of Australian holiday arrivals. This number is now dramatically disproportionate with Auckland holding 49%, Christchurch 22% and Queenstown now achieving 19%.</p> <p>Having lost 47% of the Australian market into Christchurch after February 2011 various marketing initiatives delivered by CCT have enabled us to regain 23% of this loss in a very capacity constrained air service environment. It is essential that these marketing initiatives continue to both grow the market and give airlines more confidence to replace capacity that has been withdrawn from Christchurch over the last three years.</p> <p>Recovering our main market, with the best seasonal performance of all international markets, has been a primary focus for the Canterbury Tourism Partnership (CTP) over the last three years. The CTP is jointly funded by MBIE, Christchurch Airport and the Council (each contributing one-third of the budget).</p>

Key Issue	Discussion
Key Issue/Opportunity	Discussion
International flights – destinations and capacity	<p>Prior to the 2011 earthquakes Christchurch enjoyed an 18% share of all international air seats flown into New Zealand which has now reduced to 14%. The earthquake events and related drop in tourism demand resulted in a three year erosion of air capacity from Australia which culminated in a 21% loss of seats at its trough in 2013. All of this lost capacity was redirected into Queenstown at a substantial loss to the Christchurch and Canterbury visitor industry. In the summers of 2012/13 and 2013/14 Christchurch experienced a shortage of seats that negatively impacted on our ability to recover the holiday market. With an 11% improvement in air capacity from Australia into Christchurch in the 2014/15 summer we now have the best opportunity since 2011 to grow visitor demand. It is therefore important to maintain marketing momentum to ensure these seats are filled so that this important air capacity gain is not lost due to inadequate performance.</p> <p>The two most promising future opportunities in air service developments will be realizing direct long haul air connections from the USA and China into Christchurch during the first three years of this LTP. Both markets are already producing visitor traffic flows that economically justify direct air connections on a low frequency basis of three flights per week.</p>
Need for new tourist attractions	<p>The removal of a viable inner-city experience in Christchurch due to the earthquakes has highlighted the importance of the need for new tourist attractions in the city to signal that Christchurch has new offerings. These attractions will help drive tourism demand.</p> <p>Continued feedback from Tourism New Zealand says that Christchurch needs to develop more attractions in order to maintain relevance in the tourism sector when compared to the likes of Auckland and Queenstown. Full tourism recovery in Christchurch will be constrained without ongoing attraction development.</p>

2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Christchurch Economic Development Coordination and Leadership activity since the Three Year Plan 2013-16 Activity Management Plan.

Table 2-1 Proposed changes to activity

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
<p>Visitor Strategy Development. The need for a comprehensive Visitor Strategy has been identified. The scope for this strategy should cover leisure tourism visitors, business visitors (e.g. conventions), sports tourism visitors and visitors through international education. It is recommended that the strategy does not attempt to cover attraction for permanent migration and investment attraction. It is estimated that resourcing of \$80,000 contribution from CCC will be required in 2015/16.</p> <p>Included in levels of service</p>	<ul style="list-style-type: none"> • Visitors are an important component of the Christchurch economy. • Tourism There has been a significant reduction in visitor numbers as a consequence of the earthquakes and recovery from them with a consequential negative impact on the economy. • Issues of the low level of visitor accommodation so far rebuilt and the need for exciting tourism attractions to act as a magnet for tourists to the city are apparent. • The earthquakes have also had a significant impact on the number of overseas students studying in Christchurch. Education NZ and Christchurch Educated have been working together to implement a recovery programme. Central government funding for this ends in June 2015. The organisations are working on planning for beyond this period. • There is an opportunity to look at visitors more holistically than previously. • The existing Visitor Strategy (which focused on tourism only) was created pre-earthquakes, is now largely obsolete and suffered from implementation problems. • There are a number of pieces of work that exist or are being carried out addressing visitor related topics that should be brought together in one overall strategy to provide best value to the city. <p>There are opportunities arising or becoming apparent during the recovery that a coherent strategy will better enable the Council (and other parties) to respond to.</p>	<p>This is a significant change to this Activity Management Plan. CIAL has offered to resource the initial work to develop a framework for the Visitor Strategy. It is estimated that resourcing of \$80,000 from CCC will be required in 2015/16 to complete the processing and development of the Visitor Strategy based on the initial work that CIAL is leading and to develop a clear implementation plan. Resourcing beyond year 1 in the LTP is difficult to anticipate. Potentially the strategy could have impacts across a range of Council Activities and the capital programme</p>	<p>It is recommended that an interagency group be formed to further scope and guide this work made up from (at least) the following organisations:</p> <ul style="list-style-type: none"> • CCC • CIAL • CCT • CDC <p>MBIE</p>

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
<p>Restore \$150,000 of CCC funding to the Canterbury Tourism Partnership to bring the CCC contribution back to \$500,000 per annum (i.e. back to the level it has been between 2011/12 and 2014/15)</p> <p>This increased contribution from CCC enables CCT to leverage the full \$500,000 pa of matched funding investment available each from CIAL and MBIE, ensuring CCT maintains marketing momentum with the recovery of the Australian holiday market.</p> <p>Included in levels of service</p>	<p>If the full \$500,000 contribution from CCC is restored the outcomes will be:</p> <p>Avoids the loss of \$450K pa of matched investments (CCC/CIAL/MBIE) in the recovery campaign activity in the Australian holiday market; and</p> <p>Will enable CCT to increase campaign activity in Australia from 2 to 3 months of sustained activity per year.</p> <p>The effect of the reduction in budget is:</p> <p>Reducing annual marketing budget for recovering our Australian holiday market by a half to just \$450k per year at the very time as we have the first material improvement in Trans-Tasman air capacity into Christchurch (up 39,000 seats in 2014/15 - an improvement of 11%). We need to stimulate visitor demand out of Australia to fill these new seats and to keep these seats. The Australian market is by far the most significant market for tourism in Christchurch. It was the hardest hit by the earthquakes and has been the slowest to recover.</p> <p>Or</p> <p>Cutting entire trade development and industry training budget for the China market that supports our best medium term growth opportunity and will be an important catalyst to assisting CIAL achieve their “Real Growth 2025” strategy of realizing direct air services from China by 2017.</p> <p>and</p> <p>Removing the entire CCT research budget that monitors the perceptions of Australian travellers in our city and region; identifies the traveller preferences and product needs of Chinese travellers and tracks the visitor experience in Christchurch city over our peak summer months.</p>	<p>High.</p> <p>The \$150,000 pa of CCC funding to CCT that has been withdrawn from 2015/16 onwards results in an overall funding cut of \$450,000 per year to CCT because of the matched funding nature of the contributors to the Canterbury Tourism Partnership.</p> <p>This reduces CCT’s overall budget for Australian marketing campaigns by one-third.</p>	

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
<p>Investigate the move of the Christchurch Visitor Centre and CCT Office to a permanent location into the Arts Centre, as the tourism recovery warrants the move.</p>	<p>The Christchurch Visitor Centre has been located, in temporary premises, in the Botanic Gardens rent free through a special warrant from CCC (due to expire April 2016). The CCT offices have been located at CIAL, free of charge. This arrangement terminates in March 2015.</p> <p>To keep pace with visitor recovery and expand revenue base a permanent Visitor Centre needs to be established. Space in the Arts Centre is being considered and is the most cost-effective for CCT due to the fact that both the Visitor Centre and CCT Office can be located there at a reasonable rental. Whilst the new Central Library could provide a potential location for the Visitor Centre it does not resolve the issue that CCT still requires a central city office for its marketing and administration function. Even if the rental in the new Central Library was at a level commensurate with the Arts Centre CCT would still have to pay market office rental rates for locating the Office functions.</p> <p>Rent for the combined new Central Library/Separate Office option would be approximately 20% higher than the option to co-locate both the Visitor Centre and CCT Office in the Arts Centre.</p> <p>The Arts Centre location is also in close proximity to the Museum, Art Gallery and the Botanic Gardens, all of which combine to mean that the Worcester Blvd site in the medium-term will be a primary hub for visitors.</p> <p>The lease on the Arts Centre would be negotiated to ensure that adequate provision is given enable CCT to move to a site in Cathedral Square (or elsewhere), should the location of the visitor hub shift.</p>	<p>Medium</p>	

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
<p>Additional \$110,000 pa funding for Christchurch & Canterbury Convention Bureau (CCCB) activity. This increase in resourcing is required for the CCCB to help realise the potential benefits from the new Convention Centre.</p> <p>The new Convention Centre is capable of hosting at least 75 events per year with an average of 700 delegates per event. Based on a three night stay per delegate this equates to 157,500 guest nights. Given the domestic and international interest in booking conferences in this new facility it is essential that the Christchurch & Canterbury Convention Bureau, which is operated by CCT, is able to scale up its sales and marketing resource to meet the demands for new city conference bids so that the performance of the new convention centre can be optimised early in its operational life.</p> <p>To date this increased resourcing has not been provisioned in this Activity Management Plan due to the financial savings targets provided.</p> <p>Included in levels of service</p>	<p>The increase in resourcing will support new city bid activity, as enquiry levels increase, to grow bookings for the new Convention Centre, especially from International Markets. The outcomes will be:</p> <ul style="list-style-type: none"> - Increase the number of city bids submitted from 28-32 to 40-44 pa and increase conference revenue from successful bids by \$7m pa. - Market share growth in Domestic Delegate days of 2-3% pa, once the new convention centre is open. - Increase the number of hosted C&I Buyer groups from 3 to 4 pa. 	<p>High. By year three of operation the new Convention Centre will be capable of producing \$60m of new expenditure in the city per annum.</p>	
<p>Council Sponsorship of Champion Canterbury Awards. Suggested that the Council further considers whether to continue to sponsor the Champion Canterbury Awards given the sponsorship from other Council-related organisations.</p>	<ul style="list-style-type: none"> • Pressure on the Council's financial position has been clearly identified. The Council currently makes provision to sponsor the Champion Canterbury Awards to the level of \$15,000 pa. • Other Council-related organisations also sponsor the Champion Canterbury Awards. Vbase is a gold sponsor of the awards. CDC sponsors an innovation award. LPC is also a sponsor. These organisations all have valid business reasons for their sponsorship. <p>The Council's sponsorship is provided to offer general support and encouragement to the development of innovative, high performing businesses. The awards are an opportunity to highlight and acknowledge businesses in the area that are performing well. However given the other sponsorship being provided to the awards by Council-related organisations that Council could take the view that this support for business performance is being made through this</p>	<p>Low</p>	<p>Consultation could be undertaken with the Canterbury Employers Chamber of Commerce that organise the awards</p>

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
	<p>sponsorship and the Council doesn't need to directly sponsor them as well.</p> <p>If the Council decides to continue to sponsorship funding for the Champion Canterbury Awards it is recommended that a specific level of service be added, as follows:</p> <p>High performing, innovative businesses are encouraged. Champion Canterbury awards sponsored annually.</p>		

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
Increase resources in the Trade Marketing area, provided by lower expenditure in web development and a reduction in domestic marketing activity	Over 30% of the international trade industry has dropped Christchurch entirely from the itineraries that they sell. The rebuild of the city will not automatically lead to these businesses reinserting Christchurch into itineraries. Additional resource will be required to 'reclaim' this lost business.		
Continuing to more tightly focus and target the Australian market.	The Australian holiday travel market has always been the largest holiday arrivals market for Christchurch. Christchurch enjoyed 43% market share of all Australian holiday arrivals into New Zealand in 2010. This has now dropped to 22%, meanwhile overall Australian holiday arrivals to New Zealand have increased by 25% between 2010 and 2014.	Medium	
Increased resourcing required for the Christchurch and Canterbury Convention Bureau to help realise the potential benefits from the new Convention Centre	<p>The new Convention Centre is capable of hosting at least 75 events per year with an average of 700 delegates per event. Based on a three night stay per delegate this equates to 157,500 guest nights. Given the domestic and international interest in booking conferences in this new facility it is essential that the Christchurch & Canterbury Convention Bureau, which is operated by CCT, is able to scale up its sales and marketing resource to meet the demands for new city conference bids so that the performance of the new convention centre can be optimised early in its operational life.</p> <p>To date this increased resourcing has not been provisioned in this Activity Management Plan due to the financial savings targets provided.</p>	High. By year three of operation the new Convention Centre will be capable of producing \$60m of new expenditure in the city per annum.	
Akaroa Visitor Centre – alternative method of	<ul style="list-style-type: none"> The re-instatement of the Akaroa Service Centre not happening 	Medium. The level of significance of	In practice this change has already

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
<p>provision</p> <p>The following levels of service have been removed.</p> <p>5.1.20.1 and 5.1.20.2 Complete removal</p> <p>Closure of the Akaroa Visitor Centre results in these LOS no longer being required</p> <p>5.1.10.3 Updated/increased target for annual operator fees</p> <p>Updated to better reflect current income from this source, adjusted for closure of Akaroa Visitor Centre and to recognise expected growth.</p>	<p>resulted in the need to locate the Akaroa Visitor Centre in a less than ideal location.</p> <ul style="list-style-type: none"> The Akaroa visitor market is too small to enable two visitor centres to viably operate. The establishment of a second visitor centre in Akaroa (Akaroa Adventure Centre) resulted in the Akaroa Visitor Centre no longer being financially viable. 	<p>the closure of the Akaroa Visitor Centre is medium. The Akaroa tourism community is still being serviced by a locally owned and operated visitor centre that continues to deliver all of the functions previously provided by the Akaroa Visitor Centre</p>	<p>taken place</p>

Key Change	Reason	Level of Significance? What investigations are needed?	Options for consultation and engagement
<p>Re-engage the business community across Christchurch, particularly tourism-related businesses e.g. accommodation, retail and hospitality, to increase awareness of the i-SITE Visitor Centre and the services offered.</p>	<p>The financial performance of the i-SITE Visitor Centre has a direct impact on the ability to undertake core marketing functions.</p>		
<p>Discontinuation of campaign targeting "locals"</p>	<p>In May 2013 a campaign was launched targeting Christchurch locals. The purpose was to better inform the locals about what is happening in the tourism sector so that they could then act as tourism 'ambassadors' and improve visitor participation in local tourism activities. The rationale being that up to 35% of international visitors to Christchurch do not stay in commercial accommodation. It is hoped that this activity will lead to international visitors staying longer and doing more.</p> <p>Due to budget constraints and lack of funding this activity will be discontinued because CCT needs to give budget priority to initiatives that bring more visitors to the city.</p>	<p>Medium</p>	

Changes to Levels of Service

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
Level of Service Performance Standard 5.1.17 where CDC facilitates business recovery has been removed	Business recovery was a time framed post-earthquake activity. The project and its funding streams have come to a conclusion.	Low.	Completed as part of project close out
New Level of Service Performance Standard has been added to build strong connections between education and business which is complemented with a knowledge base in skills and qualification forecasting for the city/region.	A better alignment between education and business will lead to a better pipeline of labour resource for the city/region that have applied or relevant skills. Strong signals from sector groups as part of CEDS consultation, sector engagement and general CDC service delivery that a stronger alignment is required.	Medium	Consultation and engagement is part of process. Consultation will be required for any planning or information gathering phase. CDC will engage with business and education as part of information dissemination and implementation of any programmes.
New Level of Service Performance Standard has been added supporting the development and implementation of the Recovery Transition Plan	CDC is the logical long term owner of economic leadership, business support, sector development and enabling new ideas.	Medium	Close engagement with the Crown will be necessary to achieve the successful migration of functions from CERA/CCDU to other permanent organisations.
New level of service has been added around suburban development to be completed in conjunction with other key agencies (such as CCC and ECan)	In the post-quake environment there is still work to be completed in assisting suburban business precincts to re-establish themselves amongst their communities as they physically rebuild.	Medium	Consultation will form part of the interaction in each suburban project as the project plan is developed. Business buy in will be an essential component of work in this area.
5.1.7: Change from 3 year strategic plan update to 5 year and then update that strategic plan biennially.	To align with CCT's strategic planning, i.e. Five Year Strategic Plan approved by CCT Board in October 2013. Updating annually is beyond CCTs existing staff resources.	Low	
Removal of the current performance level of "A new medium term visitor strategy for Christchurch..."	CCT's planning is better reflected in the five year Strategic Plan. The need for a broad Visitor Strategy of which tourism is one part has been identified. This is not something that CCT should lead.	High	
5.1.8.1 Share of national delegate days – go to a range of 7-10% for 15/16 to 17/18, then growth beyond that as Convention Centre opens.	Achieved growth up until time of writing so current market share approximately 8%. Further growth unlikely due to widespread constraints in venue and accommodation capacity.	Low	

<p>5.1.10.2 Increase number of engagements with tourism businesses from 15 to 30 pa.</p>	<p>Enables additional support of businesses to meet their growth potential and helps to establish a critical mass of high performing tourism operators.</p>	<p>Medium</p>	
<p>5.1.12.1 Increase from two to three the number of workshops/seminars for visitor industry participants.</p> <p>5.1.12.2 Remove the performance target completely. International Airport Ltd in the preparation and endorsement of case studies and marketing proposals intended to develop new international air links for Christchurch: CCT will contribute to at least two international air link opportunities per annum</p> <p>5.1.12.3 Remove the performance target completely. CCT hosts a minimum of 12 airline and travel seller management per year on fact finding visits to Christchurch and Canterbury</p>	<p>Increased to demonstrate the importance of this work for the industry.</p> <p>This target is actually dealt with in LOS 5.1.15 and 5.1.21 Deliver advertising campaigns in Australia that align with the current market strategy for a period of at least 4 months per annum</p> <p>CCT runs a minimum of two workshops per year with visitor industry participants on the development of new markets and travel segments</p> <p>This target and activity is dealt with in LOS 5.1.22 (under trade famils) Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (famils) (based at 2011/12 levels): 5.1.22.1 Trade training delivered to at least 4 events per annum 5.1.22.2 Familiarisations carried out with 30 trade organisations consisting of a total of 250 individual people, per annum. 5.1.22.3 Familiarisations carried out with 150 media individuals, per annum</p>	<p>Low</p>	
<p>Updating of the overall LOS wording related to facilitating and growing the cruise sector for Christchurch/Lyttelton & Akaroa.</p> <p>5.1.19.2 Updated the performance target for satisfaction so that it is no longer a specific figure, rather it is measured against the overall NZ average.</p> <p>5.1.19.4 Added a target related to work CCT is</p>	<p>The wording changes better reflect actual activity.</p> <p>Satisfaction is driven by numerous factors, most of which are outside of the control of CCT.</p>	<p>Low</p>	

<p>undertaking to work with Council and LPC to develop a future plan that enables the return of Lyttelton's cruise ship capability.</p> <p>5.1.19.5 Added a passenger port days target.</p>	<p>Added to ensure that this important piece of work is recorded in the Activity Management Plan.</p> <p>Important to include because passenger port days is the key measure of growth.</p>		
<p>5.1.20.3 Lower visitor volumes growth rate than in Draft Plan for 15/16 and year 4-10. Christchurch Visitor Centre increase visitor utilization by 5% per annum</p> <p>5.1.20.5 Addition of new target to measure customer satisfaction.</p>	<p>Recovery is taking longer than anticipated in year one. In years 4-10 recognising that growth will slow due to mobile technology factors.</p> <p>Feel that it is appropriate to have a measure for customer satisfactions.</p>	<p>Medium</p>	
<p>5.1.20.4 Reduction in Christchurch Visitor Information Centre opening hours. Current hours: Christchurch Visitor Centre will be open from 0830-1700 daily (Peak Season Jan-Mar 0830-1900, Shoulder Nov/Dec and Apr 0830-1800)</p> <p>New hours in level of service: Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600</p>	<p>Longer opening hours of the Christchurch Visitor Information Centre has been possible in recent years because the temporary VIC has been located in the Botanic Gardens and operated rent free. The change in level of service is prompted by the need to move the VIC to a permanent location with a resulting cost of rent. This extra cost means the opening hours will need to reduce unless further funding is provided (see Key Change section)</p>	<p>High</p>	<p>Existing funding levels and reduced opening hours or increased funding to maintain the existing opening hours.</p>
<p>5.1.15 Change to overall LOS to ensure primary focus is on Australian market. CCT actively promote the city in markets with direct air services to Christchurch</p> <p>5.1.15.1 Reduction in the period campaigns are in the market from 4 months to 2. Deliver advertising campaigns in Australia that align with the current market strategy for a period of at least 4 months per annum</p> <p>5.1.15.2 Update to the wording related to the CTP and partners. Contribute to 3 joint ventures per annum that support or maintain direct air links</p>	<p>Australian market is by far the most significant market for tourism in Christchurch. It was the hardest hit by the earthquakes and has been the slowest to recover, therefore requires increased focus.</p> <p>Significant reduction in budget and rise in cost of media.</p> <p>Better reflects current situation.</p>	<p>The significance is high.</p> <p>The \$150,000 pa of CCC funding to CCT that has been withdrawn from 2015/16 onwards results in an overall funding cut of \$450,000 per year to CCT because of the matched funding nature of the contributors to the Canterbury Tourism Partnership.</p> <p>This reduces CCT's overall budget for Australian marketing campaigns by one-third.</p>	

<p>CCT increases communication effectiveness of www.christchurchnz.com</p> <p>5.1.14.1 Altered the target to be for user visits rather than page views per visit. Increasing page views from 4.0 pages by 3% each year</p> <p>5.1.14.2 Reduced the time on site from 3m55s to 2m30s. Increase average time on site from 3:55 minutes by 3% each year.</p>	<p>More accurate measure of the performance of the website.</p> <p>More realistic target. No growth due to budget cuts resulting in fewer resources dedicated to the website.</p>	<p>Low</p>	
<p>5.1.21 Complete rewrite of the future performance targets</p> <p>CCT work in collaboration with Chch International Airport Ltd to deliver promotional activities in markets that have direct air routes or have high potential to have direct air routes.</p>	<p>More meaningful targets and better reflects activity undertaken by CCT when working with CIAL.</p>	<p>Low</p>	

3 Activity description

3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's Christchurch Economic Development Coordination and Leadership network are that:

- Christchurch has a highly skilled workforce
- Christchurch's infrastructure supports sustainable economic growth
- There is a critical mass of innovative key business sectors
- Christchurch has globally competitive businesses driving exports and generating wealth
- Christchurch is recognised as a great place to work, live, visit, invest and do business
- The opportunities given by the earthquakes to rethink the shape of the city are fully taken
- The Council is responsive to the demands of the rebuild

3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results:

- **The City has a shared vision for its economic future, agreed strategies** which steer resource and investment decisions into initiatives that accelerate economic growth and has strong economic leadership.
- **Workforce and skills development services are provided to coordinate** initiatives that identify and develop **the skills and talent Christchurch needs for sustainable economic activity**
- **There is ready access** to economic and business trends, insights, reports and knowledge that improve decision making
- The infrastructure that is important for sustainable economic growth is prioritised by infrastructure providers.
- **Business sectors with high growth potential are supported.** Working with, and providing support to these businesses helps establish a critical mass of high performing exporters
- **New ideas are enabled and entrepreneurial start-ups are supported** to create new jobs, higher wages and more wealth.
- **Economic development services are provided** through leadership and coordination **to create an environment** that fosters the development of **globally competitive businesses** in Christchurch
- **Christchurch's reputation** as a great place to visit (and study) **is enhanced by visitor promotion and visitor services** .
- **Coordinated marketing support is provided** by economic development services **contributing to Christchurch being recognised as a great place to work**, invest and do business.
- **Economic development services participation in earthquake recovery planning ensure** the seamless implementation of the Recovery Transition Plan and supports optimising the rebuild which will influence the future development of the city.

The activities that follow in section 4 and the levels of service within them are all linked to the above results to ensure Councils stays focused on moving towards the community outcomes. This link aims to confirm why we are doing the activities – that they will realistically move us closer to our goals – and that service delivery remains relevant to strategic direction.

3.3 What services we provide

This activity includes the following services:

- Coordination and Leadership of Economic Development Programmes; Economic Development Leadership, Industry Development and Business Acceleration (including Leadership of the Canterbury Regional Innovation System, Industry Development and Business Acceleration services and Workforce Development)

- Tourism Development and Visitor Promotion, including tourism sector strategy and leadership, events and trades promotions, emerging markets, direct air services and promotional activities, cruise support, information centres.

3.4 Benefits and Funding Sources

Customers include Business community (general), specific industry groupings/clusters, specific businesses; Hospitality and tourism businesses, visitors; Ministry of Foreign Affairs and Trade; Schools, tertiary education providers, language schools, Christchurch International Airport, Multi-cultural communities (find current term for these)
 Hospitality and tourism businesses, visitors.

3.4.1 Who Benefits?

Who benefits?	
Individual	Some
Identifiable part of the community	Some
Whole community	Majority

Key:
Full
Majority
Some

Explanatory Comments:

- All benefit from economic development activity: (ie. the “whole community” category from the table above)
 - Targeted Economic Growth leads to more jobs and higher incomes for the community
 - Growth and opportunity attracts more visitors, workers, business and investment to the city
 - Having a strong economy with good jobs and opportunities, a lot of services, adds to the reputation of the city
 - Workers benefit from growth through job creation, and both workers and non-workers benefit from growth by having access to more and better services in the city
 - Reactivating the Central City by increasing the visitor population will encourage new business start-ups in the accommodation, hospitality and retail sectors and will increase the central city rate payer base and provide benefits to the whole community.
 -
- Identifiable parts of the community
 - The business community and the workforce benefit more directly as a result of this work
 - Key sectors where more emphasis is placed benefit directly from sector specific interventions. The strategy to target sectors where there is a flow on effect is deliberate (eg. Growth in agribusiness leads to growth in logistics; growth in all business leads to growth in professional services etc)
 - Sectors benefit from sector level interventions in the key focus areas of Tourism, Manufacturing, Technology, AgriBusiness and International Education. Sector interventions are often aligned to high level themes such as workforce, infrastructure, attraction and digital
- Individuals:
 - The individual benefits occur as a result of the outcome being a wider collective benefit – ie. the delivery of services and support and the delivery of projects is aimed at producing overarching benefit and some individuals happen to benefit along the way rather than the other way around.
 - The provision of services for start-up investment and business support can reside at an individual business level however, the provision and audience is decided at a service to business level. The benefactor is not predetermined in planning and is impossible to identify until after the service has been delivered and even then this is a short term measure of the beneficiary of the service.
 - The owners and employees of accommodation, hospitality, tourism operator and retail businesses will receive a higher level of benefit than the broader Christchurch population.

3.4.2 Who pays?

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
0%	0%	100%	0%
		Full	

Notes:

Both CDC and CCT utilise the funding provided by the Council to leverage further funding to provide economic development services in the City. CDC largely leverages Government funding and has done so very successfully in recent years. CCT leverages funding from the Government and CIAL in the Canterbury Tourism Partnership. It also used business partner funding from visitor industry companies to provide services.

Note, Funding Split % is derived from the 'Summary of Cost for Activity' (section 13).

Key:		Typically
Full	All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund.	95%+
Majority	The majority of the activity is funded from this source.	50%+
Some	Some revenue is derived from this source.	<50%

Does this Activity generate surplus funds that can be applied to other areas? **No**

3.5 Key legislation and Council strategies

- Local Government Act 2002,
- Christchurch Economic Development Strategy
- New Zealand Tourism Strategy
- Suburban Centre Master plans

4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Christchurch Economic Development Coordination and Leadership activity. 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, agreed with and reported to Council but not included as part of the community consulted document.

Table 4-1

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
Coordination and Leadership of Economic Development Programmes; Economic Development Leadership, Industry Development and Business Acceleration								
5.1.2 CDC provides economic development leadership for Christchurch	The City has a shared vision for its economic future, agreed strategies which steer resource and investment decisions into initiatives that accelerate economic growth and has strong economic leadership. There is ready access to economic and business trends, insights, reports and	CEDS and the Christchurch Economic Background document is updated annually Distribution of publications and online reports and information is increasing. CDC reporting is coordinated between agencies, business and government. CDC staff participation and leadership of workgroups, seminars and events.	CEDS was released in April 2013 and provides a shared vision and priorities for economic development activity. CEDS takes a regional view of the economy and the benefits that flow into the city. CDC monitors the whole CEDS programme and also leads some of the projects. CDC has developed the Canterbury Report publication to complement its 1/4ly and online	Economic development strategies are a common means of planning efforts to promote economic growth in cities in NZ and overseas. CDC is in a leadership position nationally having included the value of the rural economy in the city strategy, and having a holistic document that includes all economic development projects not just what the EDA does.	5.1.2.1 Review and update the Christchurch Economic Development Strategy with Council. CEDS revision completed by 30 June 2016 5.1.2.2 Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly	5.1.2.2 Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly	5.1.2.1 Review and update the Christchurch Economic Development Strategy with Council. CEDS revision completed by 30 June 2018 5.1.2.2 Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly	5.1.2.1 There is a wide understanding in the business and government community of the key city and regional economic drivers 5.1.2.2 The City and business community has an economic development plan which has up-to-date information on all development related activity.

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
	<p>knowledge that improve decision making</p> <p>Economic development services are provided through leadership and coordination to create an environment that fosters the development of globally competitive businesses in Christchurch.</p>		economic reporting.					<p>5.1.2.3</p> <p>Christchurch has a strong culture of innovation in business. Christchurch has more export focused businesses than other regions.</p> <p>Level of service is expected to continue beyond year 10</p>
<p>5.1.2 Cont'd</p> <p>CDC provides economic development leadership for Christchurch</p>	<p>The City has a shared vision for its economic future, agreed strategies which steer resource and investment decisions into initiatives that accelerate economic growth and has strong</p>	<p>CDC staff participation and leadership of workgroups, seminars and events.</p>		<p>CDC is in a leadership position nationally having included the value of the rural economy in the city strategy, and having a holistic document that includes all economic development projects not just what the EDA does.</p>	<p>5.1.2.4</p> <p>Economic knowledge and business insights is contributed to external forums and workshops (non CDC) that support the city's economic development objectives a minimum of quarterly</p>	<p>5.1.2.4</p> <p>Economic knowledge and business insights is contributed to external forums and workshops (non CDC) that support the city's economic development objectives a minimum of quarterly</p>	<p>5.1.2.4</p> <p>Economic knowledge and business insights is contributed to external forums and workshops (non CDC) that support the city's economic development objectives a minimum of quarterly</p>	

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
	<p>economic leadership.</p> <p>There is ready access to economic and business trends, insights, reports and knowledge that improve decision making</p> <p>Economic development services are provided through leadership and coordination to create an environment that fosters the development of globally competitive businesses in Christchurch.</p>							

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					Year 1	Year 2	Year 3	2024/25
					2015/16	2016/17	2017/18	
5.1.3 CDC maintains Centres of Expertise in Economic Research, Workforce, and Infrastructure	<p>Workforce and skills development services are provided to coordinate initiatives that identify and develop the skills and talent Christchurch needs for sustainable economic activity</p> <p>The infrastructure that is important for sustainable economic growth is prioritised by infrastructure providers..</p>	<p>The EFM and CDC knowledge bases are used to review GDP and population forecasts for Christchurch City and Canterbury.</p> <p>CDC leads/participates in strategic processes and produces economic reports with insights that inform decision making and policy.</p> <p>Economic, workforce, infrastructure and other important indicators are reported and accessible to government and the business community.</p>	<p>Current economic models are critical in the maintenance of CEDS and other economic research outputs.</p> <p>CDC has participated in the development of temporary labour modelling with CERA and MBIE.</p> <p>The infrastructure situation report is available online and updated quarterly</p> <p>CDC is using its website, 1/4ly economic update and Canterbury Report publication as its key distribution channels</p>	<p>Auckland Council provides a quarterly Economic Update.</p> <p>Grow Wellington produces a digital newsletter monthly with case studies and event updates.</p>	<p><i>Non-LTP</i></p> <p>5.1.3.1</p> <p><i>Economic futures model is used in the review of GDP and population forecasts. Reviewed annually by 30 June.</i></p> <p>5.1.3.2</p> <p>Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year</p> <p><i>Non-LTP</i></p> <p>5.1.3.3</p> <p><i>Develop two knowledge bases; housing supply/demand and in skills and</i></p>	<p><i>Non-LTP</i></p> <p>5.1.3.1</p> <p><i>Economic futures model is used in the review of GDP and population forecasts. Reviewed annually by 30 June.</i></p> <p>5.1.3.2</p> <p>Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year</p>	<p><i>Non-LTP</i></p> <p>5.1.3.1</p> <p><i>Economic futures model is used in the review of GDP and population forecasts. Reviewed annually by 30 June.</i></p> <p>5.1.3.2</p> <p>Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year</p>	<p><i>Non-LTP</i></p> <p>5.1.3.1</p> <p><i>Business and government relies on economic and business trends, training, insights, reports and knowledge for strategy and business decisions.</i></p> <p>5.1.3.2</p> <p>There is a strong links between business and education.</p> <p><i>Non-LTP</i></p> <p>5.1.3.3</p> <p><i>There is a shared process that aligns the skills and qualifications needs of sectors</i></p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	2024/25
					<i>qualification needs modelling</i>			<i>with education.</i>
					5.1.3.4 Produce 3 economic reports using the CDC knowledge base per year.	5.1.3.4 Produce 3 economic reports using the CDC knowledge base per year.	5.1.3.4 Produce 3 economic reports using the CDC knowledge base per year.	
					5.1.3.5 Maintain and publish the Canterbury economic infrastructure situation report quarterly	5.1.3.5 Maintain and publish the Canterbury economic infrastructure situation report quarterly	5.1.3.5 Maintain and publish the Canterbury economic infrastructure situation report quarterly	
					<i>Non-LTP</i> 5.1.3.6 <i>Prioritisation model for large infrastructure projects is reviewed annually</i>	<i>Non-LTP</i> 5.1.3.6 <i>Prioritisation model for large infrastructure projects is reviewed annually</i>	<i>Non-LTP</i> 5.1.3.6 <i>Prioritisation model for large infrastructure projects is reviewed annually</i>	<i>Non-LTP</i> 5.1.3.6 <i>Infrastructure projects are optimal for the Christchurch economy and residents.</i>
								Level of service is expected to continue beyond year 10

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					2015/16	2016/17	2017/18	
5.1.4 CDC monitors and implements priority economic development projects identified through the Christchurch Economic Development Strategy	The City has a shared vision for its economic future, agreed strategies which steer resource and investment decisions into initiatives that accelerate economic growth and has strong economic leadership.	<p>There is a consistent pipeline of CEDS projects being developed, implemented and closed which support the goals of CEDS</p> <p>CEDS projects and ideas are regularly reviewed with lead agencies</p> <p>CDCs projects reflect its priorities e.g. technology, manufacturing, agribusiness, international education, skills and education, business growth</p>	<p>CEDS was released in April 2013 and provides a shared vision and priorities for economic development activity. CEDS takes a regional view of the economy and the benefits that flow into the city.</p> <p>There are over 70 projects in CEDS with over 20 lead agencies. CDC is one of those lead agencies.</p> <p>As at July 2014 the CDC pipeline of projects is 3 in assembly, 9 being implemented and 11 projects either closing or closed in the last 12 months</p>	<p>Economic development is a key function of councils complimenting quality of living as it creates wealth and jobs for residents.</p> <p>Most Councils and EDAs in New Zealand have an economic development strategy and the EDA leading projects.</p>	<p>5.1.4.1 CDC monitors and reports quarterly on the whole CEDS programme</p> <p>5.1.4.2 Annually: 80% of projects in CEDS are on track for completion</p> <p>5.1.4.3 CEDS projects and opportunities list is reviewed and updated annually by a stakeholder group</p> <p>5.1.4.4 CDC leads or participates in over 15 projects annually which are prioritised</p>	<p>5.1.4.1 CDC monitors and reports quarterly on the whole CEDS programme</p> <p>5.1.4.2 Annually: 80% of projects in CEDS are on track for completion</p> <p>5.1.4.3 CEDS projects and opportunities list is reviewed and updated annually by a stakeholder group</p> <p>5.1.4.4 CDC leads or participates in over 15 projects annually which are prioritised</p>	<p>5.1.4.1 CDC monitors and reports quarterly on the whole CEDS programme</p> <p>5.1.4.2 Annually: 80% of projects in CEDS are on track for completion</p> <p>5.1.4.3 CEDS projects and opportunities list is reviewed and updated annually by a stakeholder group</p> <p>5.1.4.4 CDC leads or participates in over 15 projects annually which are prioritised</p>	<p>An economic development framework that is trusted and is used to leverage private and other sources of investment domestically and international.</p> <p>Level of service is expected to continue beyond year 10</p>

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					2015/16	2016/17	2017/18	
5.1.5 CDC Leads the Canterbury Regional Innovation System (CRIS)	New ideas are enabled and entrepreneurial start-ups are supported to create new jobs, higher wages and more wealth	<p><i>Innovation is a key economic enabler and a well-functioning innovation system providing significant growth For Christchurch.</i></p> <p><i>CDC is recognised as the intermediary which promotes the regional innovation system and provides leadership.</i></p> <p><i>The transmission of knowledge, resources and opportunity across the innovation system is more effective.</i></p> <p><i>There is access to capital and funding vehicles for innovation.</i></p> <p><i>CRIS is acknowledged by Government as a driver of regional GDP growth and receive funding to support this.</i></p>	<p><i>CDC innovation has successfully established itself via CRIS Ltd as a partner in the national commercialisation partner network</i></p> <p><i>An advisory board is in place for the Regional Innovation System</i></p>	<p><i>The national commercialisation partner network (CPN) has been established by MBIE with CRIS Ltd the only regionally focused member.</i></p>	5.1.5.1 CDC innovation provides access to capital, funding and resources for start-up ventures and innovation platforms in the region. At least 6 ventures or initiatives per year are identified and invested in.	5.1.5.1 CDC innovation provides access to capital, funding and resources for start-up ventures and innovation platforms in the region. At least 6 ventures or initiatives per year are identified and invested in.	5.1.5.1 CDC innovation provides access to capital, funding and resources for start-up ventures and innovation platforms in the region. At least 6 ventures or initiatives per year are identified and invested in.	<p>5.1.5.1 Canterbury has the most effective innovation and commercialisation system in New Zealand which leads to more opportunities, wealth and jobs in knowledge intensive areas.</p> <p>The region has the best access to capital, funding and resources for start-up ventures and commercialisation.</p> <p>A full suite of early stage business support is available to support innovative business ideas in the region.</p>

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
					<p>5.1.5.2</p> <p>In conjunction with the MBIE, CDC Innovation provides and innovation hub for use by early stage business & entrepreneurs in the region.</p> <p><i>Non-LTP</i></p> <p>5.1.5.3</p> <p><i>Building programme for the Food South building agreed by 30 June 2016</i></p> <p>5.1.5.4</p> <p><i>Regional R&D is connected to business and commercialisation expertise (5 pieces of innovation per annum)</i></p>	<p>5.1.5.2</p> <p>In conjunction with the MBIE, CDC Innovation provides and innovation hub for use by early stage business & entrepreneurs in the region.</p> <p><i>Non-LTP</i></p> <p>5.1.5.3</p> <p><i>Food South building completed by 30 June 2017</i></p> <p>5.1.5.4</p> <p><i>Regional R&D is connected to business and commercialisation expertise (5 pieces of innovation per annum)</i></p>	<p>5.1.5.2</p> <p>In conjunction with the MBIE, CDC Innovation provides and innovation hub for use by early stage business & entrepreneurs in the region.</p> <p><i>Non-LTP</i></p> <p>5.1.5.3</p> <p><i>Minimum of six businesses utilise the Food South building for food programmes</i></p> <p>5.1.5.4</p> <p><i>Regional R&D is connected to business and commercialisation expertise (5 pieces of innovation per annum)</i></p>	<p><i>Non-LTP</i></p> <p>5.1.5.3</p> <p><i>Number of businesses utilising the Food South building for food programmes is 12 pa by 2025</i></p> <p>Level of service is expected to continue beyond year 10</p>

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	2024/25
5.1.23 CDC facilitates the development of selected key sectors that align with the national growth agenda and CEDS.	Business sectors with high growth potential are supported. Working with, and providing support to these businesses helps establish a critical mass of high performing exporters		<p><i>Businesses in key growth sectors recognize CDCs efforts in bringing together the business community in the delivery of key projects and initiatives aimed at supporting sector growth.</i></p> <p><i>Sector strategies are in place for all key sectors.</i></p> <p><i>Sector lead projects are underway for all key sectors.</i></p> <p><i>CDC supports sector based support organisations across all key sectors.</i></p>	<p><i>Working in sector groupings and with of businesses clusters is common practice in economic development. It enables critical mass around key focus areas and brings together private and public sector groups with a common interest.</i></p>	<p>5.1.23.1 Support 4 collaborative organisations in key sector aimed at increasing sector growth and productivity.</p> <p>5.1.23.2 Review and refresh sector growth strategies for all key sectors by 30 June 2016.</p>	<p>5.1.23.1 Support 4 collaborative organisations in key sector aimed at increasing sector growth and productivity.</p> <p>5.1.23.2 Deliver 2 projects or initiatives that align with the sector growth strategy for each sector and contribute to realising growth in key sectors.</p>	<p>5.1.23.1 Support 4 collaborative organisations in key sectors aimed at increasing sector growth and productivity to operate without relying on CDC by 30 June 2018.</p> <p>5.1.23.2 Deliver 2 projects or initiatives that align with the sector growth strategy for each sector and contribute to realising growth in key sectors.</p>	<p>5.1.23.1 Sector performance is driven by co-ordinated planning which is reviewed regularly. There is strong sector collaboration on projects.</p> <p>There is cross-sector planning on key themes such as workforce and technology.</p> <p>Level of service is expected to continue beyond year 10 with periodic reviews</p>

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.6 CDC facilitates the development of selected high growth potential businesses that align with the Government growth agenda and CEDS.		<p><i>CDC is recognised by businesses in the key sectors as a driver of business growth.</i></p> <p><i>CDC has a defined portfolio of companies that demonstrate tangible growth results.</i></p> <p><i>CDC has an evolving service offering that is tailored to meet the needs of high growth potential businesses.</i></p>	<p><i>CDC works with businesses in key growth sectors and provides services that are relevant.</i></p>	<p><i>The Regional Business Partner Programme is delivered throughout the country by 14 partners (CDC is one of these alongside the Chamber of Commerce). Delivery centres around accelerating the growth of and encouraging increased R&D activity in business.</i></p> <p><i>The High Performance Workplace Initiative is a contestable fund that supports productivity improvement initiatives nation-wide. CDC has put in two successful bids for funding over the last 3 years, one of which is in implementation with businesses at present.</i></p> <p><i>CDC Amplifier Programme was delivered to 13 businesses in the 2014 year.</i></p>	<p>Non-LTP</p> <p>5.1.6.1 <i>A capability building programme is delivered to businesses.</i></p> <p>5.1.6.2 Business mentoring services are provided to 600 businesses per year.</p> <p>5.1.6.3 40 clients per annum will be intensively case managed</p> <p>Non-LTP</p> <p>5.1.6.4 <i>At least 100 clients will be engaged in a broader industry sector program.</i></p>	<p>Non-LTP</p> <p>5.1.6.1 <i>A capability building programme is delivered to businesses.</i></p> <p>5.1.6.2 Business mentoring services are provided to 600 businesses per year.</p> <p>5.1.6.3 40 clients per annum will be intensively case managed</p> <p>Non-LTP</p> <p>5.1.6.4 <i>At least 100 clients will be engaged in a broader industry sector program.</i></p>	<p>Non-LTP</p> <p>5.1.6.1 <i>A capability building programme is delivered to businesses.</i></p> <p>5.1.6.2 Business mentoring services are provided to 600 businesses per year.</p> <p>5.1.6.3 40 clients per annum will be intensively case managed</p> <p>Non-LTP</p> <p>5.1.6.4 <i>At least 100 clients will be engaged in a broader industry sector program.</i></p>	<p>Business growth and export is accelerated. They have access to training and resources to ensure they are innovating and exporting better than other regions.</p> <p>Level of service is expected to continue beyond year 10.</p>

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
					<p>5.1.6.5</p> <p>CDC facilitates international trade (with a special emphasis on China) by hosting incoming delegations and participating in both on-shore and offshore trade related events, a minimum of 6 local businesses per annum are introduced to international trade opportunities</p> <p><i>Non-LTP</i></p>	<p>5.1.6.5</p> <p>CDC facilitates international trade (with a special emphasis on China) by hosting incoming delegations and participating in both on-shore and offshore trade related events, a minimum of 6 local businesses per annum are introduced to international trade opportunities</p> <p><i>Non-LTP</i></p>	<p>5.1.6.5</p> <p>CDC facilitates international trade (with a special emphasis on China) by hosting incoming delegations and participating in both on-shore and offshore trade related events, a minimum of 6 local businesses per annum are introduced to international trade opportunities</p> <p><i>Non-LTP</i></p>	
					<p>5.1.6.6</p> <p><i>Business improvement services are provided to 10 medium to large Christchurch businesses per annum.</i></p>	<p>5.1.6.6</p> <p><i>Business improvement services are provided to 10 medium to large Christchurch businesses per annum.</i></p>	<p>5.1.6.6</p> <p><i>Business improvement services are provided to 10 medium to large Christchurch businesses per annum.</i></p>	

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
					5.1.6.7 CDC supports local companies to supply goods and services as part of the domestic supply chain with a minimum of 10 connections or initiatives per year.	5.1.6.7 CDC supports local companies to supply goods and services as part of the domestic supply chain with a minimum of 10 connections or initiatives per year.	5.1.6.7 CDC supports local companies to supply goods and services as part of the domestic supply chain with a minimum of 10 connections or initiatives per year.	
5.1.24 CDC works with partner agencies to support the development of suburban centres in Christchurch	Economic development services are provided through leadership and coordination to create an environment that fosters the	<i>Businesses that require support to complete relocation, rebuild and repair programmes receive connections and advice</i> <i>Business communities are involved in activities concerning their suburban precincts</i> <i>Opportunities for both business and agency collaboration on suburban development are realised.</i>	<i>CDC works alongside CCC and ECan to help deliver on the intent of the LURP in business precincts.</i>		<i>CDC participates in the development and delivery of at least one suburban precinct initiative</i>	<i>CDC participates in the development and delivery of at least one suburban precinct initiative</i>	<i>CDC participates in the development and delivery of at least one suburban precinct initiative</i>	<i>Business and residents are working towards common suburban plans and have confidence in where they live, work and run businesses.</i> <i>This activity may not reside with CDC after 10 years and will be subject to periodic review.</i>

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.25 CDC builds strong connections between education and business	Economic development services are provided through leadership and coordination to create an environment that fosters the development of globally competitive businesses in Christchurch.	<i>Regular conversations are being held between the education and business communities. Feedback from the business community indicates that the education sector is producing students that are increasingly well suited to employment types available in the market.</i>	<i>CDC has connections into the education sector. CDC has workforce steering groups set up in 3 key sectors that highlight key personnel challenges and opportunities for the sectors</i>	<i>Nationwide there is a need to improve the connection between education and business in particular in light of the reducing working age population. This is no different in Christchurch and accordingly, we have identified a number of initiatives that will support this objective.</i>	<i>Deliver 2 programmes that enhance the connection between a key ChCh sector and at least one education group. This may be programmes that result in greater internship linkages, apprenticeship programmes, work place skills development programmes or other work placement activity</i>	<i>Deliver 2 programmes that enhance the connection between a key ChCh sector and at least one education group. This may be programmes that result in greater internship linkages, apprenticeship programmes, work place skills development programmes or other work placement activity</i>	<i>Deliver 2 programmes that enhance the connection between a key ChCh sector and at least one education group. This may be programmes that result in greater internship linkages, apprenticeship programmes, work place skills development programmes or other work placement activity</i>	There are strong links between business and education. There is a shared process that aligns the skills and qualifications needs of sectors with education. Level of service is expected to continue beyond year 10 given forecast challenges with low working age population growth

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.26 Supporting the development and implementation of the Recovery Transition Plan	Economic development services participation in earthquake recovery planning ensure the seamless implementation of the Recovery Transition Plan and supports optimising the rebuild which will influence the future development of the city	<i>The Recovery Transition Plan has a seamless implementation and ensures the continuity of necessary recovery work. The rebuild is optimized. CDC is the lead on all economic recovery and development activity.</i>	<i>CERA has transitioned to CDC the Economic Recovery Reporting role which CDC has incorporated into its existing 1/4ly Economic Updates.</i>		<i>Economic Recovery Officials Working Group function is transitioned from CERA to CDC by 31 December 2015</i>	<i>An economic recovery activity is transitioned to CDC by 30 April 2016</i>	<i>All economic recovery activities have been transitioned to CDC by 30 June 2018</i>	<i>This activity will largely be completed with only maintenance activity needing to be monitored over the period beyond the ten year target.</i>
Tourism Development and Marketing								
The Council provides leadership to the visitor sector	The City has a shared vision for and plan for its Visitor Sector which steer resource and investment decisions into initiatives that accelerate economic growth and has strong economic leadership.	<i>Visitor Strategy endorsed by the Council, through reports on the Council agenda.</i>	<i>The Council has an existing Visitor Strategy but it is no longer current and the processes to implement it are faulty. A new Visitor Strategy is being developed in the 2014/15 year to provide direction to the city's visitor sector.</i>	<i>Many cities in New Zealand use visitor strategies to align the various organisations involved.</i>	Visitor Strategy is developed. Visitor Strategy implementation planning is undertaken.			

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					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.7 CCT provides leadership to the tourism sector in Christchurch.	<p>The City has a shared vision for its economic future, agreed strategies which steer resource and investment decisions into initiatives that accelerate economic growth and has strong economic leadership</p> <p>Business sectors with high growth potential are supported. Working with, and providing support to these businesses helps establish a critical mass of high performing exporters</p> <p>Economic development services are provided through leadership and coordination to create an</p>		<p><i>5 year strategic plan completed in June 2014</i> <i>Strategic plan updated biennially thereafter.</i></p>	<p><i>Crown entities engage with ministers annually regarding 3 year strategic plans and provide annual performance reports.</i></p>	Five year CCT strategic plan updated to be completed by 30 June 2016		Five year CCT strategic plan to be updated by 30 June 2018	Five year strategic plan to be updated biennially in 2020, 2022 and 2024.

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
	environment that fosters the development of globally competitive businesses in Christchurch.							
5.1.8 CCCB (operated by CCT) promotes Christchurch and Canterbury as a desirable destination for business events and trade exhibitions	Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services	<i>Measurement using the MBIE Convention Activity Survey (CAS), reported on a quarterly basis.</i>	<i>CCT currently hosted over 20 conference and incentive buyers through a series of famils in 2013/14.</i> <i>Christchurch and Canterbury market share of domestic delegate days in 2013/14 was 9%.</i>	<i>Canterbury share of total domestic delegate days (All Business Events categories : Meetings, Incentive, Conference and Exhibitions)</i> <i>2013/14: 9%</i> <i>2012/13: 7%</i> <i>2011/12: 2%</i> <i>2010: 24%</i>	5.1.8.1 Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range <i>Non-LTP</i> 5.1.8.2 <i>To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum (ongoing)</i> 5.1.8.3 <i>To prepare 40-44 city bids to attract business events to Christchurch</i>	5.1.8.1 Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range <i>Non-LTP</i> 5.1.8.2 <i>To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum (ongoing)</i> 5.1.8.3 <i>To prepare 40-44 city bids to attract business events to Christchurch</i>	5.1.8.1 Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range <i>Non-LTP</i> 5.1.8.2 <i>To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum (ongoing)</i> 5.1.8.3 <i>To prepare 40-44 city bids to attract business events to Christchurch</i>	5.1.8.1 Annual growth of 2-3% per annum once the new convention centre is open. <i>Non-LTP</i> 5.1.8.2 <i>To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum</i> 5.1.8.3 <i>To prepare 40-44 city bids to attract business events to Christchurch</i>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.10 CCT provides support to and works collaboratively with tourism business partners & suppliers	Economic development services are provided through leadership and coordination to create an environment that fosters the development of globally competitive businesses in Christchurch.	<i>CCT Financial accounts.</i>	<p><i>Annual Operator fees of \$196,000 for 2013/14.</i></p> <p><i>Distribute a minimum of 12 enewsletter communications to Business Partners per annum</i></p> <p><i>Host at least 3 Business Partner Industry Updates annually</i></p> <p><i>CCT has 370 tourism operators in Canterbury as Business Partners (in 2013/14)</i></p>	TBA – Awaiting RTONZ Report	<p>5.1.10.1 Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.</p> <p>5.1.10.2 Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant</p>	<p>5.1.10.1 Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.</p> <p>5.1.10.2 Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant</p>	<p>5.1.10.1 Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.</p> <p>5.1.10.2 Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant</p>	<p>5.1.10.1 Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.</p> <p>5.1.10.2 Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	2024/25
5.1.10 <i>Cont'd</i> CCT provides support to and works collaboratively with tourism business partners & suppliers				Operator annual fees recorded in CCT accounts. \$624,757 In 2010/11 \$196,000 in 2013/14	5.1.10.3 Annual Operator fees of \$200,000 per annum	5.1.10.3 Annual Operator fees of \$215,000 per annum	5.1.10.3 Annual Operator fees of \$225,000 per annum	5.1.10.3 Annual Operator fees of 2% per annum
5.1.12 CCT works in collaboration with the visitor industry to develop new and emerging market segments	Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services .		<i>CCT runs a minimum of two workshops per year with visitor industry participants</i>	<i>No benchmarks identified.</i>	5.1.12.1 CCT runs a minimum of three workshops/seminars per year with visitor industry participants on the development of new markets and travel segments	5.1.12.1 CCT runs a minimum of three workshops/seminars per year with visitor industry participants on the development of new markets and travel segments	5.1.12.1 CCT runs a minimum of three workshops/seminars per year with visitor industry participants on the development of new markets and travel segments	5.1.12.1 CCT runs a minimum of three workshops/seminars per year with visitor industry participants on the development of new markets and travel segments

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.19 CCT facilitate cruise arrival arrangements at Akaroa and work with cruise lines to grow the cruise sector for Christchurch/Lyttelton & Akaroa	The infrastructure that is important for sustainable economic growth is prioritised by infrastructure providers Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services .	<i>Cruise NZ Passenger Survey</i>	<i>2013/14 season Cruise NZ Passenger Survey satisfaction levels in Akaroa 8.5/10</i> Wharf side Visitor information & booking service, shuttle service and arrival collateral from 2011/12 to 2014/15 <i>112,000 passenger port days at Akaroa & Lyttelton in 2013/14 cruise season.</i> CCT has been appointed by the Canterbury tourism sector to advocate on behalf of the industry to have wharf and docking facilities re-instated for large cruise ships arrivals in Lyttelton from 2017/18 onwards. CCT has prepared a	<i>Cruise NZ Passenger Survey, NZ port rating average: 8.5/10 in 2013/14</i>	5.1.19.1 Services provided to support cruise ship visits to Akaroa: Wharf side Visitor Information mobile facility Printed collateral for arriving cruise passengers on regional activities & information <i>Non-LTP</i> 5.1.19.2 <i>cruise passenger satisfaction levels in Akaroa will be maintained at or above 8.5/10..</i>	5.1.19.1 Services provided to support cruise ship visits to Akaroa: Wharf side Visitor Information mobile facility Printed collateral for arriving cruise passengers on regional activities & information <i>Non-LTP</i> 5.1.19.2 <i>cruise passenger satisfaction levels in Akaroa will be maintained at or above 8.5/10.</i>	5.1.19.1 Services provided to support cruise ship visits to Akaroa: Wharf side Visitor Information mobile facility Printed collateral for arriving cruise passengers on regional activities & information <i>Non-LTP</i> 5.1.19.2 <i>cruise passenger satisfaction levels in Akaroa will be maintained at or above 8.5/10.</i>	5.1.19.1 Services provided to support cruise ship visits to Akaroa: and Lyttelton Wharf side Visitor Information mobile facility Printed collateral for arriving cruise passengers on regional activities & information <i>Non-LTP</i> 5.1.19.2 <i>cruise passenger satisfaction levels in Akaroa/Lyttelton will be maintained at or above 8.5/10.</i>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
			regional economic benefit assessment that outlines the benefit of the dual use of Lyttelton & Akaroa as cruise arrival ports.					
5.1.20 Visitors utilise the services of the Christchurch Visitor Information Centre	Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services .	<i>Door counter to measure i-SITE visitor numbers.</i> <i>Visitor Satisfaction Survey</i>	<i>i-site visitor numbers:</i> <i>Christchurch</i> 2013/14: 193,499 2012/13: 204,881 2011/12: 117,230 2010: 484,993 Christchurch Visitor Centre will be open from 0830-1700 daily (Peak Season Jan-Mar 0830-1900, Shoulder Nov/Dec and Apr 0830-1800) Visitor satisfaction result 2012/13: 8.6/10 2013/14:	<i>i-SITE opening hours:</i> <i>Wellington</i> 0830-1700 1100-1600 on Public Holidays <i>Auckland</i> 0830-1700 in winter 0830-1800 in summer <i>i-SITE visitor numbers:</i> <i>Christchurch</i> 2013/14: 193,499 2012/13: 204,881 2011/12: 117,230 2010: 484,993	<i>Non-LTP</i> 5.1.20.3 <i>Christchurch Visitor Centre maintain visitor utilization at 2014/15 level</i> 5.1.20.4 Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 <i>Non-LTP</i> 5.1.20.6 <i>Visitor/customer satisfaction 70% or better</i>	<i>Non-LTP</i> 5.1.20.3 <i>Christchurch Visitor Centre increase visitor utilization by 1-2% per annum</i> 5.1.20.4 Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 <i>Non-LTP</i> 5.1.20.6 <i>Visitor/customer satisfaction 70% or better</i>	<i>Non-LTP</i> 5.1.20.3 <i>Christchurch Visitor Centre increase visitor utilization by 1-2% per annum</i> 5.1.20.4 Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 <i>Non-LTP</i> 5.1.20.6 <i>Visitor/customer satisfaction 70% or better</i>	<i>Non-LTP</i> 5.1.20.3 <i>Christchurch Visitor Centre maintain visitor utilization at 2017/18 level</i> 5.1.20.4 Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 <i>Non-LTP</i> 5.1.20.6 <i>Visitor/customer satisfaction 70% or better</i>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	2024/25
5.1.20 <i>Cont'd</i> Visitors utilise the services of the Christchurch Visitor Information Centre					5.1.20.5 Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)	5.1.20.5 Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)	5.1.20.5 Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)	5.1.20.5 Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)
5.1.15 CCT actively promotes the city in Australian markets with direct air services to Christchurch	Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services .		Australia holiday arrivals into Christchurch collapsed by 47% following the Feb 2011 earthquake and have only recovered by 10 percentage points in the past three years. Given the size of this loss from our largest market, recovering the Australian holiday market remains CCT's primary goal for marketing recovery.		5.1.15.1 CCT will be a supporting partner to TNZ funded campaigns by delivering image and video content, product deals from Canterbury tourism operators and providing creative input on Christchurch and Canterbury content of major South Island campaigns.	5.1.15.1 CCT will be a supporting partner to TNZ funded campaigns by delivering image and video content, product deals from Canterbury tourism operators and providing creative input on Christchurch and Canterbury content of major South Island campaigns.	5.1.15.1 CCT will be a supporting partner to TNZ funded campaigns by delivering image and video content, product deals from Canterbury tourism operators and providing creative input on Christchurch and Canterbury content of major South Island campaigns.	5.1.15.1 CCT will be a supporting partner to TNZ funded campaigns by delivering image and video content, product deals from Canterbury tourism operators and providing creative input on Christchurch and Canterbury content of major South Island campaigns.

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
			<p>Over the past three years CCT has typically delivered 2.5 months per year of campaign activity to targeted holiday segments in Australia.</p> <p>These campaigns have delivered an average of 170,000 pa online responses as a direct result from click throughs from the campaign online media.</p> <p>Holiday visitor arrivals from Australia into Christchurch have improved</p> <p>Due to proposed LTP budget cuts this activity will reduce by at least 20%.</p>					

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.14 CCT maintains www.christchurchnz.com as a primary communication tool to both international and domestic travellers.	Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services .	<i>Website analytics</i>	<p>A total of 520,000 user visits were achieved on the site in 2013/14.</p> <p>More than 110,000 user visits were generated from a major investment in an East Coast Australia campaign.</p> <p>Given the budget cuts proposed in the LTP, Australian campaign activity will diminish by 30% and there will be a 50% reduction in funds available for website content development and functionality improvement.</p> <p>These two influences are anticipated to reduce total user visits to an annual baseline of 400,000 user visits from 2015/16.</p>	<i>TBA when RTONZ 2014 survey available in Dec 2014</i>	<p>5.1.14.1 Achieve a minimum of 400,000 user visits</p> <p>5.1.14.2 Maintain average time on site of 2m30s</p> <p>5.1.14.3 Number of operator listings viewed minimum of 25,000 pa</p>	<p>5.1.14.1 Achieve a minimum of 415,000 user visits</p> <p>5.1.14.2 Maintain average time on site of 2m30s</p> <p>5.1.14.3 Number of operator listings viewed minimum of 25,000 pa</p>	<p>5.1.14.1 Achieve a minimum of 430,000 user visits</p> <p>5.1.14.2 Maintain average time on site of 2m30s</p> <p>5.1.14.3 Number of operator listings viewed minimum of 25,000 pa</p>	<p>5.1.14.1 Achieve a minimum of 430,000 user visits</p> <p>5.1.14.2 Maintain average time on site of 2m30s</p> <p>5.1.14.3 Number of operator listings viewed minimum of 25,000 pa</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.1.21 CCT work collaboratively with CIAL to deliver promotional activities in markets that have direct air routes or have high potential to be developed as a direct air routes.	Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services .		<p>CCT invested in three Australian campaigns in 2013/14 with substantial airline conversion elements.</p> <p>CCT has developed new trade training programmes for the Western Australian market to increase travel trade support of the seasonal direct services from Perth to Christchurch that commenced in Dec 2013.</p> <p>CCT has participated in two promotional visits to Guangzhou with CIAL in the past 12 months to promote Christchurch and the South Island to China Southern Airlines and its travel distribution partners.</p> <p>CCT attended the CAPA Summit in Sydney with CIAL</p>	<p>ATEED supports Auckland Airport with major new air route developments with both trade marketing support, joint consumer marketing campaigns and joint attendance with AIAL at the "Routes" trade shows that allow destinations to connect with airline planners four times per year.</p>	<p>5.1.21.1 CCT will support CIAL by participating in at least one Routes trade show per year and the annual CAPA Summit.</p> <p>5.1.21.2 CCT will support CIAL with the destination elements of at least one airline/ trade event per year in China and the USA per year.</p> <p>5.1.21.3 CCT will contribute content and media investment to the South Island Road Trip campaign project which will be led by CIAL over the 2015-17 period.</p>	<p>5.1.21.1 CCT will support CIAL by participating in at least one Routes trade show per year and the annual CAPA Summit.</p> <p>5.1.21.2 CCT will support CIAL with the destination elements of at least one airline/ trade event per year in China and the USA per year.</p> <p>5.1.21.3 CCT will contribute content and media investment to the South Island Road Trip campaign project which will be led by CIAL over the 2015-17 period.</p>	<p>5.1.21.1 CCT will support CIAL by participating in at least one Routes trade show per year and the annual CAPA Summit.</p> <p>5.1.21.2 CCT will support CIAL with the destination elements of at least one airline/ trade event per year in China and the USA per year.</p> <p>5.1.21.3 CCT will contribute content and media investment to the South Island Road Trip campaign project which will be led by CIAL over the 2015-17 period.</p>	<p>5.1.21.1 CCT will support CIAL by participating in at least one Routes trade show per year and the annual CAPA Summit.</p> <p>5.1.21.2 CCT will support CIAL with the destination elements of at least one airline/ trade event per year in China and the USA per year.</p> <p>5.1.21.3 CCT will contribute content and media investment to the South Island Road Trip campaign project which will be led by CIAL over the 2015-17 period.</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
			to promote Christchurch to Asia/Pacific airline route planners.					
5.1.22 CCT continues an active communication programme with media and trade	Christchurch's reputation as a great place to visit (and study) is enhanced by visitor promotion and visitor services .		<p><i>2013/14 level: Trade training delivered to at least 4 events per annum</i></p> <p><i>Familiarisations carried out with 30 trade organisations</i></p> <p><i>Familiarisations carried out with 150 media individuals</i></p>	<i>No identified benchmarks</i>	<p>Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations at 2013/14 level:</p> <p>5.1.22.1 Trade training delivered to at least 4 events per annum</p> <p>5.1.22.2 Familiarisations carried out with 30 trade organisations consisting of a total of 250 individual people, per annum.</p> <p>5.1.22.3 Familiarisations carried out with 150 media individuals, per annum</p>	<p>Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations at 2013/14 level:</p> <p>5.1.22.1 Trade training delivered to at least 4 events per annum</p> <p>5.1.22.2 Familiarisations carried out with 30 trade organisations consisting of a total of 250 individual people, per annum.</p> <p>5.1.22.3 Familiarisations carried out with 150 media individuals, per annum</p>	<p>Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations at 2013/14 level:</p> <p>5.1.22.1 Trade training delivered to at least 4 events per annum</p> <p>5.1.22.2 Familiarisations carried out with 30 trade organisations consisting of a total of 250 individual people, per annum.</p> <p>5.1.22.3 Familiarisations carried out with 150 media individuals, per annum</p>	<p>Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations:</p> <p>5.1.22.1 Trade training delivered to at least 4 events per annum</p> <p>5.1.22.2 Familiarisations carried out with 30 trade organisations consisting of a total of 250 individual people, per annum.</p> <p>5.1.22.3 Familiarisations carried out with 150 media individuals, per annum</p>

5 Review of cost effectiveness - regulatory functions and service delivery

The Local Government Act requires local authorities to review the cost effectiveness of current arrangements for delivering its services and regulatory functions

A review need not be undertaken if

- Delivery is governed by legislation, contract or other binding agreement that cannot be reasonably altered in the next two years.
- The benefits to be gained do not justify the cost of the review.

A review must be undertaken

- In conjunction with the consideration of any significant change to service levels
- Within two years before the expiry of any legislation, contract or other binding agreement affecting the service
- Not later than 6 years after any previous review.

A review must consider each of options 1 to 9 in the table below. Option 10 is discretionary.

Governance	Funding	Delivery	Option
CCC	CCC	CCC	1
CCC	CCC	CCO (CCC sole shareholder)	2
		CCO (CCC one of several shareholders)	3
		Other local authority	4
		Other person or agency	5
Joint Committee / Shared Governance	Joint Committee / Shared Governance	CCO (CCC sole shareholder)	6
		CCO (CCC one of several shareholders)	7
		Other local authority	8
		Other person or agency	9
Other arrangement	Other arrangement	CCC or other arrangement	10

This section considers reviews for regulatory functions and service delivery.

Service: Coordination and Leadership of Economic Development Programmes; Economic Development Leadership, Industry Development and Business Acceleration

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CDC Board	CCC and Government agencies	CDC	\$4,620,000

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
No	Funding agreements with Government agencies for the delivery of specific services		No review necessary at this time

Service Tourism Development and Marketing

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCT Board	CCC, CIAL, MBIE	CCT	\$2,912,000

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
No	Funding agreements with CIAL and MBIE through Canterbury Tourism Partnership		No review necessary at this time

6 Long Term Infrastructure Strategy

6.1 Issues, principles and implications

No assets are associated with this activity.

7 Review of cost-effectiveness - infrastructure delivery

No assets are associated with this activity.

8 Significant Effects

The significant negative and significant positive effects are listed below in Tables 8-1 and 8-2 respectively.

Table 8-1 Significant Negative Effects

Effect	Council's Mitigation Measure

Table 8-2 Significant Positive Effects

Effect	Description
Increased GDP, employment and quality of life	The Christchurch Economic Development , Coordination and Leadership Activity has a positive impact on the rate of GDP growth, employment for residents of Christchurch and to wider quality of life in the City.
Visitors bringing vitality and diversity to the City.	The attraction of visitors to the city has impacts beyond the financial effect of their spending whilst visiting. Visitors bring colour and vibrancy to the city. They also pass on their experiences to others by word of mouth. Many become 'ambassadors' for the city and some may choose to return to work and invest at a later date.
Building the underlying economy	The Christchurch Economic Development , Coordination and Leadership Activity has an important role in helping to maintain and build the underlying economy during the construction lead economic boom generated by the earthquake rebuild. Once that boom period comes to an end it will be important to have a strong underlying economy that has built on the opportunities presented for transformation in the rebuild.
Good governance and decision making	Having well articulated economic development and visitor strategies for the city assist the Council in governing the city well and making good decisions. These in turn result in resources being wisely invested and providing maximum return to the City.
Good economic information assists decision making	Good quality information on the state and progress of the economy helps the Council, businesses and many other organisations make sound decisions for the future.

8.1 Assumptions

Council has made a number of assumptions in preparing the Activity Management Plan. Table 8-3 lists the most significant assumptions and uncertainties that underline the approach taken for this activity.

Table 8-3 Major Assumptions

Assumption Type	Assumption	Discussion
Financial assumptions.	That all expenditure has been stated in 1 October 2014 dollar values and no allowance has been made for inflation in the presentation of the figures.	The financial information presented in the Activity Management Plan has not had any inflationary increase applied to it through the ten years of the LTP. However the core funding elements of the CCT and CDC funding will have an annual inflation adjustment applied, as will the funding to the Lyttelton Community Visitor information Centre funding.
Opening of New Christchurch Convention Centre in 2017/18	That the new Christchurch Convention Centre will open in 2017/18 with a capacity to hold conventions of up to approximately 2000 people.	The LOS and key change affecting the Christchurch and Canterbury Convention Centre is based on the assumption of the new convention centre coming on stream and having the capacity indicated by CERA/CCDU.
Cruise ship services primarily visiting Akaroa	Cruise ships will primarily visit Akaroa at least for the next three years.	Given the damage to the Lyttelton Port and the current progress with the Lyttelton Port Recovery Plan, it has been assumed that Akaroa will be the primary location for cruise ship visits for at least the next three years.
Canterbury Tourism Partnership Financial Contributions	That the Canterbury Tourism Partnership will continue to operate with all partners making contributions of broadly similar size.	The Canterbury Tourism Partnership involved CCC, CCT, CIAL and MBIE. Funding provided by the Council has in recent years been matched by funding from each of the other partners. It has been assumed this sort of partnership matching of funds will continue for at least the next three years.
Growth forecasts.	Growth forecasts as outlined in the CCT Five Year Strategic Plan are met.	CCT has assumed that organic growth is not constrained by accommodation supply in Christchurch City

9 Risk Management

Table 9-1 Significant Risks and Control Measures

Risk Description	Current Controls	Proposed Controls	Target Risk Level
Changes to government funding schemes reducing the ability of CDC and CCT to add significantly to the funding provided by the Council.	Maintain close relationships with Government agencies to get early signals about any potential changes to funding arrangements and maximise the opportunity to influence the thinking of Government agencies. Resourcing commitments to give effect to Government funding are made with the term of the funding commitment clearly in mind.	As current	Moderate
Slow or poor development of the Central City impacting on the wider economic development of the City and having a lack of appeal to visitors.	Regular communication with CCDU and a range of other parties to encourage the successful development of the central city.	As current.	High
Significant Earthquake: significant impairment of visitor demand and long-term confidence in Christchurch as a destination. Staff and business partner retention and reduced engagement from Tourism New Zealand.		Review the scope and intent of CCTs outputs.	Low
Earthquake significant disruption to business operations in the city and decline in investment confidence in the City		Reactivate Recovery Canterbury model if required. Review the scope and intent of CDC outputs.	Low
Terrorism : significant event in Australia	Monitor.	Reassess market priorities	Medium

10 Improvement Plan

No assets are associated with this activity.

11 Operations, Maintenance and Renewals Strategy

11.1 Operations and Maintenance

No assets are associated with this activity.

11.2 Renewals

No assets are associated with this activity.

12 Key Projects

No assets are associated with this activity.

13 Summary of Cost for Activity

Figure 13-1

ECONOMIC DEVELOPMENT - CHRISTCHURCH ECONOMIC DEVELOPMENT LEADERSHIP	<u>Funding Caps in 2015/16 Dollars</u>				<i>Funding splits exclude EQ Costs from all calculations</i>					
	2014/15 Annual Plan	2015/16	2016/17	2017/18	Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments
	000's									
Operational Budget										
Economic Development Leadership	4,620	4,602	4,508	4,418					Ongoing	Funding provided to CDC
Tourism	2,912	2,744	2,689	2,635						
Education & Skills	-	-	-	-						
Employment	-	-	-	-						
Activity Costs before Overheads	7,532	7,346	7,197	7,053						
Earthquake Response Costs	-	-	-	-						
Corporate Overhead	401	378	369	343						
Depreciation	-	-	-	-						
Interest	-	-	-	-						
Total Activity Cost	7,933	7,723	7,566	7,397	0%	0%	100%	Full		
Funded By:										
Fees and Charges	-	-	-	-						
Grants and Subsidies	-	-	-	-						
Earthquake Recoveries	-	-	-	-						
Total Operational Revenue	-	-	-	-						
Net Cost of Service	7,933	7,723	7,566	7,397						
Funded by:										
Rates	7,933	7,723	7,566	7,397						
Earthquake Borrowing	-	-	-	-						
	7,933	7,723	7,566	7,397						
Capital Expenditure										
Earthquake Rebuild										
Renewals and Replacements										
Improved Levels of Service										
Additional Demand										

Figure 13-2



